Danantara Indonesia

btn

BTN untuk Keluarga Indonesia

2025
ANNUAL REPORT

PT Bank Tabungan Negara (Persero) Tbk

ABOUT THE ANNUAL REPORT

This Annual Report is an integrated report containing an overview of important financial data for the last 5 (five) years, company profile, reports from the Board of Directors and Board of Commissioners, management analysis and discussion which includes the Company's performance achievements, compared with the performance of previous years, performance projections and company prospects. This Annual Report also reports on the implementation of corporate governance which includes governance structures and processes including the implementation of a risk management system which, among other things, describes the risk profile and its management. Thus, this Annual Report places historical performance into context and describes the Company's risks, opportunities and prospects for the future, so that it is hoped that it can help shareholders and stakeholders understand the Company's strategic objectives and its progress in creating sustainable value.

2025 Annual Report

BTN untuk Keluarga Indonesia

PT Bank Tabungan Negara (Persero) Tbk. (hereinafter referred to as the Company) is always committed not only to performing as a banking institution but also acting as a financial partner, available in every Indonesian family's life phase. A long-standing bank in the national housing financing, the Company articulates "family" as a key foundation of the socio-economic development. Therefore, the Company's strategic initiatives are directed to support decent residential necessity, inclusive financing access, and sustainable financial solutions for a wider community.

In 2025, the Company, having this commitment, successfully maintained its loan growth, particularly in the housing financing segment, as the Company's core business. Total loans in 2025 reached IDR312.58 trillion (2025), an increase from IDR 286.14 trillion in 2024. Improved asset quality was maintained with a gross NPL of 3.17%, strengthening a more stable capital structure with a CAR of 19.02%, and improvements in other financial ratios demonstrated the effectiveness of the transformation strategy implemented. The Company, performing its product innovation, synergy confirmation, and commitment to sustainability principles, attempted to ensure that every Indonesian family had access to secure, reliable, added-value financial services. In 2025, the Company recorded consolidated net profit of IDR3.50 trillion, representing a year-on-year (yoy) increase of 16.42%. This significant profit growth was in line with the expansion of the Company's total assets, which reached IDR527.79 trillion, an increase of 12.39% compared to 2024.

Moreover, having a firm fundamental, consistent transformation, and more solid synergy, the Company was optimistic to continuously grow and provide added value to stakeholders. The Company affirmed its commitment to grow with the community, build trust, and provide real contribution in creating inclusive and sustainable welfare for the nation.

THEME
CONTINUITY

2024 Annual Report

DIGITAL TRANSFORMATION FOR SUSTAINABLE GROWTH

PT Bank Tabungan Negara (Persero) Tbk. (hereinafter referred to as the Company or BTN) remains agile in conducting its business, continuously adapting to changes in the environment. BTN has established a vision and mission as a strategic direction for the Company's future development. The vision is: "To Become the Best Mortgage Bank in Southeast Asia by 2025."

One of the key factors in implementing these strategic initiatives is digital transformation, supported by adaptive information technology management. BTN has strengthened its digitalization processes in lending and funding, developed digital branches, enhanced banking transaction capabilities by providing an improved BTN Mobile service, increased sales productivity in the funding segment, and reinforced its information technology infrastructure.

Digital transformation is also reflected in the establishment of the Digital Operations Division and Digital Operations Risk Division, which ensures the effective delivery of the Company's services and operations, as well as strengthens information technology, digital, and operational risk management to mitigate potential risks in the cyber and digital domains. BTN is optimistic that these various efforts will drive the Company's long-term growth..

2023 Annual Report

KARENA HIDUP GAK CUMA TENTANG HARI INI

PT Bank Tabungan Negara (Persero) Tbk (hereinafter referred to as the Company or Bank BTN) is implementing a breakthrough product development strategy to capture opportunities arising from the demographics of the Indonesian population which is dominated by Gen Z and millennials. This is realized by developing Bank BTN features and services in owning a house, investing and preparing digitally integrated retirement funds through its Hero Campaign, namely Life is Not Only About Today. Bank BTN invites millennials to develop their businesses bigger and realize that now is the time to own a house while still living their lifestyle without having to worry about the mortgage they have. The development of the housing business in the first home buyer segment as Bank BTN's captive market is expected to be able to encourage business growth for the next 10 (ten) years.

2022 Annual Report

DEVELOPMENT OF HOUSING ECOSYSTEMBASED BUSINESS TRANSFORMATION AND DIGITALIZATION

PT Bank Tabungan Negara (Persero) Tbk (hereinafter referred to as "the Bank", "the Company", or "BTN") has been developing business transformation that involves transforming branch offices' operating models, developing Strategic Business Unit (SBU) structures, transforming human capital to support business plans and improving capabilities of the employees to achieve the 2025 Visions, as well as developing housing loans (hereinafter referred to as KPR) for the millennials through Transit Oriented Development (TOD) concept.

In line with business transformation, the Company has been enhancing its digitalization capability in developing housing ecosystem-based business by expanding the value chain of the housing business. This expansion is conducted by establishing a one-stop shop financial solution, a comprehensive banking service for commercial SMEs, corporates and institutional customers. In the end, business transformation and housing ecosystem-based digitalization has been able to improve the Company's performance as expected by the stakeholders.

2021 Annual Report

TRANSFORMATION TOWARDS THE BEST MORTGAGE BANK

Bearing the spirit of transformation in a sustainable business growth, PT Bank Tabungan Negara (Persero) Tbk has confidently passed through 2021 while executing its vision and mission. With robust fundamentals built throughout 2021, Bank BTN's journey going forward has been strengthened towards the transformation "To Be The Best Mortgage Bank in Southeast Asia by 2025".

This year, the Company will continue improving the existing banking services. Disruptions by the COVID-19 pandemic has given the Company opportunities to enhance digital service performance such as banking from home and mobile banking applications, in addition to creating variations of housing loan, cash management and savings products to increase customers' loyalty.

Since its founding, the Company has also been serving as the Government's partner in supporting the economy, particularly as the agent of development by distributing over IDR640 trillion loans to more than five million Indonesian people of all segments while continuously make the endeavor to become a leader and innovator amidst the national banking competition.

TABLE OF CONTENTS

3 **Themes and Themes Explanation**
4 **Theme Continuity**
6 **Table of Contents**
9 **Company at a Glance**
10 **Milestones**
12 **Our Best Contributions**

PERFORMANCE HIGHLIGHTS 16

18 Important Performance Achievements in 2025
20 Key Financial Highlights
20 Financial Highlights and Financial Ratios
29 Operational Overview
30 Stock Price Information
33 Corporate Action
33 Temporary Termination of Stocks Trading (Suspension) and/or Stock Registration (Delisting)
34 Bond, Sukuk and/or Convertible Bond Information
36 Other Funding Source Information
38 Company Rating 2025
39 Corporate Analyst Report
41 Important Events in 2025

REPORT OF DIRECTORS AND BOARD OF COMMISSIONERS 50

52 Board of Directors Report
70 Board of Commissioners Report
84 Accountability of Annual Report 2025

COMPANY PROFILE 86

88 Company Identity
90 Names and Addresses of Regional Offices, Conventional Branch Offices and Sharia Branch Offices
99 Business Partner Networks
101 Company Brand
102 Company at A Glance
103 Description of Name Change
104 Company Vision, Mission and Corporate Culture
104 Vision
105 Mission
105 Review of Vision and Mission by the Board of Commissioners and Directors
106 Corporate Culture
108 Business Activities
108 Business Activities According to the Articles of Association and Business Activities Conducted
109 Products and Services
124 Operational Area
126 Organizational Structure
128 Association Membership
129 Board of Directors Profile
150 Board of Commissioners Profile
169 Sharia Supervisory Board Profile
173 Executive Officers Profile
201 Employee Profile
201 Employee Composition by Gender
201 Employee Composition by Organizational Level
201 Number of Employees Based by Age Range
202 Number of Employees Based by Educational Level
202 Number of Employees by Employment Status
202 Employees Comp
203 Shareholder's Composition
204 Composition of the 20 Biggest Shareholders
205 Shareholders Composition 5% or More
206 Composition of Community Shareholders Less Than 5%
207 Shareholding by the Directors and Commissioners
208 Shareholding by Senior Management
208 Shareholders Classification
209 Major and Controlling Shareholders
209 List of Subsidiaries, Associated Entities and Joint Venture Companies
210 Bank Business Group Information
211 Corporate Group Structure
212 Stock Listing Chronology
214 Chronology of Issuance and/ or Listing of Bonds and Other Securities
226 Information on the use of Public Accounting and Public Accounting Office Services
226 Name and Address of Supporting Institution and/or Professional
233 Awards and Certifications
242 Information Available on the Website

MANAGEMENT DISCUSSION AND ANALYSIS ON BANK PERFORMANCE 244

246 Economic Overview
246 Global Economic Analysis
247 National Economic Analysis
248 Banking Industry Analysis
248 Housing Industry Analysis
250 Analysis of BTN in the Banking Industry
252 Operational Overview
252 Bank Strategy Plan
274 Marketing Aspects
274 Marketing Strategy
297 Market Share
298 Customer Application Handling
301 Operational Overview per Business Segment
301 Conventional Segment
323 Sharia Segment
340 Subsidiary Segment
345 National Strategic Projects or Other Assignments
347 Financial Review
347 Financial Performance
347 Statement of Financial Position
356 Statement of Profit or Loss and Other Comprehensive Income
360 Statement of Cash Flows
363 Ability to Pay Debts and Collectability of Receivables
363 Ability to Pay Debts
366 Collectability of Receivables
368 Other Financial Ratio
369 Fund Interest Rate
372 Prime Lending Rate
372 Productive Assets Quality Analysis
375 Fee-Based Income Growth Acceleration
375 Growth in Digital Transaction Volume
375 Bank Capital Structure
375 Management Policy on Capital Structure and Basis for Determining Policy
376 Capital Structure Details
377 Information on Capital and Risk Exposure
379 Capital Goods Investment
380 Commitments and Contingencies
381 Agreement and Engagement
384 Material Information and Facts after Accounting Report Date
384 Business Outlook and Future Strategies
388 Achievement of Targets and Future Targets
388 Achievement of Targets 2025
391 Future Targets (Projection)
394 Long-Term Plan (LTP) Evaluation
395 Dividend Policy, Announcement and Payment
398 Realization of Use of Proceeds from Public Offering
398 Material Information Regarding Investment, Expansion, Divestment, Acquisition, or Debt and Capital Restructuring
404 Information on Material Transactions Containing Conflicts of Interest, Affiliated Transactions, and Related Transactions
412 Loan Policy for Board of Commissioners/Directors
412 Maximum Limit on Credit Provision and Large Funding
413 Changes in Legislation and Regulations and Their Impact on the Company
421 Changes in Accounting Policies
422 Bank's Soundess Level
422 Information on Business Continuity
426 Disclosure of Governance, Management, and Control Framework for Tax Aspects
427 Response to Changes in Monetary Policy Direction
428 Spot Transactions and Derivative Transactions
430 Report on the Use of Additional State Capital Injection (SCI)

INFORMATION ON CAPITAL AND RISK EXPOSURE 432

434 Key Metrics
437 Differences Between the Scope of Consolidation and Mapping in Financial Statements in Accordance with Financial Accounting Standard with Risk Category in Line with The Financial Services Authority Regulation of the Risk Category (LI1)
440 Main Differences Between Recorded Value in Accordance with Financial Accounting Standard and Exposure Value in Line with the Financial Services Authority Regulation (LI2)
441 Description of Differences Between Exposure Value in Accordance with Financial Accounting Standard and the Financial Services Authority Regulation (LIA)
442 Capital - Capital Composition (CC1)
446 Capital - Capital Reconciliation (CC2)
448 Capital - Key Feature of Capital and Tlac-Eligible Instruments (CCA)
450 Qualitative Disclosure on Capital Structure and Capital Adequacy
452 Risk Management – Bank Risk Management Approach (OVA)
456 Leverage Ratio
462 Credit Risk
540 Market Risk
546 Liquidity Risk
563 Operational Risk

HUMAN CAPITAL 566

434 Human Resource Development Work Program
436 Human Capital Management Policy and Implementation
436 Recruitment

573 Competency Development
576 Career Development
580 Performance Assessment
582 Remuneration
584 Pension Program
585 Human Capital Information System (HCIS)
587 Cultural Internalization
588 Information Disclosure to Employees
589 Human Capital Management Structure
590 Human Capital Work Plan 2026

INFORMATION TECHNOLOGY 592

594 Master Plan and Information Technology Strategy Plan
596 Information Technology Innovations
597 Information Technology Infrastructure
598 Information Technology Governance
605 Information Technology Management Structure
606 Information Technology Implementation Evaluation
606 Information Technology (IT) Operations Performance In 2025
473 Information Technology Work Plan 2026

CORPORATE GOVERNANCE 610

612 Achievements in the Implementation of Corporate Governance
613 Fundamentals of Implementation of Corporate Governance
614 Objectives and Principles of Implementation of Governance
616 Commitment to Corporate Governance Implementation
617 Implementation of Corporate Governance
626 Corporate Governance Structure and Mechanism
626 Company Organ Structure
627 Governance Soft Structure
628 Corporate Governance Mechanism
628 Shareholders
628 General Meeting of Shareholders
650 Board of Directors
680 Board of Commissioners
730 Nomination and Remuneration for the Board of Directors and Board of Commissioners
736 Diversity Policy for the Board of Directors and Board of Commissioner
740 Transparency of Share Ownership of the Board of Directors and Board of Commissioners
743 Organs and Committees Under the Board of Commissioners
794 Organs and Committees Under the Directors
858 Implementation of Governance in Providing Remuneration for Commercial Banks
866 Public Accountant
868 Internal Control System
874 Risk Management Report
891 Compliance Function
906 Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Prevention of the Proliferation of Weapons of Mass Destruction (PFWMD) Program
909 Legal Case
911 Administrative Sanctions Imposed on The Company, Members of The Board of Commissioners and Directors by The Capital
911 Access to Company Information and Data
927 Code of Conducts
932 Policy of Long-Term Performancebased Compensation to Management
933 Whistleblowing System
942 Anti-Corruption Program
949 Management of State Officials' Wealth Report (LHKPN)
950 Number of Determination (Internal Fraud) and Resolution Efforts
951 Provision of Funding for Social and/or Political Activities
951 Provision of Funds to Related Parties and Provision of Large Funds
951 Share Buyback and Bond Buyback
951 Bank Strategic Plan
951 Transactions Containing Conflict of Interest
951 Internal Dispute
951 Prevention of Insider Trading
952 Transparency of Financial and Non-Financial Conditions
952 Implementation of Sustainable Finance Including Social and Environmental Responsibility
952 Banking Business Group Governance Report
955 Report of Sharia Business Unit Governance
974 Public Company Governance Implementation Guidelines
984 Governance Principles for Banks Issued by Basel Committee on Banking Supervision
986 Good Corporate Governance Assessment

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM 1006

OJK REFERENCE INDEX

FINANCIAL REPORT

PUMK REPORT

SOUNDNESS REPORT

COMPANY **AT A GLANCE**

TOTAL ASSET

IDR **527.79** trillion

PRODUCTS AND SERVICES

Conventional Banking | Sharia Banking

BUSINESS SEGMENT

Commercial Bank

NUMBER OF OFFICES

642 Conventional Office Networks

118 Sharia Office Networks

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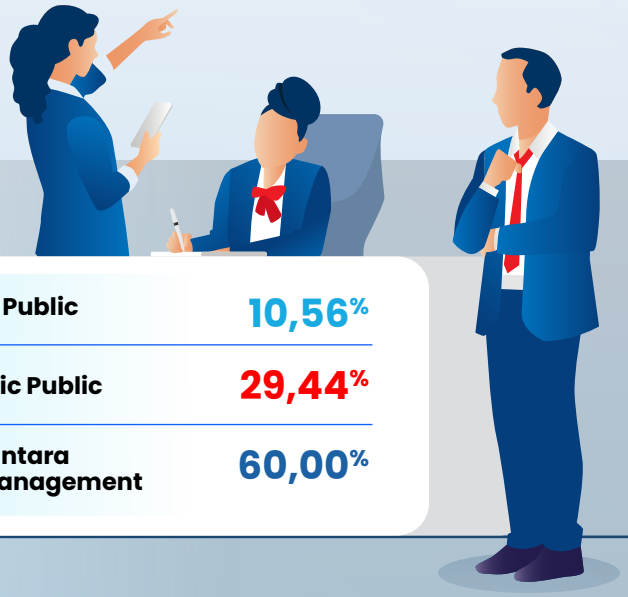
Share OWNERSHIP

Foreign Public	10,56%
Domestic Public	29,44%
PT Danantara Asset Management	60,00%



MILESTONES

1897

The Company was first established under the name of "Postspaarbank" during the rule of the Dutch East Indies Government.

1942

The Company was taken over by the Government of Japan and renamed Tyokin Kyoku or the Savings Office.

1945

The Government of the Republic of Indonesia seized Tyokin Kyoku and Kantor Taboengan Pos (Postal Savings Office) was formed.

1953

It was inaugurated as a legal entity under the Ministry of Transportation and allowed to open a Branch Office.

1963

The name was changed to Bank Tabungan Negara and moved under the Ministry of Central Bank Affairs.

1965

The integration of State-owned Banks and Bank Tabungan Negara into the Central Bank. A Single Bank under the name of Bank Negara Indonesia, consisting of Bank Tabungan Negara, Bank Indonesia, Bank Koperasi Tani dan Nelayan, Bank Umum Negara, BNI 1946 and Bank Dagang Negara.

1976

Realization of BTN mortgage (KPR BTN) for the first time was in Tanah Mas Housing, Semarang.

1986

In 1986, BTN signed a credit agreement with the IBRD/World Bank worth US$ 266.55 million.

1989

Issued bonds for the first time and the first commencement of commercial bank operations.

2002

With an IBM-AS400-based online realtime system, information technology was implemented in all Branch Offices.

2005

Established Sharia Business Unit and opened the first Sharia Branch Office at Harmoni, Jakarta.

2008

Obtained ISO 9001-2000 Certification for mid-term credit services with a service pattern of 1-5-1.

2014

The Company and SMF signed Indonesia's biggest securitization.

2015

The Company participated in the success of "One Million Houses for Indonesian".

2016

The Company continued its transformation agenda, such as "Digital Banking Periods".

2020

Upgraded its vision and mission as Best Mortgage Bank in Southeast Asia in 2025.

2021

Transformation to achieve sustainable growth.

2022

The Company carries out corporate actions in the form of Additional Capital by Providing Preemptive Rights II (PMHMETD II) in the issuance of Preemptive Rights (HMETD) or Rights Issue.

1946

All Postal Savings Offices (Kantor Taboengan Pos) were occupied by the Dutch and temporarily ceased to operate.

1949

The Government of Indonesia reopened Postal Savings Office (Kantor Taboengan Pos) with the name of Bank Tabungan Pos RI (Postal Savings Bank of RI.

1950

The name was changed to "Bank Tabungan Pos" (Postal Savings Bank) by the Government of the Republic of Indonesia.

1968

The single bank was separated and reopened as Bank Tabungan Negara, abbreviated to BTN.

1971

BTN cooperated with Perum Pos dan Giro to implement Tabungan Pembangunan Nasional (Tabanas) and Term-Insurance Savings (Taska).

1974

Assigned to finance public housing by the Ministry of Finance.

1992

Holding the status of a state-owned limited liability company (Persero).

1994

Obtained permission to operate as a Foreign Exchange Bank.

2001

Recapitalized by the Government of the Republic of Indonesia with a value of IDR13.6 trillion.

2009

Mortgage Securitization via the first Assets Backed Securities Collective Investment Contract (KIKEBA) was in Indonesia. The Company conducted an Initial Public Offering (IPO) and was listed on the Indonesia Stock Exchange (Go Public).

2012

The Company executed Right Issue.

2013

The Company transformed into a leading housing financing bank and worldclass banking.

2017

Developing various digital-based products and services; one of which was the opening of Smart Branch in Harmoni, Jakarta.

2018

Developing digital ecosystem to support sustainable business as a leading housing financing bank in Indonesia.

2019

Became Housing Market Maker and strengthened its position as the 5th Largest Bank.

2024

The Company inaugurated the new BTN logo.

2025

- BTN Extraordinary General Meeting of Shareholders (EGMS) approved spin-off of Sharia Business Unit (SBU) to PT Bank Syariah Nasional (BSN). By this resolution, BTN SBU rights and obligations were assigned to BSN.
- The launch of Super App balé by BTN .

OUR BEST **CONTRIBUTION**

Implementation of ESG in Sustainable Transformation

BTN remains its firm commitment to implement Environmental, Social, and Governance (ESG) principles as part of the Company's strategic efforts. For BTN, Indonesia's largest Mortgage Loans (KPR) distributor, the ESG implementation is not only a compliance obligation but also a crucial foundation in affirming service quality, transparency, and sustainability of the business model. BTN's consistency in performing ESG transparency is reflected in highly clear, measurable, and accountable information disclosure performance to stakeholders.

This commitment is affirmed by the success of BTN in achieving numerous awards, such as Public Company with Trusted Green Achievement in Emission Reduction and Trusted Diamond Achievement in Emission Transparency from Investortrust.id & Datatrust, and the AAA Leadership Award - Indonesia's Leaders in ESG Transparency from the BGK Foundation. This achievement reflects BTN's positive contribution to sustainable development. Additionally, the appreciation not only confirms BTN's position as Key Partner in the Indonesian Family Financial Empowerment but also exhibits the company's active role as a proactive change agent in implementing high standards in ESG disclosure.

In the era of highly global-concerned sustainability and social responsibility, BTN comprehends that transparency is a key to building public trust. By comprehensive and transparent ESG information disclosure, BTN not only satisfies regulation compliance but also ensures that shareholders, customers, regulators, and the community obtain a comprehensive picture related to the company's sustainable performance. Hence, the benefit of ESG implementation can be widely felt by the stakeholders sustainably.

Furthermore, BTN is the first State-Owned Bank in Indonesia to sign the **(UN Principles for Responsible Banking)**, and is also a member of the **(United Nations Environment Programme Finance Initiative)** a global initiative that promotes the development of a sustainable banking industry in collaboration with financial institutions from various countries. This membership underscores BTN's commitment to continuously strengthening its sustainable banking practices in line with international standards.

With the joining of BTN, UNEP FI would help the Company to implement sustainable finance, and create opportunities to collaborate and best practices exchange based on Principles for Responsible Banking. Those will help BTN to become a pioneer for sustainable finance in banking and finance industry in Indonesia. As a member of UNEP FI, BTN would implement UN Principles for Responsible Banking, which is a framework to encourage sustainable banking, according to the vision and mission of the Sustainable Development Goals (SDGs) and Paris Climate Agreement.

Being part of the journey of ESG's sustainable implementation, BTN committedly establishes the company's vision to be an **ESG Champion in the Banking Industry**. This commitment is directed towards the sustainable improvement in the environmental, social empowerment, and governance affirmation aspects, so BTN can continuously contribute to the nationally

inclusive and sustainable economic development.

Furthermore, BTN has demonstrated various commitments to implementing the ESG pillars across its business and operational activities. These initiatives include the installation of solar panels at BTN-owned office buildings, the procurement of electric vehicles (EVs) for operational use, as well as the management of the loan portfolio under the sustainable business activities category and the integration of ESG aspects into the portfolio guidelines. In addition, BTN actively promotes Low-Emission Housing financing as part of efforts to develop a sustainable housing ecosystem.

Further, the ESG commitment is strengthened by efforts to raise employee, vendor, and customer awareness of sustainability principles through various ongoing programs and communication activities. This step reflects BTN's commitment, which is not only to pursue business growth but also to ensure that social and environmental impacts are an integral part of every company initiative.

BTN Prepares Financing Support for 150,000 Low-Emission Houses

To support the Government's commitment to accelerate the supply of convenient, healthy, and green houses, BTN consistently accelerates the procurement of **Low-Emission House**. In line with the national movement of house development, BTN will target financing for **150.000 Low-Emission Houses in 2029**. The policy support from the Government is a foundation for BTN to continuously enhance qualified house development with better and sustainable standards.

The development of Low-Emission House is expected to increase the availability of convenient housing while creating a healthier environment for future generations. The initiative also promotes eco-friendly housing becoming more affordable, as the growing demand for sustainable building components will strengthen the green economy & circular economy supply chain. The building and housing sector is one of the largest contributors to carbon emissions, from energy use and the construction process to maintenance and preservation. Therefore, this program is a crucial part of BTN's strategy to address the challenges of climate change.

In the initial stage of this implementation, BTN has conducted some pilot projects by utilizing recycled-based green materials. For example, the utilization of **floor decking** containing around **3,6 kilograms of plastic waste per house unit**, and the application of **paving blocks** employing **2 kilograms of waste plastic per 1 square**. Implementing the staged approach up to 2029, BTN targets a concrete contribution in reducing more than **1,7 million kilograms of plastic waste**, including the pressing of carbon emission as of **2,42 tons of CO_2**. The environmental impact is equal to the planting of **110.000 trees** and optimization of the emission-absorbing area of **323 hectares**.

BTN's commitment to the Low-Emission Homes program is realized not only through financing but also through collaborative initiatives with developers. BTN directs developers to ensure sustainability standards in aspects of energy efficiency, water efficiency, waste

management, and regional pollution reduction. To support energy efficiency, each house must have a design that optimizes natural air circulation, including adequate ventilation, high ceilings, and a window-to-wall ratio of 15%–30% to create natural thermal comfort.

In terms of water efficiency, the stipulated standards consist of the utilization of low-water discharge faucet, better sanitary system, procurement of infiltrating wells, and reliable clean water source, such as the service of **Local Water Owned Enterprise (PDAM)**. Meanwhile, in terms of waste management, BTN obliges developers to procure **sorted trash bins** facilities in each house unit so that customers can sort their waste early from its source.

To reduce pollution and affirm carbon absorption, developer must also minimally plant **one absorbing plant in each house**, and ensure the availability of green open space of **10% - 30% of the total housing area**. Moreover, the Low-Emission House is directed to minimally utilize **10% of green materials in the wall and/or floor components** so that the sustainability impact is not only present in the house level unit but also in the regional scale.

Then, this strategic measure is a concrete manifestation of BTN's commitment to supporting the Government and SDGs commitments, agenda, responding to the challenges of climate change, and encouraging the development of a sustainable and inclusive national housing ecosystem.

BTN Enforces House Financing Focus for Informal Workers

BTN continuously solidifies its position as a Company that concerns to the informal sector, particularly in realizing the dream of having a house. Over the past five years, this commitment clearly reflected in the achievement of mortgage loan (KPR) financing for the informal segment, approximately 133,000 units in total with a total value of approximately IDR 22 trillion. In fact, referring to historical data since BTN was first entrusted as a mortgage loan (KPR) disbursing bank in December 1976, financing support for the informal sector has reached more than 410,000 housing units with a cumulative value of around IDR52 trillion.

The company views the informal sector as a highly potential segment for broader access to banking services. Despite its large national population, many informal workers remain untouched by formal financial services. This condition presents both a challenge and an opportunity for BTN to provide innovative, inclusive, and accessible financing solutions.

BTN's commitment to developing the informal sector is reinforced through strategic collaboration with the government, and BP Tapera. Previously, the government launched a mortgage loan (KPR) financing scheme for the informal sector through the Savings-Based Housing Financing Assistance (BP2BT) program. Continuing this initiative, BTN is now collaborating with BP Tapera to launch the BTN Rumah Tapera Savings product, specifically designed to facilitate informal workers' access to a mortgage loan (KPR) under the Housing Financing Liquidity Facility (FLPP) scheme.

Having these various initiatives and collaborations, BTN is committed to being a key partner for Indonesia's informal workers in gaining financial access, while also paving the way for more families in this segment to have convenient and qualified housing.

Reinforcing BTN Digital Services For Housing Ecosystem

Digital transformation has become a crucial foundation for BTN in adapting its work methods and service patterns to the increasingly practical and fast-paced needs of the community. The balé by BTN platform has recorded highly positive developments over the past year, reflected in 65.61% year-on-year (yoy) user growth. As of the monitoring period, the app has reached more than 3.7 million users, with total activity reaching 80 million transactions. This data demonstrates that balé by BTN has become an effective primary digital channel in supporting fundraising and expanding customer services.

Equipped with balé by BTN, BTN integrates the homeownership ecosystem into two main features. The balé Properti feature focuses on providing access to mortgage services for new and second-hand homes, making the process of searching for property and applying for financing easier, faster, and more transparent. Meanwhile, the balé Community feature provides comprehensive solutions for the needs of residents in residential areas, including paying neighborhood bills, various needs, service complaints, parking systems, security facilities, and other community services. This end-to-end service approach into one integrated application is part of BTN's strategy to expand access to housing financing, while improving the quality of the customer experience in a more modern and practical way.

PERFORMANCE HIGHLIGHT

In 2025, the Company demonstrated significant performance growth both operationally and financially. In 2025, the Company recorded a consolidated net profit of Rp3.50 trillion, an increase of 16.42% from 2024, and total assets reached IDR527.79 trillion, an increase of 12.39% from 2024.

IMPORTANT PERFORMANCE **ACHIEVEMENTS IN 2025**

Consumer Product

in **2025** reached | **an increase of**

IDR334,91 trillion | **3,70%** from 2024

Income for the Year

in **2025** reached | **an increase of**

IDR3,50 trillion | **16,42%** from 2024

Commercial Products

in **2025** reached | **an increase of**

IDR389,56 trillion | **20,53%** from 2024

Commercial Savings

in **2025** reached | **an increase of**

IDR314,00 trillion | **18,85%** from 2024

Total Assets

in **2025** reached

IDR 527,79

trillion

an increase of

12,39%

from 2024

Equity

in **2025** reached

IDR 36,21

trillion

an increase of

11,17%

from 2024

Sharia Financing

in **2025** reached | **an increase of**

IDR 54,87 trillion | **25,02%** from 2024

Sharia Savings Funds

in **2025** reached | **an increase of**

IDR 58,73 trillion | **18,36%** from 2024

KEY FINANCIAL **HIGHLIGHTS**

Financial Highlights and Financial Ratios

Table of Financial Highlights

(in IDR millions)

Description	2025	2024	2023	2022	2021
REPORT OF FINANCIAL POSITION					
ASSETS					
CASH	2.154.839	2.105.620	2.127.489	1.661.533	1.539.577
CURRENT ACCOUNTS WITH BANK INDONESIA	33.797.873	22.739.920	18.145.761	25.416.941	10.692.484
CURRENT ACCOUNTS WITH OTHER BANKS					
Third parties	1.355.738	886.415	1.153.949	963.935	1.000.338
Related parties	1.160.233	5.065.331	1.049.449	508.322	96.460
Allowance for impairment losses	(2.050)	(2.571)	(1.804)	(1.747)	(1.698)
	2.513.921	5.949.175	2.201.594	1.470.510	1.095.100
PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS					
Third parties	12.929.938	4.661.043	30.561.061	12.975.894	27.900.711
Related parties	-	61	61	61	337
	12.929.938	4.661.104	30.561.122	12.975.955	27.901.048
SECURITIES					
Third parties	16.588.868	19.874.205	1.454.768	873.109	891.173
Related parties	5.464.153	5.489.205	3.851.105	850.059	1.341.732
Allowance for impairment losses	(52)	(787)	(22.903)	(2.399)	(2.000)
	22.052.969	25.362.623	5.282.970	1.720.769	2.230.905
GOVERNMENT BOND					
Related parties	38.106.638	35.475.529	35.893.929	51.964.973	46.080.298
SECURITIES PURCHASED UNDER AGREEMENT TO RESELL					
Third parties	1.412.460	175.625	-	1.434.190	1.598.325
Related parties	271.380	-	-	-	-
	1.683.840	175.625	-	1.434.190	1.598.325
LOANS AND SHARIA FINANCING/RECEIVABLE					
Loans					
Third parties	312.576.503	286.144.106	268.898.377	247.217.823	229.174.514
Related parties	33.126.421	27.935.999	27.685.483	19.439.742	18.110.919
Allowance for impairment losses	(13.959.557)	(11.727.934)	(14.191.536)	(14.104.914)	(13.165.897)
	331.743.367	302.352.171	282.392.324	252.552.651	234.119.536

Description	2025	2024	2023	2022	2021
Sharia financing/receivables					
Third parties	53.552.470	43.681.345	37.027.078	31.367.082	27.102.484
Related parties	1.320.693	211.482	87.203	257.057	447.374
Allowance for impairment losses	(1.354.679)	(1.329.253)	(1.400.428)	(1.570.009)	(1.269.863)
	53.518.484	42.563.574	35.713.853	30.054.130	26.279.995
DERIVATIVE RECEIVABLES					
Third parties	-	102.843	32.176	103.939	31.017
ACCEPTANCES RECEIVABLES					
Third parties	420.439	508.190	475.821	289.206	-
Related parties	154.462	433.708	68.746	131.356	454.140
Allowance for impairment losses	(124)	(1.987)	(23.876)	(136)	(623)
	574.777	939.911	520.691	420.426	453.517
FIXED ASSETS					
Cost/revaluation value	15.950.513	14.059.957	12.953.746	10.599.848	9.468.655
Accumulated depreciation	(5.441.785)	(4.883.826)	(4.835.934)	(4.246.045)	(3.731.864)
	10.508.728	9.176.131	8.117.812	6.353.803	5.736.791
INTANGIBLE ASSETS					
Acquisition Cost/Revaluation Value	792.084	137.531	-	-	
Accumulated Depreciation	(66.521)	(15.522)	-	-	
	725.563	122.009	-	-	-
INTEREST RECEIVABLES	12.222.824	11.518.574	11.526.687	10.750.302	9.173.536
DEFFERED TAX ASSETS- Net	1.323.347	2.286.038	2.998.282	2.915.428	2.430.660
PREPAID EXPENSE	1.232.769	985.821	-	-	-
PREPAID TAXES	981.970	754.095	-	-	-
OTHER ASSETS	1.721.573	2.343.739	3.235.046	2.352.762	2.505.522
TOTAL ASSETS	527.793.420	**469.614.502**	**438.749.736**	**402.148.312**	**371.868.311**
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY					
LIABILITY					
LIABILITIES DUE IMMEDIATELY	1.887.329	2.275.949	3.277.514	3.205.358	3.654.236
DEPOSITS FROM CUSTOMER					
Demand deposits					
Third parties	113.480.993	89.112.534	20.957.283	17.636.481	12.806.732
Related parties	28.817.269	51.910.728	108.412.008	87.264.437	60.556.142
Wadiah demand deposits					
Third parties	23.285.531	15.853.349	2.402.728	1.783.134	1.176.350
Related parties	1.862.072	3.029.417	11.037.037	6.841.675	4.179.603
	167.445.865	159.906.028	142.808.756	113.525.727	78.718.827
Saving deposits					

Description	2025	2024	2023	2022	2021
Third parties	34.562.225	36.825.185	37.029.999	35.656.990	46.363.367
Related parties	643.032	874.964	692.162	525.339	436.034
Wadiah saving deposits					
Third parties	1.726.107	1.520.491	1.274.456	1.192.775	1.149.143
Related parties	969	1.441	2.136	943	1.096
	36.932.333	39.222.081	38.998.753	37.376.047	47.949.640
Time deposits					
Third parties	139.829.959	92.959.773	63.976.056	66.808.185	53.067.211
Related parties	61.291.574	60.349.598	76.717.583	79.389.842	93.453.378
	201.121.533	153.309.371	140.693.639	146.198.027	146.520.589
Total deposits from customers	405.499.731	352.437.480	322.501.148	297.099.801	273.189.056
DEPOSITS FROM OTHER BANK					
Third parties	96.481	70.035	91.312	136.408	66.007
SECURITIES PURCHASED UNDER AGREEMENT TO RESEL					
Third parties	349.076	2.446.384	-	-	-
Related parties	-	963.042	-	-	-
	349.076	3.409.426	-	-	-
ACCEPTANCE PAYABLE					
Third parties	168.480	251.423	320.522	302.037	292.220
Related parties	406.421	690.475	224.045	118.525	161.920
	574.901	941.898	544.567	420.562	454.140
TAX PAYABLE	140.082	368.473	-	-	-
DERIVATIVE LIABILITIES					
Third parties	-	-	-	-	17.741
SECURITIES ISSUED					
Third parties	2.476.014	2.880.741	2.403.573	4.297.252	8.094.441
Related parties	1.509.069	2.563.783	5.868.525	4.355.008	4.277.267
	3.985.083	5.444.524	8.272.098	8.652.260	12.371.708
FUND BORROWINGS					
Third parties	10.240.697	10.132.859	11.308.799	7.365.320	6.499.997
Related parties	27.751.154	23.352.225	22.453.290	17.455.685	15.562.294
	37.991.851	33.485.084	33.762.089	24.821.005	22.062.291
INTEREST PAYABLE	497.893	658.070	647.496	629.366	496.725
ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES	438	3.385	3.580	4.719	3.644
EMPLOYEE BENEFITS AND OTHER LIABILITIES	2.552.651	1.745.282	2.951.848	7.248.985	6.618.300
SUBORDINATED LOAN AND SECURITIES					

Description	2025	2024	2023	2022	2021
Third parties	1.795.858	4.828.105	4.612.840	4.658.242	4.259.776
Related parties	3.696.275	1.500.000	4.499.997	4.499.977	4.499.968
	5.492.133	6.328.105	9.112.837	9.158.219	8.759.744
OTHER LIABILITIES	633.000	626.886	-	-	-
TOTAL LIABILITIES	459.700.649	**407.794.597**	**381.164.489**	**351.376.683**	**327.693.592**
TEMPORARY SYIRKAH FUNDS					
DEPOSITS FROM CUSTOMERS					
Mudharabah current accounts					
Third parties	1.046.837	929.940	712.587	468.889	467.333
Related parties	749.717	11.985	13.474	11.897	12.281
Mudharabah saving deposits					
Third parties	5.645.501	6.161.887	5.331.249	4.730.686	3.466.529
Related parties	1.306.347	125.893	141.993	88.427	505.563
Mudharabah time deposits					
Third parties	18.113.035	15.129.659	11.975.188	11.886.366	8.887.336
Related parties	4.994.605	6.857.408	8.908.369	7.637.191	9.424.102
Total deposits from customers	31.856.042	29.216.772	27.082.860	24.823.456	22.763.144
DEPOSITS FROM OTHER BANKS					
Mudharabah current accounts					
Third parties	6.145	9.214	4.154	56	46
Mudharabah saving deposits					
Third parties	19.991	21.730	14.781	19.674	1.882
Mudharabah time deposits					
Third parties	300	300	4.300	19.089	3.000
Total deposits from other banks	26.436	31.244	23.235	38.819	4.928
TOTAL TEMPORARY T SYIRKAH FUNDS	31.882.478	**29.248.016**	**27.106.095**	**24.862.275**	**22.768.072**
EQUITY					
Capital stock - IDR500 par value per share (full amount) as of December 31, 2023 and 2022, respectively					
Authorized capital 20,478,432,00 shares (full amount) (consisting of 1 share of Series A Dwiwarna and 20,478,431,999 shares of series B) as of December 31, 2023 and 2022, respectively.					
Issued and fully paid capital 14,034,444,413 shares (full amount) (consisting of 1 share of series A Dwiwarna and 14,034,444,412 shares of series B) as of December 31, 2023 and 10.590.000.000 shares (full amount) (consisting of 1 share of series A Dwiwarna and 10.589.999.999 shares of series B) As of December 31, 2022.	7.017.222	7.017.222	7.017.222	5.295.000	5.295.000
Additonal paid-in capital	4.418.900	4.418.900	4.418.900	2.054.454	2.054.454

Description	2025	2024	2023	2022	2021
Capital deposit fund	-	-	-	2.756.575	-
Additional paid-in capital Net unrealized loss allowance for and impairmanet losses on securities and govermment at fair value through other comprehensive income net of deferred tax	(530.198)	(1.107.982)	(769.001)	(1.193.252)	87.817
Remeasurement of defined benefit plan - net of deferred tax	(579.201)	(424.015)	(560.338)	(409.657)	(458.153)
Effective portion of cash flow hedge	-	(44.082)	(32.346)	(49.301)	(19.983)
Revaluation surplus of premises and equipment	3.988.158	3.565.773	3.565.773	3.508.565	3.307.991
Retained earnings*)					
Appropriated	18.237.500	15.982.004	13.181.214	10.745.157	8.606.555
Unappropriated	3.657.894	3.164.069	3.657.729	3.201.813	2.532.966
Total equity attributable to equity holders of the parent entity	36.210.275	32.571.889	30.479.153	25.909.354	21.406.647
Non-controling interest	18	-	-	-	-
TOTAL EQUITY	36.210.293	**32.571.889**	**30.479.152**	**25.909.354**	**21.406.647**
TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY	527.793.420	**469.614.502**	**438.749.737**	**402.148.312**	**371.868.311**
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME					
INCOME AND EXPENSES FROM OPERATION					
Interest Income and Income from Profit Sharing					
Interest	31.879.842	25.472.625	24.722.529	23.233.200	23.413.857
Profit sharing and margi from sharia unit	4.461.026	4.068.967	3.558.723	2.674.168	2.381.101
Total Interest Income and Income from Profit Sharing	36.340.868	29.541.592	28.281.252	25.907.368	25.794.958
Interest, Profit Sharing and Bonus Expenses					
Interest	(15.702.025)	(15.913.459)	(13.203.108)	(9.866.919)	(11.670.728)
Other financing expenses	(208.578)	(200.476)	(203.317)	(169.804)	(177.585)
Wadiah Bonus	(263.760)	(153.446)	(71.621)	(57.558)	(32.175)
Third parties' share on return of Mudharabah	(1.947.956)	(1.781.559)	(1.372.916)	(815.803)	(923.167)
Total Interest, Profit Sharing and Bonus Expenses	(18.122.319)	(18.048.940)	(14.850.962)	(10.910.084)	(12.803.655)
Interest Income and Income from Profit Sharing - Net	18.218.549	11.492.652	13.430.290	14.997.284	12.991.303
Other Operating Income					
Administration fees and penalties on deposits and loans	1.080.319	1.072.304	1.096.346	965.441	852.953
Income from recovery of loans written-off	1.024.936	1.338.753	934.191	431.591	304.810
(loss) Gain on sale of securities - net	1.118.772	932.900	6.669	-	76.734
(loss) Gain on sale of government bonds - net	178.444	49.049	541.392	-	818.679
(loss) Unrealized gain on changes in fair value of securities - net	46.906	30.175	1.802	-	-
(loss) Unrealized gain on changes in fair value of bonds - net	-	-	-	55.045	-

Description	2025	2024	2023	2022	2021
Others	658.595	1.152.738	1.310.747	822.775	463.507
Total Other Operating Income	4.107.972	4.575.919	3.891.147	2.274.852	2.516.683
Provision for Impairment Losses on Financial and Non-financial Assets	(6.178.669)	(1.981.495)	(3.765.397)	(4.017.378)	(3.627.477)
Reversal of estimated losses on comitment and contingencies	2.947	195	1.139	(1.075)	2.845
Other Operating Expenses					
General and administrative	(5.263.420)	(4.456.861)	(3.884.779)	(3.754.028)	(3.358.846)
Salaries employee	(5.004.271)	(4.445.575)	(3.982.503)	(4.190.298)	(3.782.925)
Premium on government's guarantee program	(846.272)	(729.685)	(656.774)	(599.991)	(619.667)
Unrealized losses from changes in fair value of government bonds - net	(6.893)	(40.444)	(5.780)	-	(18.778)
Loss from sale of government bonds - net	-	-	-	(266.235)	-
Loss from sale of securities - net	-	-	-	(234.089)	-
Unrealized losses from changes in fair value of securities - net	-	-	-	(64.931)	(135.338)
Others	(673.906)	(589.993)	(487.614)	(329.308)	(930.968)
Total Other Operating Expenses	(11.794.762)	(10.262.558)	(9.017.450)	(9.438.880)	(8.846.522)
INCOME FROM OPERATION	4.356.037	**3.824.713**	**4.539.729**	**3.814.803**	**3.036.832**
Non-operating income (expenses) - Net	25.927	(51.872)	(159.519)	60.887	(43.512)
INCOME BEFORE TAX EXPENSE	4.381.964	**3.772.841**	**4.380.210**	**3.875.690**	**2.993.320**
TAX EXPENSE	(880.810)	**(765.513)**	**(879.222)**	**(830.617)**	**(617.093)**
INCOME FOR THE YEAR	3.501.154	**3.007.328**	**3.500.988**	**3.045.073**	**2.376.227**
Other Comprehensive Income:					
Items that will not be reclassified to profit or loss					
Surplus revaluation of fixed asset	422.385	-	57.208	200.574	-
Remeasurement of defined benefit plan	(191.589)	168.301	(186.027)	59.872	75.005
Income tax related to items that will not be reclassified to profit or loss	36.403	(31.977)	35.345	(11.376)	(1.484)
Items that will be reclassified to profit or loss					
Effective part of hedging- cash flow	54.423	(14.490)	20.932	(40.883)	(18.744)
Net unrealized gain (loss) on changes in value of fair value through other comprehensive income securities and government bonds	708.453	(421.538)	517.528	(1.576.967)	(1.259.616)
Income tax related to items that will be reclassified to profit or loss	(141.010)	85.311	(97.254)	307.463	247.414
Total Comprehensive Income for the Year	4.390.219	**2.792.935**	**3.848.720**	**1.983.756**	**1.418.802**
INCOME FOR THE YEAR ATTRIBUTABLE TO:					
Equity holders of parent entity	3.501.154	3.007.328	-	-	-
Non-controlling interest	-	-	-	-	-
	3.501.154	3.007.328	-	-	-

Description	2025	2024	2023	2022	2021
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:					
Equity holders of parent entity	4.390.219	2.792.935	-	-	-
Non-controlling interest	-	-	-	-	-
	4.390.219	2.792.935	-	-	-
EARNINGS PER SHARE Basic (full amount)	249	214	249	288	224
STATEMENTS OF CASH FLOWS					
CASH FLOWS FROM OPERATING ACTIVITIES					
Interest, profit sharing, and margin	31.416.682	29.689.639	27.618.186	24.331.326	22.427.061
Recoveries from loan debts written-of	1.024.936	1.421.221	1.011.258	503.307	362.436
Interest and bonus, fees and commissions paid	(18.234.167)	(17.973.763)	(14.892.249)	(10.775.222)	(13.027.787)
Corporate income tax paid	(393.150)	(912.208)	(1.020.952)	(1.001.324)	(820.461)
Recoveries from tax assessment letter	-	-	-	402.428	-
Other operating income	3.153.456	3.213.023	-	-	
Other operating expenses	(11.151.094)	(9.585.564)	(5.790.828)	(6.896.183)	(5.927.136)
Other non-operating (expenses) income - net	25.951	(63.538)	(54.382)	13.828	(27.932)
Cash receipts before changes in operating assets and liabilities	5.842.614	5.788.810	6.871.033	6.578.160	2.986.181
Changes in operating assets and liabilities:					
Decrease (increase) in operating assets:					
Placements with bank other bank for 2025 and 2024			-	-	947.105
Fair value through profit or loss securities	3.763.859	(18.286.677)	(246.380)	(104.885)	849.641
Fair value through profit or loss government bonds	174.072	490.445	15.788.979	(4.955.939)	4.842.769
Acceptance receivable	366.997	(397.331)	(124.005)	33.578	(258.069)
Derivative bills	146.925	(70.666)	-	-	-
Loans and sharia financing/ receivables	(42.240.730)	(27.739.554)	(38.484.306)	(26.318.471)	(16.988.247)
Other assets	594.910	(136.021)	(785.307)	(196.503)	1.241.584
Decrease (increase) in operating assets					
Liabilities due immediately	(485.935)	(441.930)	74.415	(466.852)	(1.120.009)
Deposits from customer					
Demand deposits	1.275.000	11.653.971	24.468.372	31.538.044	4.762.109
Wadiah demand deposits	6.264.837	5.443.299	4.814.656	3.268.857	2.270.858
Savings deposits	(2.494.892)	(22.012)	1.539.832	(10.617.072)	8.099.264
Savings deposits *Wadiah*	205.144	245.340	82.875	43.479	245.030
Time deposits	47.812.161	12.615.733	(5.504.388)	(322.562)	(1.338.019)
Deposits from other banks	26.445	(21.277)	(45.095)	70.400	36.127
Acceptance payables	(366.997)	397.331	124.005	(33.578)	258.069

Description	2025	2024	2023	2022	2021
Other liabilities	806.055	(416.997)	(4.184.154)	654.214	(206.114)
Temporary syirkah fund	2.634.462	2.141.920	2.243.821	2.094.203	2.923.653
Net Cash provided by Operating Activities	24.324.927	**(8.755.616)**	**6.634.353**	**1.265.073**	**9.551.932**
CASH FLOWS FROM INVESTING ACTIVITIES					
Acquisitions of premises and equipment	(1.540.067)	-			
(Purchase) Receipt in fair value through other comprehensive income securities	(1.874.406)	(1.634.521)	(2.313.490)	(1.042.464)	(415.473)
(Purchase) Receipts in fair value through other comprehensive income government bonds	(579.617)	(31.199)	(1.247.159)	381.580	330.249
Receipt (Purchases) from matured amortized cost securities	(9.161.824)	(1.163.910)	2.211.325	5.714.402	10.722.233
Receipt of amortized cost goverment bonds	7.821.715	562.232	(1.655.566)	(7.816.426)	(5.922.417)
Receipt (Purchase) from matured amortized cost securities	189.716	(2.878.561)	(2.868.515)	199.964	(236.767)
Receipt of securities purchased under agreement to resell	51.039.138	20.704.263	45.031.457	165.683.898	432.875.932
Placement of securities purchased under agreement to resell	(52.522.635)	(20.867.689)	(43.597.267)	(165.520.488)	(433.519.302)
Sales of premises and equipment	1.155	3.045	-	-	-
Net Cash used in Investing Activities	(6.626.825)	**(5.306.340)**	**(4.439.215)**	**(2.399.534)**	**3.834.455**
CASH FLOWS FROM FINANCING ACTIVITIES					
Proceeds of securities issued	300.000	680.913	2.449.019	1.541.330	10.186
Payment of matured securities issued	(1.754.979)	(3.572.500)	(2.769.764)	(5.263.000)	(3.455.000)
Payments of matured subordinated borrowing	51.431.824	143.153.604	67.691.353	592.326	1.716.191
Payments of matured securities sold under repurcase agreements	(54.544.966)	(139.744.766)	(67.691.353)	(592.326)	(1.716.191)
Payments of matured securities sold under repurchase agreements	(751.833)	(700.198)	(609.015)	(237.624)	-
Payments of dividends	7.499.533	11.144.193	11.185.162	11.814.826	6.455.429
Proceeds from fund borrowings	(3.020.603)	(11.385.262)	(2.187.576)	(9.095.884)	(8.204.691)
Payment of fund borrowings	4.000.000	-	-	-	1.500.000
Proceeds from subordinated securitie	(88.347)	(93.408)	(81.973)	(84.983)	(99.959)
Payment of lease liabilities	(4.828.500)	(3.000.000)	-	-	(3.000.000)
Shares issuance	-	-	1.330.093	2.756.575	-
Net Cash provided by Financing Activities	(1.757.871)	**(3.517.424)**	**9.315.946**	**1.431.240**	**(6.794.035)**
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	15.940.231	**(17.579.380)**	**11.511.084**	**296.779**	**6.592.352**
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	35.458.390	**53.037.770**	**41.526.686**	**41.229.907**	**34.637.555**
CASH AND CASH EQUIVALENTS AT END OF YEAR	51.398.621	**35.458.390**	**53.037.770**	**41.526.686**	**41.229.907**
The details of cash and cash equivalents at end of year are as follows:					

Description	2025	2024	2023	2022	2021
Cash	2.154.839	2.105.620	2.127.489	1.661.533	1.539.577
Current accounts with Bank Indonesia	33.797.873	22.739.920	18.145.761	25.416.941	10.692.484
Current accounts with other banks	2.515.971	5.951.746	2.203.398	1.472.257	1.096.798
Placements with Bank Indonesia and other banks - maturing within three months or less since the acquisition date	12.929.938	4.661.104	30.561.122	12.975.955	27.901.048
Certificate of Bank Indonesia - maturity period of three months or less from the date of acquisition	-	-	-	-	-
Total	51.398.621	**35.458.390**	**53.037.770**	**41.526.686**	**41.229.907**
FINANCIAL RATIO (BANK ONLY) (%)					
LIQUIDITY					
Loan to Deposit Ratio (LDR)	91,28	93,79	95,36	92,65	92,86
PROFITABILITY					
Liabilities to Total Assets Ratio	0,93	0,93	86,88	87,37	88,12
Liabilities to Total Equity Ratio	13,58	13,42	13,40	14,52	16,37
Profit and Loss to Revenue Ratio	8,66	8,81	10,88	11,03	8,44
Return On Asset (ROA)	0,89	0,83	1,07	1,02	0,81
Return On Equity (ROE)	11,57	10,76	13,86	16,42	13,64
Net Interest Margin (NIM)	4,2	2,86	3,75	4,4	3,99
Operating Expenses to Operating Revenues (BOPO)	89,04	88,7	86,10	86	89,28
EFFICIENCY					
Non Performing Loan (NPL) Gross	3,17	3,16	3,01	3,38	3,70
Non Performing Loan (NPL) Netto	1,85	1,89	1,32	1,32	1,20
Earning Assets					
Non performing Assets to Tottal Earning Assets	2,59	2,60	1,85	2,58	-
Allowance for Impairment on Productive Assets to Total Productive Assets	3,45	3,07	2,92	3,88	-
CAPITAL					
Minimum Capital Adequacy Ratio	19,02	18,50	20,16	20,17	19,14
COMPLIANCE					
BMPK Violation Percentage					
Related Parties	-	-	-	-	-
Non Related Parties	-	-	-	-	-
LLL Violation Percentage					
Related Parties	-	-	-	-	-
Non Related Parties	-	-	-	-	-

Description	2025	2024	2023	2022	2021
Minimum Statutory Reserve (GWM)					
Primary Statutory Reserve IDR					
Conventional	9,39	5,38	6,04	8,28	3,55
Sharia	4,35	4,7	6,1	7,76	3,7
Statutory Reserve (Foreign Currency	4,02	4,18	4,4	4,13	6,24
Net Open Position (PDN)	1,95	1,29	1,73	4,17	2,63
OTHER RATIO					
Cost to Income Ratio (CIR)	49,19	57,15	45,26	46,66	48,18

* deficit balance is IDR14,226,290 has been eliminated by quasire organization on May 31, 2007.

Operational Overview

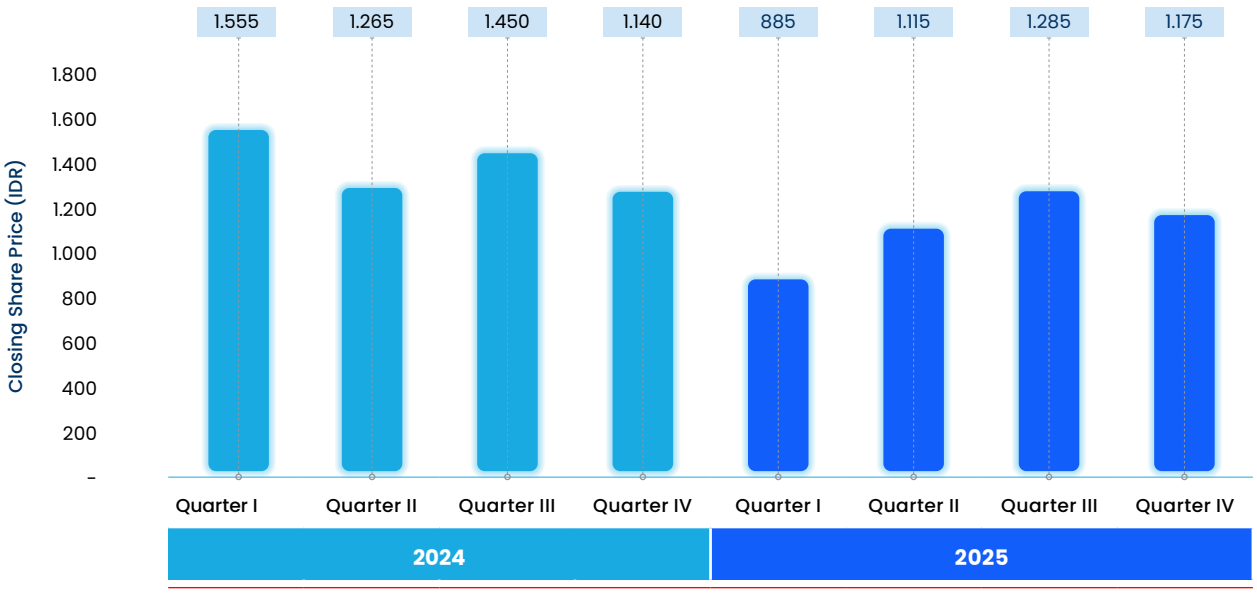
Description	2025	2024	2023	2022	2021
CONSUMER BANKING					
Consumer Loan Disbursement	270.202.267	255.110.204	238.282.527	218.482.723	202.655.829
Consumer Deposits	64.710.833	67.854.930	63.770.218	68.190.039	68.770.476
COMMERCIAL BANKING					
Commercial Loan Disbursement	75.500.636	58.970.333	42.963.396	37.654.912	19.923.399
Consumer Deposits	314.001.045	264.189.863	243.694.432	223.893.013	197.961.260
SHARIA BUSINESS UNIT					
Sharia Financing Disbursement	54.873.162	43.892.827	37.114.281	31.624.139	27.549.858
Shari Deposits	58.731.135	49.622.206	41.802.885	34.640.775	29.269.336

STOCK INFORMATION

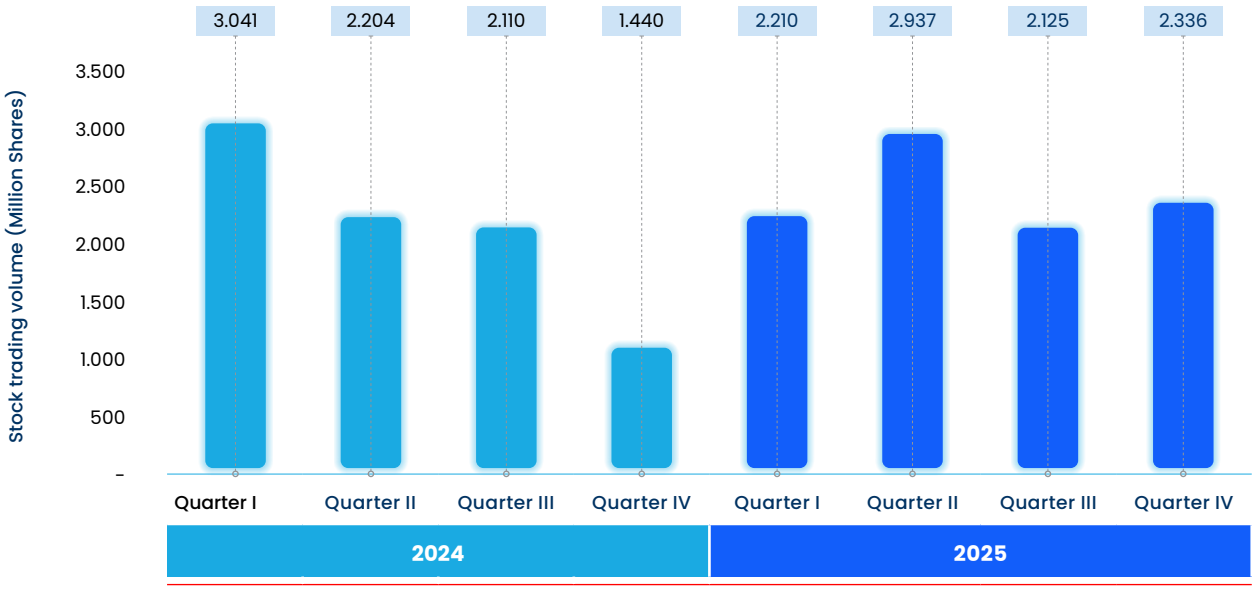
The Company has been publicly listed on the Indonesia Stock Exchange since 2009.

Year	Price per Shares (IDR)				Total Outstanding Stock (Million Shares) Opening (IDR)	Trading Volume (Million Shares) Highest (IDR)	Market Capitalization (IDR Trillion) Lowest (IDR)
	Opening (IDR)	Highest (IDR)	Lowest (IDR)	Closing (IDR)			
2024							
Quarter I	1.250	1.600	1.250	1.555	14,03	3.041	17,54
Quarter II	1.490	1.515	1.175	1.265	14,03	2.204	21,82
Quarter III	1.275	1.535	1.245	1.450	14,03	2.110	20,35
Quarter IV	1.465	1.505	1.110	1.140	14,03	1.440	16,00
2025							
Quarter I	1.140	1.190	770	885	14,03	2.210	12,42
Quarter II	885	1.275	810	1.115	14,03	2.937	15,65
Quarter III	1.095	1.410	1.080	1.285	14,03	2.125	18,03
Quarter IV	1.265	1.265	1.090	1.175	14,03	2.336	16,49

Graph of BTN Stock Transaction Volume for 2024-2025



Graph of BTN Stock Trading Volume for 2024-2025



Graph of BTN Stock Price Movement and Trading Volume for 2024-2025

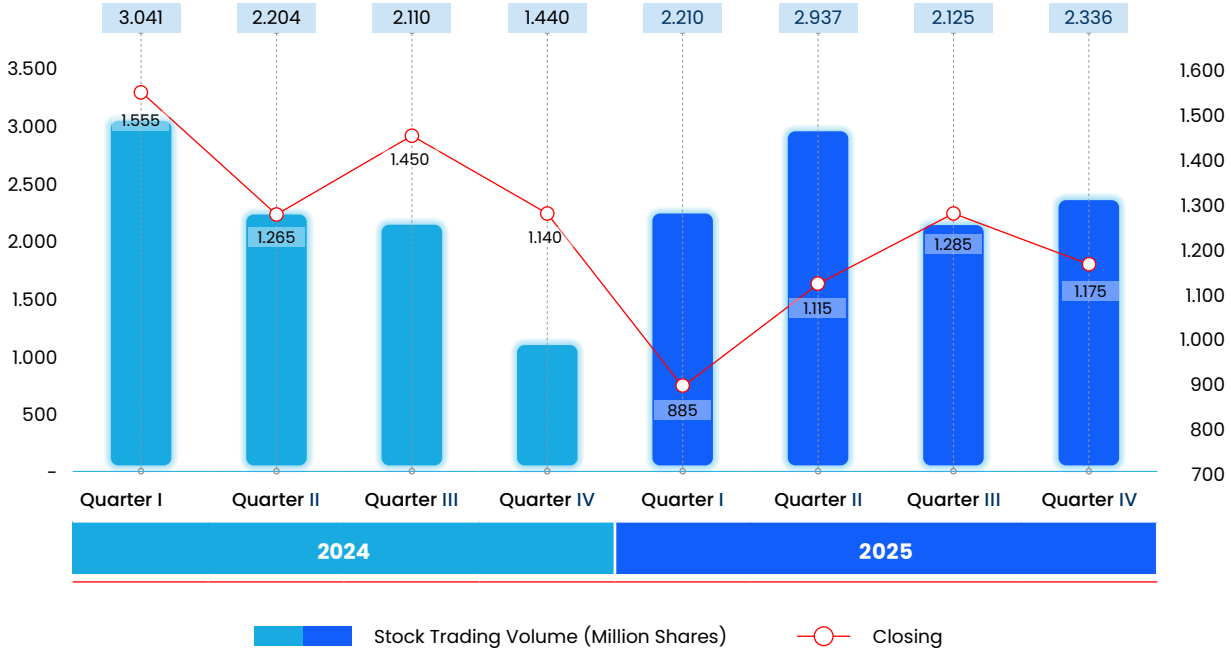


Table of BTN Stock Information Summary for 2021-2025

Indicator	BBTN 2025	BBTN 2024	BBTN 2023	BBTN 2022	BBTN 2021
Opening Price (IDR/ per share)	1.140	1.250	1.335	1.668	1.735
Highest Price (IDR/ per share)	1.410	1.600	1.400	1.798	2.150
Lowest Price (IDR/ per share	770	1.110	1.175	1.311	1.230
Closing Price (IDR/ per share)	1.175	1.140	1.250	1.350	1.730
Trading Volume (million shares)	9.609	8.795	5.416	5.563	10.502
Book Value Per Share (IDR)	2.471	2.281	2.071	2.131	1.988
Price to Book Value (times)	0.48	0,51	0,60	0,63	0,89
Price to Earning Ratio (times)	4.72	4,98	5,53	4,73	9,28
Total Outstanding Stock (million shares)	14,03	14,03	14,03	12,87	10.59
Market Capitalization (IDR Trillion)	16,49	16,00	17,54	17,46	18,32

Throughout 2025, BTN succeeded in being listed as one of the constituents in several leading Stock:

Index	Period
LQ45	January - December 2025
IDX BUMN20	January - December 2025
IDX80	January - December 2025
IDX Small-Mid Cap (IDX SMC) Composite	January - December 2025
IDX Small-Mid Cap (IDX SMC) Liquid	January - December 2025
Kompas100	January - December 2025
Infobank15	January - December 2025
MSCI EM Small Cap	January - December 2025
MSCI Emerging Market (EM)	January - December 2025
MSCI EM IMI	January - December 2025
MSCI Indonesia Index	January - December 2025
MSCI Total International Stock	January - December 2025
ESG Sector Leaders IDX Kehati	January - December 2025
ESG Quality 45 IDX Kehati	January - December 2025
IDX Value30	January - December 2025
Investor33	January - December 2025
IDXFINANCE	January - December 2025
SRI-KEHATI	January - December 2025
IDX LQ45 Low Carbon Leaders	January - December 2025
TEMPO-IDNFinancials 52 (Main Index)	January - December 2025
PEFINDO Prime Bank	January - June 2025

Index	Period
TEMPO-IDNFinancials 52 (High Dividend Index)	December 2025
MBX	January - December 2025
ECONOMIC30	January - December 2025

Corporate Action

In 2025, BTN will not carry out any Corporate Actions related to activities that affect the number of shares in circulation, including stock splits, stock mergers, stock dividends, bonus shares, changes in the nominal value of shares, issuance of convertible securities, and additions and reductions to capital.

Temporary Suspension of Stock Trading (Suspension) and/or Stock Registration Delisting

As of December 31, 2025, the Company has never been subjected to a temporary suspension of stock trading (suspension) and/or stock delisting.

INFORMATION ON BONDS, SUKUK, **AND/OR CONVERTIBLE BONDS**

Bond Information

Table of BTN Bonds

Description	Electronic Bond Distribution Date	Tenor (Years)	Currency	Total Bonds (millions)
Continuing Bonds II Bank BTN Phase I of 2015 Series D	July 8, 2015	10	IDR	800.000
Continuing Bonds III Bank BTN Phase I of 2017 Series D	July 13, 2017	10	IDR	1.386.000
Junior Global Bond Bank BTN	January 23, 2020	5	USD	300
Continuing Bonds IV Bank BTN Phase I of 2020 Series C	August 19, 2020	5	IDR	196.000
Continuing Bonds IV Bank BTN Phase II of 2022 Series A	May 24, 2022	3	IDR	600.000
Continuing Bonds IV Bank BTN Phase II of 2022 Series B	May 24, 2022	5	IDR	400.000
Sustainable Sosial Bonds I Phase I of 2025	December 12, 2025	3	IDR	300.000
Subordinate Bonds I Phase I of 2025	December 12, 2025	5	IDR	2.000.000

Notes:
- Outstanding domestic securities rating issued in 2025 used Pefindo's rating.
- Outstanding domestic securities rating in 2025 used Fitch's rating.
- The rating of BTN's Junior Global Bond (USD) due in 2025 used Moody's rating.

Sukuk Information

Table of BTN Sukuk

Description	Electronic Sukuk Distribution Date	Tenor (months)	Currency	Amount of Sukuk (Millions)	Due date
BTN Sukuk I Year 2023 Phase I	July 28, 2023	159	IDR	92.553	October 28, 2036
BTN Sukuk I Year 2023 Phase II	December 27, 2023	156	IDR	175.039	December 27, 2036
BTN Sukuk I Year 2023 Phase III	September 27, 2024	159	IDR	80.956	December 27, 2037
BTN Sukuk I Year 2024 Phase IV	December 23, 2024	165	IDR	52.444	September 23, 2038

Information of Convertible Bonds

As of December 31,2025, the Company did not issue any convertible bonds, thus the Company has no information regarding convertible bonds.

Bid Price	Due Date	Interest Rate	Payment Status	Rating		Trustee
				2025	2024	
100% of the Bond Principal Amount	July 8, 2025	10,5%	Paid off	AA+(idn)	AA+(idn)	Bank Mega
100% of the Bond Principal Amount	July 13, 2027	8,90%	Not yet due	AAA(idn)	AA+(idn)	Bank BJB
100% of the Bond Principal Amount	January 23, 2025	4,20%	Paid off	Ba3	Ba3	Bank BJB
100% of the Bond Principal Amount	August 19, 2025	8,40%	Paid off	AA+(idn)	AA+(idn)	Bank BJB
100% of the Bond Principal Amount	May 24, 2025	5,50%	Paid off	AA+(idn)	AA+(idn)	Bank BJB
100% of the Bond Principal Amount	May 24, 2027	6,0%	Not yet due	AAA(idn)	AA+(idn)	Bank BJB
100% of the Bond Principal Amount	December 12, 2028	5.30%	Not yet due	idAAA	-	Bank BRI
100% of the Bond Principal Amount	December 12, 2030	6.65%	Not yet due	idAA	-	Bank BRI

Ratio Rate	Payment Status	Information
11,00% of the revenue shared with an indication of profit sharing equivalent to 0,55% per year.	Not yet due	These Securities are not rated and there is no public offering.
27,40% of the revenue shared with an indication of profit sharing equivalent to 1,37% per year.	Not yet due	These Securities are not rated and there is no public offering.
27,40% of the revenue shared with an indication of profit sharing equivalent to 1,37% per year.	Not yet due	These Securities are not rated and there is no public offering.
27,40% of the revenue shared with an indication of profit sharing equivalent to 1,37% per year.	Not yet due	These Securities are not rated and there is no public offering.

INFORMATION OF **OTHER FUNDING SOURCES**

KPR Securitization

Table of House Loan (KPR) BTN Securitization

No.	Securitization Transactions	Total Amount (IDR)	Class	Nominal (IDR)
1.	EBA-SP SMF-BTN 03	1.000.000.000.000	A1	200.000.000.000
			A2	713.000.000.000
			B	87.000.000.000
2.	EBA-SP SMF-BTN 04	2.000.000.000.000	A1	700.000.000.000
			A2	1.124.000.000.000
			B	176.000.000.000
3.	EBA-SP SMF-BTN 05	2.000.000.000.000	A1	574.000.000.000
			A2	1.142.000.000.000
			M	24.000.000.000
			B	260.000.000.000
4.	EBA-SP SMF-BTN 06	631.000.543.015	A	576.734.000.000
			B	54.266.543.015
5.	EBA-SP SMF-BTN 07	500.000.001.416	A	452.500.000.000
			B	47.500.001.416
6.	EBA-SP SMF-BTN 08	600.000.020.055	A	544.800.000.000
			B	55.200.020.055

Long Term Notes (LTN)

Table of Long Term Notes (LTN) BTN

Description	Electronic Distribution Date of LTN	Tenor (Month)	Currency	Total LTN (thousands)
LTN BTN Phase I Year 2021	December 17, 2021	186	IDR	10.185.851
LTN BTN II Year 2022 Series A	July 12, 2022	171	IDR	47.740.325
LTN BTN II Year 2022 Series B	July 12, 2022	177	IDR	79.378.706
LTN BTN III Phase I Year 2022	December 14, 2022	177	IDR	210.866.282
LTN BTN III Phase II Year 2022	December 28, 2022	171	IDR	131.184.885
LTN BTN IV Phase I Year 2023	July 28, 2023	165	IDR	35.898.139

Transaction Date	Due Date	Average Life	Class A Coupon	Class A Rating
April 28, 2017	January 7, 2028	7,78	A1 = 8,00%	$_{id}$AAA
			A2 = 8,40%	
February 28, 2018	May 7, 2029	7,03	A1 = 7,00%	$_{id}$AAA
			A2 = 7,50%	
November 27, 2019	May 7, 2032	9,09	A1 = 8,50%	$_{id}$AAA
			A2 = 8,75%	
			M = 10,40%	$_{id}$A
December 30, 2020	July 7, 2032	6,08	6,50%	$_{id}$AAA
December 23, 2022	January 7, 2034	5,66	7,70%	$_{id}$AAA
September 26, 2023	August 7, 2035	7,44	6,65%	$_{id}$AAA

Due Date	Interest Rate	Payment Status	Information
June 17, 2037	1.37% fix	Not yet due	These Securities are not rated and there is no public offering
October 12, 2036	1.37% fix	Not yet due	These Securities are not rated and there is no public offering
April 12, 2037	0.55% fix	Not yet due	These Securities are not rated and there is no public offering
June 14, 2037	0.55% fix	Not yet due	These Securities are not rated and there is no public offering
March 28, 2037	0.55% fix	Not yet due	These Securities are not rated and there is no public offering
April 28, 2037	0.55% fix	Not yet due	These Securities are not rated and there is no public offering

Description	Electronic Distribution Date of LTN	Tenor (Month)	Currency	Total LTN (thousands)
LTN BTN IV Phase II Year 2023	September 15, 2023	168	IDR	404.745.014
LTN BTN IV Phase III Year 2023 – Series A	December 27, 2023	180	IDR	6.241.671.188
LTN BTN IV Phase III Year 2023 – Series B	December 27, 2023	168	IDR	234.541.750.854
LTN BTN IV Year 2024 Phase IV	May 07, 2024	171	IDR	203.350.626.300
LTN BTN IV Year 2024 Phase V	September 27, 2024	171	IDR	312.678.083.000
LTN BTN IV Year 2024 Phase VI	December 23, 2024	168	IDR	147.909.042.000

Note: LTN BTN Securities are not rated and issued through offering to BP Tapera.

2025 COMPANY RATING

Fitch Ratings as of October 17, 2025

Information	Rating
Outlook	Stable
Long-Term National Rankings	AAA(idn) from AA+(idn) previously
Short-Term National Rankings	F1+(idn)

Pefindo Rating as of August 1, 2025

Information	Rating
Outlook	Stable
National Rankings	id.AAA

Moody's Ratings as of June 17, 2025

Information	Rating
Outlook	Stable

	Due Date	Interest Rate	Payment Status	Information
	September 15, 2037	1.37% fix	Not yet due	These Securities are not rated and there is no public offering
	December 27, 2038	0.55% fix	Not yet due	These Securities are not rated and there is no public offering
	December 27, 2037	1.37% fix	Not yet due	These Securities are not rated and there is no public offering
	August 7, 2038	1.37% fix	Not yet due	These Securities are not rated and there is no public offering
	December 27, 2038	1.37% fix	Not yet due	These Securities are not rated and there is no public offering
	December 23, 2038	1.37% fix	Not yet due	These Securities are not rated and there is no public offering

CORPORATE ANALYST **REPORT**

Table of Company Corporate Analyst Report

No	Company	Broker Code	Analyst	Recommendation	Target Price
1.	PT Indo Premier Securities	PD	Jovent Muliadi	Buy	1.450
2.	Yuanta Investment Consulting	FS	Yap Swie Cu	Buy	1.600
3.	RHB Research	DR	Andrey Wijaya	Buy	1.430
4.	Binaartha Sekuritas	AR	Avanza Aditya	Buy	1.345
5.	PT Ciptadana Sekuritas	KI	Erni Siahaan	Buy	1.500
6.	PT Ina Sekuritas Indonesia	RB	Arief Machrus	Buy	1.430
7.	UOB KayHian (Equity)	AI	Posmarito Pakpahan	Hold	1.420
8.	UBS Securities	AK	Joshua Tanja	Buy	Restricted
9.	PT Phintraco Sekuritas	AT	Nurwachidah	Hold	1.315
10.	Mandiri Sekuritas	CC	Kresna Hutabarat	Buy	1.380
11.	CLSA	KZ	Sarina Lesmina	Accumulated	1.450
12.	Sucor Sekuritas	AZ	Edward Lowis	Hold	940

No	Company	Broker Code	Analyst	Recommendation	Target Price
13.	Panin Sekuritas	GR	Nico Laurens	Buy	1.500
14.	PT Verdhana Sekuritas Indonesia	BB	Erwin Wijaya	Neutral	980
15.	Trimegah Securities	LG	Jonathan Gunawan	Buy	1.540
16.	OCBC Sekuritas	TP	Budi Rustanto	Buy	1.500
17.	CGS International	YU	Handy Noverdanius	Add	1.400
18.	PT BRI Danareksa Sekuritas	OD	Victor Stefano	Buy	1.300
19.	DBS Bank	DP	Muhammad Nurkholis Syafruddin	Fully Valued	900
20	Macquarie	RX	Jayden Vantakris	Underperform	915
21.	PT Sinarmas Sekuritas	DH	Ivan Putera	Neutral	1.400
22.	BNI Securities	NI	Yulinda Hartanto	Hold	1.100
23.	Bahana Securities	DX	Razqi Kurniawan	Buy	1.400
24.	Samuel Sekuritas Indonesia	IF	Prasetya Gunadi	Buy	1.600
25.	PT Valbury Asia Securities	CP	Akhmad Nurcahyadi	Buy	1.530
26.	Sadif Investment Analytics	-	Team Coverage	Hold	900

IMPORTANT EVENTS **2025**

8 | January

BTN and Mandiri Capital Cooperated to Boost Housing Ecosystem Growth

BTN and MCI officially collaborated through a strategic partnership, the BTN Fund Venture Fund. The initiative was designed to drive the growth of BTN's core business through investments in startups that could provide technology-based solutions. Targeted business sectors included housing, construction, financial services and banking, software, and Environmental, Social, and Governance (ESG).

1 | February

Non-Subsidized KPR Sales Management Transformation

BTN marked a transformation in its sales force management to improve its non-subsidized mortgage loan (KPR) services. BTN introduced a new structure, a performance-based incentive scheme, a digital monitoring system, and a clearer sales role. Having this system, BTN hoped to make a more productive, professional, efficient, well-trained, and service-oriented sales force to drive sustainable growth in the non-subsidized mortgage loan (KPR) business.

9 | February

The launch of balé by BTN

BTN officially launched balé by BTN, a Super App offering comprehensive solutions and superior services through digital innovation. balé by BTN was the Company's strategic initiative to further strengthen its competitiveness as a transactional bank. Having balé by BTN, the Company expected to sustainably attract more low-cost retail funds and also facilitate customers' digital access to their needs.

28 | February

BTN and MAPCLUB Cooperated Transactionally to Support BTN Vision

The cooperation between BTN and MAPCLUB was expected to provide added value to the BTN and MAPCLUB business ecosystems. Additionally, MAPCLUB could hopefully support the transformation process and transactions carried out by BTN so that BTN customers would be more loyal due to easy access to the MAPCLUB digital ecosystem and lifestyle.

26 | March

BTN Distributed Subsidized KPR for Teachers

The program was a strategic collaboration between the Ministry of PKP, the Ministry of Elementary and Secondary Education, BPS, BP Tapera, and BTN, the implementing bank, which provided 20,000 subsidized housing units for teachers throughout Indonesia. This initiative was also part of the Three Million Homes Program initiated by the government for segments of the community, not only teachers but also Indonesian workers, public health workers, farmers, fishermen, and laborers.

8 | April

BTN Cooperated Strategically with AlQilaa Group

The signing of a cooperation agreement between BTN and AlQilaa International Group was related to the implementation of the national housing program through the construction of one million housing units for the Indonesian people. AlQilaa International Group would initially build 100,000 housing units with an investment value of approximately USD 2 billion.

8 | April

BTN, Ministry of PKP, BP Tapera, and KOMDIGI Collaborated to Establish A Decent House for Journalists

The inter-agency collaboration prepared an allocation of 1,000 subsidized housing units for journalists throughout Indonesia via the KPR Sejahtera and Tapera schemes, as part of the National Housing Program, which was a priority of the Republic of Indonesia government to support strategic professional groups.

21 | May

BTN Syariah Seized the Best Islamic Bank

BTN Syariah once again received the prestigious award of the 2025 Indonesia Best Sharia Bank for its successful business transformation, service innovation, and contribution to building a sustainable Sharia banking ecosystem in Indonesia. With this achievement, BTN Syariah was ready to launch a spin-off to meet the needs of the Indonesian for the best Sharia banking services and products.

31 | **May**

BTN and SBM ITB Appreciated Outstanding Graduates of the Mini MBA in Property Program Batch 20–22

This collaborative program was part of BTN's ongoing strategy to produce professional property talent, respond to industry dynamics, and make a real contribution to the national housing ecosystem.

5 | **June**

Officially acquiring BVIS, BTN Syariah Was Ready for the Indonesian's Second Largest Sharia Bank

With the signing of the Deed of Sale and Purchase and Share Acquisition, BTN officially acquired BVIS. Further, BTN hoped this corporate action would support the achievement of BTN's vision to make BTN Syariah, Indonesia's second-largest Sharia bank.

19 | **June**

MoU signing of KPR Sejahtera FLPP

BTN signed an MOU Commitment to support the FLPP Mortgage Loan (KPR) Sejahtera Financing Program. In this event, the Minister of PKP appreciated BTN's role as a Distributing Bank for FLPP Mortgage Loan (PR) Sejahtera, which had supported the success of the People's Housing Program.

By the end of May 2025, BTN disbursed financing for 79,104 FLPP Mortgage Loan (KPR) Sejahtera. This year, BTN targeted to support the government in the People's Housing Program by distributing 220,000 FLPP Mortgage Loans (KPR) Sejahtera.

29 | **June**

The 2025 BTN JAKIM Was Successfully Held

The 2025 BTN Jakarta International Marathon (JAKIM) was successfully held in celebration of the 498th anniversary of DKI Jakarta, and broke the record for the most full marathon (FM) participants in Indonesia with more than 4,000 runners.

The number of participants in the 2025 BTN JAKIM was 31,000 runners, with 4,000 runners for the full marathon (42K), 13,000 runners for the half marathon (21K), and 14,000 runners for the 10K.

14 | July

BTN Seized Strategic Award in the 2025 ASEAN Risk Awards

At the 2025 ASEAN Risk Awards, Setiyo Wibowo, Director of Risk Management, received the Risk Professional of the Year and People's Choice of Risk Professional of the Year awards. These awards represent international recognition for BTN's risk management transformation, which significantly contributed to strengthening the company's resilience amidst increasingly complex economic challenges. With this strategy, BTN also successfully implemented various initiatives to drive sustainable growth and maintain superior risk governance.

24 | July

BTN Achieved Two Prestigious Awards in the 2025 ASEAN Corporate Governance Awards

BTN was awarded the Top 50 ASEAN PLCs and Top 5 Indonesia PLCs awards for its commitment to building superior corporate governance and transparency. This recognition strengthened BTN's reputation as a national financial institution aligned with regional best corporate governance practices.

1 | August

Improving Productivity and Efficiency of Collection Business Process, BTN launched the new Operating Model

BTN launched Business Process Improvement (BPI) Monoline Collection as a new Operating Model for collection by changing debtor guidance, previously managed by each Branch Office, to be based on regional clusters, under the direct command of the Head Office. It was hoped that this transformation could lead BPI to a more productive, efficient, and effective direction in supporting the acceleration of collection and execution of non-performing loans.

8 | August

BTN Officially Launched balé Korpora, an Integrated Wholesale Banking Platform for Corporate Customers

BTN launched a platform offering a number of key features, including cash management, e-guarantee, financial supply chain management, and a transaction dashboard, accessible securely, efficiently, and flexibly through a single digital portal. The launch was part of BTN's digital transformation strategy to strengthen low-cost funding acquisition and drive fee-based income growth.

19 | August

BTN Confirmed Strategic Collaboration with Ancol and Jakpro in Supporting Jakarta As A Global City

This collaboration confirmed BTN's role as a partner in city transformation through financing support, service digitalization, and financial system integration across various strategic public spaces. Together with Jakpro and Ancol, BTN contributed to providing modern financial services that support the growth of the tourism sector, the creative economy, and the development of Jakarta as an inclusive and sustainable global city.

22 | August

The birth of National Sharia Bank

At the Bank Victoria Syariah's Extraordinary General Meeting of Shareholders (EGMS), shareholders approved the name change to Bank Syariah Nasional (BSN). This EGMS represented a continuation of the spin-off process of BTN Syariah into a Sharia Commercial Bank using BVIS as a shell company. Going forward, BTN Syariah would use the BSN name for its corporate branding and product services after undergoing regulatory approval.

27 | August

BTN Digital Store Was Present in the Indonesian Stock Exchange

BTN officially launched the BTN Digital Store at the Indonesia Stock Exchange Building, Tower 2, SCBD. The Digital Store at the IDX was BTN's third Digital Store, launched as part of its digital-based banking service transformation. Located at the center of national business, financial, and investment activities, the BTN Digital Store served as a customer experience platform that directly delivers BTN's faster, more practical, and modern digital services. The presence of the Digital Store at the IDX would provide customer experience, education, and interaction, while strengthening BTN's positioning as a bank that was adaptive and relevant to the modern community. Through this initiative, BTN targeted new customer acquisition and increased digital transactions and opportunities for synergy with various strategic partners in the IDX region to support the acceleration of the digital transformation of the national financial sector.

28 | September

Waste Exchange, Reducing BTN Housing Installment

BTN introduced an innovative program that allowed customers to reduce their mortgage loan (KPR) installments by converting household waste into savings. This program was a concrete implementation of BTN's support for President Prabowo Subianto's Asta Cita (Asta Cita) of developing a green economy in the housing sector, including waste management and community-based development.

21 | October

The Launch of Housing Loans Program

BTN aimed to be the largest distributor of KPP (Leasing Loan) loans by utilizing a base of more than 12,000 housing sector business players, including developers, contractors, and building supply stores. In addition, the KPP program had an interest rate of 6% only with collateral and a simple application process, so it was expected to accelerate the implementation of the 3 million Houses Program. BTN also targeted an initial disbursement of approximately IDR2 trillion by the end of 2025 and would accelerate its expansion in the future to increase developer capital and accelerate housing construction.

28 | October

The 2025 BTN Housing-preneur Competition was Officially Started.

The 2025 BTN Housingpreneur was an annual competition that found the best ideas and innovations in the housing sector to strengthen the national housing industry ecosystem. Through this program, BTN was committed to encouraging the emergence of young entrepreneurs and new innovators to support President Prabowo Subianto's Three Million Homes Program.

5 | November

BTN Private was Officially Launched

This exclusive service was specifically for customers with funds exceeding IDR15 billion. By becoming a BTN Private customer, customers received premium services, including complimentary stays at five-star hotels, substantial cashback, and premium concierge services, such as private jet reservations, wellness trips, and medical evacuation.

18 | November

BTN Officially Conducted Spin-Off of SBU, BSN Became Indonesia's Second Largest Sharia Bank

During the meeting, shareholders approved the spin-off of the Sharia Business Unit (SBU) to PT Bank Syariah Nasional (BSN). The resolution decided that the rights and obligations of BTN SBU were assigned to BSN. The merger of BTN and Bank Victoria Syariah would make BSN as Indonesia's second-largest Sharia commercial bank (SCB) with total assets reaching IDR71.3 trillion

27 | November

Queen of the Netherlands Appreciated BTN

Queen Máxima of the Netherlands witnessed the signing of mortgage loan (KPR) agreements for low-income families and spoke with debtors who had moved into subsidized housing. She also expressed her appreciation for the implementation of the waste-based mortgage loans (KPR) installment payment program, a BTN innovation that encouraged green financial inclusion, reduced mortgage loan (KPR) installments, and contributed to reducing national waste loads from the smallest community level.

8 | December

BTN Achieved the 2024 ARA Award

BTN won the 2024 BUMN Go Public Financial Annual Report Award (ARA) category. This award reflected BTN's commitment to present reports with integrity, transparency, and accuracy, as well as manage good corporate governance to achieve sustainable finance.

18 | Desember

BTN Beaten Other Himbara Banks in the 2025 Public Transparency Award

BTN reached the highest rank in the Informative State-Owned Enterprise (BUMN) category, beating out other Himbara banks. The achievement confirmed BTN's position as a leading Himbara bank in implementing transparency, accountability, and information disclosure. It also reflected the public's continuous trust in supporting sustainable finance.

18 | December

Prepared IDR4.5 Trillion, BTN Aimed to be the Key Selected Bank in Serving Danareksa Holding

BTN signed a strategic partnership with the Danareksa State-Owned Enterprise Holding. Through this partnership, BTN prepared a financing facility of up to IDR 4.5 trillion, consisting of a Committed Corporate Line Facility and an Uncommitted Corporate Line Facility, and procured integrated banking services to support financial management and business expansion throughout the Danareksa holding ecosystem. This partnership was part of BTN's efforts to strengthen its role as a key banking partner for large-scale corporate holding companies, including through the utilization of cash management services and digital banking solutions through balé Korpora.

24 | December

Sustaining Housing Loans Expansion, BTN Confirmed Core Capital via Shareholder Loan as of IDR2 Trillion

BTN strengthened the capital structure to maintain sustainable business expansion by obtaining a Shareholder Loan (SHL) as of IDR2 trillion from PT Danantara Asset Management (Persero) (DAM). This facility was classified as Additional Tier 1 (AT1) capital in accordance with the provisions of the Financial Services Authority (OJK).

24 | **December**

Supporting Recovery, BTN Distributed Aid as of IDR12,36 Billion for Natural Disaster Victims in Sumatra

BTN recorded that the total value of aid for flood and landslide victims in Aceh, North Sumatra, and West Sumatra through its Social and Environmental Responsibility (TJSL) Program has reached IDR 12.36 billion to date. This aid included basic food packages, fast food, bedding, milk, baby supplies, medicines, and other items. The aid was distributed directly by the Company, with representatives from the Board of Directors directly assessing the condition of the victims and the affected areas.

REPORT OF DIRECTORS AND BOARD OF COMMISSIONERS

In 2025, the Company demonstrated significant performance growth in both operational and financial terms. Its performance also received external recognition through national and international awards.

BOARD OF DIRECTORS **REPORT**

NIXON L.P. NAPITUPULU

President Director

Distinguished Shareholders and Valued Stakeholders,

We extend our gratitude and praise to Almighty God for His grace and blessings, which have enabled the Company to close 2025 with strong performance, reflected in the growth of net profit, loan disbursements, Third-Party Funds (TPF), and total assets. This performance demonstrates that the transformation undertaken by the Company has delivered a positive impact on its overall business results

On this occasion, allow us to present a report on the management and performance of the Company for the 2025 fiscal year, which includes the Company's performance results, business prospects analysis, developments in the implementation of corporate governance, evaluation of the performance of Committees under the Board of Directors, as well as changes in the composition of the Board of Directors.

About The Company

As a banking institution, the Company remains committed to being a bank that focuses on serving and supporting financing in the housing sector through a wide range of products and services. Currently, the Company offers various financial products and services as follows:

Consumer Banking Products
Consumer products consist of Consumer Loan Products, Consumer Deposit Products, and Wealth Management Products. Consumer Loan Products include Housing Loans and Non-Housing Loans. Consumer Savings Products include Consumer Savings, BTN Individual Deposits, and BTN Individual Current Account. Meanwhile, Wealth Management Products include Bancassurance, Mutual Funds, Primary Market Retail Government Securities, Secondary Market Government Securities, and Foreign Exchange services.

Commercial Banking Products
Commercial products consist of Commercial Loan Products, Commercial Deposit Products, and Corporate Loan Products. Commercial Loan Products include Housing Loans and Non-Housing Loans including MSME Loan Products. Commercial Deposit Products include BTN Institutional Current Accounts and Institutional Time Deposits. Meanwhile, Corporate Products include Working Capital Loans (KMK), BTN Property Working Capital Loans (KMK Properti BTN), BTN Contractor Working Capital Loans, Bridging Loans, Secured Loans, BTN Investment Loans, Refinancing Facilities, Loans to Ministries/Government Institutions of the Republic of Indonesia, Term Loan Facilities, Corporate Line Facilities, and Treasury Line Facilities (to Non-Financial Institutions).

Services and Assistance
The Company provides various services, including Consumer Cards and segmented customer services covering Wealth Management, BTN Prospera, ATM services, Cash Recycling Machines (CRM), the SuperApp balé by BTN, balé bisnis, Electronic Data Capture (EDC), balé merchant, Branchless Banking (balé agen), Quick Response Code Indonesian Standard (QRIS), Virtual Branch, balé community, balé property, balé developer, and BTN Open API. The Company also offers other services, including Virtual Account, Transfer Management, Payment Management, BTN Payroll Service, and Bale Poin.

To optimize the delivery of products and services to customers, the Company has established a nationwide network across Sumatra, Java, Kalimantan, Sulawesi, Bali, Nusa Tenggara, Maluku, and Papua. As of December 31, 2025, the Company operated 8 Regional Offices, 82 Branch Offices, 548 Sub-Branch Offices (KCP), and 4 Functional Offices. As of December 31, 2025, the Company's operational focus remained domestic, with no overseas branch offices.

In 2025, the Company adjusted its organizational structure to accommodate additional functional needs in line with technological advancements and business development. Currently, the Company has 10 (ten) Directorates under the President Director and the Vice President Director, namely the Consumer Banking Directorate, Network & Retail Funding Directorate, Commercial Banking Directorate, Corporate Banking Directorate, Treasury & International Banking Directorate, Information Technology Directorate, Operations Directorate, Risk Management Directorate, Finance & Strategy Directorate, and Human Capital & Compliance Directorate. Each Directorate is supported by several Divisions to assist in the execution of the respective Director's duties. The President Director is supported by the Internal Audit Division and the Corporate Secretary Division. The President Director is also supported by the Senior Executive Vice Presidents (SEVPs), namely SEVP Digital Business and SEVP Assets Management. The Vice President Director is supported by the Marketing Communication Division. The Consumer Banking Directorate is supported by the Subsidized Mortgage Division, Mortgage & Secured Loan Division, and Personal Banking Division. The Network & Retail Funding Directorate is supported by the Sales & Distribution Division, Retail Funding Division, and Wealth Management Division. The Commercial Banking Directorate is supported by the Business Banking Division, the Commercial Banking Division, and the Institutional Banking 2 Division. The Corporate Banking Directorate is supported by the Corporate Banking Division, Institutional Banking 1 Division, and Wholesale Transaction Division. The Treasury & International Banking Directorate is supported by the Treasury Division, Financial Institution & Capital Market Division, and Procurement & Fixed Asset Management Division. The Information Technology Directorate is supported by the IT Strategic Planning Division, IT Development Division, IT Operations Division, and IT Security Division. The Operations Directorate is supported by the Customer Experience Division, the Credit Operations Division, the Digital Operations Division, and the Central Operations Division. The Risk Management Directorate is supported by SEVP Credit Risk, the Policy & Procedure Division, the Enterprise & ESG Risk Management Division, the Digital & Operations Risk Management Division, and the Transformation & Partnership Management Division. The Finance & Strategy Directorate is supported by the Corporate Strategy & Planning Division, the Finance & Accounting Division, the Investor Relations & Research Division, and the Data Management & Analytics Division. The Human Capital & Compliance Directorate is supported by the Human Capital Strategy Division, the Human Capital Management Division, the Human Capital Business Partner Division, the Learning Management Division, the Compliance & Governance Division, and the Legal Division.

In conducting its operational activities, the Company employed a total of 11,414 employees. As of December 31, 2025, 531 employees held postgraduate degrees, 9,790 employees held undergraduate degrees, 897 employees held diploma degrees, and 132 employees held senior high school (SLTA) qualifications. The Company implements continuous learning and development programs to ensure that required competencies are met in alignment with its annual strategic business focus, through training, development initiatives, special assignments, and rotation and promotion programs. Employee competency development is carried out through structured and systematic learning and development programs aimed at enhancing the knowledge, skills, and attitudes required. These programs are designed to ensure sustainable human capital management that is adaptive to change and aligned with business needs and the organization's vision. Competency development efforts focus on leadership, critical capabilities, funding, transactional banking, and digital banking.

Analysis of The Company's Performance

With the various resources at its disposal, the Board of Directors has managed these resources effectively. The Company delivered solid performance in 2025 amid economic conditions that have not yet fully recovered. The Board of Directors consistently considers global, national, and banking industry conditions in formulating business strategies, enabling the Company to address challenges, particularly those related to the impact of economic developments on its business. Accordingly, in presenting the Company's performance analysis, allow us to first provide an overview of economic developments at the global, national, and banking industry levels.

Economic Conditions Directly Impacting The Company's Performance

The global economy is expected to remain affected by ongoing trade wars and geopolitical tensions among countries. Geopolitical tensions persist, including the ongoing Russia-Ukraine war and escalating tensions in the Middle East. On the economic front, the trade war measures introduced by President Trump in April 2025 imposed a universal 10% tariff on all goods entering the United States, along with high reciprocal tariffs on nearly 57 trading partners, including China, the European Union, Mexico, and Canada.

In addition, the trend of global interest rate cuts has begun, in line with increasingly controlled inflation. The

direction of the Fed Rate reduction became clearer in 2025 when it lowered its benchmark interest rate by a total of 75 bps to 3.50%–3.75%. Besides the Fed, most central banks around the world have also reduced their benchmark interest rates, such as the European Central Bank (ECB), the Bank of England (BoE), the Bank of Canada (BoC), and others.

Although the global economy is still slowing down, Indonesia's economic growth in the fourth quarter of 2025 recorded a positive result of 5.39% yoy and was higher than the achievement in the third quarter. This indicates that Indonesia's economy remains strong amid the global economic slowdown. From a sectoral perspective, the sectors driving national economic growth include education services, other services, business services, information and communication, transportation and warehousing, and the accommodation and food and beverage provision sector. Meanwhile, from the expenditure side, the export component recorded the highest growth, followed by government consumption and household consumption.

In the banking sector, the Financial Services Authority (OJK) recorded that the performance of the financial services sector, particularly banking, remained solid in 2025, supported by adequate capital and liquidity indicators as well as well-maintained credit risk. The banking intermediation function in December 2025 continued to grow positively, with credit expanding strongly by 9.63% yoy. This growth was mainly driven by Investment Loans, which grew by 20.81% yoy. On a monthly basis, nominal banking credit increased by IDR271 trillion to IDR8,586 trillion. Meanwhile, Third-Party Funds (TPF) in December 2025 grew by 13.83% yoy to IDR10,059 trillion. Credit risk continued to improve, with the banking NPL ratio recorded at 2.05%. On the other hand, Loan at Risk (LaR) also showed a declining trend to 8.77%, lower than the pre-pandemic level of 9.93% in December 2019.

Banking industry liquidity in December 2025 remained adequate, with liquidity ratios well maintained. The Liquid Assets to Non-Core Deposit (AL/NCD) ratio stood at 126.15%, decreasing from 131.49% in November 2025 but still far above the regulatory threshold of 50%. Meanwhile, the Liquid Assets to TPF (AL/TPF) ratio was 28.57%, down from 29.67% in November 2025, yet still above the regulatory minimum threshold of 10%. Overall, the banking industry's profitability level, reflected by Return on Assets (ROA) of 2.53%, indicates that the banking industry's performance remained resilient and stable. In terms of capitalization, the Capital Adequacy Ratio (CAR) of the banking industry in December 2025 was recorded at 25.89%, compared to 26.05% in November 2025.

Strategy and Strategic Policies

In 2025, to address various challenges and capture opportunities, the Company established strategic initiatives and policies guided by the strategic themes outlined in the 2025–2029 Corporate Plan. The strategic measures implemented in 2025 are as follows:

1. Credit Sector
   The focus of credit growth in 2025 was on implementing a large-scale housing ecosystem monetization strategy to generate revenue across the housing ecosystem by leveraging business opportunities in the property industry. This was pursued through enhanced penetration and improved quality of non-subsidized mortgages (KPR), as well as deeper penetration of the housing value chain.
2. Credit Quality Sector
   To achieve targeted improvements in credit quality, the strategic focus included strengthening risk underwriting and collection processes to support sustainable portfolio growth, managing a significant volume of restructured portfolios, and accelerating late-stage recovery by expanding the scope of subsidiaries responsible for asset management.
3. Funding Sector
   The primary focus of TPF growth in 2025 was to implement strategies to increase low-cost savings, target self-employed professional segments, enhance penetration in the trade sector, and expand into the SME value chain.
4. Fee-Based Income and Subsidiary Establishment
   The focus of fee-based income (FBI) achievement in 2025 was the launch of loan product propositions and the enhancement of fee-based income generation.
5. Capital Investment Plan
   In line with its vision to become the main partner in empowering the financial well-being of Indonesian families, the Company aspires to expand its business across the housing ecosystem through:
   a. The development of Sharia business through the spin-off of the Sharia Business Unit (SBU).
   b. Expansion into the insurance business through life insurance and/or general insurance subsidiaries.
   c. Expansion into vehicle financing through a multifinance subsidiary.
6. Capital Participation in Life Insurance and/or General Insurance Subsidiaries
   The establishment of a life insurance and/or general insurance subsidiary is planned through a capital participation scheme in an existing insurance company/subsidiary or through the establishment of a new entity. The Company will act as the controlling shareholder with majority ownership (>50%). Going forward, the insurance sector is projected to have significant growth potential in Indonesia, driven by rising public awareness of insurance's importance.

7. Capital Participation in a Multifinance Subsidiary
   The establishment of a multifinance subsidiary is planned through either a capital participation scheme in an existing multifinance company or the formation of a new entity. This initiative aims to expand lending beyond the current customer base, particularly in motor vehicle financing, non-bankable customers, customers with irregular income, and other segments.
8. Retail Transaction Strategy
   The development of retail foreign exchange (forex) and retail bonds in 2025 focused on enhancing capabilities, improving human resource quality, strengthening the organizational structure, and developing new systems and products.
9. Capital Sector
   The 2025 capital strengthening plan was pursued through increasing Tier 1 capital via retained earnings/profitability and implementing a Tier 2 capital action plan through subordinated loans and/or the extension of maturing subordinated loans.
10. Information Technology (IT) Infrastructure Strategy
    The IT infrastructure development strategy and work program in 2025 were focused on supporting business strategies in digital banking fee-based income growth, developing electronic transaction channels, and automating front-end and back-end processes.
11. IT Security Strategy
    IT security-related developments were in line with those outlined in the 2025-2029 Information Technology Strategic Plan (RSTI), which emphasized "Security by Design" to enhance the security of the Company's systems and applications. These also included enhancing cybersecurity, implementing identity and access management, and enhancing infrastructure security. In line with these initiatives, the implemented activities were compliance with the PDP Law No. 27 of 2022, ensuring the availability of security infrastructure, upgrading technology, meeting regulatory compliance requirements, managing data and user access, and mitigating fraud and transaction abuse (money laundering and gambling). In addition, the Company also identifies key risks related to information technology, including disruption, cyber security, and disaster recovery, to ensure that these risks are managed and integrated into the overall risk management framework.
12. Governance, Risk, and Compliance Implementation
    a. Governance Implementation through the development of the BTN Governance Roadmap 2025–2029, encompassing enhancements to governance structure, strengthening governance business processes, improving governance outcome quality, and advancing sustainable governance under the main theme "Governance Business for Sustainable Growth," implemented through five (5) key focus areas of the GCG Roadmap.
    b. Compliance Implementation aimed at enhancing operational resilience to support business growth and fostering a culture of compliance at all levels of the organization and across the Company's business activities.
13. Human Capital Development
    The Company's human capital development strategy is designed to support business growth and to position the Company as one of the homes of Indonesia's best talent.
14. Branch Network Development
    The branch network development strategy in 2025 was implemented by minimizing office relocation activities to reduce operational costs. The Company optimized the role of Branch Offices as centers for mobilizing Third-Party Funds, developed branch networks focused on the emerging affluent segment, and adjusted the branch network in accordance with the latest POJK regulations. In 2025, branch network standardization was carried out in line with the internalization of the digital branch initiative's proposition.
15. Capital Expenditure Plan
    In support of business expansion and development, capital expenditures were planned, including land acquisition and the construction/renovation of office buildings.

The Role of The Board of Directors in Formulating Strategy and Strategic Policies

The Board of Directors plays a central role in formulating the Company's strategic direction and strategic policies. In developing its strategy, the Board of Directors directly leads the preparation of the corporate plan and business plan. The formulation process considers macroeconomic dynamics, regulatory policy directions, developments in the national banking industry, and the ongoing digital transformation. Each strategic policy is thoroughly discussed through Board of Directors meetings and intensive coordination with the Board of Commissioners and executive management.

Throughout 2025, the Board of Directors focused on strengthening the fundamentals of the core housing financing business by implementing a large-scale housing-ecosystem monetization strategy, accelerating the digitalization of business processes, improving credit quality, and optimizing the funding structure. The established strategies were also directed toward enhancing competitiveness through product and service innovation, branch network development, strengthening risk management, and human capital development.

The Board of Directors ensures that every strategic policy formulated strengthens BTN's role in realizing its vision to become the Leading Partner in Empowering the Financial of Indonesian Families. Through leading digital innovation, expanding inclusive financial products and services, and enhancing accessibility for all segments of Indonesian society, the Company remains committed to supporting the sustainable financial growth of Indonesian families. The Company views financial empowerment of families as a key driver of national economic progress. Accordingly, the Company focuses on strengthening synergy with various stakeholders, providing accessible financial solutions, and enhancing financial literacy across different segments of society.

Process Undertaken by The Board of Directors to Ensure Strategy Implementation

The Board of Directors ensures that each strategy that has been established is implemented and continuously conducts evaluations to ensure the effectiveness of its implementation. The Board of Directors actively monitors strategy implementation by establishing measurable Key Performance Indicators (KPIs), conducting periodic evaluations through management meetings, monthly meetings, and quarterly performance evaluation forums. To maintain the quality of strategy implementation, the Board of Directors also strengthens the risk management and internal control functions by ensuring that each strategic initiative has undergone a risk assessment process and consistently maintains compliance with regulations.

In addition, the Board of Directors strengthens the oversight function through the role of internal audit and follows up on audit findings, both internal and external. The Board of Directors coordinates with the Internal Audit Division in preparing the Annual Audit Plan to ensure that the audit focus aligns with the Company's strategic priorities. The Board of Directors ensures that each audit finding that may pose risks to achieving strategic objectives is properly identified. Audit results are incorporated into the feedback mechanism to ensure continuous improvement, enhance the effectiveness of internal controls, and refine business processes. Through the integration of performance management, risk management, and audit functions, the Board of Directors ensures that strategies are not only executed as planned but also meet high standards of governance and accountability.

The Board of Directors also ensures that the implementation of business strategies remains aligned with the corporate plan and business plan, focusing on strengthening the core housing financing business, portfolio diversification, funding optimization, and human capital capability development. Commitment to the implementation of Environmental, Social, and Governance (ESG) principles is further reinforced as part of the Company's contribution to sustainable development.

Analysis of The Company's Performance

Operational and Financial Performance

Based on the strategies implemented, the Company recorded positive growth in 2025. From an operational perspective, the Company's consolidated loan disbursements reached IDR400.58 trillion by the end of 2025, representing an 11.9% yoy increase. The outstanding value of Subsidized Mortgage Loans (KPR Subsidi) in 2025 was IDR 157.30 trillion, an increase of 6.77% from IDR 147.32 trillion in 2024. This increase indicates that demand for subsidized mortgages remains strong, supported by government programs and the still significant housing needs of low-income communities (MBR). The Company developed equitable and inclusive financing schemes by enhancing Subsidized Mortgage products, such as the New KPR FLPP, KPR Tapera, and the KPR Rent to Own scheme. The Company also continued to increase BTN's market share in Subsidized Mortgages by deepening collaboration with institutions and stakeholders in the housing sector, both in terms of financing support (BP Tapera, SMF, and the Ministry of Public Works and Housing) and from the supply and demand sides, through partnerships with various institutions/ associations (developer associations, market trader associations, technology companies such as Gojek, Grab, and others). Improvements in business processes, adoption of the latest technology, and expansion of the housing business ecosystem are expected to positively impact BTN's subsidized mortgage disbursements. Loan growth was accompanied by improvements in credit quality throughout 2025, as reflected by the gross non-performing loan (NPL) ratio, which declined to 3.08% from 3.2% in the previous year.

On the funding side, Third-Party Funds (TPF) in 2025 amounted to IDR437.45 trillion, representing 104.00% of the 2025 target of IDR420.62 trillion. TPF growth was partly supported by the acceleration of digital transaction growth, particularly through the Bale by BTN superapp. The Company recorded a significant increase in Bale by BTN users, which grew 66.1% yoy to 3.7 million by the end of 2025, from 2.2 million in 2024. The increase in users also boosted the number of Bale transactions, which surged by 79.2% yoy to 2.21 billion as of December 31, 2025, from 1.23 billion in the previous year. Meanwhile, transaction value reached IDR103.6 trillion, up 27.7% yoy from IDR81.1 trillion in the prior year.

From a financial performance perspective, the Company recorded consolidated net profit of IDR3.50 trillion, an increase of 16.42% compared to IDR3.01 trillion in 2024. The Company successfully accelerated business growth throughout 2025, supported by strengthened profitability and increasingly efficient business processes resulting from consistent transformation initiatives across various lines. This positive performance reflects the effective implementation of well-calibrated business strategies and sound, disciplined financial management. Net profit growth was driven by interest income, which rose to IDR36.34 trillion, a 23.02% increase from IDR29.54 trillion in 2024. In 2025, the Company also recorded growth in total assets, which increased by 12.4% yoy to IDR527.79 trillion at the end of 2025.

Information Technology

In line with developments in the banking industry, the Company continues to strengthen its Information Technology (IT) strategy as one of the main pillars in delivering the best customer experience through integrated digital and financial services. The IT strategy is implemented sustainably through accelerated modernization of banking platforms, adoption of the latest digital technologies, and enhancement of information governance and security. The implementation of this strategy is aimed at strengthening the core business, building a holistic banking proposition, and enhancing the capability to deliver reliable, efficient, and innovative large-scale banking services in line with customer needs and prevailing regulations. In 2025, the Company established a strategic focus on becoming the leading partner in empowering the financial well-being of Indonesian families. To support this focus, the Company carried out continuous improvements in its IT infrastructure through various strategic initiatives, including the following:

1. Advanced Sustainable Core Banking Technology through Infrastructure Modernization and AI Enablement
2. Strengthened IT Resilience and Service Continuity through Robust Infrastructure and Disaster Recovery
3. Enhanced IT Infrastructure Flexibility to Support Business Growth and Digital Expansion
4. Improved IT Operational Oversight through an Integrated Command Center

Along with the various achievements successfully accomplished throughout 2025, the Company continues to strengthen its commitment to developing a technology-based banking ecosystem. The Company believes that the availability of reliable and integrated information technology infrastructure is a strategic foundation for providing optimal services, increasing added value for stakeholders, and accelerating sustainable digital transformation.

Comparison Between Achieved and Targeted Results

Based on economic and industry analysis, and considering existing challenges, the Company set a market target for loans and financing of IDR393.64 trillion and IDR420.62 trillion for Third-Party Funds in 2025. Based on these market targets, the Company aimed to achieve interest income of IDR 35.29 trillion in 2025.

To achieve these targets, the 2025 Basic Loan Interest Rates were determined as follows::

Table of Basic Loan Interest Rates

Description	Basic Loan Interest Rates Based on Business Segment						
	Non-MSME Credit		MSME Credit			KPR/KPA	Non KPR/KPA
	Corporate	Retail	Medium	Small	Micro		
Basic Loan Interest Rate (SBDK) in 2025	8,76%	8,90%	9,90%	10,48%	13,75%	8,04%	10,80%
Basic Loan Interest Rate (SBDK) in 2024	8,76%	9,25%	10,17%	11,00%	14,03%	8,04%	11,80%
Basic Loan Interest Rate (SBDK) in 2023	8,05%	8,30%	n/a	n/a	n/a	7,30%	8,80%

Description	Basic Loan Interest Rates Based on Business Segment						
	Non-MSME Credit		MSME Credit			KPR/KPA	Non KPR/KPA
	Corporate	Retail	Medium	Small	Micro		
Basic Loan Interest Rate (SBDK) in 2022	8,00%	8,25%	n/a	n/a	n/a	7,25%	8,75%
Basic Loan Interest Rate (SBDK) in 2021	8,00%	8,25%	n/a	n/a	n/a	7,25%	8,75%

In addition, the Company has also determined competitive and market-aligned interest rates for savings, time deposits, and current accounts, as presented below:

Table of Rupiah Savings Interest Rate

Types of products	Balance strata	Interest Rate
Investment Savings	Up to IDR10 million	0,50%
	> IDR10 million – IDR100 million	2,00%
	> IDR100 million – IDR500 million	2,25%
	> IDR500 million – IDR1 billion	2,64%
	> IDR1 billion – IDR10 billion	3,48%
	> IDR10 billion – IDR50 billion	3,75%
	> Above IDR50 billion	2,15%
Investa Plus Savings	≥ IDR50 million – IDR500 million	2,25%
	> IDR500 million – IDR1 billion	2,75%
	> IDR1 billion – IDR5 billion	3,00%
	> IDR5 billion	3,00%
BTN Batara Savings	< IDR1 million	0,00%
	IDR1 million – < IDR50 million	0,05%
	IDR50 million – < IDR500 million	0,10%
	IDR500 million – IDR1 billion	0,25%
	> IDR1 billion	0,50%
BTN Bisnis Savings	< IDR1 million	0,00%
	≥ IDR1 million – < IDR50 million	0,25%
	≥ IDR50 million – < IDR500 million	0,50%
	≥ IDR500 million – < IDR1 billion	1,00%
	≥ IDR1 billion	1,25%
BTN Junior Savings	≤ IDR50 thousand	0,00%
	> IDR50 thousand	0,50%
TabunganKu	≤ IDR500 thousand	0,00%
	> IDR500 thousand – IDR1 million	0,10%
	> IDR1 million	0,25%

Types of products	Balance strata	Interest Rate
SiMuda RumahKu Savings	≤ IDR1 million – IDR10 million	1,00%
	> IDR10 million – IDR25 million	1,15%
	> IDR25 million – IDR50 million	1,25%
	> IDR50 million – IDR100 million	1,35%
	> IDR100 million – IDR250 million	1,50%
	> IDR250 million	2,00%
BTN Siap! Savings	< IDR1 million – IDR10 million	1,00%
	> IDR10 million – IDR25 million	1,15%
	> IDR25 million – IDR50 million	1,25%
	> IDR50 million – IDR100 million	1,35%
	> IDR100 million – IDR250 million	1,50%
	> IDR250 million	2,00%
BTN e'BataraPos Savings	< IDR1 million	0,00%
	≥ IDR1 million – IDR50 million	0,05%
	IDR50 million – < IDR500 million	0,10%
	> IDR500 million – IDR1 billion	0,25%
	> IDR1 billion	0,50%
Tabanas Batara Post Office	**All strata**	**0,00%**

Table of Rupiah Current Account Interest Rate

Types of products	Balance strata	Interest Rate
Rupiah Current Account	≤ IDR10 million	0,00%
	> IDR10 million – IDR100 million	0,25%
	> IDR100 million – IDR500 million	0,75%
	> IDR500 million	1,00%

Table of Rupiah Deposit Interest Rates

Types of Product	Balance Strata	Time Period (Month)						
			2	3	4	6	12	24
BTN IDR Deposits	< IDR5 million	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
	≥ IDR5 million – < IDR10 million	1,00%	1,00%	1,00%	1,00%	1,00%	1,00%	1,00%
	≥ IDR10 million – < IDR100 million	2,25%	2,25%	2,50%	2,50%	2,50%	2,50%	2,50%
	≥ IDR100 million – < IDR500 million	2,25%	2,25%	2,50%	2,50%	2,50%	2,50%	2,50%
	IDR500 million – IDR2 billion	2,25%	2,25%	2,75%	2,75%	2,75%	2,75%	2,75%
	> IDR2 billion	2,25%	2,25%	2,75%	2,75%	3,00%	3,00%	3,00%

Table of Rupiah e-Deposit Interest Rate

Types of Product	Balance Strata	Time Period (Month)						
			2	3	4	6	12	24
BTN IDR e-Deposits	IDR1 million – < IDR5 million	1,00%	1,00%	1,00%	1,00%	1,00%	1,00%	1,00%
	IDR5 million – < IDR100 million	2,60%	2,75%	3,00%	3,00%	3,00%	3,00%	3,00%
	IDR100 million – < IDR500 million	2,65%	2,75%	3,25%	3,25%	3,25%	3,25%	3,25%
	IDR500 million – < IDR2 billion	3,50%	3,50%	3,50%	3,50%	3,50%	3,40%	3,40%
	IDR2 billion – < IDR5 billion	3,75%	3,75%	3,75%	3,75%	3,75%	3,40%	3,40%
	IDR5 billion – < IDR10 billion	3,75%	3,75%	3,75%	3,75%	3,75%	3,50%	3,50%
	≥ ≥ IDR10 billion	3,75%	3,75%	3,75%	3,75%	3,75%	3,60%	3,60%

Table of Foreign Currency Savings Interest Rates

Types of Product	USD			SGD		AUD / CNY		JPY	
	Balance Strata	Interest Rate		Balance Strata	Interest Rate	Balance Strata	Interest Rate	Balance Strata	Interest Rate
		Offline (via KC)	Online (via Balé)						
BTN Felas Saving	< USD1.000	0,00%	0,00%	All tiering	0,10%	All tiering	0,05%	All tiering	0,00%
	USD1.000 - < USD10.000	0,15%	0,15%						
	USD10.000 - < USD100.000	0,35%	0,35%						
	≥ USD100.000	0,50%	0,50%						

Table of Foreign Currency Savings Interest Rates (USD)

Types of Product	Balance Strata	Time Period (Month)			
		1	3	6	12
BTN USD Deposit	All strata	4,00%			

Table of Foreign Currency Deposit Interest Rates (SGD)

Types of Product	Balance Strata	Time Period (Month)					
		1	3	4	6	12	24
BTN SGD Deposit	All strata	0,10%					

Table of Foreign Currency Deposit Interest Rates (AUD, CNY)

Types of Product	Balance Strata	Time Period (Month)				
		1	3	6	12	24
AUD/CNY Deposits	All strata	0,10%				
JPY Deposits	All strata	0,00%				

Table of Foreign Currency e-Deposit Interest Rates (USD)

Types of Product	Balance Strata	Time Period (Month)			
		1	3	6	12
e'Deposito BTN USD	All strata	4,00%			

Table of Foreign Currency Current Account Interest Rates (USD, EURO)

Types of Product	Balance Strata	Interest Rate
BTN USD Current Account	Up to USD100.000	0,00%
	> USD100.000	0,10%
BTN Euro Current Account	All strata	0,00%

Based on the established strategy, the Company has generally met its stakeholders' expectations. Various targets set for 2025 have been successfully achieved. Overall, loans and financing disbursed in 2025 reached IDR400.58 trillion, achieving 101.76% of the 2025 target of IDR393.64 trillion. This achievement was driven by non-housing loans reaching 112.56% of the target, and financing achieving 107.61% of the target. Loan growth was carried out prudently, considering liquidity conditions, the direction of interest rate policy, and the Company's credit risk management.

From a funding perspective, Third-Party Funds (TPF) in 2025 amounted to IDR 437.40 trillion, representing 103.99% of the 2025 target of IDR 420.62 trillion. The achievement in TPF was primarily driven by an increase in Time Deposits, which reached IDR 224.27 trillion, or 119.40% of the target. Meanwhile, Savings in 2025 amounted to IDR 43.88 trillion, representing 85.21% of the target. This is in line with the Company's strategy to optimize its funding structure by actively managing fund composition to maintain cost-of-funds efficiency amid tight banking liquidity conditions and relatively high interest rates.

From a financial perspective, total assets will increase to Rp527.79 trillion in 2025, representing a 103.47% increase compared to the 2025 target of Rp510.09 trillion. In line with asset growth, liabilities will reach Rp491.58 trillion, representing a 103.37% increase, while equity will increase to Rp36.21 trillion, representing a 106.59% increase. Interest income will reach Rp36.34 trillion in 2025, representing a 102.98% increase compared to the 2025 target. Net profit will reach Rp3.50 trillion, representing a 99.92% increase.

Obstacles Faced by The Company and Mitigation Measures

Despite delivering a strong performance, the Company faced several challenges. These included dependence on high-cost third-party funds. To address this challenge, the Company implemented a strategy to increase payroll account penetration to support growth opportunities in low-cost Third-Party Funds.

Another challenge was that mobile banking utilization among active customers had not yet been maximized. To overcome this, the Company implemented a strategy to increase the number of active mobile banking users, capturing opportunities in digital interactions and transaction growth. In addition, the growth of non-subsidized mortgage loans (KPR Non-Subsidi) was lower than that of competitors. To address this, the Company adopted a strategy to strengthen relationships with the Top 50 developers by accelerating digitalization processes to achieve a twofold improvement in Turn Around Time (TAT), implementing digital back-end processes for RM, providing real-time tracking portals for customers and developers, increasing sales intensity, expanding sales centers in high-potential development areas, and offering higher incentives for bulk acquisition from key developers.

Important Things Expected to Occur in The Future and Business Prospects

Considering recent developments, in January 2026, the IMF projected global economic growth for 2026 at 3.3%, before moderating to 3.2% in 2027. In 2026, emerging economies such as Indonesia are expected to record slightly higher growth compared to 2025. China's economy is also projected to slow in 2026, while advanced economies such as the United States are expected to grow slightly stronger than in 2025.

National economic growth remained positive in 2025 amid the global economic slowdown, supported by resilient household consumption, incoming investment, and sustained export performance. Bank Indonesia projects that economic growth in 2026 will remain strong and positive, within the 4.9%–5.7% range.

Inflation in 2026 is projected to remain within Bank Indonesia's target range of 2.5%±1% yoy. To achieve this target, the Government and Bank Indonesia will implement a mix of fiscal, monetary, and real sector policies. Meanwhile, the average exchange rate of the Indonesian Rupiah against the United States Dollar (USD) is expected to remain stable and trend toward appreciation in 2026, while accounting for uncertainties in global financial markets, including the Fed's monetary policy, global geopolitical dynamics, and the potential escalation of trade wars. Bank Indonesia's benchmark interest rate is projected to decline more gradually in 2026.

Amid these projections for global and national economic conditions and the banking industry, the Company has growth opportunities. The Company's opportunities include the following:

1. Potential growth in mortgage loans (KPR) is in line with the Government's 3 (three) million housing units program.
2. Growth potential in the D2C segment (secondary market), which offers higher yields.
3. Partnership opportunities in the multifinance and insurance sectors.
4. Inorganic growth in the multifinance sector.
5. Increasing digital interaction within the banking system.
6. Growth in the Consumer and SME segments in Indonesia.

By leveraging its internal strengths, the Company remains optimistic about its future prospects. To enhance its contribution to the housing sector and support the transformation roadmap of the Ministry of State-Owned Enterprises, BTN has established its vision to become the Leading Partner in Empowering the Financial Well-Being of Indonesian Families in 2025, with the following aspirations to be achieved by 2029:

1. Building a sustainable savings engine to mobilize savings of IDR 120 trillion.
2. Empowering Indonesian families in housing loan disbursement to realize home ownership aspirations, with a projected disbursement of approximately IDR450 trillion.
3. Becoming a financial partner for consumers and businesses by providing a comprehensive range of everyday banking solutions.
4. Building a high-quality portfolio with operational efficiency.
5. Expanding service coverage through 3 (three) subsidiaries.

Information Regarding The Bank Business Group

The transformation of the Sharia Business Unit (SBU) through the spin-off process into Bank Syariah Nasional (BSN) represents a strategic step in strengthening a more independent, competitive, and sustainable Sharia banking structure. The spin-off was carried out by the Company as part of its commitment to accelerating the growth of the national Sharia financial industry while complying with regulatory requirements. With the establishment of BSN, product development, network expansion, and innovation in Sharia-based services can be implemented more agilely and focusedly, in line with market needs.

Following the spin-off, BSN became part of the Bank Business Group (KUB) together with the parent bank. Through the KUB structure, BSN continues to benefit from ecosystem support and the parent company's strengths, while maintaining independence in executing its business strategy. As of December 31, 2025, the Board of Directors, Board of Commissioners, and Shareholders within the Bank Business Group did not hold shares in BSN.

Developments in The Implementation of Corporate Governance

The Company continues to strengthen the implementation of Corporate Governance as a fundamental foundation in maintaining business sustainability and stakeholder trust. Governance

enhancement is not only focused on compliance but also on supporting business transformation, improving the quality of decision-making, and managing risks more adaptively in response to industry dynamics. The Company continuously refines its internal policies and guidelines to align with regulatory developments and best practices in the banking industry.

Governance implementation is carried out consistently in accordance with regulatory provisions, including the Financial Services Authority (OJK) and Bank Indonesia. The Company further reinforces Corporate Governance practices by integrating the ETAK principles (Ethical Conduct, Transparency, Accountability, and Sustainability) as the primary framework to ensure business sustainability and integrity.

The Company's responsibility to conduct its business in a sustainable manner cannot be effectively carried out without being grounded in ethical corporate conduct. Ethical behavior, grounded in moral values—such as concern for others' interests, guides and drives corporate practices toward sustainable conduct and ultimately responsible actions. The Company is committed to ensuring the implementation of high standards of corporate governance, drawing on the best practices of credible and trusted banking institutions. Credibility and public, shareholder, and customer trust are critical to the Company's development and long-term sustainability. All business activities undertaken by the Company must comply with applicable laws and regulations and uphold prevailing norms and ethical standards. Awareness in upholding sound ethical conduct strengthens the Company's positive image and supports its role as a Good Corporate Citizen. Therefore, the Company consistently upholds integrity by establishing and implementing a Code of Ethics and Conduct that serves as the foundation for the attitudes and actions of all employees, ensuring professionalism and ethical behavior in accordance with the Company's vision, mission, values, and applicable internal and external regulations. The Company has formulated various policies that serve as ethical and behavioral guidelines for all elements of the organization in conducting business activities. The implementation of ethical and behavioral standards aligned with the Company's vision, mission, and cultural values is carried out through the Code of Conduct. The Code of Conduct is disseminated and accessible to all employees through BTN Best media, and quizzes on the Code of Conduct are conducted to assess employees' understanding. Commitment to the implementation of the Code of Conduct is also formalized through an Integrity Pact, which must be signed by all members of the Board of Directors, the Board of Commissioners, and the Company's employees. In addition, the Code of Conduct is accessible to all stakeholders through the Company's website.

The Company is committed to maintaining transparency in conducting its business processes. To ensure objectivity in its operations, the Company provides material and relevant information in a manner that is easily accessible and understandable to stakeholders. The Company has provided contact details on its website and in its Annual Report, which stakeholders may use to submit complaints, suggestions, or report potential violations of their rights. In addition to the Annual Report, the Company provides transparent public access to financial and non-financial information through various media, including its website (available in two languages), mass media (press releases), internal magazines/bulletins, analyst meetings, the official IDX website, product posters and banners, corporate actions, the Company's public presentation materials, and others.

Regarding accountability, the Company has disclosed the achievement of targets and the Board of Directors' performance. To enhance the quality of duties and responsibilities, the Board of Commissioners and the Board of Directors are committed to establishing policies and conducting performance evaluations. The Board of Commissioners conducts a self-assessment to evaluate its performance, while the performance of the Board of Directors is assessed through the achievement of Key Performance Indicators (KPIs), which refer to measurement results reviewed by the external auditor auditing the Company's annual financial statements. Both collective and individual KPIs of the Board of Directors serve as effective tools for monitoring performance and the execution of the Company's management duties.

In ensuring the implementation of sustainability, the Company complies with applicable laws and regulations and is committed to fulfilling its responsibilities to society and the environment to contribute to sustainable development. Economic development is inseparable from the social and environmental consequences it generates. To create a national economy that prioritizes harmony among economic, social, and environmental aspects, appropriate and adequate resource management is required. Accordingly, the Company recognizes its strategic role and function in ensuring that the investment flows it manages contribute to the future and generate broad impacts on economic development, environmental conditions, and social aspects.

The Company remains committed to promoting sustainable finance through the integration of environmental, social, and governance (ESG) aspects into its operational activities. The Company's ESG journey involves structured planning to manage environmental impacts, address social issues, and uphold ethical governance standards across all its banking operations. The Company has developed a series of frameworks, strategies, and roadmaps to advance sustainable finance and support its ESG performance. The Company focuses on addressing ESG-related issues in the mortgage banking sector, with the objective of achieving long-term sustainability and responsible banking practices.

In evaluating the implementation of corporate governance, the Company conducts a GCG Assessment on a periodic and consistent annual basis, comprising both self-assessments and external assessments. The self-assessment of Governance implementation is conducted regularly at the end of June and December each year. For 2025, the governance implementation standards referred not only to OJK Regulation No. 17 of 2023 on the Implementation of Governance for Commercial Banks but also began to follow the provisions of OJK Circular Letter No. 13/POJK.03/2017 on the Implementation of Governance for Commercial Banks.

The results of the self-assessments in June 2025 and December 2025 were ranked 2 (two), reflecting that the Company's Management has generally implemented Good Corporate Governance effectively. Based on these assessment results, the Company has undertaken improvement efforts by following up on several identified weaknesses in accordance with the recommendations provided.

In addition to the self-assessment, in 2025, the Company also conducted a third-party assessment to obtain a second opinion on the quality of its GCG implementation, as part of continuous improvement efforts. The assessments carried out included the Corporate Governance Perception Index (CGPI) survey organized by the Indonesian Institute for Corporate Governance (IICG) and a GCG assessment based on the ASEAN Corporate Governance Scorecard standards, conducted by OJK and the Indonesian Institute for Corporate Directorship (IICD).

The Company's CGPI score in 2025 for fiscal year 2024 was 91.8, earning the predicate "Most Trusted." The Company has followed up on the assessment recommendations as follows:

1. The Company established an updated organizational structure in 2025 pursuant to Technical Guideline No. PT.3-A.6 concerning the Organizational Structure of the Head Office, Regional Offices, and Branch Offices.
2. In 2025, the Company updated all existing internal regulations, with the previous Policy and Procedure Architecture transformed into a New Policy and Procedure Architecture.
3. The Company has developed a Corporate Culture framework that provides guidance for BTNers in understanding and implementing the core values of AKHLAK.
4. The Company has formulated guidelines in the form of a Code of Business Ethics and Conduct and Guidelines on the Conduct and Professionalism of the Board of Commissioners and the Board of Directors.
5. The Company strengthens the capabilities and capacity of its technology resources by improving infrastructure quality, optimizing the utilization of digital systems, and enhancing digital trust and cybersecurity aspects.
6. The Company strives to strengthen customer-oriented value growth through improvements in product quality, services, and performance that truly empower customers.
7. The Company continuously seeks to strengthen and enhance comprehensive business innovation achievements, not only in products and services but also in core processes, supporting functions, organizational performance, and corporate strategy.

Assessment of Committees Under The Board of Directors

The Company has established and defined the structure and membership of the Committees under the Board of Directors to support the execution of its duties. These Committees play a role in facilitating monitoring, enhancing the effectiveness of problem-solving, and developing strategic aspects deemed important by the Company in accordance with prevailing regulations. The Committees include:

1. Risk Management Committee
2. Integrated Risk Management Committee
3. Asset and Liability Management Committee (ALCO)
4. Credit Policy Committee
5. Credit Committee
6. Human Capital Committee

7. Information Technology (IT) Steering Committee
8. Transformation Steering Committee
9. Business Committee
10. Environmental, Social, and Governance (ESG) Committee
11. Capital and Subsidiary Committee

To measure the effectiveness of the performance of the Committees under the Board of Directors in assisting the Board of Directors in managing the Company, periodic evaluations are conducted by the Board of Directors. The performance assessment criteria for the Committees include the fulfillment of meeting implementation requirements and attendance at meetings during the fiscal year. Throughout 2025, the Board of Directors assessed that the Committees under its supervision had performed their duties and responsibilities effectively.

In addition to being supported by the Committees under the Board of Directors, the Board of Directors is also assisted by supporting units, including the Corporate Secretary, the Internal Audit Unit, and the Risk Management Unit. The performance evaluation of the Corporate Secretary, Internal Audit Unit, and Risk Management Unit is based on Key Performance Indicators (KPIs), including Primary Targets, Collaboration, Initiative, and other performance measures. In 2025, the KPIs for the Corporate Secretary, Internal Audit Unit, and Risk Management Unit exceeded 100%. These units have carried out their duties effectively.

Changes in The Composition of The Board of Directors

During 2025, there were changes in the composition of the Board of Directors. The changes were made based on the Company's needs. The changes in the composition of the Board of Directors are as follows:

COMPOSITION AND BASIS OF APPOINTMENT OF THE BOARD OF DIRECTORS PRIOR TO THE 2025 ANNUAL GMS

Prior to the 2025 Annual GMS, the Board of Directors consisted of 11 (eleven) members, comprising 1 (one) President Director, 1 (one) Vice President Director, and 9 (nine) Directors, as follows:

Nixon L. P. Napitupulu	:	President Director
Oni Febriarto Rahardjo	:	Vice President Director
Andi Nirwoto	:	Director of Information Technology
Elisabeth Novie Riswanti	:	Director of Assets Management
Jasmin	:	Director of Distribution and Institutional Funding
Setiyo Wibowo	:	Director of Risk Management
Hirwandi Gafar	:	Director of Consumer
Nofry Rony Poetra	:	Director of Finance
Eko Waluyo	:	Director of Human Capital, Compliance & Legal
Hakim Putratama	:	Director of Operations & Customer Experience
Muhammad Iqbal	:	Director of SME & Retail Funding

COMPOSITION AND BASIS OF APPOINTMENT OF THE BOARD OF DIRECTORS AFTER THE 2025 ANNUAL GMS

On March 26, 2025, the 2025 Annual General Meeting of Shareholders resolved to:

1. Ratify the dismissal of Hakim Putratama as Director of Operations and Customer Experience and Muhammad Iqbal as Director of SME and Retail Funding.
2. Honorably discharge Elisabeth Novie Riswanti as Director of Assets Management, Jasmin as Director of Distribution and Institutional Funding, and Andi Nirwoto as Director of Information Technology.
3. Change the nomenclature of the positions of members of the Board of Directors as follows
   a. Director of Operations and Customer Experience to become Director of Operations
   b. Director of Consumer to become Director of Consumer Banking
   c. Director of SME and Retail Funding to become Director of Network & Retail Funding
   d. Director of Distribution and Institutional Funding to become Director of Corporate Banking
   e. Director of Finance to become Director of Finance & Strategy
   f. Director of Human Capital, Compliance & Legal to become Director of Human Capital & Compliance
   g. Director of Assets Management
   h. Director of Commercial Banking
   i. Director of Treasury & International Banking
4. Reassign the following individuals as members of the Board of Directors of the Company:
   a. Hirwandi Gafar, previously Director of Consumer, to become Director of Consumer Banking
   b. Nofry Rony Poetra, previously Director of Finance, to become Director of Finance & Strategy
   c. Eko Waluyo, previously Director of Human Capital, Compliance & Legal, to become Director of Human Capital & Compliance
5. Appoint I Nyoman Sugiriyasa as Director of Operations, Venda Yuniarti as Director of Treasury & International Banking, Rully Setiawan as Director of Network & Retail Funding, Helmy Afrisa Nugroho as Director of Corporate Banking, Hermita as Director of Commercial Banking, and Tan Jacky Chen as Director of Information Technology.

Accordingly, following the 2025 Annual GMS, the composition of the Board of Directors consists of 12 (twelve) members, comprising 1 (one) President Director, 1 (one) Vice President Director, and 10 (ten) Directors, as follows:

Nixon L. P. Napitupulu	:	President Director
Oni Febriarto Rahardjo	:	Vice President Director
Setiyo Wibowo	:	Director of Risk Management
Hirwandi Gafar	:	Director of Consumer Banking
Nofry Rony Poetra	:	Director of Finance & Strategy
Eko Waluyo	:	Director of Human Capital & Compliance
Tan Jacky Chen	:	Director of Information Technology
Venda Yuniarti	:	Director of Treasury & International Banking
Helmy Afrisa Nugroho*	:	Director of Corporate Banking
I Nyoman Sugiri Yasa	:	Director of Operations
Rully Setiawan	:	Director of Network & Retail Funding
Hermita	:	Director of Commercial Banking

* Appointed at the Annual General Meeting of Shareholders on March 26, 2025, and currently undergoing the Fit and Proper Test.

Closing

The Board of Directors extends its highest appreciation to all stakeholders, particularly the management team and all employees, for their trust, commitment, and cooperation, and for their diligent work and strong performance in 2025. We recognize that these achievements are the result of the collective efforts of all Company employees, as well as the support of the Board of Commissioners, regulators, business partners, and all stakeholders. On behalf of the Board of Directors, we express our deepest appreciation and gratitude for the trust and collaboration that have been well established.

Going forward, the Board of Directors remains committed to strengthening business fundamentals, enhancing competitiveness, and optimizing growth opportunities in a sustainable manner. With a spirit of transformation and innovation, we are confident that the Company will continue to strengthen its position as a specialist housing financing bank that actively contributes to providing adequate housing for the people of Indonesia.

Jakarta, March 2026
On behalf of the Board of Directors

Nixon L. P. Napitupulu
President Director

Helmy Afrisa Nugroho*: Director of Corporate Banking _ **Nofry Rony Poetra**: Director of Finance & Strategy _ **Hirwandi Gafar**:Director of Consumer Banking _ **Eko Waluyo**: Director of Human Capital & Compliance _ **Venda Yuniarti**: Director of Treasury & International Banking (sit) _ **Nixon L. P. Napitupulu**: President Director (sit)

* Appointed at the Annual General Meeting of Shareholders on March 26, 2025, and currently undergoing the Fit and Proper Test.

I Nyoman Sugiri Yasa: Director of Operations _ **Setiyo Wibowo**: Director of Risk Management _ **Tan Jacky Chen**: Director of Information Technology _ **Rully Setiawan**: Director of Network & Retail Funding _ **Oni Febriarto Rahardjo**: Vice President Director (sit) _ **Hermita**: Director of Commercial Banking (sit)

BOARD OF **COMMISSIONERS REPORT**

SURYO UTOMO

President Commissioner

Dear Shareholders and Stakeholders,

Praise be to God Almighty, for His grace and blessings have enabled the Company to close 2025 with positive performance growth. 2025 was a period full of dynamics and opportunities. Amidst the challenges of economic uncertainty, the Company successfully accelerated business growth throughout 2025.

This growth was supported by strengthening profitability and increasingly efficient business processes thanks to consistent transformations carried out across various sectors. This positive performance is the result of hard work, the implementation of a careful business strategy, and sound and disciplined financial management.

Herewith, we present the Board of Commissioners report on the supervision and advisory activities regarding the Company's management for the 2025 fiscal year. This report presents an assessment of the Board of Directors' performance during 2025, insights on the business prospects prepared by the Board of Directors, the implementation of good corporate governance, an evaluation of the Committees under the Board of Commissioners, and changes in the composition of the Board of Commissioners.

Board of Directors' Performance Assessment

In line with its duties and responsibilities, the Board of Commissioners assesses the performance of the Board of Directors. Therefore, the Board of Commissioners consistently conducts its supervisory and advisory functions to the Board of Directors. Before presenting its views on the Board of Directors' performance achievements, the Board of Commissioners will outline the frequency and method of providing advice to the Board of Directors and the Board's oversight of strategy formulation and implementation. In assessing the Board of Directors' performance, the Board of Commissioners considers several aspects as the basis for its assessment. These aspects include economic conditions, performance achievements, namely operational performance, financial performance, and the company's soundness level.

Frequency and Methods of Providing Advice to The Board of Directors

The Board of Commissioners provides advice to the Board of Directors both formally and informally. Formal advice is given periodically through Board of Commissioners meetings, joint meetings of the Board of Commissioners and the Board of Directors, and committee meetings under the Board of Commissioners discussing strategic aspects, risk management, audits, and governance. In addition to these formal forums, advice is also provided incidentally when there are strategic issues, regulatory dynamics, or external conditions that require immediate attention and direction. The supervisory function is conducted by involving all supporting organs of the Board of Commissioners, namely the Audit Committee, the Remuneration and Nomination Committee, and the Risk Monitoring Committee. IT security-related developments were in line with those outlined in the 2025-2029 Information Technology Strategic Plan (RSTI), which emphasized "Security by Design" to enhance the security of the Company's systems and applications. These also included enhancing cybersecurity, implementing identity and access management, and enhancing infrastructure security. In line with these initiatives, the implemented activities were compliance with the PDP Law No. 27 of 2022, ensuring the availability of security infrastructure, upgrading technology, meeting regulatory compliance requirements, managing data and user access, and mitigating fraud and transaction abuse (money laundering and gambling).

Supervision of Strategies' Formulation and Implementation

The Board of Commissioners actively and independently oversees the formulation and implementation of strategies developed by the Board of Directors. In carrying out its oversight function, the Board of Commissioners is supported by Committees under the Board of Commissioners. This oversight is carried out to ensure that the Company's strategic direction aligns with its long-term vision, prudent principles, and the interests of shareholders and stakeholders.

During the strategy formulation phase, the Board of Commissioners conducts an in-depth review of the strategies outlined in the corporate and business plans, including macroeconomic assumptions, financial projections, risk profiles, and alignment with the Company's risk appetite. The Board of Commissioners provides insights, recommendations, and strategic direction in joint meetings and through supporting committees to ensure that the strategies established by the Board of Directors comprehensively consider sustainability and risk mitigation aspects.

The Board of Commissioners oversees strategy implementation through periodic evaluations of performance, asset quality, liquidity, capitalization, digital transformation, and internal control effectiveness. Oversight is strengthened through management reports, reviews by the audit committee, risk monitoring committee, the Nomination and Remuneration Committee, and the internal audit function. The Board of Commissioners also ensures that strategy implementation remains within regulatory frameworks and corporate governance principles, in line with the provisions of the Financial Services Authority and Bank Indonesia.

Through this oversight, the Board of Commissioners ensures that the strategies formulated by the Board of Directors are not only relevant and competitive, but also implemented in a disciplined, accountable manner, and oriented towards creating long-term value for the Company. In 2025, the Board of Commissioners conducted the duties of supervising, directing, providing advice, monitoring, and evaluating the implementation of the Company's strategic policies, including:

1. Regularly monitoring the implementation of the company's strategic plan initiatives.
2. Regularly monitoring the implementation of risk management, including the risk profile, bank soundness level, CAR, risk appetite, risk tolerance, and recovery plan.
3. Periodically reviewing the company's performance.
4. Oversight by the Board of Commissioners on the Bank's performance and implementation of the business plans.

Economic Conditions That Directly Impact The Company's Performance

The global economy is expected to continue being affected by the ongoing trade war and geopolitical tensions between countries. These geopolitical tensions are causing uncertainty in financial markets. Until the end of 2025, the USD exchange rate continued to strengthen, weakening emerging market currencies, including Indonesia. The rupiah exchange rate weakened to around IDR16,700/USD by the end of 2025, in line with the strengthening of the USD. Furthermore, United States Treasury (UST) yields continued to strengthen, weakening foreign portfolio flows to developing countries.

Due to President Trump's tariff policies and ongoing geopolitical tensions, global economic growth in 2025 slowed down compared to the previous year. Tariff policies reduced the volume and value of global trade and exacerbate supply chain disruptions. Furthermore, the impact on economic activity was more visible in the worsening sentiment of both producers and consumers. Global economic growth in 2025 was held at 3.3% year-on-year (yoy), while in developed countries like China and the United States, growth only reached 5.0% yoy and 2.1% yoy, respectively. Conversely, in developing countries like India and Indonesia, economic growth remained quite strong until the end of 2025, at 7.3% yoy and 5.0% yoy, respectively.

Despite the continued slowdown in the global economy, national economic growth remained positive until the end of 2025. Leading indicators as of December 2025 continued to show positive results, such as a high Consumer Confidence Index (CCI) of 123.5, a PMI Manufacturing that remained high at 51.2, and a Real Sales Index that grew by 3.5% year-on-year. In its January 2026 World Economic Outlook release, the IMF estimated Indonesia's economic growth in 2026 at 5.1%, or stable with the cumulative achievement in 2025.

In the banking sector, the banking intermediation function continued to grow positively in December 2025, with credit growing strongly by 9.63% year-on-year. This growth was primarily driven by investment credit, which grew 20.81% year-on-year. Meanwhile, Third Party Funds (TPF) grew 13.83% year-on-year to IDR10,059 trillion in December 2025. Credit risk continued to strengthen, with the banking industry's NPL ratio at 2.05%. Meanwhile, Loan at Risk (LaR) also showed a downward trend, reaching 8.77%, surpassing the pre-pandemic level of 9.93% in December 2019. Banking industry liquidity in December 2025 was at an adequate level, with maintained liquidity ratios. Overall, the bank profitability level (ROA) was 2.53%, indicating that the banking industry's performance remained resilient and stable. Meanwhile, in terms of capital, the banking industry's Capital Adequacy Ratio (CAR) in December 2025 was recorded at 25.89%, increased from 26.05% in November 2025.

Company Performance

The Board of Directors' performance assessment is conducted both collegially and individually. The Board of Directors' KPI collegially is the individual KPI for the President Director. Meanwhile, the individual KPI for the Board of Directors is a cascading of the Board of

Directors' KPI collegially based on the duties, functions, and responsibilities of each Directorate of the Board of Directors. The Board of Directors' performance is assessed based on the calculation of the Board of Directors' KPI achievement collegially and individually referring to the results of measurements conducted by the external auditor who audits the company's annual financial statements. Furthermore, the Board of Commissioners submits the results of the Board of Directors' performance assessment to be reported to shareholders by taking into account:

1. Economic and social value for Indonesia
1. Business model innovation
2. Technology leadership
3. Investment development
4. Talent development.

Amidst these economic conditions, the Board of Commissioners views that the Board of Directors is capable of facing the challenges and opportunities that arise by recording good performance in 2025. This is demonstrated by the achievement of performance from both operational and financial aspects. From the operational side, the outstanding value of Consumer Credit products in 2025 was IDR270.20 trillion, an increase of 5.92% compared to 2024 which was IDR255.11 trillion. The outstanding value of Subsidized Mortgages in 2025 was IDR157.30 trillion, an increase of 6.77% compared to 2024 which was IDR147.32 trillion. The outstanding value of Non-Subsidized Mortgages in 2025 was IDR96.11 trillion, an increase of 4.86% compared to 2024 which was IDR91.65 trillion. From commercial products, the outstanding value of Commercial Credit in 2025 was IDR75.50 trillion, an increase of 28.02% compared to 2024 which was IDR58.97 trillion. The total funds of Commercial Savings products in 2025 was IDR314.00 trillion, an increase of 18.85% compared to 2024 which was IDR264.19 trillion.

From financial perspective, total interest income and profit sharing in 2025 was recorded at IDR36.34 trillion, an increase of 23.02% compared to IDR29.54 trillion in 2024. The increase in total interest income and profit sharing indirectly increased the Company's profit for the year. The Company recorded a profit of IDR3.50 trillion in 2025, an increase of 16.42% compared to IDR3.01 trillion in 2024. The Company's total assets in 2025 were recorded at IDR527.79 trillion, an increase of 12.39% compared to IDR469.61 trillion in 2024. In addition, the Company's total equity in 2024 also increased. The Company's equity in 2025 was recorded at IDR36.21 trillion, an increase of 11.17% compared to IDR32.57 trillion in 2024.

In addition to operational and financial performance, the bank's soundness level is also one of the considerations of the Board of Commissioners in assessing the performance of the Board of Directors. The bank's soundness level reflects the results of the company's condition assessment conducted on the bank's risks and performance which can be seen from the final rating of the assessment results based on Financial Services Authority Regulation No. 04/POJK.03/2016 dated January 26, 2017 concerning the Assessment of the Soundness Level of Commercial Banks and OJK Circular Letter No. 14/SEOJK.03/2017 dated March 17, 2017 concerning the Assessment of the Soundness Level of Commercial Banks Using a Risk Approach (Risk - Based Bank Rating) which includes 4 (four) factors, namely Risk Profile, Governance, Earnings**,** and Capital. The bank's soundness rating as of December 2025 (Self Assessment) is at a composite rating 2 (CR-2) /PK2 which reflects the bank is in general sound condition so that it is considered capable of facing significant negative influences from changes in business conditions and other external factors.

Furthermore, the assessment of soundness levels using ratings is also regulated in Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. The soundness rating of State-Owned Enterprises as assessed by the National Rating Agency for December 31, 2025, is AAA, thus falling into the "**Extremely Sound**" classification.

The Board of Commissioners assesses that the Board of Directors has managed the Company effectively, as reflected in solid performance, maintained growth, and increased competitiveness through accelerated digital transformation and strengthening its core housing finance business. Focusing on asset quality, funding optimization, and operational efficiency are relevant strategic steps in maintaining the Company's resilience.

Views on Business Prospects Prepared by The Board of Directors

The International Monetary Fund (IMF) projects the global economy to grow by 3.3% in 2026. The economies of developed countries like China are also expected to slow in 2026. Meanwhile, the economies of developed countries like the United States are projected to grow slightly higher than in 2025.

On the national front, national economic growth remained positive in 2025 amidst a global economic slowdown, driven by continued strong household consumption, inflows of investment, and maintained export performance. Bank Indonesia predicts that economic growth in 2026 will remain strong and positive in the range of 4.9%-5.7%.

From banking perspective, Bank Indonesia estimates that third-party funds (TPF) will grow in the range of 8.0%-10.0% in 2026, while bank lending will grow by 8.0%-12.0%. The housing sector is predicted to strengthen in 2026 compared to previous years. The housing sector still has the potential for positive growth and a reduction in the backlog, driven by several factors, including:

1. The 3 million housing program is one of President Prabowo Subianto's priorities.
2. The FLPP quota in 2026 is 350,000 units, the same as in 2025.
3. The Government-Borne VAT (DTP) incentive has been extended by the government until December 2026.
4. The LTV policy for property has been extended until the end of 2026.
5. The government has eliminated several taxes related to the housing sector, namely Land and Building Acquisition Tax (BPHTB) and Building Approval Tax (PBG).

To achieve the target of 3 (three) million houses, collaboration is needed between all stakeholders, namely the Central and Regional Governments, Associations, Developers, Banks and the Community to face existing obstacles such as land availability, permits, bureaucracy, and people's purchasing power.

After considering the economic conditions, the Board of Commissioners views that the business prospects prepared by the Board of Directors are appropriate. The Board of Commissioners is confident that the Company will be able to capitalize on existing opportunities, including the potential for mortgage growth in line with the Government's 3 (three) million housing unit program and the potential for growth in the D2C (secondary market) segment, which offers higher yields. The Company also has partnership opportunities in the multifinance and insurance sectors, as well as inorganic growth in the multifinance sector. Increased digital interaction in the banking system can also be an opportunity for the Company. Furthermore, there are opportunities from the growth of the Consumer and SME segments in Indonesia.

Views on The Implementation of Corporate Governance

The Board of Commissioners views that the implementation of corporate governance in the Company has been carried out consistently. The Company continuously strengthens its commitment to consistently implementing and upholding corporate governance principles in all business activities. The implementation of corporate governance principles is no longer positioned merely as a means of fulfilling regulatory obligations, but rather as a strategic foundation in maintaining business sustainability and stakeholder trust. Corporate governance is one of the important indicators for shareholders to assess the Company's performance and to ensure that the Company is well managed and is believed to be able to protect the interests of all shareholders.

The Board of Commissioners assesses that the Board of Directors has implemented corporate governance in every decision-making process and strategy implementation. Strengthening the risk management function, internal control system, whistleblowing system, compliance, and internal audit is conducted effectively to ensure that all business activities are within the corridor of risk appetite and the principle of prudence. The Board of Commissioners continuously carries out its supervisory function to ensure that the management of the Company conducted by the Board of Directors is in line with applicable laws and regulations and provides advice/opinions as needed on every strategic action/activity in order to achieve the Company's objectives.

Risk Management

To implement risk management and as a follow-up to the implementation of Basel II, especially pillar 1, the Company has implemented:

1. Credit Risk Measurement by mapping credit risk exposure according to portfolio categories in the calculation of Credit Risk RWA using the Standardized Approach referring to OJK Circular Letter No. 24/SEOJK.03/2021 dated October 7, 2021 concerning the Calculation of Risk-Weighted Assets for Credit Risk using the Standard Approach for Commercial Banks in line with applicable regulatory provisions.
2. The calculation of minimum capital requirements using the Market Risk RWA calculation in line with OJK Circular Letter Number 23/SEOJK.03/2022 concerning the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks.
3. The calculation of minimum capital requirements using the Standard Approach Operational Risk RWA calculation with reference to the Financial Services Authority Circular Letter No. 06/SEOJK.03/2020 dated April 29, 2020 and currently the Bank records data on losses related to operational risks in line with the Regulator's provisions.

In the Company's risk management system, the Company implements a risk management process supported by 4 (four) pillars of risk management implementation, namely:

1. Active oversight by the Board of Commissioners and Directors.
2. Adequate risk management policies and procedures, as well as the implementation of risk limits.
3. Adequate risk identification, measurement, monitoring, and control processes, as well as the Information System.
4. A Comprehensive Risk Control System
   In line with Financial Services Authority Regulation No. 18/POJK.03/2016 dated March 16, 2016 concerning the Implementation of Risk Management for Commercial Banks and Financial Services Authority Circular Letter No. 34/SEOJK.03/2016 dated September 1, 2016 concerning the Implementation of Risk Management for Commercial Banks, the Risk Management Business Unit submits a risk profile report to the Financial Services Authority (OJK) every quarter containing exposures to Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Compliance Risk, Strategic Risk, Legal Risk, and Reputation Risk. The risk profile assessment includes an assessment of Inherent Risk and the Quality of Risk Management Implementation in the Bank's operational activities.

In general, according to the self-assessment of the Q4 of 2025 Risk Profile, it is attempted to be at the Low to Moderate level, namely the possibility of losses faced by the Bank from composite inherent risks is classified as low (Low to Moderate) with the quality of composite risk management implementation being Adequate (Satisfactory).

The Company's Risk Profile Assessment, both Individual and Consolidated, is conducted periodically. Throughout 2025, it was reflected that the risks faced by the Company (both conventional and sharia) can be managed well to support further business development. In other words, Risk Management has been implemented by the Company well and effectively. The results of the evaluation of the effectiveness of the Company's Risk Management by an external party (independent consultant) through the Risk Maturity Index (RMI) are in the strong practice phase with the criteria meeting the provisions of the Ministry of SOEs No.SK-8/DKU.MBU/12/2023 concerning technical instructions for assessing the risk maturity index within the SOE environment. Throughout 2025, improvements to the implementation of risk management were made in line with the recommendations of the Risk Maturity Index (RMI) results carried out by an independent party so that the implementation of Risk Management continued to improve and was standardized in each business unit and risk management became part of the Company's work processes and culture.

The Company's internal control system is considered to be effective and adequate, as reflected in the effectiveness of the implementation of internal control functions, including internal audit, risk management, compliance, financial, and operational control. The Company's risk governance is based on good corporate governance and the involvement of all Company organs in risk management. This can be seen from the Company's risk management organizational structure. The Board of Commissioners, through the Risk Monitoring Committee meeting, and the Board of Directors, through the Risk Management Committee meeting, are responsible for ensuring that the implementation of Risk Management is adequate in line with the characteristics, complexity, and risk profile of the Company on a periodic basis. Based on the results of the review conducted in 2025, the Board of Directors and the Board of Commissioners views that the risk management system has been implemented adequately.

Internal Control System

The implementation of the internal control system is conducted in order to support the achievement of the Company's performance objectives, increase value for stakeholders, minimize the risk of loss and maintain compliance with applicable laws and regulations. The Company implements an internal control system as an important supervisory component in the management of the Company and serves as a reference for sound and controlled operational activities. The Company refers to the COSO (Committee of the Sponsoring Organizations of the Treadway Commission) - Internal Control Integrated Framework in preparing the internal control framework to ensure the adequacy of operational and financial controls, financial reporting, operational effectiveness and efficiency, and compliance with applicable laws and regulations.

The Board of Commissioners is responsible for ensuring that the Board of Directors has monitored the effectiveness of the implementation of the internal control system, so that the Board of Commissioners has an active role in ensuring improvements to the Company's problems that can reduce the effectiveness of the internal control system. The Board of Directors is responsible for establishing policies and strategies as well as internal control procedures. The Board of Directors is also responsible for monitoring the adequacy and effectiveness of the internal control system. The Board of Commissioners and the Board of Directors are responsible for improving work ethics and high integrity and creating an organizational culture that emphasizes to all Company's employees the importance of internal control applicable in the Company.

Furthermore, a well-implemented management oversight process and control culture foster the creation of a Control Environment that reflects the overall commitment, behavior, concern, and steps of the Board of Commissioners and Directors in implementing the Company's operational control activities. The elements of this Control Environment include:

1. Adequate organizational structure.
2. Leadership style and philosophy of Company Management.
3. Integrity, ethical values, and competency of all employees.
4. Policies and procedures of the Company's human capital.
5. Attention and direction from Company Management and other committees, such as the Risk Management Committee.
6. Methods adopted by Company Management in exercising its authority and responsibilities.
7. External factors influencing Company operations and the implementation of risk management.

In 2025, the Company implemented internal controls in line with the control principles and the overall quality of the internal control system was running well. The Company, through the Internal Audit Division (IAD), evaluated the effectiveness of the internal control system, one of which was by conducting an Internal Control Assessment. This assessment measured the quality of internal control of the auditee business unit on the 5 (five) components of internal control of the COSO Framework using the criteria and rating methodology of the Internal Control Assessment (ICA) questionnaire and the auditor's professional judgment through direct testing (walkthrough) in the field. In 2025, the Company implemented internal controls in line with the control principles and the overall quality of the internal control system was running well.

The Board of Directors and the Board of Commissioners are committed to ensuring that Corporate Governance is implemented effectively as a foundation for achieving the goal of maintaining and enhancing the Company's value. One aspect of good Corporate Governance implementation is ensuring that the internal control system is adequately implemented.

The Board of Directors and the Board of Commissioners or the Audit Committee conduct periodic reviews annually of the evaluation results of the effectiveness of the Bank's internal control system which includes five main components of control, namely the Control Environment including Management Oversight and Control Culture, Risk Identification and Assessment, Control Activities and Segregation of Duties, Accountancy, Information and Communication Systems, Monitoring Activities and Correction of Deviations. Based on the results of the review conducted in 2024, the Board of Directors and the Board of Commissioners assessed that the internal control system had been implemented adequately.

This Internal Control System Standard Guideline is a guideline that contains the minimum measurements regarding the Internal Control System that must be organized and implemented by the Bank in all aspects related to the organization and implementation of the Company's operational activities, so that a common understanding and basis is created regarding the level of maintenance of the interests and commitment of all parties related to the Company.

Internal Control in The Financial Reporting Process

The Company is committed to maintaining the integrity of financial reports through the implementation of internal controls to ensure reliable, accurate, complete, relevant and timely information in line with applicable regulations, namely:

1. OJK Regulation No. 15 of 2024 concerning the Integrity of Bank Financial Reporting.
2. Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Number SK-5/DKU.MBU/11/2024 concerning Technical Instructions for Internal Control Over Financial Reporting (ICOFR) of State-Owned Enterprises (SK-5 KBUMN).

In addition, the Company has established Policies and Procedures related to ICOFR, namely:

1. Special Policy (KK) No. 7-C dated December 30, 2024, concerning Internal Control Procedures over Financial Reporting.
2. Technical Instruction (PT) No. 7C-1 concerning the Implementation of Internal Control Over Financial Reporting.

The Board of Commissioners believes that the implementation of ICOFR in the Company has been running well. The Company has established a Special ICOFR Business Unit (UKK ICOFR) within the Digital & Operations Risk Management Division (DORD), which is responsible for coordinating the implementation of ICOFR in the Company. The details of the ICOFR implementation process are as follows:

1. The first line has already conducted a scooping to determine Overall Materiality and Performance Materiality, significant accounts, significant business processes, and significant applications.

2. The first line has prepared a Business Process Model (BPM) and Risk Control Matrix (RCM) for a Control Self Assessment (CSA), which will then be tested by the second line Digital & Operations Risk Management Division (DORD). The first line will remediate ineffective controls resulting from the second line testing.
3. The ICOFR evaluation by third line covers three levels of control: Entity-Level Control (ELC), Transaction-Level Control (TLC), and IT General Control (ITGC). The evaluation stage uses the Test of Design (TOD) and Test of Operating Effectiveness (TOE) methods against pre-established controls.

Management Report on Internal Control in The Financial Reporting Process

The Company has established policies to ensure the effectiveness of internal controls for financial reporting and to present financial statements that are fair and free from material misstatement in line with applicable regulations. For the Company's financial statements for the fiscal year ending December 31, 2025, the Board of Directors is responsible for:

1. Designing and ensuring the availability of an adequate internal control framework for financial reporting.
2. Ensuring that controls are implemented effectively across all business units related to the financial reporting process.
3. Assessing the effectiveness of ICOFR periodically and ensuring improvement of any weaknesses found.
4. Ensuring the preparation and presentation of financial reports in linr with accounting standards and regulatory provisions.
5. Taking Responsibility for the fairness and integrity of financial reports, including ensuring they are free from material misstatement due to errors or fraud.

The Company's Board of Directors conducted an evaluation and review of the Financial Statements for the fiscal year ending December 31, 2025, in line with the internal control framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Board of Commissioners is of the opinion that internal control over the financial reporting process has been effective and the Financial Statements have been presented fairly in all material respects.

Whistleblowing System

In terms of the detecting pillars in implementing an anti-fraud strategy, the Company has implemented a Whistleblowing System (WBS) Policy. This policy is managed based on the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on March 3, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, Financial Services Authority Regulation (POJK) No. 12 of 2024 concerning the Implementation of Anti-Fraud Strategies for Financial Services Institutions, and Technical Instruction No. PT.7-B.2 on October 31, 2023, concerning Whistleblowing System Management. The Company's WBS is part of the internal control system in preventing the occurrence of irregularities and aims to detect early and prevent deviations or violations and gradually create an open, sincere, honest and responsible work climate in the Company.

The Company has collaborated with the Corruption Eradication Commission (KPK) of the Republic of Indonesia regarding the handling of WBS in its efforts to eradicate corruption. This collaboration aims to build and improve the effectiveness and efficiency of complaint handling, both internally and externally, in an integrated, professional, transparent, and accountable manner, prioritizing confidentiality to optimize the eradication of criminal acts of corruption.

The Company is committed to providing protection to every whistleblower. Protection to the Whistleblower is provided to support the Whistleblower's courage in reporting alleged violations and/or if there is retaliation from the reported party. For Whistleblowers who submit WBS reports that are recognized for their accuracy and good faith, the Company can provide protection guarantees. Related to the implementation of WBS.

The Board of Commissioners plays a role in evaluating if violations are committed by the Board of Directors, the Board of Commissioners, and Committees under the Board of Commissioners. The Independent WBS Administrator will submit a report to the Board of Commissioners. Furthermore, the Board of Commissioners will validate and decide whether or not a special audit is appropriate, with further investigation/ in-depth investigations to be carried out by the Special Audit Team (IAD)/External Auditor Team. If it is not appropriate to conduct a special audit, the handling will be adjusted to the Company's provisions.

The Company internalizes the WBS by distributing the guidelines for the Implementation of the Whistleblowing System Policy, which are stipulated in the Board of Directors' Circular Letter, as well as conducting live sharing session presentations to all Company leaders and employees. In addition, to reach all Company stakeholders, the Whistleblowing System socialization is also carried out through the Company's website and various media, such as internal bulletins, posters, standing banners, customer gatherings, and live presentations of the ethical guidelines and WBS policies.

The Board of Commissioners views that the management of the Whistleblowing System in the Company has been running well. This can be seen from the management of complaint reports and follow-up of these complaints. Complaints received during 2025 amounted to 276 complaints consisting of 99 complaints via SMS/Telephone/WhatsApp, and 177 complaints via Email/Website/P.O.Box. Based on the number of complaints received, 227 complaints were not proven, 43 complaints are still in the process of gathering information/follow-up, and the remaining 6 complaints have been processed and/or have been sanctioned.

Anti-Corruption Program

The Company remains committed to eradicating corruption by continuously encouraging the effectiveness of the implementation of gratification control policies, Whistleblowing System, and Management of State Officials Wealth Reports (LHKPN), as well as the Anti-Money Laundering (ANL) and terrorism financing (TF) Programs, and the proliferation financing of weapons of mass destruction (PFWMD). In addition, the Company also makes efforts to support the Anti-Corruption Program through the implementation of Surveillance and Extend Scope Certification of ISO 37001:2016 Anti-Bribery Management System (SMAP), participation in the Integrity Building Expert Certification (API) and the Anti-Corruption Counselor Certification (PAKSI), the BTN PAKSI API Empowerment Program, Technical Guidance for Critical Material Risk Taker Officials, Commemoration of World Anti-Corruption Day (Hakordia), and Integrity Assessment Survey.

The Company is committed to continuous improvement in implementing ISO 37001:2016 Anti-Bribery Management System in order to realize a Company free from corruption, collusion, and nepotism. The Company will always invite business partners/working partners to always support the implementation of ISO 37001:2016 SMAP in the Company by signing an External Integrity Pact with a commitment that during cooperation with the Company will not engage in gratification, bribery, or other actions that violate applicable laws and regulations.

The implementation of the Anti-Bribery Management System is expected to increase the trust of all Company stakeholders, including business partners/working partners in establishing cooperation and can improve the efficiency of business processes. The Company as a financial institution really needs to improve its reputation with efficient business processes, GCG, and compliance with international standards such as ISO 37001:2016 SMAP. The Board of Commissioners views that the implementation of the anti-corruption program in the Company has been running well.

Sustainabillity Governance

The Company is committed to implementing the principles of good corporate governance (GCG) across all its operations. GCG serves as a fundamental guideline for company management, alongside legal regulations and business ethics. As an entity that prioritizes professionalism, the Company adopts GCG not only for compliance with applicable laws and regulations, but also as a manifestation of its awareness of the benefits of GCG in improving performance, excellence, and sustainable competitiveness.

To face competition in the banking industry, the Company is actively striving to strengthen its position by optimally implementing GCG. The implementation of GCG brings various benefits to the Company, including creating a balance in corporate controls to reduce the risk of fraud and minimize the possibility of errors in corporate management.

The ability to meet the expectations of various stakeholders is a valuable asset for the Company, ensuring its continued growth and sustainability in the future. As a financial services institution, the Company is confident it can address the challenges and demands of its stakeholders, both internal and external, through the proper implementation of GCG in line with applicable regulations and existing best practice standards.

By implementing the GCG paradigm comprehensively, there will be alignment between the interests and objectives of the Company and its stakeholders. This alignment will ultimately encourage the creation of long-term corporate sustainability. To strengthen GCG consistently over time, the Company has developed a GCG roadmap that includes four main pillars. The first pillar is the Commitment to Governance, which serves as the foundation for the other three pillars, namely the governance structure, the governance process, and the governance outcome which includes four main pillars, namely Commitment on Governance, Governance Structure, Governance Process, and Governance Outcome.

As a commitment to implementing sustainable finance, the Company established an Environmental, Social, and Governance (ESG) Committee to achieve the Sustainable Development Goals and Climate targets, which plays a role in providing recommendations to the President Director to formulate policies, strategies and targets for ESG and TJSL programs that have an impact on the environment, social and governance as well as facilities for monitoring and making decisions related to the implementation of the Company's ESG and TJSL programs.

Performance Assessment of Committees Under The Board of Commissioners

The Board of Commissioners is assisted by 3 (three) committees, namely the Audit Committee, the Remuneration and Nomination Committee, and the Risk Monitoring Committee. The Board of Commissioners periodically assesses the effectiveness of the performance of the Committees under the Board of Commissioners. The assessment is based on the Regulation of the Minister of State-Owned Enterprises number PER-3/MBU/03/2023 dated March 24, 2023 concerning Organs and Human Resources of State-Owned Enterprises and OJK Regulation No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks. The assessment criteria for the Committees below are Key Performance Indicators that have been established for each Committee under the Board of Commissioners with a self-assessment method and approved by the Board of Commissioners in line with the provisions of statutory and regulation. The Board of Commissioners assesses that during 2025 the Committees have carried out their duties and responsibilities quite effectively.

Changes in The Composition of The Board of Commissioners

Throughout 2025, there were changes to the composition of the Board of Commissioners. These changes were made based on the Company's needs. The changes to the composition of the Board of Commissioners are as follows:

COMPOSITION AND BASIS FOR APPOINTMENT OF THE BOARD OF COMMISSIONERS BEFORE THE 2025 ANNUAL GMS

The composition of the Board of Commissioners prior to the 2025 Annual GMS was 9 (nine) people consisting of 1 (one) President Commissioner/Independent, 1 (one) Vice President Commissioner/Independent, 4 (four) Independent Commissioners, and 3 (three) Commissioners as follows:

Chandra M. Hamzah	:	President Commissioner/ Independent
Iqbal Latanro	:	Vice President Commissioner/ Independent
Armand B. Arief	:	Independent Commissioner
Sentot A. Sentausa	:	Independent Commissioner
Adi Sulistyowati	:	Independent Commissioner
Bambang Widjanarko	:	Independent Commissioner
Andin Hadiyanto	:	Commissioner
Herry Trisaputra Zuna	:	Commissioner
Himawan Arief Sugoto	:	Commissioner

COMPOSITION AND BASIS FOR APPOINTMENT OF THE BOARD OF COMMISSIONERS AFTER THE 2025 ANNUAL GMS

On March 26, 2025, the 2025 General Meeting of Shareholders resolved to:

1. Honorably dismiss Chandra M. Hamzah as President Commissioner/Independent, Iqbal Latanro as Vice President Commissioner/Independent, Andin Hadiyanto as Commissioner, Herry Trisaputra Zuna as Commissioner, Bambang Widjanarko as Independent Commissioner, Armand B. Arief as Independent Commissioner, Adi Sulistyowati as Independent Commissioner, Himawan Arief Sugoto as Commissioner, and Sentot A. Sentausa as Independent Commissioner.
2. Appoint Suryo Utomo as President Commissioner, Dwi Ary Purnomo as Vice President Commissioner, Ida Nuryanti as Independent Commissioner, Fahri Hamzah as Commissioner, Pietra Machreza Paloh as Independent Commissioner, and Panangian Simanungkalit as Independent Commissioner.

Therefore, the composition of the Board of Commissioners following the 2025 Annual GMS was 6 (six) people consisting of 1 (one) President Commissioner, 1 (one) Vice President Commissioner, 3 (three) Independent Commissioners, and 1 (one) Commissioner as follows:

Suryo Utomo	:	President Commissioner
Dwi Ary Purnomo	:	Vice President Commissioner
Fahri Hamzah	:	Commissioner
Ida Nuryanti	:	Independent Commissioner
Pietra Machreza Paloh	:	Independent Commissioner
Panangian Simanungkalit	:	Independent Commissioner

COMPOSITION AND BASIS FOR APPOINTMENT OF THE BOARD OF COMMISSIONERS AFTER THE 2026 EXTRAORDINARY GMS

On January 7, 2026, the 2026 Extraordinary General Meeting of Shareholders decided to appoint Didyk Choiroel as a Commissioner of the Company. Therefore, the composition of the Board of Commissioners following the 2026 Extraordinary GMS was 7 (seven) people consisting of 1 (one) President Commissioner, 1 (one) Vice President Commissioner, 3 (three) Independent Commissioners, and 2 (two) Commissioners as follows:

Suryo Utomo	:	President Commissioner
Dwi Ary Purnomo*	:	Vice President Commissioner
Fahri Hamzah	:	Commissioner
Ida Nuryanti	:	Independent Commissioner
Pietra Machreza Paloh	:	Independent Commissioner
Panangian Simanungkalit	:	Independent Commissioner
Didyk Choiroel**	:	Commissioner

* Resigned as of February 25, 2026 in connection with his appointment as a member of the Board of Directors of PT Asuransi Kerugian Jasa Raharja..

** Appointed at the Extraordinary General Meeting of Shareholders held on January 7, 2026, and currently undergoing the Fit and Proper Test

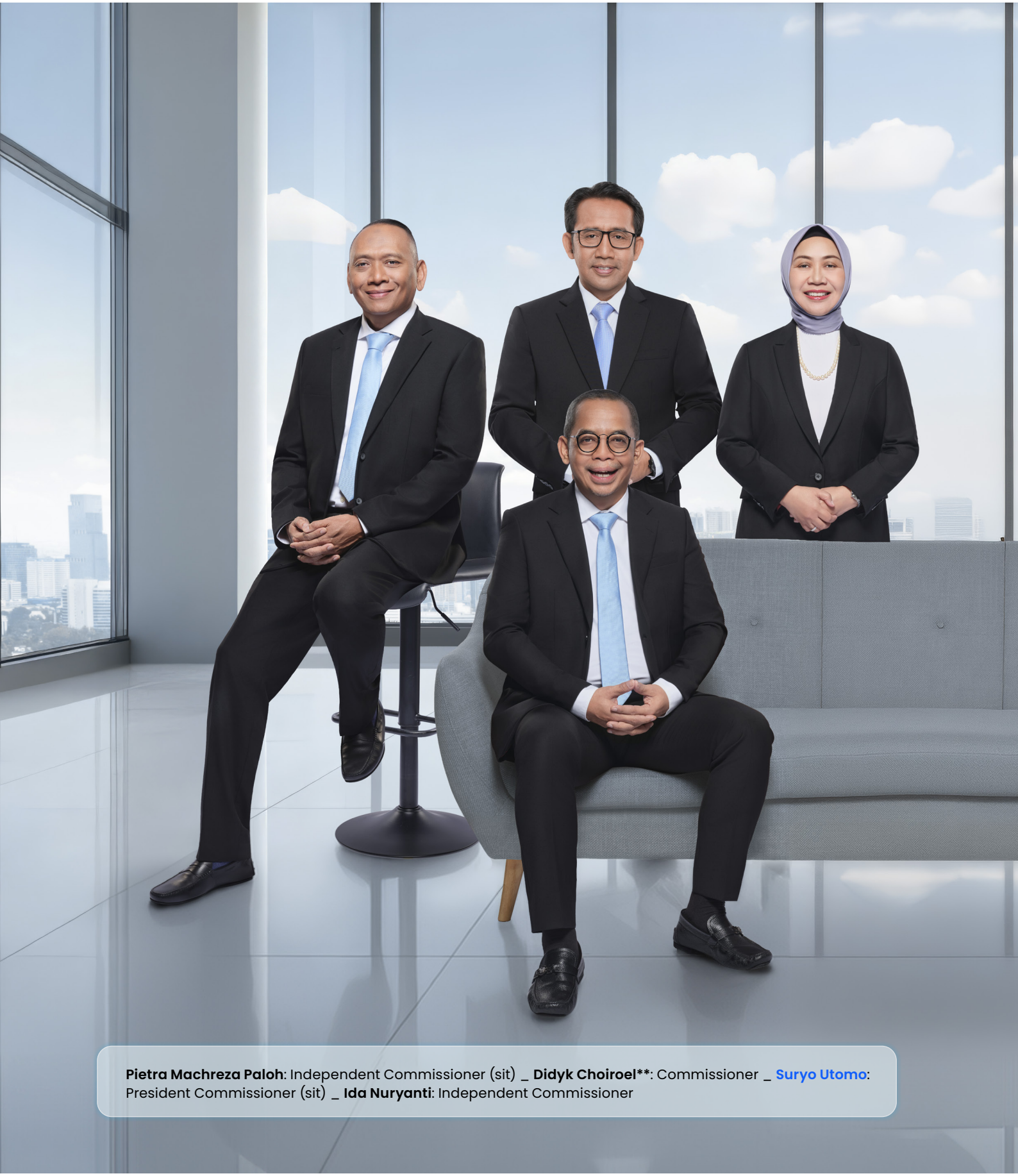
Closing

On behalf of the Board of Commissioners, we would like to express our appreciation to the Board of Directors and all employees of the Company for their dedication and hard work throughout 2025. We would also like to thank our shareholders, regulators, business partners, and all stakeholders for their trust and support.

Moving forward, the Board of Commissioners will continue to strengthen its oversight function and ensure the Company remains on a sound, sustainable growth, and oriented towards long-term value creation. With solid synergy between the Board of Commissioners and the Board of Directors, we are optimistic that the Company will become increasingly resilient in facing challenges and able to capitalize on future growth opportunities.

Jakarta, March 2026
On Behalf of the Board of Commissioners

Suryo Utomo
President Commissioner



Pietra Machreza Paloh: Independent Commissioner (sit) _ **Didyk Choiroel****: Commissioner _ **Suryo Utomo**: President Commissioner (sit) _ **Ida Nuryanti**: Independent Commissioner

_ **Dwi Ary Purnomo***: Vice President Commissioner (sit) _ **Panangian Simanungkalit**: Independent Commissioner _ **Fahri Hamzah**: Commissioner (sit)

* Resigned as of February 25, 2026 in connection with his appointment as a member of the Board of Directors of PT Asuransi Kerugian Jasa Raharja..
** Appointed at the Extraordinary General Meeting of Shareholders held on January 7, 2026, and currently undergoing the Fit and Proper Test.

ACCOUNTABILITY
OF ANNUAL REPORT

Letter of Statement of the Members of Board of Directors on 2025 Annual Accountability Report of PT Bank Tabungan Negara (Persero) Tbk

We, the undersigned below, declare that all information in the 2025 Annual Report of PT Bank Tabungan Negara (Persero) Tbk has been completely disclosed and we are fully accountable for the truthfulness of its content. We also declare that the Company Risk Management and Internal Control System is adequate. This statement is made truthfully.

Jakarta, March 31, 2026

Nixon L.P. Napitupulu
President Director

Oni Febriarto Rahardjo
Vice President Director

Setiyo Wibowo
Director of Risk Management

Hirwandi Gafar
Director of Consumer Banking

Nofry Rony Poetra
Director of Finance & Strategy

Eko Waluyo
Director of Human Capital & Compliance

Tan Jacky Chen
Director of Information Technology

Venda Yuniarti
Director of Treasury & International Banking

Helmy Afrisa Nugroho*
Director of Corporate Banking

I Nyoman Sugiri Yasa
Director of Operations

Rully Setiawan
Director of Network & Retail Funding

Hermita
Director of Commercial Banking

* Appointed at the Annual GMS on March 26, 2025 and effectively served after obtaining OJK Approval for the Fit and Proper Assessment.

Letter of Statement of the Members of Board of Commissioners on 2025 Annual Accountability Report of PT Bank Tabungan Negara (Persero) Tbk

We, the undersigned below, declare that all information in the 2025 Annual Report of PT Bank Tabungan Negara (Persero) Tbk has been completely disclosed and we are fully accountable for the truthfulness of its content. We also declare that the Company Risk Management and Internal Control System is adequate. This statement is made truthfully.

Jakarta, March 31, 2026

Suryo Utomo
President Commissioner

Dwi Ary Purnomo*
Vice President Commissioner

Fahri Hamzah
Commissioner

Ida Nuryanti
Independent Commissioner

Pietra Machreza Paloh
Independent Commissioner

Panangian Simanungkalit
Independent Commissioner

Didyk Choiroel**
Commissioner

* Resigned as of February 25, 2026 in connection with his appointment as a member of the Board of Directors of PT Asuransi Kerugian Jasa Raharja..
** Appointed at the Extraordinary GMS on January 7, 2026 and effectively served after obtaining OJK approval for the fit and proper assessment.

COMPANY PROFILE

PT Bank Tabungan Negara (Persero) Tbk ("Company") began with the establishment of Postspaarbank in 1897. Currently, the Company has 8 Regional Offices, 82 Branch Offices, 548 Sub-Branch Offices (KCP), and 4 Functional Offices.

COMPANY **IDENTITY**

Company Name

PT Bank Tabungan Negara

Common Name

BTN

Date of Establishment

February 9, 1950

Company Status

Limited Liability Company (PT)/ Public Company/ State-Owned Enterprise (BUMN)

Stock Exchange Listing

December 17, 2009 on Indonesia Stock Exchange

Number of Employees

11,414 as of December 31, 2025

Authorized Capital

IDR10,239,216,000,000

Issued and Paid-up Capital

IDR7,017,222,206,500

Business Network Data

- Conventional Banking Network: 8 Regional Offices, 82 Branch Offices, 548 Sub-branch Offices, and 4 Functional Office.
- Sharia Banking Network: 35 Sharia Branch Offices, and 83 Sharia Sub-branch Offices.

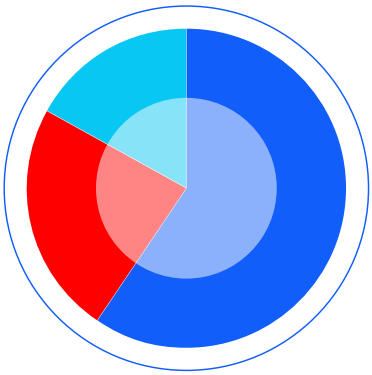
Line of Business

Commercial Bank, including conducting sharia banking activities

Stock Code

BBTN

Ownership



- **60.00%** PT Danantara Asset Management
- **29.44%** Domestic Public
- **10.56%** Foreign Public

Legal Basis of Establishment

- Emergency Law No. 9 of 1950 dated February 9, 1950 on Amendment to Postspaarbank Law (Staatsblad 1934 No. 653, 1937 No. 176 and 197 and 1941 No. 295) (State Gazette of the Republic of Indonesia No. 12 of 1950).
- Government Regulation as Substitution of Law No. 4 of 1963 dated June 22, 1963 on Amendment to and Supplement of Law No. 36 of 1953 on Bank Tabungan Negara (State Gazette No. 86 of 1953).
- Government Regulation No. 24 of 1992 dated April 29, 1992 on Adjustments to Bank Tabungan Negara's Legal Form into a Limited Liability Company (Persero).
- The Bank's Deed of Establishment as a Limited Liability Company No. 136 dated July 31, 1992 which was made before Muhani Salim, S.H., a Notary based in Jakarta.

Information Access

Head Office

Menara BTN
Jl. Gajah Mada No. 1
Jakarta 10130,
Indonesia
(021) 6336789, 6332666
(021) 6346704
csd@btn.co.id
www.btn.co.id
1500-286 / 150-286

Functional Office

Menara 2 BTN
Jl. H.R. Rasuna Said No. 1
Jakarta 12980
Indonesia
csd@btn.co.id
www.btn.co.id
1500-286 / 150-286

Company Secretary

Ramon Armando

Menara BTN
Jalan Gajah Mada No.1,
Jakarta Pusat 10130
(021) 6336789 ext. 2003
(021) 6336719
ramon.armando@btn.co.id

Investor Relations

PT Bank Tabungan Negara (Persero) Tbk
Menara BTN Lantai 16
Jalan Gajah Mada No. 1
Jakarta Pusat 10130
(021) 63870107
investor_relations@btn.co.id

Public Information Services

PT Bank Tabungan Negara (Persero) Tbk
ppid.btn.co.id

Social Media

Bank BTN | @bankbtn | @btn | Bank BTN

NAMES AND ADDRESSES OF REGIONAL OFFICES, **CONVENTIONAL BRANCH OFFICES AND SHARIA BRANCH OFFICES**

REGIONAL OFFICE

WEST JAVA REGIONAL OFFICE
Jl. Raya Buah Batu No. 194 RT 01 RW 01 Lantai 1-3
Kelurahan Cijagra, Kecamatan Lengkong
Kota Bandung – Jawa Barat
(021) 88953281, 88953282
kantorwilayahjabar@btn.co.id
www.btn.co.id

JAKARTA REGIONAL OFFICE 1
Menara Bank BTN, Jl. Gajah Mada No. 1 RT 2 RW 8,
Petojo Utara, Kecamatan Gambir, Kota Jakarta Pusat,
DKI Jakarta 10130
(021) 6336789
kanwiljakarta1@btn.co.id
www.btn.co.id

JAKARTA REGIONAL OFFICE 2
Gedung Menara 2 BTN Lt 16-17, Jl. H.R. Rasuna Said No. 1,
RT 1 RW 6, Kelurahan Guntur, Kec. Setiabudi,
Kota Jakarta Selatan,
Daerah Khusus Ibukota Jakarta 12980
kantorwilayah2@btn.co.id
www.btn.co.id

SUMATERA REGIONAL OFFICE
Gedung Graha Merah Putih Lt. 8
Jl. Puteri Hijau No. 1, Kesawan,
Medan 20111
(061) 80011133
kantorwilayahsumatera@btn.co.id
www.btn.co.id

EAST JAVA, BALI & NUSA REGIONAL OFFICE
Gedung Graha Sudirman, Jl. Panglima Sudirman
No. 7-9, Kel. Gembong Asin, Kec. Genteng,
Kota Surabaya - Jawa Timur
(031) 5661704 , 5661204
kantorwilayah.jatimbalinusra@btn.co.id
www.btn.co.id

SULAWESI, MALUKU & PAPUA REGIONAL OFFICE
Jl. Sultan Hassanudin No. 1
Makassar
(0411) 5070760
kantorwilayahsulampua@btn.co.id
www.btn.co.id

CENTRAL JAVA & DIY REGIONAL OFFICE
Jl. Mgr. Sugiyopranoto
Kelurahan/Desa Pindrikan
Kecamatan Semarang Tengah
Kota Semarang – Jawa Tengah
(024) 8455932
kantorwilayahjatengdiy@btn.co.id
www.btn.co.id

KALIMANTAN REGIONAL OFFICE
Jl. Jendral Sudirman
Kompleks Ruko Balikpapan Permai Blok H.1 No. 23-27
Kelurahan Damai, Kecamatan Balikpapan Selatan
Kota Balikpapan
(0542) 3010057, 3010058
ro.kalimantan@btn.co.id
www.btn.co.id

CONVENTIONAL BRANCH OFFICE

CONVENTIONAL BRANCH OFFICE (WEST JAVA REGIONAL OFFICE)

Bandung Branch Office
Jl. Jawa No. 7 Bandung 40117
(022) 4232112, 4241036
kc.bandung@btn.co.id
www.btn.co.id

Bandung Timur Branch Office
Jl. Raya Cinunuk No. 223 A, Kec. Cileunyi, Kab. Bandung
(022) 7816883
kc.bandungtimur@btn.co.id
www.btn.co.id

Bekasi Branch Office
Jl. Jend. Sudirman No. 19
Bekasi 17143
(021) 8840649
kc.bekasi@btn.co.id
www.btn.co.id

Harapan Indah Bekasi Branch Office
Ruko Office Park Harapan Indah
Blok OP Kavling No. OP1-01 & OP1-02
Harapan Indah - Bekasi 17132
(021) 88386971(hunting), 88386972, 88386973
kc.harapanindah@btn.co.id
www.btn.co.id

Cikarang Branch Office
Pertokoan Cikarang Central City Blok B No. 2, 3, 5, 6,
Jl. Raya Cikarang - Cibarusah, 17530 Kab. Bekasi
(021) 22180090/ 22180096
kc.cikarang@btn.co.id
www.btn.co.id

Cimahi Branch Office
Jl. Jend. Amir Machmud/Raya Timur No. 475
Cimahi 40524
(022) 6651644, 6651645
kc.cimahi@btn.co.id
www.btn.co.id

Cirebon Branch Office
Jl. Siliwangi No. 16 Cirebon 45121
(0231) 209143, 209153
kc.cirebon@btn.co.id
www.btn.co.id

Karawang Branch Office
Jl. Galuh Mas Raya Blok VI-A No. 6, Desa. Sukaharja,
Kec. Teluk Jambe, Timur, Kab. Karawang - Jawa Barat
(0267) 8411400, 8411500
kc.karawang@btn.co.id
www.btn.co.id

Purwakarta Branch Office
Jl. R.E. Martadinata No. 1, Purwakarta 41114
(0264) 201024, 210830, 210831, 206637
kc.purwakarta@btn.co.id
www.btn.co.id

Tasikmalaya Branch Office
Jl. Sutisna Senjaya No. 101, Tasikmalaya 46112
(0265) 334464, 334465
kc.tasikmalaya@btn.co.id
www.btn.co.id

CONVENTIONAL BRANCH OFFICE (JAKARTA REGIONAL OFFICE 1)

Bintaro Jaya Branch Office
CBD Bintaro Blok B7 No. A3 - 04A, Kel. Pondok Jaya,
Kec. Pondok Aren, Tangerang Selatan
(021) 22215981
kc.bintarojaya@btn.co.id
www.btn.co.id

Jakarta Harmoni Branch Office
Menara BTN
Jl. Gajah Mada No. 1 Jakarta Pusat 10130
(021) 6336789, 6332666, 2310490
kc.jakartaharmoni@btn.co.id
www.btn.co.id

Kelapa Gading Square Branch Office
Jl. Boulevard Barat Raya Blok XC No. 1-A RT 9 RW 5
Kelurahan Kelapa Gading Barat,
Kecamatan Kelapa Gading - Kota Jakarta Utara
(021) 45866885
kc.kelapagadingsquare@btn.co.id
www.btn.co.id

Jakarta Kebon Jeruk Branch Office
Jl. Panjang Arteri Kelapa Dua Raya
RT 002 RW 003, Kecamatan Kebon Jeruk
Jakarta Barat 11550
(021) 53666345
kc.jakartakebonjeruk@btn.co.id
www.btn.co.id

Cilegon Branch Office Jl. Sultan Ageng Tirtayasa No. 49, Cilegon 42414 (0254) 391766, 392681, 393479 kc.cilegon@btn.co.id www.btn.co.id	**Tangerang Branch Office** Jl. Perintis Kemerdekaan No. 01 Tangerang 15118 (021) 5539363 kc.tangerang@btn.co.id www.btn.co.id
Ciputat Branch Office Jl. Dewi Sartika No. 21 Ciputat Tangerang Selatan 15411 (021) 7445145 kc.ciputat@btn.co.id www.btn.co.id	**Jakarta Pluit Branch Office** Jl. Pluit Kencana Raya No. 79, Pluit, Penjaringan, Jakarta Utara 14450 (021) 66607390, 66607391, 66607392 kc.jakartapluit@btn.co.id www.btn.co.id
Bumi Serpong Damai Branch Office Kompleks BSD, Ruko Sektor VII E Blok K No. 8 Jl. Raya Serpong, Tangerang 15310 (021) 5372235, 5372237 kc.bumiserpongdamai@btn.co.id www.btn.co.id	**Karawaci Branch Office** Perumnas Karawaci I Jl. Cendrawasih No. 1 Tangerang 15115 (021) 5517849, 5517850 kc.karawaci@btn.co.id www.btn.co.id
Agung Sedayu Branch Office Agung Sedayu Tower GF Unit A & B, Jl. Boulevard No. 02, Pantai Indah Kapuk, Kamal Mutiara, Penjaringan 021-50206007, 50201008 kc.agungsedayu@btn.co.id www.btn.co.id	

CONVENTIONAL BRANCH OFFICE (JAKARTA REGIONAL OFFICE 2)

Depok Branch Office Jl. Margonda Raya No. 186 Depok 16423 (021) 7751236, 7751237 kc.depok@btn.co.id www.btn.co.id	**Jakarta Cawang Branch Office** Gedung Yodya Tower Lt. 1-3, Jl. Mayjen DI Panjaitan Kav 8, RT 003, RW 011, Kel. Cipinang Cempedak, Kec. Jatinegara, Jakarta Timur 13340 (021) 22986826, 22986827 kc.jakartacawang@btn.co.id www.btn.co.id
Bogor Branch Office Jl. Pengadilan No. 13-15 Bogor 16121 (0251) 8311700 kc.bogor@btn.co.id www.btn.co.id	**Cibinong Branch Office** Ruko Cibinong City Centre Blok B20-21 & D20-21 Jl. Tegar Beriman Kel. Pakansari Kec. Cibinong, Kab. Bogor (021) 83721442 kc.cibinong@btn.co.id www.btn.co.id
Jakarta Kuningan Branch Office Gedung Menara 2 BTN, Jl. H.R. Rasuna Said No. 1 RT 1 / RW 6, Kelurahan Guntur, Kecamatan Setiabudi, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12980 (021) 52964652 kc.jakartakuningan@btn.co.id www.btn.co.id	**Cibubur Branch Office** Jl. Alternatif Cibubur Kp. Nagrak RT 001 RW 003 Kel. Desa Nagrak, Kec. Gunung Putri Kabupaten Bogor – Jawa Barat (021) 84300071, 84300073 kc.cibubur@btn.co.id www.btn.co.id

Jakarta Melawai Branch Officei
Jl. Melawai Raya No. 26 A-C
Kel. Kramat Pela, Kec. Kebayoran Baru
Kota Jakarta Selatan
(021) 27517843, 27517840
kc.jakartamelawai@btn.co.id
www.btn.co.id

Sukabumi Branch Office
Jl. Jendral Sudirman No. 49,
Kel. Sriwedari, Kec. Gunung Puyuh
Sukabumi - Jawa Barat
(0266) 223446,235951
kc.sukabumi@btn.co.id
www.btn.co.id

CONVENTIONAL BRANCH OFFICE (EAST JAVA, BALI, NUSRA REGIONAL OFFICE)

Surabaya Branch Office
Jl. Pemuda No. 50, Surabaya 60271
(031) 5353513, 5353519
kc.surabaya@btn.co.id
www.btn.co.id

Denpasar Branch Office
Jl. Dewi Sartika No. 2, Denpasar 80114
(0361) 243811
kc.denpasar@btn.co.id
www.btn.co.id

Sidoarjo Branch Office
Jl. Ahmad Yani No. 15, Sidoarjo 61212
(031) 8929211, 8957949, 8957950, 8957175
kc.sidoarjo@btn.co.id
www.btn.co.id

Malang Branch Office
Jl. Ade Irma Suryani No. 2-4, Malang 65119
(0341) 323956
kc.malang@btn.co.id
www.btn.co.id

Mataram Branch Office
Jl. Pejanggik No. 99-101 Cakranegara Mataram 83121
(0370) 631186, 638289
kc.mataram@btn.co.id
www.btn.co.id

Surabaya Bukit Darmo Branch Office
Jl. Mayjend HR Muhammad Kav. 399
Kel. Putat Gede, Kec. Sukomanunggal
(031) 7323344
kc.surabayabukitdarmo@btn.co.id
www.btn.co.id

Bangkalan Branch Office
Jl. Teuku Umar No. 16
Kel. Kemayoran, Kec. Bangkalan 69116
(031) 3098929, 3098831, 3098930
kc.bangkalan@btn.co.id
www.btn.co.id

Kupang Branch Office
Jl. El Tari I RT 011 RW 004
Kel/Desa. Oebobo, Kec. Oebobo
Kota Kupang - NTT
(0380) 831004
kc.kupang@btn.co.id
www.btn.co.id

Madiun Branch Office
Jl. Dr. Sutomo No. 38
Madiun 63117
(0351) 451460, 459034, 457927, 459500, 459600
kc.madiun@btn.co.id
www.btn.co.id

Mulyosari Branch Office
Jl. Raya Mulyosari No. 82,
Kel. Dukuh Sutorejo, Kec. Mulyorejo
Kota Surabaya 60112
(031) 5931763
kc.mulyosari@btn.co.id
www.btn.co.id

Kediri Branch Office
Jl. Diponegoro No. 22 - 24 Kediri 64121
(0354) 691260, 691262
kc.kediri@btn.co.id
www.btn.co.id

Jember Branch Office
Jl. A. Yani No. 05 Jember 68118
(0331) 484611, 489292, 489266
kc.jember@btn.co.id
www.btn.co.id

Banyuwangi Branch Office
Jl. Brawijaya No. B-1 dan B-2
Kel. Sobo, Kec. Banyuwangi, Kab. Banyuwangi 68418
(0333) 414490, 415690
kc.banyuwangi@btn.co.id
www.btn.co.id

Gresik Branch Office
Kompleks Pertokoan Multi Sarana Plaza Blok C 01 No. 1
Jl. Gubernur Suryo, Gresik 61118
(031) 3973455
kc.gresik@btn.co.id
www.btn.co.id

Mojokerto Branch Office
Jl. Majapahit No. 130 - 134 Blok 1-2
Mojokerto 61323
(0321) 323850, 323853
kc.mojokerto@btn.co.id
www.btn.co.id

Singaraja Branch Office
Jl. Ahmad Yani No. 190
Kel. Banyuasri, Kec. Buleleng, Kab. Buleleng
(0362) 21856
kc_singaraja@btn.co.id
www.btn.co.id

CONVENTIONAL BRANCH OFFICE (SUMATERA REGIONAL OFFICE)

Medan Branch Office
Jl. Pemuda No. 10A, Medan 20151
(061) 4149777
kc.medan@btn.co.id
www.btn.co.id

Batam Branch Office
Jl. Raja Isa No. 1, Batam Center
(0778) 470630, 470625, 470628
kc.batam@btn.co.id
www.btn.co.id

Padang Branch Office
Jl. H. R. Rasuna Said No. 3,
Kel. Jati Baru, Kec.Padang Timur,
Kota Padang 25129
(0751) 31903, 32094, 32096
kc.padang@btn.co.id
www.btn.co.id

Pematang Siantar Branch Office
Jl. Kapten MH Sitorus No. 2,
Kel. Timbang Galung Kec. Siantar Barat
Kota Pematang Siantar - Sumatera Utara
(0622) 28887
kc.pematangsiantar@btn.co.id
www.btn.co.id

Pekanbaru Branch Office
Jl. Jend. Sudirman No. 393
Pekanbaru 28116
(0761) 40494, 40185, 40188
kc.pekanbaru@btn.co.id
www.btn.co.id

Tanjung Pinang Branch Office
Jl. D.I. Panjaitan Km. 9
Komplek Plaza Bintan Center Blok Bunga No. 9-12
Tanjung Pinang
(0771) 7447101, 7447088
kc.tanjungpinang@btn.co.id
www.btn.co.id

Palembang Branch Office
Jl. Jend. Sudirman Km. 4, 5 No. 125
Palembang 30128
(0711) 411175, 410552
kc.palembang@btn.co.id
www.btn.co.id

Bandar Lampung Branch Office
Jl. Wolter Monginsidi No. 80-88
Bandar Lampung 35215
(0721) 489253, 489255, 484778, 483256
kc.bandarlampung@btn.co.id
www.btn.co.id

Jambi Branch Office
Jl. H. M. Yusuf Singadikane No. 146
Jambi 36122
(0741) 61793, 61792
kc.jambi@btn.co.id
www.btn.co.id

Pangkal Pinang Branch Office
Jl. Perniagaan, Mall Bangka TradeCenter B11 - B14
Pangkal Pinang
(0717) 423748
kc.pangkalpinang@btn.co.id
www.btn.co.id

Bengkulu Branch Office
Jl. Soeprapto No. 7 - 8, Bengkulu 38223
(0736) 20875
kc.bengkulu@btn.co.id
www.btn.co.id

CONVENTIONAL BRANCH OFFICE (SULAWESI, MALUKU, PAPUA REGIONAL OFFICE)

Makassar Branch Office
Jl. Kajaolalido No. 4 Makassar 90111
(0411) 316016, 316011
kc.makassar@btn.co.id
www.btn.co.id

Manado Branch Office
Jl. Wolter Monginsidi No. 56, Manado 95115
(0431) 868095, 855504, 855505
kc.manado@btn.co.id
www.btn.co.id

Parepare Branch Office
Jl. Adi Makkasau No. 115-117, Lakessi,
Kec. Soreang, Kota Parepare, Sulawesi Selatan 91131
(0421) 28115
kc_parepare@btn.co.id
www.btn.co.id

Kendari Branch Office
Jl. A. Yani , Komplek A. Yani Square Blok. A6-7
Kendari 93117
(0401) 322101
kc.kendari@btn.co.id
www.btn.co.id

Ambon Branch Office
Jl. Diponegoro No. 75B Ambon
(0911) 355882, 354471, 348552, 355882
kc.ambon@btn.co.id
www.btn.co.id

Jayapura Branch Office
Jl. Koti No. 22, Jayapura 99111
(0967) 537970, 537971
kc.jayapura@btn.co.id
www.btn.co.id

Palu Branch Office
Jl. Jend. Sudirman No. 2, Palu 94111
(0451) 424555, 428555
kc.palu@btn.co.id
www.btn.co.id

Panakkukang Branch Office
Jl. Letjen Hertasning Blok B2/1
Kel. Kassi-kassi Kec. Rappocini
Kota Makassar
(0411) 868831, 868833
kc.panakukang@btn.co.id
www.btn.co.id

Gorontalo Branch Office
Jl. Nani Wartabone No. 3
Kel. Limba U I, Kec. Kota Selatan, Kota Gorontalo
(0435) 830490, 829481
kc.gorontalo@btn.co.id
www.btn.co.id

Ternate Branch Office
Jl. Pahlawan Revolusi No. 152
Kel. Gamalama, Ternate Tengah - Maluku Utara 97721
(0921) 3111330
kc.ternate@btn.co.id
www.btn.co.id

Mamuju Branch Office
Jl. K.S. Tubun No. 18, Kabupaten Mamuju
(0426) 22389
kc.mamuju@btn.co.id
www.btn.co.id

CONVENTIONAL BRANCH OFFICE (KALIMANTAN REGIONAL OFFICE)

Palangkaraya Branch Office
Jl. Diponegoro No. 23
Palangkaraya 73111
(0536) 3220602, 3223975
kc.palangkaraya@btn.co.id
www.btn.co.id

Banjarmasin Branch Office
Jl. R. E. Martadinata No. 4
Banjarmasin 70111
(0511) 4368133, 4366669, 4366670
kc.banjarmasin@btn.co.id
www.btn.co.id

Samarinda Branch Office
Jl. R.E. Martadinata No. 01
Samarinda 75127
(0541) 736930, 731695, 731510
kc.samarinda@btn.co.id
www.btn.co.id

Pontianak Branch Office
Jl. Imam Bonjol No. 29
Pontianak 78122
(0561) 740163
kc.pontianak@btn.co.id
www.btn.co.id

Balikpapan Branch Office
Jl. Jend. Sudirman No. 141
Balikpapan
(0542) 420333
kc.balikpapan@btn.co.id
www.btn.co.id

Tarakan Branch Office
Jl. Mulawarman No. 10
Kel. Karang Anyar, Kec. Tarakan Barat, Kota Tarakan
(0551) 24322
kc.tarakan@btn.co.id
www.btn.co.id

Banjarbaru Branch Office
Jl. Ahmad Yani Km 33 RT 01 RW 01, Loktabak Utara,
Banjarbaru, Kalimantan Selatan 71114
(0511) 6749738, 6749831
kc.banjarbaru@btn.co.id
www.btn.co.id

CONVENTIONAL BRANCH OFFICE (CENTRAL JAVA & DIY REGIONAL OFFICE)

Semarang Branch Office
Jl. M.T. Haryono No. 717
Semarang 50242
(024) 312151, 446166
kc.semarang@btn.co.id
www.btn.co.id

Yogyakarta Branch Office
Jl. Jend. Sudirman No. 71
Yogyakarta 55223
(0274) 589898, 581014, 581016
kc.yogyakarta@btn.co.id
www.btn.co.id

Solo Branch Office
Jl. Slamet Riyadi No. 282
Solo 57141
(0271) 726930
kc.solo@btn.co.id
www.btn.co.id

Pekalongan Branch Office
Jl. Merdeka No. 7
Pekalongan 51113
(0285) 433883, 433884
kc.pekalongan@btn.co.id
www.btn.co.id

Purwokerto Branch Office
Jl. Jend. Sudirman No. 431
Purwokerto 53116
(0281) 641114
kc.purwokerto@btn.co.id
www.btn.co.id

Tegal Branch Office
Jl. Gajah Mada No. 33
Tegal
(0283) 343050, 343835, 323038
kc.tegal@btn.co.id
www.btn.co.id

Kudus Branch Office
Jl. AKBP Agil Kusumadya No. 32
Kecamatan Jati, Kab. Kudus 59347
(0291) 438732
kc.kudus@btn.co.id
www.btn.co.id

Magelang Branch Office
Jl. Tentara Pelajar No. 40,
Magelang 56116
(0293) 3215983
kc.magelang@btn.co.id
www.btn.co.id

SHARIA BRANCH OFFICE*

Balikpapan Sharia Branch Office
Jl. Jenderal Sudirman No. 565 – 566
Balikpapan 76114
(0542) 742260, 742258
kcs.balikpapan@btn.co.id
www.btn.co.id

Banda Aceh Sharia Branch Office
Jl. H.M Daud Beureuh No. 39
Desa. Kuta Alam, Kec. Kuta Alam
Kota. Banda Aceh
(0651) 40331
kcs.bandaaceh@btn.co.id
www.btn.co.id

Bandar Lampung Sharia Branch Office
Jl. Kartini No. 85
Kel. Palapa, Kec. Tanjung Karang Pusat
Kota Bandar Lampung 35116
(0751)- 6025555
kcs.bandarlampung@btn.co.id
www.btn.co.id

Bandung Sharia Branch Office
Jl. Diponegoro No. 8, Bandung
Kel. Citarum, Kec. Bandung Wetan
Bandung 40115
(022) 4265472, 4265473, 4265474
kcs.bandung@btn.co.id
www.btn.co.id

Banjarmasin Sharia Branch Office
Jl. Jend Ahmad Yani KM 5,5 No. 456
Kel. Pemurus Luar, Kec. Banjarmasin Timur
Kota Banjarmasin - Kalimantan Selatan
(0511) 3250530, 3250540, 3250560
kcs.banjarmasin@btn.co.id
www.btn.co.id

Batam Sharia Branch Office
Jl. Sriwijaya
Komp. Regency Park Lot 29 Pelita - Batam 29432
(0778) 421921
kcs.batam@btn.co.id
www.btn.co.id

Bekasi Sharia Branch Office
Jl. Ahmad Yani
Ruko Sentra Niaga Kalimalang Blok A.IV No. 5-6 dan
Blok B No. 1 Kel. Kayuringin Jaya, Kec. Bekasi Selatan,
Kota Bekasi 17144
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kcs.bekasi@btn.co.id
www.btn.co.id

Bengkulu Sharia Branch Office
Jl. S. Parman No. 24
Kel. Penurunan, Kec. Ratu Samban,
Kota Bengkulu, Provinsi Bengkulu
(0736) 78604566
kcs.bengkulu@btn.co.id
www.btn.co.id

Bogor Sharia Branch Office
Jl. Jendral Sudirman No. 01,
Kec. Bogor Tengah
Bogor 16121
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Cirebon Sharia Branch Office
Jl. Raden Ajeng Kartini No. 68
Kel. Sukapura, Kec. Kejaksan,
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kcs.cirebon@btn.co.id
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Depok Sharia Branch Office
Jl. Margonda Raya No. 438B-D
Kel. Pondok Cina, Kec. Beji, Kota Depok
(021) 7867661
kcs.depok@btn.co.id
www.btn.co.id

Jakarta Harmoni Sharia Branch Office
Jl. Ir. H. Juanda No. 27A,
Kebon Kelapa, Kec. Gambir
Jakarta Pusat
(021) 35285009
kcs.jakartaharmoni@btn.co.id
www.btn.co.id

Jakarta Pasar Minggu Sharia Branch Office
Ruko Grand Palace Blok G & H,
Jl. Raya Ps. Minggu Km 16 Pancoran - Jakarta Selatan
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Jambi Sharia Branch Office
Jl. Hayam Wuruk No. 27
Kel. Cempaka Putih, Kec. Jelutung
Kota Jambi
(0741)- 3620645, 3620687
kcs.jambi@btn.co.id
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Jember Sharia Branch Office Jl. Hayam Wuruk No. 16 Kel. Kaliwates Kec. Kaliwates Kabupaten Jember (0331) 491009, 491010 kcs.jember@btn.co.id www.btn.co.id	**Karawang Sharia Branch Office** Jl. Kertabumi No. 29 C-D Kel. Nagasari, Kec. Karawang Barat Kabupaten Karawang 41311 (0267) 8400888, 8400999 kcs.karawang@btn.co.id www.btn.co.id
Kendari Sharia Branch Office Jl. M.T. Haryono No. 78 Kel. Bende, Kec. Baruga Kota Kendari (0401) 3092284 kcs.kendari@btn.co.id www.btn.co.id	**Lhokseumawe Sharia Branch Office** Jl. Merdeka No. 2 Lhokseumawe, Kecamatan Banda Sakti, Kota Lhokseumawe, 24300 (0645) 40305 kcs.lhokseumawe@btn.co.id www.btn.co.id
Makassar Sharia Branch Office Jl. A.P. Pettarani No. 21, Tamamaung, Kec. Panakkukang Kota Makassar 90231 (0411) 3613399 kcs.makassar@btn.co.id www.btn.co.id	**Malang Sharia Branch Office** Jl. Jaksa Agung Suprapto No. 87 Kel. Rampal Celaket, Kec. Klojen Kota Malang 65112 (0341) 3012469 kcs.malang@btn.co.id www.btn.co.id
Mataram Sharia Branch Office Jl. Pejanggik No. 18-19 Kel. Cakranegara, Kab. Mataram (0370) 7503646 kcs.mataram@btn.co.id www.btn.co.id	**Medan Sharia Branch Office** Jl. Diponegoro No. 34 Kel. Madras Hulu, Kec. Medan Polonia, Kota Medan (061) 4144554 kcs.medan@btn.co.id www.btn.co.id
Padang Sharia Branch Office Jl. Belakang Olo No. 47 Kel. Kp Jao, Kec. Padang Barat Padang, Sumatera Barat (0751)- 8954842, 8954832 kcs.padang@btn.co.id www.btn.co.id	**Palembang Sharia Branch Office** Jl. Kapten A. Rivai No. 221, Kel. 26 Ilir D.1 Kec. Ilir Barat I, Palembang, Sumatera Selatan (0711) 365808, 354001, 353230 kcs.palembang@btn.co.id www.btn.co.id
Palu Sharia Branch Office Jl. Emmy Saelan No. 36 Kel. Tatura Utara, Kec. Palu Selatan Kota Palu 94236 (0451) - 485431 kcs.palu@btn.co.id www.btn.co.id	**Pekanbaru Sharia Branch Office** Jl. Jendral Sudirman No. 203 C D E F G Kel. Tangkerang Tengah, Kec. Marpoyan Damai, Kota Pekanbaru 28128 (0761) 7891314 kcs.pekanbaru@btn.co.id www.btn.co.id
Pontianak Sharia Branch Office Jl. Jend Ahmad Yani No. 61 G-H, Kel. Bangka Belitung Laut, Kec. Pontianak Tenggara, Kota Pontianak (0561) - 8171285 kcs.pontianak@btn.co.id www.btn.co.id	**Semarang Sharia Branch Office** Jl. Achmad Yani No. 181 Kel. Wonodri Kec. Semarang Selatan Kota Semarang (024) 8449918, 8449919 kcs.semarang@btn.co.id www.btn.co.id

Serang Sharia Branch Office Jl. Jend Ahmad Yani No. 175, Cipete Kel. Sumur Pecung, Kec. Serang, Kota Serang - Banten (0254) 7915869 kcs.cilegon@btn.co.id www.btn.co.id	**Solo Sharia Branch Office** Jl. Brigjen Slamet Riyadi No. 332 Solo 57141 (0271) 712127, 7008978, 7008947 kcs.solo@btn.co.id www.btn.co.id
Surabaya Sharia Branch Office Jl. Diponegoro No. 29 Surabaya 60271 (031) 5666363,5610518 kcs.surabaya@btn.co.id www.btn.co.id	**Tangerang Sharia Branch Office** Jl. Serpong Raya Ruko Villa Melati Mas Blok. SR-1 No. 23-24 Serpong - Tangerang 15320 (021) 5370773 kcs.tangerang@btn.co.id www.btn.co.id
Tasikmalaya Sharia Branch Office Jl. Yudanegara No. 10 Kel. Yudanegara, Kec. Cihideung Kota Tasikmalaya 46112 (0265) 310612, 7296566, 7296567, 7296568 kcs.tasikmalaya@btn.co.id www.btn.co.id	**Tegal Sharia Branch Office** Jl. Jenderal Sudirman No. 02 Kel. Pekauman, Kec. Tegal Barat Kota Tegal, Jawa Tengah 52113 (0283) 342923 ,342933 kcs.tegal@btn.co.id www.btn.co.id
Yogyakarta Sharia Branch Office Jl. Faridan M. Noto No. 10, Kota Baru Gondokusuman Yogyakarta 55224 (0274) 551055, 512467 kcs.yogyakarta@btn.co.id www.btn.co.id	

* Regarding the approval of the Separation of the Sharia Business of PT Bank Tabungan Negara (Persero) Tbk by means of the transfer of rights and obligations to Bank Syariah Nasional, sharia banking products were not part of the Company anymore as of December 22, 2025.

BUSINESS PARTNER **NETWORK**

The Company always cooperates with various business partners, purposed of achieving the set targets. The Company also runs various business partnerships in the context of providing banking product services and convenience of transactions carried out by the customers. The cooperation carried out by the Company with business partners include the following:

No.	Group/Company	Collaboration
1.	PT Mapclub Digital Asia	Information System Integration within the BTN Digital Ecosystem
2.	PT Indomarco Prismatama	Cash In Cash Out Partnership
3.	Kawan Lama Group	Transactional business integration (EDC and QRIS)
4.	PT Pertamina Retail	Transactional business integration (EDC and QRIS)
5.	PT Dompet Anak Bangsa	E-Wallet top up business integration
6.	Moflip Digital Sejahtera	Integration of Event Ticketing System and Payment Acceptance through balé by BTN

No.	Group/Company	Collaboration
7.	PT Espay Debit Indonesia Koe	Payment Acceptance for Top-Up Transactions of Funds Balance
8.	PT Cashlez Worldwide Indonesia	Open API Banking Services Partnership
9.	PT Finnet Indonesia	Open API Banking Services
10.	PT Cazh Teknologi Inovasi	Open API Banking Services
11.	Ministry of Religion	Disbursement of State Budget (APBN) and utilization of other banking services
12.	PT Pelindo Daya Sejahtera	Synergy and utilization of banking services
13.	BPJS TK	Provision of banking services and facilities in order to provide additional service benefits in the form of housing financing facilities.
14.	Mahkamah Agung	Provision of Banking Service Services
15.	PT Summarecon Agung Tbk	Financing Facilities for Mortgage/Apartment Ownership/Shop-House Ownership (KPR/KPA/KP Ruko)
16.	PT Ciputra Development Tbk	Financing Facilities for Mortgage/Apartment Ownership/Shop-House Ownership (KPR/KPA/KP Ruko)
17.	PT Sinarmas Land Tbk	Financing Facilities for Mortgage/Apartment Ownership/Shop-House Ownership (KPR/KPA/KP Ruko)
18.	PT Bumi Serpong Damai Tbk	Financing Facilities for Mortgage/Apartment Ownership/Shop-House Ownership (KPR/KPA/KP Ruko)
19.	PT Alam Sutera Realty Tbk	Financing Facilities for Mortgage/Apartment Ownership/Shop-House Ownership (KPR/KPA/KP Ruko)
20.	PT Yobelindo Graha Mandiri	Financing Facilities for Mortgage/Apartment Ownership/Shop-House Ownership (KPR/KPA/KP Ruko) Partnership
21.	PT Sagotra Usaha	Financing Facilities for Mortgage/Apartment Ownership/Shop-House Ownership (KPR/KPA/KP Ruko) Partnership
22.	PT Era Graha Realty	Financing Facilities for Mortgage/Apartment Ownership/Shop-House Ownership (KPR/KPA/KP Ruko) Partnership
23.	PT Ray Propertindo	Financing Facilities for Mortgage/Apartment Ownership/Shop-House Ownership (KPR/KPA/KP Ruko) Partnership
24.	PT Xavier Marks Indonesia	Financing Facilities for Mortgage/Apartment Ownership/Shop-House Ownership (KPR/KPA/KP Ruko) Partnership
25.	PT Fidac Inovasi Teknologi	Cooperation for the Marketing of BTN Loan Products
26.	Koperasi Simpan Pinjam Nusantara	Cooperation for the Marketing of BTN Credit Products
27.	PT Mitra Bina Artha Raharja	Cooperation for the Marketing of Kring BTN Products
28.	PT Dana Perkasa Nusantara	Cooperation for the Marketing of Kring BTN Products to Prospective Retirees and Retirees
29.	Koperasi Jasa Amanah Mandiri Swakarya	Cooperation for the Marketing of Kring Products
30.	PT Aura Sinergi Sejahtera	Cooperation for the Marketing of Kring BTN Products
31.	PT Asuransi Jiwa IFG	Bancassurance Partners – Life Insurance
32.	PT MSIG Life Insurance Indonesia Tbk	Bancassurance Partners – Telemarketing
33.	PT Bahana TCW Investment Management	Investment Manager Partners
34.	PT Trimegah Asset Management	Investment Manager Partners
35.	PT Manulife Aset Manajemen Indonesia	Investment Manager Partners
36.	PT Schroder Investment Management Indonesia	Investment Manager Partners
37.	PT Batavia Prosperindo Aset Manajemen	Investment Manager Partners
38.	PT Mandiri Manajemen Investasi	Investment Manager Partners
39.	PT Sucorinvest Asset Management	Investment Manager Partners
40.	PT Syailendra Capital	Investment Manager Partners

COMPANY **BRAND**

Not just a logo, but a vision that describes BTN as a progressive financial pillar. The Company has a commitment to make BTN a place that describes the dreams and aspirations of every customer, forming a "home ecosystem" that provides comfort through integrated digital services. The Company also has a commitment to Facilitating home financing transactions and daily needs, so that every step of life is decorated with unforgettable warmth and ease.

Symbol of a progressive Vision

The line that stretches across the BTN logo symbolizes a progressive bank that continues to innovate as a financial institution. Establishing itself that BTN is not only a bank that focuses on home financing but more than that, offering financial solutions for customers through the financial ecosystem owned by BTN.

Optimistic Construction

This font is designed with a strong and dynamic style to show BTN as modern and relevant to the times. The use of lowercase letters in the BTN logo reflects a bank that is friendly and approaches customers, understands their needs, and is active in helping them achieve their life goals. BTN hopes to be a home for customers, where the journey of life begins.

BRIEF HISTORY OF THE COMPANY

Established under the name of Postspaarbank in 1897 under the Dutch East Indies government, then renamed to Tyokin Kyoku or Kantor Tabungan in 1942 during the Japanese government. The Company was changed into Kantor Taboengan Pos in 1945 during the independence period of the Republic of Indonesia. In the postindependence era, in 1950 to be precise the Government of the Republic of Indonesia changed the name Tyokin Kyoku to Bank Savings Post based on Emergency Law no. 9 of 1950 dated February 9, 1950 and later based on Government Regulation in Lieu of Law No. 4 of 1963 changed its name to Bank Tabungan Negara in 1963 until now.

In 1974, the Government appointed the Company as the only institution that disbursed Housing Loans (KPR), in line with the Government Program which was promoting housing programs for the people. In 1976, the Company made its first realization at Tanah Mas Housing, Semarang City. On April 29, 1989, the Bank started operating as a state-owned commercial bank. Based on Government Regulation No. 24 of 1992, the status of the Bank was changed to a state-owned limited liability company (Persero). Deed of establishment of the Bank as a Persero made before Notary Muhani Salim, S.H., No. 136 dated July 31, 1992 and had been ratified by the Minister of Justice with Decree No. C2-6587.HT.01.01.TH.92 dated August 12, 1992 and announced in State Gazette Established under the name of Postspaarbank in 1897 under the Dutch East Indies government, then renamed to Tyokin Kyoku or Kantor Tabungan in 1942 during the Japanese government. The Company was changed into Kantor Taboengan Pos in 1945 during the independence period of the Republic of Indonesia. In the postindependence era, in 1950 to be precise the Government of the Republic of Indonesia changed the name Tyokin Kyoku to Bank Savings Post based on Emergency Law no. 9 of 1950 dated February 9, 1950 and later based on Government Regulation in Lieu of Law No. 4 of 1963 changed its name to Bank Tabungan Negara in 1963 until now. No. 73 dated September 11, 1992 Supplement No. 6A. In 1994, based on the Decree of the Board of Directors of Bank Indonesia No. 27/55/KEP/DIR September 23, 1994, the Company obtained an operating license as a Foreign Exchange Bank and subsequently the Company was appointed as a commercial bank focusing on home financing in 2002. The Company obtained approval from Bank Indonesia to carry out general banking activities based on sharia principles by letter No. 6/1350/ DPbS dated December 15, 2004. The Company started its activities based on sharia principles on February 14, 2005 with the operation of the first sharia branch in Jakarta - Harmoni.

In 2009, the Company carried out the first KPR securitization in Indonesia. The Company conducted asset securitization by recording Collective Investment Contract - Asset Backed Securities (KIK-EBA) transactions, then on December 17, 2009 conducted an Initial Public Offering (IPO) and Listing on the Indonesia Stock Exchange.

In 2015, the Company played an important role in assisting the Government Program "One Million Houses for the People Program". The company was appointed as one of the banks supporting government programs through mortgage financing. In 2017, the journey of the Company's digital banking transformation process continued. From a business perspective, the Company continued to improve banking services by accelerating the stages of transformation in the digital era, one of which was by opening a Smart Branch. The Company's Smart Branch was equipped with a variety of services to facilitate customer needs in obtaining banking information, conducting communications, transactions, registration and opening accounts.

In 2019, the Company became a Housing Market Maker and strengthened its position as the 5th Largest Bank. Furthermore, 2022 became an important year because it was the second time the Company held a Rights Issue or issued new shares after 2012. The Rights Issue is intended to be one of the Company's efforts to increase loans expansion while simultaneously strengthening capital to oversee the Company's mission to become The Best Mortgage Bank in Southeast Asia by 2025. In 2023, as a form of digital banking transformation, the Company released BTN Mobile, an application to support banking services via mobile phone replacing BTN Mobile Banking.

On March 3, 2024, the Company conducted a "rebranding" by launching a new logo. The new logo that was released is a symbol of the Company's success and commitment in continuing its transformation into a more modern and adaptive Bank in facing digitalization.

Description of Name Change

Bank BTN has endured a long journey to become what it is today; from Bank Tabungan Pos in 1950, the Company now becomes PT Bank Tabungan Negara (Persero) Tbk.

1897 – 1950

Established under the name of **Postspaarbank** in 1897 under the Dutch East Indies government, then renamed to Tyokin Kyoku or Kantor Tabungan in 1942 during the Japanese government. The Company was changed into Kantor Taboengan Pos in 1945 during the independence period of the Republic of Indonesia.

1950

On **February 9, 1950**, the Indonesian Government changed the Company's name to Bank Tabungan Po.

1963

On **June 22, 1963,** the Company was inaugurated as Bank Tabungan Negara.

2009 - Present

On **December 17, 2009**, the Company performed its Initial Public Offering (IPO) at the Indonesia Stock Exchange. The Company became a public limited liability company under the name of PT Bank Tabungan Negara (Persero) Tbk.

VISION, MISSION, AND CORPORATE CULTURE

Corporate Culture

The Company is aware of the importance of corporate cultural application which can significantly boost the Company's performance. The corporate culture has been modified for several times to ensure its relevance with the constantly changing external environment and business ecosystem that go along with the current development and technological advancement. Company is currently consistently and sustainably implementing the Core Values of AKHLAK (moral) as the foundation of corporate culture.

This foundation is manifested in the behavior of BTN people or BTNers in carrying out work activities, which consists of:

Trust

Upholding the trust given

Amanah value behavior guide:

- Fulfilling promises and commitments.
- Responsible for duties, decisions and actions taken.
- Adhering to moral and ethical values.

Competent

Continuously learning and developing capabilities

Competent value behavior guide:

- Improving competence to answer to everchanging challenges.
- Helping others to learn.
- Finishing duties with the best quality.

MISSION

1. **Being the government's key partner in housing and financial inclusion.**
2. **Providing the best customer experience through integrated digital and financial services.**
3. **Increasing shareholder value with sustainable profitability growth.**
4. **Being a home for Indonesia's best talents.**
5. **Implementing good corporate governance practices and sustainable business innovation for community welfare and environmental sustainability.**

REVIEW OF COMPANY VISION AND MISSION BY THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The Vision and Mission are periodically reviewed, taking into account changes in both the external and internal environment. To ensure the continued relevance of the Company's Vision and Mission, the Board of Commissioners and the Board of Directors regularly conduct reviews of these Vision and Mission. In 2025, the Company's Vision and Mission remained relevant and aligned with the changes in both the external and internal environment. The Company's Vision and Mission were discussed by the Board of Commissioners and the Board of Directors during the approval of the adjustments to the 2025 Company Budget Work Plan (RKAP) and the 2025-2027 Bank Business Plan (RBB) of PT Bank Tabungan Negara (Persero) Tbk, which was held on February 25, 2025.

Harmonious

Caring for each other and respecting differences

Harmonious value behavior guide:

- Respecting others regardless of their background.
- Helpful to others.
- Building favorable work environment.

Loyal

Dedicated and prioritizing the interests of the nation and state

Loyal value behavior guide:

- Maintaining the honor of fellow employees, leaders, SOEs and Country.
- Willing to sacrifice for the greater good.
- Obeying leaders as long as in compliance with the laws and ethics.

Adaptive

Continuously innovating and enthusiastic in driving or facing change

Adaptive Values Behavior Guide:

- Easily adaptable to bettering self.
- Make continuous improvements to keep up with technological development.
- Being proactive.

Collaborative

Building synergistic cooperation

Collaborative values behavior guide:

- Providing opportunity for other parties to contribute.
- Open to cooperation that delivers added value.
- Encouraging the utilization of various resources for common goals.

Corporate Culture Framework

The Corporate Culture Framework provides guidance for BTNers in understanding and implementing the AKHLAK core values. To strengthen the consistent and sustainable implementation of the AKHLAK core values, BTN has established five (5) cultural pillars, namely Sales & Service Culture, Governance & Risk Culture, Performance Culture, Learning Culture, and Digital Culture, as behavioral guidelines in achieving the Company's vision and mission. These are actualized through ten (10) flagship programs as the implementation of cultural initiatives across all Business Units within BTN.

Leading Partner In Empowering The Financial of Indonesian Families

Home of Indonesia's Best Talents

3 Ps (Productive, Prominent, Prosperous) Talents With Global Mindset

AKHLAK

Be The oNe

Sales & Service Culture	Governance & Risk Culture	Performance Culture	Learning Culture	Digital Culture
***Be The oNe*:** Customer-Oriented	***Be The oNe*:** Risk-Aware & Environmentally Conscious	***Be The oNe*:** Intrapreneurial Mindset	***Be The oNe*:** Continuous Learning	***Be The oNe*:** Digitally Savvy
10 Main Program				
• Sales Rhythm • *Pasti Best (Berikan Service Terbaik)*	• ESG Champion • *3 JAGA (JAGA Diri, JAGA BtNers, JAGA BTN)*	• *Kerja Cepat (Cerdas, Tepat, Tuntas)* • C-Pro (Coahing for Productivity)	• Learn The Best, From The Best, Be The Best • I-Mindset (Innovation Mindset)	• balé & Korpora Racing • Digital Racing

Change Leaders | **Change Agents** | **BTNers**

BTNers Excellence Awards (BXA)

As part of accelerating cultural implementation to drive performance achievement, BTN established a Change Agent Team that acts as a catalyst in fostering a productive and high-performing work culture through cultural programs aligned with daily work activities, thereby influencing the formation of employee behavior.

The Change Agent Team plays a role in planning, developing, monitoring, evaluating, ensuring, and enhancing the effectiveness of corporate culture program implementation in each Business Unit, at the Head Office, Regional Offices, Branch Offices, and Sharia Branch Offices.

Champion	Providing strategic direction, evaluating the effectiveness of cultural management at company and resolving strategic issues.
Culture Specialist	Ensuring the effectiveness of cultural programs, monitoring and evaluating the implementation of cultural programs.
Change Leader	Act as a role model and coach for Change Agents and BTNers in internalizing culture.
Change Agent	Responsible for internalizing culture and bridging communication between Change Leaders and BTNers.
BTNers	Supporting the internalization of culture by actively participating in the implementation of cultural programs in work units

BUSINESS ACTIVITIES

Business Activities According to The Articles of Association and Business Activities Conducted

The Company conducts business in the banking sector and optimizes the utilization of its resources to deliver high-quality and highly competitive services in order to generate profits and enhance the Company's value, in accordance with the principles of a Limited Liability Company as stipulated in Article 3 of the Articles of Association, based on the Notarial Deed Number 09 dated 04 December 2025 made by Notary ASHOYA RATAM S.H., M.KN., which was received on December 22, 2025 and recorded in the Legal Entity Administration System. Based on the Articles of Association, the Company carries out its main activities as follows:

Main Business Activities

a. Collecting funds from the public in the form of savings, current accounts, time deposits, certificates of deposit, and/or other forms that are similar to those;
b. Distributing funds in the form of credit or financing based on sharia principles;
c. Carrying out activities in the field of payment systems;
d. Placing funds in other banks, borrowing funds from other banks, or lending funds to other banks, either by using letters, telecommunications facilities or with bearer drafts, checks, or other facilities;
e. Issuing and/or carrying out securities transactions for the benefit of the Company and/or customers;
f. Providing a place to store goods and securities;
g. Carrying out business activities in foreign currency;
h. Carrying out receivables transfer activities;
i. Carrying out storage activities for goods and securities;
j. To undertake equity participation in financial services institutions and/or other companies that support the banking industry, in compliance with the provisions stipulated by the FSA;
k. Conducting temporary capital participation activities outside financial service institutions to overcome the consequences of credit failure or financing based on sharia principles, with the condition that the participation must be withdrawn;
l. Acting as the founder of a pension fund and manager of a pension fund in accordance with the provisions of laws and regulations regarding pension funds;
m. Conducting financial service activities, investment banking and other commercial banking in accordance with the provisions of laws and regulations;
n. Conducting business activities based on Sharia Principles, in accordance with the provisions stipulated by the FSA and the provisions of laws and regulations;
o. Cooperating with other financial service institutions and cooperation with other than financial service institutions in providing financial services to customers;
p. Conducting other activities with the approval of the FSA.

Supporting Business Activities

Optimizing the use of existing resources to support the Company's main business activities as long as they do not conflict with the provisions of laws and regulations.

All business activities according to the Articles of Association have been carried out by the Company.

Products and Services

Based on the business segments developed by the Company, the Company's products and services are divided into two (2) segments, namely conventional and sharia, with the following details:

PRODUCTS		
CONVENTIONAL BANKING		SHARIA BANKING*
Consumer products	**Commercial products**	**Sharia Products**
Consumer Loan Products: • Housing Loan • Non Housing Loan	Commercial Loan Products: • Investment Loans • Working Capital Loans • Property Working Capital Loans • Contractor Working Capital Loans • Bridging Working Capital Loans • Linkage Loans • Savings backed Loans	Sharia Financing Products: • Consumer Financing • Commercial Financing
Consumer Saving Products: • Consumer Savings • Deposito BTN Ritel • Individual current account	Commercial Savings Products: • Time Deposit for Institutions • Commercial Demand Deposits	Sharia Savings Products: • Sharia Demand Deposits • Sharia Savings • Sharia Time Deposits
Wealth Management Products • Bancassurance • Mutual Funds • Primary Market Retail Government Securities • Secondary Market Government Securities • Foreign Exchange	Corporate Loan Products: • Working Capital Loans - KMK Property - KMK Contractor - Bridging Loan - KMK Backed by Savings (Self-Funding) • Investment Loan - Refinancing • Credit to Ministries/Government Institutions of the Republic of Indonesia • Term Loan Facility • Corporate Line Facility • Treasury Line Facility (to Non-Financial Institutions)	

SERVICES		
CONVENTIONAL BANKING		SHARIA BANKING/ SHARIA BUSINESS UNIT*
Electronic Data Capture (EDC)	Branchless Banking (balé agen)	BSN Safe Deposit Box
balé Korpora	balé community	BSN Bank Guarantee
Virtual Account	Online Onboarding Open Account	BSN Operational Development Program
Visa/GPN Debit Card & Online Debt	Cash In Cash Out (CICO)	BSN Online SPP
Internet Banking	CRM	Hajj Travel Expense Receipt
balé properti	Other Banking Services and Services	balé Syariah by BSN
Super App balé by BTN	BTN Open API	BSN Online Debit
SKBDN	balé bisnis	BSN Payroll
BTN Bank Guarantee	balé merchant	BSN Cash Management
Electronic channel ATM	balé developer	BSN Virtual Account
BTN Priority Services and BTN Private Services		Online Onboarding for Open Account
PLUS by BTN Priority		Bancassurance

In connection with the approval of the Separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk through the transfer of rights and obligations to PT Bank Syariah Nasional, sharia banking products are no longer part of the Company's products as of December 22, 2025.

Product Variety

Conventional Banking

Consumer Banking

CONSUMER LOAN PRODUCTS

1. Housing Loans
   a. Subsidized Home Ownership Credit (KPR)
      Home Ownership Program in collaboration with the Ministry of Public Works and Public Housing (Kemen PKP) and the Public Housing Savings Management Agency (BP Tapera) which is aimed at Low-Income Communities (MBR) with attractive interest rates and low installments in the form of Landed Houses and General Flats.
      - KPR BTN Sejahtera
        Housing Financing Liquidity Facility (FLPP) support from the Government in the form of Landed Public Housing or Public Flats Units intended for MBR with formal or informal jobs with certain income limits in accordance with laws and regulations.

        The facilities/benefits obtained by applicants are an interest rate of 5% per year, a maximum subsidy period of 20 years and a maximum loan period of 20 years and a down payment assistance subsidy feature for applicants.

        Loan to Value for BTN Sejahtera FLPP mortgage products is the maximum selling price according to each region minus the applicant's personal down payment and minus the down payment assistance subsidy from the government.

      - KPR Tapera
        Loan facilities from banks for MBR who are Tapera participants which are intended for Ownership of Public Landed Houses or Public Flats with Tapera Financing support. The target group for the BTN Tapera KPR product is Tapera participants (Civil Servants) with maximum income levels determined for each respective region, with beneficiary features including a 5% interest rate, a maximum loan term of up to 8 years in 2025, while the general provision allows up to 30 years, and a 0% down payment.

      - KBR Tapera
        The facility is intended for Participants who do not yet have a house and will build a house on a mature land plot. The target group for the BTN Tapera KBR product is Tapera participants (Civil Servants) with maximum income levels determined for each respective region, with beneficiary features including a 5% interest rate, a maximum loan term of up to 8 years in 2025, while the general provision allows up to 20 years, and a 0% down payment.

      - KRR Tapera
        The facility is intended for Participants who will make their first Home Improvement, the target group for the BTN Tapera KRR product is Tapera participants (Civil Servants) with maximum income levels determined for each respective region, with beneficiary features including a 5% interest rate, a maximum loan term of up to 8 years in 2025, while the general provision allows up to 10 years, and a 0% down payment.

   b. Non-Subsidized KPR
      Home Ownership Loan for middle to upper segment customers. Non-subsidized KPR services consist of KPR BTN PLATINUM, KPA BTN PLATINUM and KP Ruko products.
      - KPR BTN PLATINUM
        The BTN PLATINUM Mortgage (KPR) is a non-subsidized (commercial) mortgage facility provided by the Bank to debtors for the purchase of land and houses. This mortgage facility from BTN is intended for the purchase of houses from developers or non-developers, whether ready stock or under construction (indent), for new or second-hand homes, as well as for loan takeovers from other banks.

      - KPA BTN PLATINUM
        BTN Apartment Ownership Credit (KPA BTN) for purchasing apartment from developer or non-developer, either for new or secondhand apartment, ready stock apartment, apartment in construction (indent), or loan takeover from another bank.

      - KP Ruko
        Shop-House Ownership Loans (KP Ruko) are loan facilities provided by the Bank to individuals for the purchase of commercial residential properties, including shop-houses, office-houses, and kiosks, for ownership purposes.

c. Other Housing Loans
   - *Kredit Agunan Rumah* (KAR): A loan facility for various consumer needs using house/ apartment/ shophouse/office house as collateral.
   - *Kredit Bangun Rumah* BTN Loans facility for those who want to build a house on their own land.
   - BPJS Employment Additional Service Benefits:
     - ✓ Housing down payment loan as a down payment loan facility for BPJS Ketenagakerjaan participants who apply for Bank BTN mortgage.
     - ✓ House Renovation Loan as a loan facility for House renovation for BPJS Ketenagakerjaan participants.

2. Non-Housing Loans
   a. Kredit Ringan BTN
      Consumer loans for individual customers, specifically intended for permanent employees whose payroll is managed through the Bank or through collective arrangements with government institutions/state agencies, civil servants, TNI/Polri, SOEs/ROEs, subsidiaries of SOEs/ROEs, limited liability companies, foundations, pension funds, or cooperatives, with repayment sourced from fixed income (salary) through collective cooperation and subject to the Bank's requirements.
   b. Kredit Ringan BTN Pra Pensiun
      Kredit Ringan BTN Pra Pensiun is a consumer loan for civil servants and National Army/ Police personnel approaching retirement, with repayment sourced from fixed income (salary) and pension benefits, whether or not such salary and benefits are disbursed through the Bank, for consumer purposes. The loan tenor may extend beyond the debtor's retirement period.
   c. Kredit Ringan BTN Pensiunan
      Kredit Ringan BTN Pensiunan is a consumer loan for retired civil servants, retired National Army/ Police personnel, retired SOE employees, and their widows/widowers, with repayment sourced from monthly pension benefits.
   d. Kredit BTN Swadana
      Kredit Swadana is a loan provided to customers secured by the partial or full placement of funds in BTN Deposits, BTN Batara Savings, or BTN Prima Savings held with the Bank.
   e. *Kredit Ringan* BTN Ultimate
      Kredit Ringan BTN Ultimate is a pre-approved loan offered under a new credit scheme as an additional facility (resulting in two loan facilities), with predetermined limits and tenors, independent of the main facility.
   f. *Kredit Sejahtera Pegawai*
      Loan facilities provided specifically to employees for home or apartment ownership or to meet other needs, subject to certain requirements, aimed at motivating employees and improving their welfare, thereby supporting performance improvement.

CONSUMER SAVINGS PRODUCTS

1. Consumer Savings
   - Batara Savings
     Transactional savings that provide easy and comfortable banking transactions for family finances through the BTN channel.
   - Business Savings
     Business Savings provides features and services that facilitate various business needs with complete support for larger businesses.
   - Investa Savings
     Superior investment savings for various needs with flexible withdrawals and deposits.
   - e'BataraPos Savings
     Savings in collaboration with PT Pos Indonesia (Persero) to provide convenience in banking transactions through Post Office Counters throughout Indonesia.
   - Champion Savings
     Savings for financial education and transactions according to the needs of the young generation for ages 12-23 years.
   - Student Savings Account (SimPel)
     Savings for students with easy and simple requirements and attractive features, in the context of financial education and inclusion to encourage a culture of saving from an early age.
   - TabunganKu
     Savings without administration fees for individual customers initiated by the regulator as an effort to foster a culture of saving in society.
   - BTN Housing Savings
     A savings account aimed at those looking to purchase their first home.

- Cermat Savings
  A card-based savings account that provides easy access for low-income and underbanked individuals through partnerships with bank agencies.
- Siap! Savings
  A term savings account with free insurance benefits, where customers regularly make mandatory monthly deposits to prepare funds for any future plans.
- SiMuda RumahKu Savings
  A term savings account aimed at students and young people aged 18-30 as a means of educating them about home ownership planning from an early age.
- BTN Felas Savings
  A savings account used for saving, transacting, and investing in foreign currencies. It is available in USD, SGD, AUD, JPY, CNY, EUR, and GBP.
- BTN HKBP Savings
  BTN's transactional savings are designed specifically for HKBP congregation, management, and priests to ease financial management and support spiritual service and church activity

2. BTN Individual Deposits
   BTN Individual Deposits provide the convenience of term investment in IDR or foreign currencies (USD, SGD) with competitive interest rates and a deposit and withdrawal system at certain times. With opening through Offline Branch Offices and Online through BTN Mobile (eDeposito).

3. BTN Individual Current Account
   - Individual Current Account
     Types of deposits denominated in Rupiah and foreign currencies held by banks opened by individuals whose withdrawals can be made at any time using checks, giro slips and other withdrawal media.
   - Joint Current Account
     Accounts owned by more than one individual account holder.

WEALTH MANAGEMENT PRODUCTS

a. Bancassurance
   In offering bancassurance products, BTN collaborates with 3 (three) insurance partners, namely IFG Life (branch channels), MSIG Life (telemarketing channels), and Binagriya Upakara.
   - Traditional Life Insurance
     Insurance products that provide certainty of core benefits in the form of Life Sum Assured (UP) and/or medical expense reimbursement due to illness, including access to healthcare services. BTN collaborates with IFG Life and MSIG Life to offer traditional life insurance products, available through BTN Branch Office networks and via telemarketing.
   - Unit Link Life Insurance(PAYDI)
     Unit-Linked Insurance products offer benefits in the form of a sum assured in the event of a risk and a cash value benefit derived from the invested portion of the premium. BTN collaborates with its insurance partner, IFG Life, to offer the Life Protection Platinum (Regular Premium Unit Link) product.
   - General Insurance
     General Insurance Products provide protection against the risk of financial losses that are material (assets) or non-life. BTN collaborates with Mitra Asuransi Binagriya Upakara which can be obtained at the BTN Branch Office network.

b. Mutual Funds
   The Bank as a Mutual Fund Selling Agent (APERD) cooperates with 10 (ten) Investment Manager Partners in offering mutual fund products, both openended mutual funds and protected mutual funds. The Investment Manager Partners who cooperate with the Bank are as follows:
   1. PT Bahana TCW Investment Management
   2. PT Trimegah Asset Management
   3. PT Manulife Aset Manajemen Indonesia
   4. PT Schroder Investment Management Indonesia
   5. PT Danareksa Investment Management
   6. PT Batavia Prosperindo Aset Manajemen
   7. PT Insight Investments Management
   8. PT Mandiri Manajemen Investasi
   9. PT Sucorinvest Asset Management
   10. PT Syailendra Capital

- Money Market Mutual Funds
  This type of mutual fund invests 100 percent of its managed funds in money market products such as deposits and securities with maturities of less than 1 year. This Mutual Fund is suitable for novice Investors with a conservative risk profile. Money Market Mutual Fund Products include:
  - Bahana Mutual Fund Liquid Fund
  - TRIM Cash 2 Mutual Fund

- BRI Seruni Money Market II Mutual Fund Class A
- Mandiri Investa Money Market Mutual Fund Class A
- Sucorinvest Money Market Fund Mutual Fund
- Mandiri Money Market USD Mutual Fund
- Batavia Mutual Fund Cash Maksima

- Fixed Income Mutual Funds
  It is a type of mutual fund that invests at least 80% of its assets in the form of debt securities or bonds. The goal is to generate a stable rate of return. The risk is relatively greater than money market mutual funds. Fixed Income Mutual Fund Products include:
  - Manulife Mutual Fund Monthly Income II
  - Manulife Mutual Fund USD Fixed Income Class A
  - TRIM Mutual Fund Fixed Fund 2 Class A
  - Trimegah Mutual Fund Fixed Income Plan
  - Batavia Mutual Fund Ultima Bond Fund
  - Mandiri Mutual Fund Investa Dana Utama Class A
  - Bahana Mutual Fund Fixed Income Makara Prima Class G
  - Bahana Mutual Fund Fixed Income Generasi Gemilang Sharia Class G
  - Syailendra Mutual Fund Fixed Income Premium Class A
  - Sucorinvest Mutual Fund Monthly Income Fund Class A

- Mixed mutual funds
  It is a type of mutual fund that allocates investment funds in a varied portfolio. The investment instrument can be in the form of stocks or combined with bonds. The goal is price and revenue growth. The risk of mixed mutual funds is moderate with the potential for a relatively higher rate of return compared to fixed income funds. Mixed Mutual Fund products include:
  - Schroder Mutual Funds Combined Fund
  - Manulife Mutual Funds Mixed Fund II
  - TRIM Mutual Funds Combined 2
  - Batavia Mutual Funds USD Balanced Asia

- Equity Mutual Funds
  It is a type of mutual fund that invests at least 80% of its assets in the form of equity securities. The goal is to grow the share or unit price in the long run. The risk is relatively higher than money market mutual funds and fixed income mutual funds, but they have the potential for the highest rate of return. Equity Mutual Fund Products include:
  - Bahana Mutual Fund Equity Fund Prima
  - TRIM Mutual Fund Kapital Plus
  - Manulife Mutual Fund Equity Fund Class A
  - Manulife Sharia Mutual Fund Sectoral Amanah Class A
  - Manulife Mutual Fund Equity Sharia Asia Pacific Dollar US
  - BRI Mawar Konsumer 10 Class A
  - Schroder Mutual Fund 90 Plus Equity Fund
  - Schroder Mutual Fund Dana Prestasi
  - Schroder Mutual Fund Dana Prestasi Plus
  - Batavia Mutual Fund Equity Fund
  - Batavia Mutual Fund Global ESG Sharia Equity
  - Batavia Mutual Fund Equity ESG Impact t
  - Batavia Technology Sharia Equity USD
  - Sucorinvest Mutual Fund Equity Fund
  - Mandiri Mutual Fund FTSE Indonesia ESG - Class A
  - Syailendra Mutual Fund MSCI Indonesia Value Index
  - Syailendra Equity Opportunity Fund Class A

- Protected Mutual Funds
  Protected Mutual Funds, also known as Capital Protected Fund (CPF), are a type of mutual fund that provides protection for the initial investment value, if the unit holder holds the mutual fund until the maturity date through an investment portfolio management mechanism. Periodically protected mutual funds also share investment returns in the form of dividends.

c. Retail Government Securities
   Retail Government Securities (SBN Retail) are investment instruments in the form of government bonds issued by the government of the Republic of Indonesia intended for individual investors of Indonesian citizenship in the primary market. The government, in this case as the issuer, guarantees the return of the principal amount at maturity plus a coupon which will be paid periodically (According to Law No. 24 of 2002 concerning Government Bonds). Bank BTN is one of the Government's distribution partners in the distribution of Retail SBN.
   - Obligasi Negara Ritel Indonesia (ORI)
     It is one of the Retail SBN instruments intended for individual investors of Indonesian Citizens in the primary market. ORI has the characteristics of being tradable in the secondary market between domestic investors and the coupon rate is fixed (fixed coupon).
   - Saving Bond Ritel (SBR)
     It is one of the Retail SBN instruments intended for individual investors of Indonesian Citizens in the primary market. SBR has the characteristics of providing a floating coupon rate with a floor (floating with floor) and has an early redemption facility for investors. However, SBR cannot be traded (nontradable) in the secondary market.

- *Sukuk Ritel* (SR)
  It is one of the retail SBSN instruments issued based on sharia principles and is intended for individual investors who are Indonesian citizens. SR has characteristics that can be traded (tradable) in the secondary market between domestic investors and has a fixed rate of return (fixed coupon).
- *Sukuk Tabungan* (ST)
  It is one of the retail SBSN instruments issued based on sharia principles and is intended for individual investors who are Indonesian citizens. ST has the characteristics of providing floating coupon rates with a floating floor and having early redemption facilities for investors. However, ST cannot be traded (nontradable) in the secondary market.

d. Secondary Market Government Securities
Government Securities (SUN) issued by the Government are sold on the Secondary Market and offer flexibility for investors, namely being able to carry out buying and selling activities at any time (there is no offering period). The government, in this case as the issuer, guarantees the return of the principal amount at maturity plus a coupon which will be paid periodically (According to Law No. 24 of 2002 concerning Government Bonds). Secondary Market SBN is intended for institutional and retail investors, both domestic and foreign.

- Fixed Rate IDR (FR)
  A series of Government Securities (SUN) or Bonds issued by the Government denominated in Rupiah and sold on the Secondary Market within a certain period (according to the tenor of the Bonds) with a fixed coupon. The government in this case will pay coupons regularly every 6 months (semester). FR is intended for institutional and retail investors, both domestic and foreign.
- Project Based SUKUK IDR (PBS)
  One of a series of Sharia Government Securities (SUN) or Sharia Bonds issued by the Government in Rupiah denominations and sold on the Secondary Market within a certain period of time (according to the tenor of the Bond) with a fixed coupon. In this case, the government will pay coupons periodically every 6 (six) months (semester). PBS is intended for institutional and retail investors, both domestic and foreign.
- Fixed Rate USD (INDON)
  A series of Government Securities (SUN) or Bonds issued by the Government denominated in USD and sold on the Secondary Market within a certain period (according to the tenor of the Bonds) with a fixed coupon. The government in this case will pay coupons regularly every 6 months (semester). INDON is intended for institutional and retail investors, both domestic and foreign.
- Fixed Rate USD (INDOIS)
  A series of Government Securities (SUN) sharia based by the Government denominated in USD and sold on the Secondary Market within a certain period (according to the tenor of the Bonds) with a fixed coupon. The government in this case will pay coupons regularly every 6 months (semester). INDOIS is intended for institutional and retail investors, both domestic and foreign.

e. Foreign Exchange
Foreign exchange is a currency conversion service using current exchange rates with trading coverage throughout the world. Bank BTN forex services are available in USD, JPY, GBP, AUD, HKD, SGD, EUR, MYR, SAR and CNY. The foreign exchange target market is individual/institutional customers who need foreign exchange in the form of savings, transactional transfers or payments abroad as well as foreign exchange trading needs. Foreign exchange services include Telegraphic Transfer (TT) Overbooking, Outgoing and Incoming transaction services as well as Bank Notes transaction services. Apart from that, structured products are available including SWAP Depo, DCI (Dual Currency Investment) Products and MLD (Market Linked Deposit) Products to increase investment options for Bank BTN customers.

Commercial Banking

1. **COMMERCIAL LOAN PRODUCTS**
   1) **Housing Loans**
      - **Property Working Capital Credit (KMK Property)**
        Working capital loans provided by the Bank to developers for land acquisition and financing the entire project cost of horizontal or landed housing developments within a residential area.
      - **BTN Land Ownership Loan (KPL)**
        BTN Land Ownership Loan is a credit facility provided by the Bank to legal business entities for land acquisition intended for the development of simple houses, with construction financed under BTN Construction Loans (KYG).
      - **Housing Program Loan (KPP) BTN**
        The Housing Program Loan (KPP) is a financing facility provided to support the sustainable development of the housing sector through strengthening both the housing supply and demand sides. This program is intended for business actors within the housing ecosystem, including developers and MSMEs, to accelerate the provision of adequate housing and enhance inclusive economic activities.

   2) **Non Housing Loans**
      Bank BTN NonHousing Loans consist of MSME Loan Products, other Commercial Loans, Linkage Programs and Corporate Loans. MSME loans include KUR BTN, KUMKM BTN and the Micro and Small Business Funding Program (PUMK). Other Commercial Loans include Investment Loans, KMK and Contractor KMK. The Linkage Program includes loans to Rural Loan Banks and Savings and Loans Cooperatives. Meanwhile, Corporate Loans include Invesment Loans, Investments, Working Capital, Working Capital for Contractors and Syndicates.
      - **BTN Investment Loan**
        A loan facility provided by the Bank to legal and non-legal business entities for investment financing, including new investments, expansion, modernization, or rehabilitation.
      - **Working Capital Loan**
        Working capital loan provided by the Bank to finance working capital in productive sectors such as services, industry, trade, or activities related to the procurement of goods and production processes until the goods are sold.
      - **Contractor Working Capital Loan (KMK Kontraktor)**
        Loans provided to contractors for working capital to complete projects based on a Work Contract or Work Order (SPK).
      - **KMK Secured by Savings (Institutional Self-Funding)**
        Loans provided by the Bank to customers secured by the partial or full placement of institutional funds in the form of Deposit/ Current Account/Institutional Savings invested in the Bank.
      - **Bridging Loan**
        A short-term credit facility designed to bridge the gap between outgoing funds and incoming funds that are already confirmed for a specified period, enabling the debtor to obtain immediate disbursement to meet funding needs.
      - **BTN Micro, Small and Medium Enterprises (MSME) Loan**
        Working capital and/or investment financing loan for customers who have productive businesses with MSME criteria.
      - **Micro and Small Business Funding Program (PUMK)**
        PUMK is a working capital financing loan program that aims to improve the capabilities of new micro and small businesses to become resilient and independent.
      - **BTN Micro Business Loan (KUR)**
        Working capital and/or investment loan provided to debtors engaged in business sectors that according to their scale have the status of MSMEs in productive and feasible business sectors but do not yet have additional collateral or the additional collateral is not sufficient.
      - **BTN Linkage Loan**
        BTN Linkage Loan is a loan facility provided by the Bank to legal entities, namely People's Loan Banks (BPR) and Cooperatives to be loaned to the Small and Micro Business sector (productive) and the consumer sector.

2. **COMMERCIAL SAVING PRODUCT**
   a. BTN Institution Current Account
      Types of deposits in Rupiah and Foreign Currency held by Banks in which withdrawals can be made at any time by using Checks, Bilyet Giro, Payment Orders, transfers and other withdrawal media.

Institutional Current Account customers consist of:

- Government agencies/state institutions and social organizations that are not companies.
- All legal entities regulated in the Commercial Code or other laws and regulations. •
- Limited Liability Company (PT), Foreign Investment Limited Company (PTPMA), Firma (Fa), CV, Foundations, Institutions with Foreign Legal Entities, Political Parties, Special Campaign Fund Accounts (RKDK), Ormas/ Non-Governmental Organizations (NGOs) and others.

b. Institutional Time Deposits

- Institutional Deposits
  Deposits of Third Party Funds to Banks in Rupiah and Foreign Currency which can only be withdrawn at a certain time according to the agreement between the customer and the bank concerned. Institutional Time Deposits can be issued with terms of 1, 2, 3, 4, 6, 12 and 24 months.
- Institutional On Call Deposits
  Deposits of Third Party Funds to Banks in Rupiah and Foreign Currency which can only be withdrawn at a certain time according to the agreement between the customer and the bank concerned. The period for placement of Institutional On Call Deposits is a minimum of 1 day and a maximum of 35 days or according to customer needs.

3. CORPORATE LOAN PRODUCTS

Corporate loans are loans given to Debtors in the form of legal entities (Companies) to meet working capital needs and/or investment needs as stipulated in the Company's Business Plan. Corporate Loan Schemes can be given in the form of bilateral, syndicated, club deal, single borrower, and coborrower/ joint-borrower. Corporate Loan products can be given in the form of:

- BTN Working Capital Loan (KMK)
  BTN Working Capital Loan is a Working Capital Loan redit provided by the Bank to legal entities and non-legal entities to finance the company's working capital needs.
- BTN Property Working Capital Loan
  (KMK Properti BTN)
  Working capital loans provided by the Bank to developers, in the form of legal or non-legal business entities, to finance the construction of horizontal buildings (residential houses, shop-houses, office-houses, kiosks, and others) as well as vertical or high-rise buildings (flats, apartments, condotels, office buildings, and others), including their supporting facilities and infrastructure, subject to the Bank's feasibility assessment.
- BTN Contractor Working Capital Loan
  (KMK BTN Contractor)
  BTN Contractor Working Capital Credit is credit provided by the Bank to the Contractor which is used as working capital in completing work based on a Work Contract.
- Bridging Loan
  Bridging Loan is a short-term loan facility to bridge the gap between outgoing funds and new funds that are certain to come in within a specified period so that debtors can get immediate disbursement of funds to meet their needs.
- KMK Secured by Savings
  (Institutional Self- Funding)
  Loan provided by the Bank to customers with collateral in the form of holding part or all of the Deposit/Current Account/Institutional Savings funds invested in the Bank.
- BTN Investment Loan
  BTN Investment Loan is a loan facility provided by the Bank to legal entities and non-legal entities, in the context of investment financing, whether new investments, expansion, modernization or rehabilitation.
- Refinancing
  Refinancing is the provision of investment loans to refinance the productive assets of the Debtor/ Prospective Debtor which are already in progress and are first financed from the Debtor/ Prospective Debtor's own costs or financing from the Bank which has been repaid.
- Loan to Ministries/Government Agencies
  of the Republic of Indonesia
  Loan to the Ministry/Government Institution of the Republic of Indonesia is a type of loan provided by the Bank to debtors of the Ministry and Government Institution of the Republic of Indonesia, which must be repaid with certain requirements, in accordance with the loan period. The provision of loan to the Ministry/Government Institution of the Republic of Indonesia is carried out to facilitate the need for the provision of Government funds through Domestic Loans (PDN).

- Term Loan Facility
  Term Loan Facility is a non-revolving loan facility for medium-term or long-term financing of Capital Expenditure and/or Operational Expenditure whose repayment can be paid in installments according to the debtor's financial ability.
- Corporate Line Facility
  Corporate Line Facility is a form of approval for the provision of funds in a certain maximum limit to borrowers within a certain period of time based on the results of the Bank's analysis and evaluation.
- Treasury Line Facility (to Non-Financial Institutions)
  Treasury Line Facility is a facility provided by Banks to Non-Financial Institutions to cover Foreign Exchange Line transactions, Fixed Income Lines and other types of facilities commonly carried out by Banks.

Sharia Banking/Sharia Business Unit*

* Regarding the approval of the Separation of the Sharia Business of PT Bank Tabungan Negara (Persero) Tbk by means of the transfer of rights and obligations to Bank Syariah Nasional, sharia banking products were not part of the Company anymore as of December 22, 2025.

Sharia Financing Products

Sharia Business Unit financing products are categorized into Consumer Financing and Commercial Financing. Descriptions related to Sharia Business Financing Products are outlined as follows:

1. Consumer Financing

a. BSN Subsidized Home Ownership Financing
Subsidized Home Ownership Financing provided by Banks to customer through the Housing Financing Liquidity Facility Scheme (FLPP) provided by the government based on Sharia principles.

b. BSN Home Ownership Financing
Financing for individual customers who meet the Bank's requirements for the purchase of houses, shophouses, office buildings, apartments and/or land and other types of property to be owned, occupied, or used by themselves with a choice of *murabahah* contracts, *istishna* contracts, or *Musyarakah Mutanaqisah* (MMQ) contracts.

c. BSN Home Refinancing
This financing is intended for individual customers who meet the Bank's requirements for refinancing houses, shophouses, apartments, and/or land, as well as other types of property. The bank and customer provide mutually agreed-upon capital, with ownership (equity shares) transferred from the bank to the customer using a *Musyarakah Mutanaqisah* contract.

d. BSN Home Construction Financing
Financing for individual applicants using a *murabahah* contract, intended for the construction and/or renovation of houses, shop-houses, or other buildings categorized as residential properties on land already owned by the applicant, whether for personal use or for rental purposes.

e. BSN Motor Vehicle Financing
Financing for individual customers using a *murabahah* contract for the ownership of motor vehicles for personal use.

f. BSN Gold Pawn Financing
Financing provided to customers to meet funding needs, based on *qardh* (cash loan), *rahn* (pledge), and *ijarah* (lease) contracts, granted by the Bank to customers based on an agreement and accompanied by a pawn certificate.

g. BSN Multipurpose Financing
Consumer financing for individuals using *murabahah* and *kafalah bil ujroh* contracts, which can be used for the purchase of various useful goods such as electronics, furniture, and household appliances, as well as for service packages including education, weddings, travel, umrah/hajj plus, healthcare, and other services, in compliance with applicable regulations.

h. BSN Gold Installment Financing
Financing for individual customers using a *murabahah* contract for the purchase of gold bullion with fixed installments over the financing period.

i. BSN Employee Multipurpose Financing
Consumer financing facilities provided to BSN employees for joint asset ownership in the purchase of property assets not yet owned by the customer or for refinancing property already owned. The Bank and the customer contribute capital and share risks as agreed, with the gradual transfer of the Bank's equity share to the customer until full ownership is achieved, using a *musyarakah mutanaqisah* contract.

2. Commercial Financing

a. BSN Yasa Griya
A financing facility provided to meet customer funding needs based on a partnership contract between the Bank and the customer to undertake a specific joint business (*syirkah*), where the customer carries out productive activities in the form of housing project development. The financing is implemented in accordance with Sharia principles, with the customer obligated to repay the funds received, along with the Bank's agreed return, according to the stipulated tenor and repayment schedule.

b. BSN Land Ownership Financing
A financing facility provided by the Bank to legal business entities for land acquisition and/or land development for the construction of simple houses, where the construction is financed using BTN iB construction financing facilities. The financing is conducted in accordance with Sharia principles, with the customer obligated to repay the funds received, along with the Bank's profit-sharing, in accordance with the agreed tenor and repayment schedule.

c. BSN Working Capital Financing
Financing facility to meet the customer's funding needs based on a cooperation agreement between the Bank to run a certain cooperation business (*shirkah*) together with the customer who runs a productive business other than housing project development business and is carried out with an agreement based on Sharia principles and with the obligation for the customer to return the funds received along with compensation for the Bank according to the agreed repayment period and schedule.

d. BSN Investment
Financing facilities to meet the customer's funding needs based on a cooperation agreement between the Bank to run a certain cooperative business together with the Customer who runs a productive business, for the purchase/procurement of capital goods and services needed for business/investment activities and carried out with a contract based on Sharia principles as well as the obligation for the Customer to return the funds received along with the compensation for the Bank (profit sharing or margin) according to the agreed time period and return schedule.

e. BSN IMBT
Provision of funds to transfer the right to use or benefit from an item based on a lease transaction with the option to transfer ownership of the item after the lease term ends, either by sale or donation, whichever is agreed upon.

f. BSN Syndication
Financing provided in the form of syndication and/or club deals and/or co-financing by more than one or a group of Bank Financial Institutions (LKB) and/or Non-Bank Financial Institutions (LKBB) to a single customer whose financing amount is too large to be provided by a single LKB/LKBB.

g. BSN Contractor Working Capital
A financing facility to meet the customer's funding needs based on a collaboration between the Bank and the customer to carry out a specific collaborative venture to complete work according to a contract obtained by the customer from a third party. This agreement is implemented based on Sharia principles and requires the customer to return the funds received and compensation to the bank according to the agreed repayment period and schedule.

h. BSN Linkage
A financing facility to meet the customer's funding needs based on a collaboration between the Bank and the customer, specifically to be redistributed by the customer to members (end users) for financing micro and small businesses (productive) and/or the consumer sector. The agreement is implemented with a Sharia-compliant contract and requires the customer to return the funds received, along with a return to the bank, according to the agreed repayment period and schedule.

Sharia Savings Products

1. **Sharia Demand Deposits**
   a. BSN Berkah Wadiah Current Account
   Savings products based on the *wadiah* (deposit) principle, for the purpose of customer financial operational needs by providing profitable bonuses to customers for their savings in order to facilitate business activities.
   b. BSN Berkah Mudharabah Current Account
   Savings products with the principles of *mudharabah mutlaqah* and *mudharabah muqayyadah* (investment), are intended for investment purposes. Customers will receive profitable profit sharing to facilitate business activities.
2. **Sharia Savings**
   a. BSN Berkah Wadiah Savings
   savings product with a *wadi'ah* (deposit) contract, used for daily banking transactions, providing various benefits that are profitable for customers and imposing administration fees that do not reduce the principal of savings.
   b. BSN Berkah Mudharabah Savings
   A fund savings product under *Mudharabah Mutlaqah* and *Mudharabah Muqayyadah* (investment) principle for investment where customers receive profitable and competitive returns and whose administration fee does not reduce the principal.
   c. BSN Hajj and Umrah Savings
   A savings product to realize the dream for hajj and umrah pilgrimage under *Mudharabah* (investment) contract with profitable and competitive returns.
   d. BSN TabunganKu Savings
   A savings product under *Wadiah* (entrust) contract which offers attractive bonus. This product is a collaboration with other Indonesian banks to foster a saving culture and enhance people's welfare.
   e. BSN Qurban Savings
   A savings product for celebrating the Feast of Sacrifice ceremony under *Mudharabah Mutlaqah* (profit sharing) contract with profitable and competitive returns.
   f. BSN Student Savings
   Tabungan Rupiah for students issued by BSN and Banks in Indonesia with easy and simple requirements and attractive features for education and financial inclusion aims to introduce a culture of saving from an early ag.
   g. BSN Gold Savings
   Savings product with "*Mudharabah*" contract that makes it easy for customers to invest by buying gold and get profitable profit sharing.
3. **Sharia Time Deposits**
   a. BSN Berkah Time Deposits
   A time-based secure, comfortable and reliable savings facility under *Mudharabah Mutlaqah* and *Mudharabah Muqayyadah* (investment) contract. This product is available for individuals and agencies.
   b. BSN Berkah On Call Time Deposit
   A secure and reliable savings facility in shorter tenure under *mudharabah mutlaqah* (investment) contract. This product is available for individuals and agencies.

Services and Others

Conventional Banking

Consumer Card

a. Suka-suka BTN Card
Debit card with customizable design according to its holder's request. The card can be used in EDC transactions and online transactions with online merchants worldwide.
b. BTN Visa Contactless Debit Card
A debit card that can make transactions using contactless technology that allows customers to make transactions by simply placing the card near the EDC Contactless machine without having to use a PIN.
c. Blink BTN Card
E-money based BTN card applicable for transactions at thousands of e-money acceptances, such as: Toll Roads, Transjakarta BRT, KRL Commuter Line, Parking Lots and others.

Customer Service Segmentation

1. **Wealth Management**
   BTN Wealth Management is a business unit that provides financial services to the affluent customer segment, including **BTN Prioritas**, **BTN Private**, and **PLUS by BTN Prioritas**.
   a. BTN Priority Service
   BTN Priority is an exclusive service for customers with **Asset Under Management (AUM)** starting from **IDR500 million**, **carrying Unique Value Proposition (UVP): "Defining Your Priority".**

This service provides relevant, sustainable, and long-term financial solutions through:

- **Product Solution**
  Individual Savings, Individual Time Deposits, Individual Current Accounts, Government Securities, Mutual Funds, Bancassurance Products, and Foreign Exchange Services.
- **Service Privilege:**
  Dedicated Priority Banking Manager, e-Consolidated Statement, e-channel services, concierge services, airport lounge access and handling, education and tax consultation, loyalty rewards through **PLUS by BTN Prioritas**, and overseas education consultation.
- **Product Privilege:**
  BTN Prioritas Visa Platinum Debit Card, Safe Deposit Box (SDB), BTN Mobile, Special Fund Placement Programs, Priority Mortgage, and Member Get Member programs.

b. BTN Private Service

BTN Private is designed for **High Net Worth Individuals (HNWI)** and **Ultra High Net Worth Individuals (UHNWI)** with a minimum of AUM of **IDR15 billion**, carrying the **Unique Value Proposition (UVP): "Elevate Your Legacy"**. Launched in the fourth quarter of 2025, this service focuses on:

- Personalized and exclusive financial solutions.
- Dedicated professional advisory relationship managers.
- Product and service offerings based on legacy planning and value creation.

c. PLUS by BTN Prioritas

PLUS by BTN Prioritas is a web-based loyalty platform with a membership model, available at **www.definingyourpriority.com**. Membership levels are based on FUM (Fund Under Management):

- **Gold** : IDR500 million – < IDR2 billion
- **Platinum** : IDR2 billion – < IDR5 billion
- **Titanium** : IDR5 billion – < IDR10 billion
- **Prime** : ≥ IDR10 billion

Key PLUS Features:

- Special Offers
  Cashback for Single Investor ID (SID) issuance and fund placements with special benefits.
- Loyalty Reward Options
  As appreciation for loyal customers, a wide variety of rewards are available, including gadgets and electronics, gadget accessories, headphones and audio devices, watches, home electronics, data packages, e-vouchers, household items, games and hobby products, health and beauty items, and hampers and cakes.
- Banking Privilege
  Safe Deposit Box, Free Mobile Banking Transaction Fees, Tax Consultation, Overseas Education Consultation, and Meeting Room Reservations.
- Concierge Service
  Airport Lounge Access, Airport Handling, Domestic and International Airport Transfers, and Medical Check-Ups.
- Membership Coupons
  For customers who regularly enjoy sports activities such as golf, as well as selected hotel and restaurant memberships.
- Hadiah Hari Istimewa
  A variety of gift options to celebrate special occasions, including Gadgets and Electronics, Gadget Accessories, Headphones and Audio Devices, Watches, Home Electronics, Data Packages, E-Vouchers, Household Items, Games and Hobby Products, Health and Beauty Items, Hampers and Cakes.

2. BTN Prospera

BTN Prospera is a solution specially designed by BTN for the Emerging Affluent (EA) segment in Indonesia. Aligned with BTN's mission to support financial growth and lifestyle aspirations, BTN Prospera comes with the brand promise "Unlocking Your Potential", offering innovative products, lifestyle benefits, and exclusive banking solutions tailored to customers' needs and dreams.

BTN Prospera is designed for three key personas:

1. The Dream Chaser: Entrepreneurs and professionals focused on business growth and wealth expansion.
2. The Family Fighter: Customers prioritizing financial stability and building a legacy for their families.
3. The Lifestyle Pursuer: Established individuals seeking exclusive lifestyle benefits with a high awareness of health and well-being.

The key offerings and innovations of BTN Prospera include:

1. Exclusive Lifestyle Privileges: Complimentary access to various airport lounges in major cities across Indonesia, both domestic and international terminals. Birthday or religious holiday gifts, as well as annual loyalty rewards accessible via balé SuperApp.
2. Healthy Lifestyle Support Program: Free weekly group training sessions led by a certified Running Coach, linked to the prestigious annual marathon event, BTN Jakarta International Marathon.

3. Business Growth Support Services: Meeting the needs of self-employed customers in growing their businesses through Business Savings products, Business Internet Banking (IBB) services, business mentoring sessions, and business trips to leading local and international companies.
4. Family-Oriented Services: The Prospera Family Program offers benefits for customers' family members through various products and features that help families achieve their financial goals and secure their future.
5. Exclusive Debit Card Promotions: The BTN Prospera Debit Card offers higher transaction limits, exclusive merchant promotions, and seamless digital access.

BTN Prospera continues to lead innovation in retail banking by combining financial solutions with meaningful lifestyle and business benefits. The program remains a key driver of BTN's vision to unlock the full potential of customers in the growing Emerging Affluent segment in Indonesia.

3. ATM

Automatic Teller Machine (ATM) services that can serve cash withdrawals in denominations of IDR50,000 and IDR100,000 spread throughout the Company's Branch Office areas and premium locations such as ATM Galleries in Malls, shopping centers, offices, markets and housing estates, making it easier for customers to make transactions and supported by a 24-hour online network.

4. Cash Recycling Machine (CRM)

ATM machine services that can accept cash deposits and cash withdrawals in denominations of IDR50,000 and IDR100,000 and can serve other banking transactions quickly and in real time.

5. Super App balé by BTN

balé by BTN functions as a one-stop-shop financial solution super app that integrates various BTN e-channel services into a practical, secure, and convenient application. With just a smartphone, customers can seamlessly conduct various banking transactions in real-time, anytime and anywhere.

6. balé bisnis

A service designed to facilitate BTN Business Savings customers in running and growing their businesses. balé Bisnis provides convenient financial management and transaction features to support business operations efficiently.

7. Electronic Data Capture (EDC)

EDC machines act as mini ATMs, providing payment and transaction processing services. Customers can use debit or credit cards by inserting or swiping them at EDC machines, which are connected to the banking network in real-time online, enabling seamless transactions between banks.

8. balé merchant

balé merchant is a web-based application that supports financial transactions for BTN merchants. Its features include a dashboard (daily and monthly transaction information), real-time notifications from the BTN merchant application, transaction history, transaction recording, QR code generation, and menu selection information at checkout.

9. Branchless Banking (balé agen)

Banking products and services without offices through cooperation with Bank agents and Post Offices acting for and on behalf of the Bank in order to expand the range and ease of banking transaction services for the community and are supported by information technology network facilities.

10. Quick Response Code Indonesian Standard (QRIS)

Standardize payments using the QR Code method from Bank Indonesia so that the transaction process using QR Codes becomes easier, faster and more secure.

11. Virtual Branch

BTN Virtual Branch brings new conveniences for BTN Bank customers. Customers do not need to linger at the Bank BTN Outlet to make transactions at the Teller and Customer Service, just fill in the e-form online anywhere and from anywhere before making transactions at the Bank BTN Outlet.

12. balé community

balé community is a BTN platform managed by debtors to facilitate community administrators in managing billing within their communities. It serves as a connector between residents and administrators in the process of bill payments, parking, information exchange, as well as complaints or grievance handling.

13. balé properti

balé properti is a BTN platform designed to support individuals and businesses in achieving their property goals, from searching for a house to owning a home through online mortgage applications, or developing businesses through productive loans. Its features include installment simulation, online

mortgage/apartment loan (KPR/KPA) applications, 24-hour live chat, and other supporting features. balé property is also equipped with a 4D Tour Service technology that enables prospective debtors to obtain a realistic view of the selected property unit. balé property can be accessed via btnproperti.co.id and balé by BTN, while the commercial balé property platform can be accessed at komersial btnproperti.co.id.

14. balé developer

balé developer is available for developers who have partnered with BTN. Through this system, developers can access and manage project data, monitor applications, and perform reporting digitally in an integrated manner.

15. BTN Open API

API (Application Programming Interface) serves as a connector between one application and another. This technology enables partner customers to perform transfers using their own applications, as these applications are connected to BTN's system through the API.

16. Services and Other Banking Services

In addition to distributing loans and collecting third party fund, the Company also provides the customers with other services to increase fee-based income, such as: Domestic and international money remittance, money changer, safe deposit box, utility bill payment (telephone, electricity and water), internet and TV subscription payment, flight and train ticket booking and cell phone top up. As a total banking solution provider to agency customers, the Company also provides the following services:

a. Virtual Account BTN
   A service for Giro BTN Lembaga (Demand Deposit for Agencies) customers in the form of virtual account that can be used by customers/partners of the agency to make billing payment using any bank's card. The agency can monitor the payments received from its customers online and real-time.
b. Transfer Management
   Transfer Management is a bank service for customers to help customers make fund transfers online, both Inhouse Transfers (between accounts), Domestic transfers (LLG/Clearing and RTGS), and International Fund Transfers (transfers to other banks both within and outside the country in foreign currency). Transfers can be made in single currency (the currency code sent is the same as the currency code received) and multi-currency (the currency code sent is not the same as the currency code received).
c. Payment Management
   Payment Management is a collaboration between the Bank and the customers to help customers manage payments and billings, such as;
   - Edu Payment/SPP Online BTN
   - Edu Payment is a service for educational institutions that facilitates the online realtime collection of tuition fees and other costs related to education.
   - Bill Payment (payment of telephone, electricity, water, gas, and other bills).
     - Tax Payments
     - Payment for Pertamina product purchases
     - Payment of BPJS Ketenagakerjaan
     - Payment of BPJS Kesehatan
     - Pension payments (Taspen and ASABRI)
     - Payment of hospital bills
     - Operational Bank I and II
d. Payroll Service BTN
   A service provided for companies/institutions for salary payment management and other financial needs.
e. balé Poin
   balé poin is a customer loyalty program with reward points, where customers earn points every time they conduct certain transactions or activities, such as saving, investing, or using other banking services. These accumulated points can be redeemed for various rewards or benefits, such as discounts, goods, vouchers, or exclusive services.

Sharia Banking/Sharia Business Unit*

* Regarding the approval of the Separation of the Sharia Business of PT Bank Tabungan Negara (Persero) Tbk by means of the transfer of rights and obligations to Bank Syariah Nasional, sharia banking products were not part of the Company anymore as of December 22, 2025.

1. BSN Debit Card

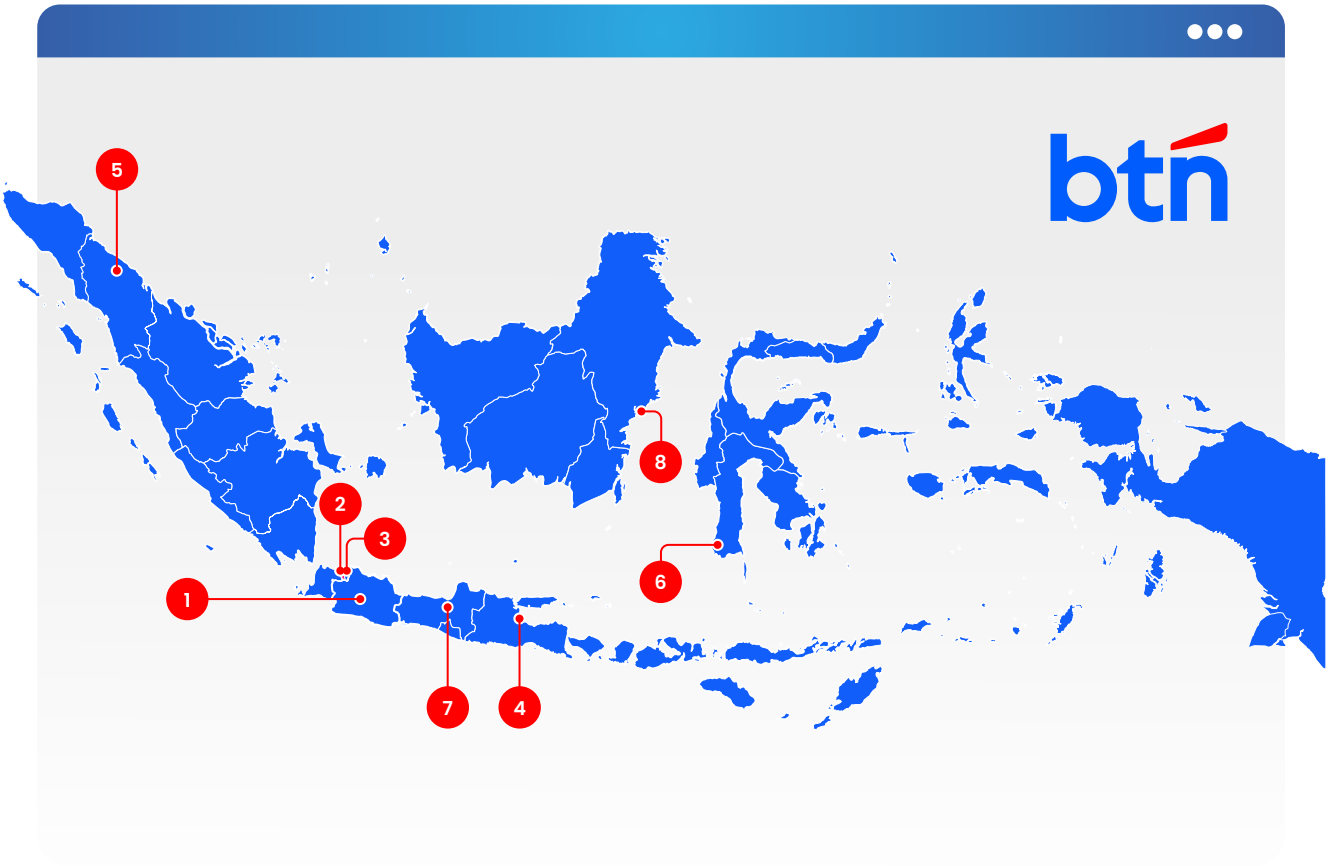
A card service facility that provides convenience for customers through ATM services such as cash withdrawals and transfers, accessible across the entire BTN ATM network, Link, ATM Bersama, Prima, Visa, and Plus networks, as well as for shopping at Visa-affiliated merchants domestically and internationally.

2. BSN Cash Management System

An internet-based service using a web-browser application designed to help customers manage their banking activities independently, effectively, and efficiently.

3. **BSN Payroll**
   A service for companies, institutions, or individuals to manage routine financial payments such as salaries, holiday bonuses (THR), and other incentives for employees.
4. **Penerimaan Biaya Perjalanan Haji**
   A facility that ensures convenience in obtaining a Hajj departure quota through the online system of Siskoha.
5. **BSN SPP Online**
   service for universities and schools that provides a delivery channel to receive tuition and other educational fees in real-time and online.
6. **BSN Operational Development Program**
   A program provided by the Bank to institutional customers in the form of funds, goods, or other facilities to support the smooth operation of customers under specific terms agreed upon by both the Bank and the customer, while adhering to the principles of prudence and Good Corporate Governance (GCG).
7. **BSN Bank Guarantee**
   The service provided by the Bank is in the form of a guarantee of payment of a certain amount of money given to the party receiving the guarantee for the benefit of a certain transaction/project to be carried out by the Customer with a "*Kafalah*" (Guarantee) contract.
8. **BSN Safe Deposit Box**
   A specially designed box facility with specific sizes and equipped with a security system to ensure the safety of valuables or important documents stored against risks such as fire, theft, and others. The contract used is *Ijarah* (lease).
9. **balé Syariah by BSN**
   A banking application for BSN customers to facilitate purchase, payment, transfer transactions, and access to account information via mobile devices.
10. **BSN Virtual Account**
    A service that simplifies payments by providing a unique payment identification number.
11. **Bancassurance**
    A collaborative marketing activity between the Bank and an Insurance Company using Sharia principles to distribute Sharia insurance products through the Bank's distribution network.

OPERATIONAL AREA



Office Networks by Region in 2025

Office Type	1 West Java Regional Office	2 Jakarta Regional Office I	3 Jakarta Regional Office II
Regional Office	1	1	1
Branch Office	10	11	8
Sub-Branch Office	79	100	90
Functional Office	0	0	1
Sharia Branch Office	5	3	3
Sharia Sub-Branch Office	11	9	6
Sharia Cash Office	-	-	-
Sharia Payment Point	-	-	-
Outlet & Lounge BTN Prioritas	6	11	12
ATM & CRM	336	342	263

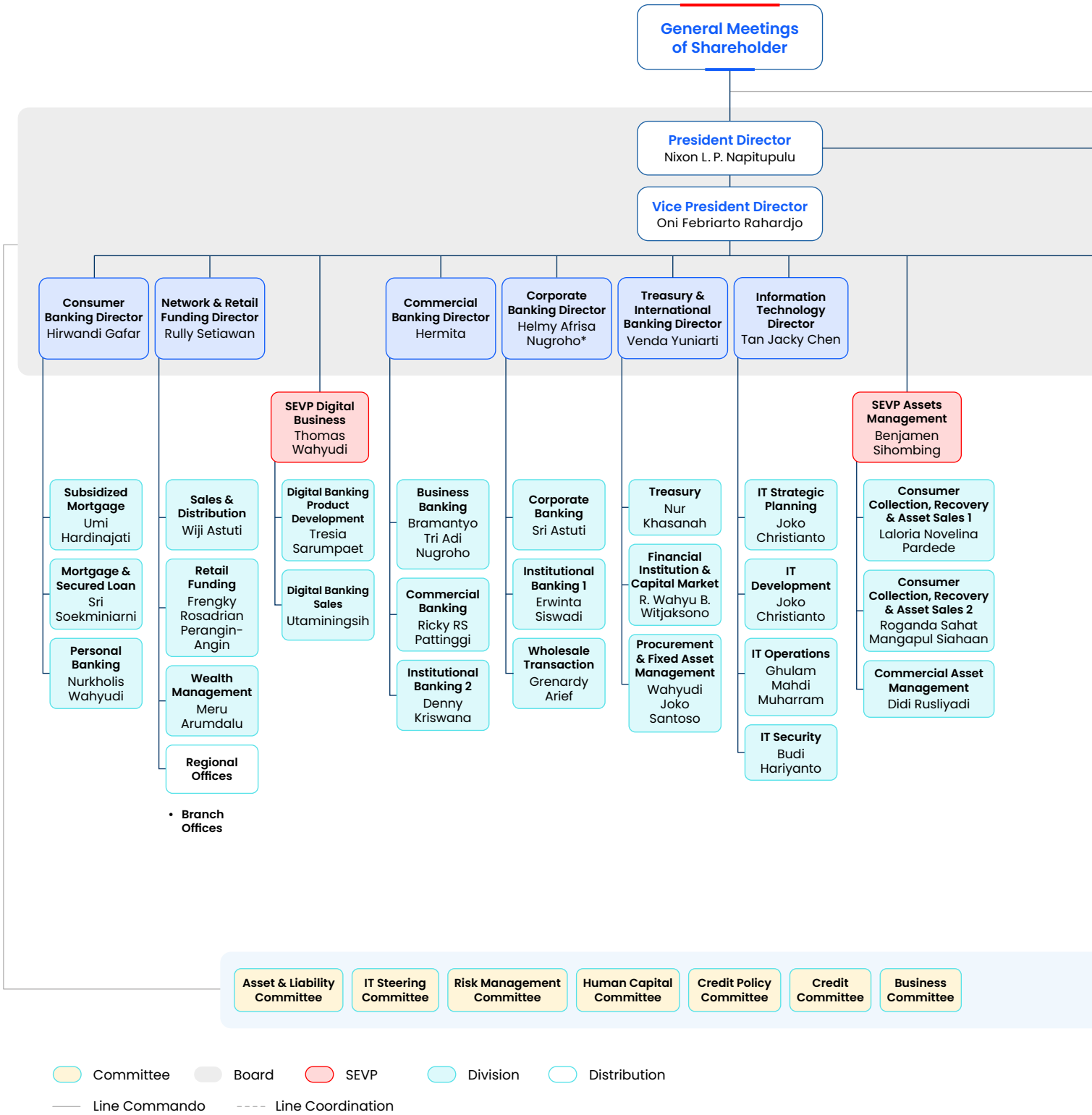
Table of Office Network for the last 5 (five) Years

Office Type	2025	2024	2023	2022	2021
Regional Office	8	8	6	6	6
Branch Office	82	82	81	80	79
Sub-Branch Office	548	536	541	537	543
Cash Office	-	-	-	-	-
Payment Point	-	-	-	-	-
Functional Office	4	4	3	3	58*
Sub-Branch Equivalent Service Office	-	-	-	2	2
Mobile Cash Office (BTNMove)	-	-	-	-	51
Total Conventional Office Network	**642**	**630**	**631**	**628**	**739**
Sharia Branch Office	35	35	34	30	29
Sharia Supporting Branch Office	83	75	75	69	61
Sharia Cash Office	-	-	-	5	7
Payment Point Syariah	-	-	-	6	12
Total Sharia Office Network	**118**	**110**	**109**	**110**	**109**

*) Looking at the OJK Regulation 12/POJK.03/2021 of July 30, 2021 regarding General Banks, There is simplification of network logging to OJK regulator which is Bank Office that is located under Branch Office only by Assistant and functional Office, so there is cash Office State Equalization into Cash Office become Branch Office.

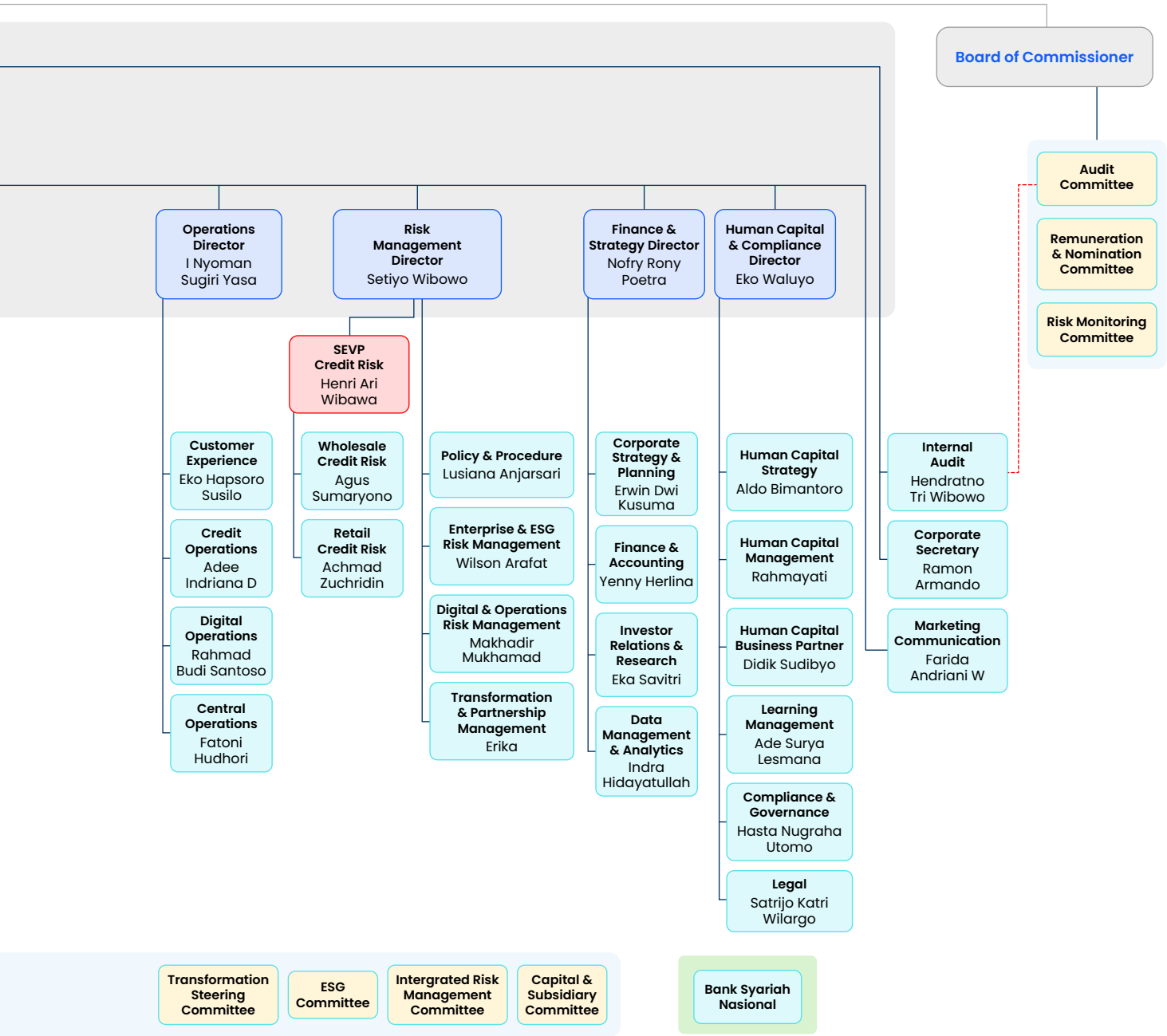
4 East Java, Bali, Nusra Regional Office	5 Sumatra Regional Office	6 Regional Office of Sulawesi, Maluku, Papua	7 Central Java & DIY Regional Office	8 Kalimantan Regional Office
1	1	1	1	1
16	11	11	8	7
79	74	38	56	32
0	1	0	2	0
4	10	3	4	3
14	21	2	16	4
-	-	-	-	-
-	-	-	-	-
9	9	5	5	5
330	307	167	213	133

ORGANIZATIONAL **STRUCTURE**



*Appointed at the Annual GMS on March 26, 2025, subject to the ongoing Fit and Proper Test process.

In line with the business transformation undertaken by the Company, the Board of Directors has just made adjustments to the organizational structure to ensure the effective execution of business and operational initiatives. These adjustments were implemented pursuant to the Board of Commissioners' Approval letter No. 205/KOM/BTN/XII/2025 regarding the Approval of Directions on Changes to the Head Office Organizational Structure of PT Bank Tabungan Negara (Persero) Tbk dated December 19, 2025. The following is the Company's organizational structure as of December 31, 2025.



Members of Committees under the Board of Commissioners as of December 31, 2025 are as follows:

1. Audit Committee: Pietra Machreza Paloh, Ida Nuryanti, Panangian Simanungkalit, Endang A. Suprijatna, Indra Jaka Aprilyanta.
2. Remuneration and Nomination Committee: Ida Nuryanti, Suryo Utomo, Dwi Ary Purnomo, Fahri Hamzah, Nurhayati Saadah, Panangian Simanungkalit, Pietra Machreza Paloh, Rahmayati.
3. Risk Monitoring Committee: Panangian Simanungkalit, Suryo Utomo, Dwi Ary Purnomo, Ignace Widiatmoko, Pamuji Gesang Raharjo.

The names of Committees under the Board of Directors can be found in the Corporate Governance Chapter.

ASSOCIATION **MEMBERSHIP**

The importance of association's role for a company encourages the Company to actively participate in the membership of organizations or associations, especially in Indonesia. The Company joins various associations related to the business line in the banking industry, including its status as a state-owned enterprise. By joining this association, the Company is able to share issues and policies regarding the banking industry, including its impact and opportunities for banking in the short, medium and long term. In 2025, the Company joined the following associations:

Association Name	Position in association
NATIONAL	
Perhimpunan Bank Nasional (PERBANAS)	Treasurer and Member of the Banking Economics Study Development Division
Ikatan Bankir Indonesia (IBI)	Deputy Secretary General I and Head of Regional Division and Member of Regional Division
Forum Human Capital Indonesia BUMN	Member
Himpunan Bank-Bank Milik Negara (HIMBARA)	Secretary II: Mrs. Venda Yuniarti - Director of Treasury & International Banking, Coordinator for Communication Affairs: Mr. Rully Setiawan - Director of Network & Retail Funding
Forum Humas BUMN	Member
Asosiasi Emiten Indonesia	Member
Konsorsium Data Kerugian Eksternal (KDKE)	Member
Asosiasi Sistem Pembayaran Indonesia (ASPI)	Member
Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	Member
Lembaga Alternatif Penyelesaian Sengketa Perbankan Indonesia (LAPSPI)	Member
Ikatan Auditor Intern Bank	Member
Perhimpunan Audit Internal Indonesia	Member
Forum Hukum BUMN	Member
Asosiasi SWIFT Indonesia (ASWIFTINDO)	Member
Forum Komunikasi Direktur Operasional	Member
SRIKANDI BUMN	Member
Perhimpunan Pedagang Surat Utang Negara (HIMDASUN)	Member
Asosiasi Wali Amanat Indonesia	Member - Education Committee
Ikatan Komite Audit Indonesia	Chairman of the Board of Directors
Organisasi Profesi Pasar Modal Indonesia (Propami)	Member
Asosiasi Pasar Uang dan Valuta Asing Indonesia (APUVINDO)	Member
Association Cambiste Internationale (ACI) - Financial Markets Association (FMA)	Member
Inisiatif Keuangan Berkelanjutan Indonesia (IKBI)	Member
INTERNATIONAL	
World Saving Bank Institution (WSBI)	Member of theAsia - Pasific Regional Group
The Institute of Internal Auditor (IIA)-Indonesia Chapter	Member
United Nations Environment Programme Finance Initiative (UNEP FI)	Member
Asia Pacific Loan Market Association (APLMA)	Member
Asian Venture Philanthropy Network	Member
Partnership for Carbon Accounting Financials (PCAF)	Member

BOARD OF DIRECTORS PROFILE

NIXON L. P. NAPITUPULU

President Director

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
56 years old as of December 2025

Period of Office
March 17, 2017 – March 02, 2022, First Period
March 02, 2022 – 2027 GMS, Second Period

BTN Share Ownership
As of December 31, 2025, it owns 5,399,000 shares/0.0384696%

Educational Background

Bachelor (S1) in Economics, University of North Sumatra, Medan (1994).

Certification

- Banking Risk Management Level 7 by BSMR (2024 Alignment).
- Treasury Dealer Level Advance by LSPP (2023).

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since March 17, 2017 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on July 25, 2017. Served as Vice President Director since March 10, 2021 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on May 19, 2021 and was trusted to serve again for the 2nd term as Vice President Director of the Company based on the decision of the Company's Annual General Meeting of Shareholders (AGMS) on March 2, 2022. Then served as President Director of the Company since March 16, 2023 through the Decision of the Company's Annual General Meeting of Shareholders (AGMS) with a term of office continuing the remaining term of office in accordance with the appointment based on the Decision of the 2021 Financial Year AGMS dated March 2, 2022 and declared effective by the Financial Services Authority (FSA) on June 7, 2023.

Concurrent Position

- Chairman and Concurrent Permanent Member of the BTN Asset and Liability Committee
- Chairman and Concurrent Permanent Member of the BTN Information Technology Steering Committee
- Chairman and Concurrent Permanent Member of the BTN Human Capital Committee
- Chairman and Concurrent Permanent Member of the A1 Talent Management Sub Committee
- Chairman and Concurrent Permanent Member of the BTN Credit or Financing Policy Committee
- Permanent Member of the BTN Risk Function RKK Committee A
- Chairman and Concurrent Member of the BTN ESG Committee
- Chairman and Concurrent Permanent Member of the BTN Capital and Subsidiary Committee

The term of office in the committees follows the term of office as President Director.

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- President Director of BTN (March 2023 - present).
- Vice President Director of BTN (March 2021 - March 2023).
- Acting President Director of BTN (December 2020 - March 2021).
- Director of Finance, Planning, and Treasury of BTN (November 2019 - March 2021).
- Director of Finance, Treasury, and Strategy of BTN (August 2019 - November 2019).
- Director of Collection and Asset Management concurrently as Acting Director of Finance, Treasury, and Strategy of BTN (May 2019 - August 2019).
- Director of Collection and Asset Management of BTN (March 2018 - May 2019).
- Director of Collection, Asset Management, and Legal of BTN (March 2017 - March 2018).
- President Director of PT Bank Mandiri Taspen Pos (May 2015 - March 2017).
- Head of Transition Team of Bank Joint Venture of PT Bank Mandiri (Persero) Tbk (2015).
- Head of Priority Project of Bank Joint Venture of PT Bank Mandiri (Persero) Tbk (2014 - 2015).
- Group Head of Corporate Secretary Group of PT Bank Mandiri (Persero) Tbk (2013 - 2014).

ONI FEBRIARTO RAHARDJO

Vice President Director

Citizenship
Indonesian Citizen

Domicile
South Tangerang, Indonesia

Age
54 years old as of December 2025.

Period of Office
March 24, 2015 – November 27, 2019, First Period
March 16, 2023 – 2028 GMS, as Vice President DIrector: First Period

BTN Share Ownership
As of December 31, 2025, owned 1,149,100 shares/0.0081877%

Educational Background

- Bachelor (S1) in Chemical Engineering, Diponegoro University, Semarang (1994).
- Master (S2) in Management, PPM Management College, Jakarta (1997).

Certification

Banking Risk Management Level 7 by BSMR (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since March 24, 2015 through the decision of the Company's Annual General Meeting of Shareholders (AGM) and declared effective by the Financial Services Authority (FSA) on May 19, 2015. Subsequently served as Vice President Director of the Company since March 16, 2023 through the Decision of the Company's Annual General Meeting of Shareholders (AGM) and declared effective by the Financial Services Authority (FSA) on June 7, 2023.

Concurrent Position

- Permanent Member of the BTN Asset and Liability Committee
- Permanent Member of the BTN Information Technology Steering Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the BTN A1 Talent Management Sub Committee
- Permanent Member of the BTN Credit or Financing Policy Committee
- Permanent Member of the BTN Business Function RKK Committee A
- Chairman and Concurrent Permanent Member of the BTN Business Committee
- Permanent Member of the BTN ESG Committee
- Permanent Member of the BTN capital and Subsidiary Committee

The term of office in the Committee follows the term of office as Vice President Director.

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Vice President Director of BTN (March 2023 - present)
- Vice President Director of Perum Perumnas (May 2020 - March 2023)
- Act. President Director of BTN (August 2019 - November 2019)
- Director of Commercial Banking at BTN (March 2015 - August 2019)
- Head of Small & Micro Lending Division at BTN (March 2013 - March 2015)

SETIYO WIBOWO

Director of Risk Management

Citizenship
Indonesian Citizen

Domicile
South Tangerang, Indonesia

Age
45 years old as of December2025.

Period of Office
November 27, 2019 - March 6, 2024, First Period
March 6, 2024 – GMS 2029, Second Period

BTN Share Ownership
As of December 31, 2025, it has 2,889,100 shares/0.0205858%

Educational Background

- Bachelor (S1) in Electrical Engineering, Bandung Institute of Technology, Bandung (1999).
- Master (S2) MBA in Finance & Banking, KDI School of Public Policy and Management, South Korea (2009).

Certification

Banking Risk Management Level 7 by BSMR (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since November 27, 2019 through the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Company and declared effective by the Financial Services Authority (FSA) since July 3, 2020. Subsequently, he was honorably dismissed and reappointed as Director of Risk Management based on the decision of the Company's 2024 General Meeting of Shareholders on March 6, 2024.

Concurrent Position

- Permanent Member of the BTN Asset and Liability Committee
- Permanent Member of the BTN Information Technology Steering Committee
- Chairman and Concurrent Member of the BTN Risk Management Committee
- Chairman and Concurrent Member of the BTN Anti-Fraud Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the BTN A1 Talent Management Sub Committee
- Permanent Member of the BTN Credit or Financing Policy Committee
- Permanent Member of the BTN Risk Function RKK Committee A
- Permanent Member of the BTN Business Committee
- Chairman and Concurrent Member of the BTN Transformation Steering Committee
- Permanent Member of the BTN ESG Committee
- Chairman and Concurrent Member of the BTN Integrated Risk Management Committee
- Permanent Member of the BTN Capital and Subsidiary Committee

The term of office in the Committee follows the term of office as Director of Risk Management.

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Director of Risk Management BTN (March 2022 - present).
- Director of Risk Management and Transformation BTN (2021 - March 2022).
- Director of Enterprise Risk Management, Big Data, and Analytics BTN (2019 - 2021).
- Group Head Consumer Credit Risk & Analytics PT Bank Mandiri (Persero) Tbk (2018 - 2019).
- Group Head Credit Portfolio Risk PT Bank Mandiri (Persero) Tbk (2017 - 2018).

HIRWANDI GAFAR

Director of Consumer Banking

Citizenship
Indonesian Citizen

Domicile
West Jakarta, Indonesia

Age
57 years old as of December 2025.

Period of Office
November 27, 2019 - March 6, 2024, First Period
March 6, 2024 – GMS 2029, Second Period

BTN Share Ownership
As of December 31, 2025, it has 2,759,714 shares/0.0196639%

Educational Background

Bachelor (S1) in Civil Engineering, Bandung Institute of Technology, Bandung (1992).

Certification

- Banking Risk Management Level 7 by BSMR (2024 Alignment).
- Executive Risk Management Refresher Program ESGRC by LPPI (2024).
- International Risk Management Refreshment & Wealth Management Certification Program by MMUGM and IBI (2022).
- Basic Training of Islamic Banking/PDPS by PEBS (2020).

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since November 27, 2019 through the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Company. Declared effective by the Financial Services Authority (FSA) on August 28, 2020 and effective as Director of the Sharia Business Unit on March 2, 2021. Subsequently honorably dismissed and reappointed as Director of Consumer based on the decision of the Company's 2024 General Meeting of Shareholders on March 6, 2024.

Concurrent Position

- Permanent Member of the BTN Asset and Liability Committee
- Permanent Member of the BTN Risk Management Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the A1 Talent Management Sub Committee
- Permanent Member of the BTN Credit or Financing Policy Committee
- Permanent Member of the BTN Business Function RKK Committee A
- Permanent Member of the BTN Business Committee

The term of office in the Committee follows the term of office as Director of Consumer Banking.

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Director of Consumer Banking in BTN (2025 – present).
- Director of Consumer in BTN (March 2022 – 2025).
- Director of Sharia Business Unit BTN (2020 – 2025)
- Director of Consumer and Commercial Lending BTN (2019 - March 2022).
- Commercial Lending Division Head BTN (2019).
- Subsidized Mortgage Lending Division Head BTN (2019).

NOFRY RONY POETRA

Director of Finance & Strategy

Citizenship
Indonesian Citizen

Domicile
East Jakarta, Indonesia

Age
57 years old as of December 2025.

Period of Office
March 10, 2021 – 2026 GMS, First Period

BTN Share Ownership
As of December 31, 2025, it has 3,527,422 shares/0.0251340%

Educational Background

- Bachelor (S1) in Economics, Pancasila University, Jakarta (1991).
- Master (S2) MBA in International Business, The George Washington University, Washington DC, USA (1999).

Certification

- Treasury Dealer Level Advance (ACI/LSPP) (Refreshment 2024).
- Advanced Professional Accountant Certification by IAI (2024).
- Banking Risk Management Level 7 by BSMR (Alignment 2024).
- Certified Wealth Manager (CWMA) (2006

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since March 10, 2021 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on August 9, 2021.

Concurrent Position

- Permanent Member of the BTN Asset and Liability Committee
- Permanent Member of the BTN Information and Technology Steering Committee
- Permanent Member of the BTN Risk Management Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the BTN A1 Talent Management Sub Committee
- Permanent Member of the BTN Credit and Financing Policy Committee
- Permanent Member of the BTN Risk Function RKK Committee A
- Permanent Member of the BTN ESG Committee
- Permanent Member of the BTN Integrated Risk Management Committee
- Permanent Member of the BTN Capital and Subsidiary Committee

The term of office in the Committee follows the term of office as Director of Finance & Strategy.

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Director of Finance & Strategy in BTN (2025 – present).
- Director of Finance Director in BTN (March 2022 – 2025).
- Director of Finance, Planning and Treasury BTN (2021- March 2022).
- Treasury Division Head BTN (2015 - 2021).
- Acting Head of Regional Office I BTN (2015).
- Treasury Division Head BTN (2014).

EKO WALUYO

Director of Human Capital & Compliance

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
54 years old as of December 2025.

Period of Office
March 10, 2021 - 2026 GMS, First Period

BTN Share Ownership
As of December 31, 2025, it has 2,868,364 shares/0.0204380%

Educational Background

- Bachelor (S1) in Economics, Universitas Gadjah Mada, Yogyakarta (1995).
- Master of Business Administration (MBA) (S2), Gatton College of Business in Cooperation with MM UGM, University of Kentucky, USA (2003).
- Master (S2) in Management, Universitas Gadjah Mada, Yogyakarta (2004).

Certification

- Certified Professional Human Resources (CPHR) by BNSP (2024).
- Banking Risk Management Level 7 by BSMR (2024 Alignment)
- Certified Anti Fraud Professional by Asia Anti Fraud (2023).
- Certified Public Accountant (CPA) by Ministry of Finance (2015).

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since March 10, 2021 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on August 9, 2021.

Concurrent Position

- Permanent Member of the BTN Asset and Liability Committee
- Permanent Member of the BTN Information Technology Steering Committee
- Permanent Member of the BTN Risk Management Committee
- Permanent Member of the BTN Anti-Fraud Committee
- Permanent Member of the BTN A1 Talent Management Sub Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the BTN Credit or Financing Policy Committee
- Permanent Member of the BTN Business Committee
- Permanent Member of the BTN Transformation Steering Committee
- Permanent Member of the BTN ESG Committee
- Permanent Member of the BTN Integrated Risk Management Committee
- Permanent Member of the BTN Capital and Subsidiary Committee

The term of office in the Committee follows the term of office as Director of Human Capital & Compliance.

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Director of Human Capital & Compliance in BTN (2025 – present).
- Director of Human Capital, Compliance & Legal in BTN (March 2022 – 2025).
- Director of Compliance and Legal BTN (2021- March 2022).
- Human Capital Management Division Head BTN (2019 - 2021).
- Human Capital Management & Culture Specialist Division Head BTN (2017 - 2019).
- Human Capital Division Head BTN (2017).
- Corporate Secretary Division Head BTN (2015 - 2017).
- Acting Corporate Secretary Division Head BTN (2014 - 2015).

TAN JACKY CHEN

Director of Information Technology

Citizenship
Indonesian Citizen

Domicile
Tangerang, Indonesia

Age
42 years old as of December 2025.

Period of Office
March 26, 2025 – the 2030 General Meeting of Shareholders, First term

BTN Share Ownership
As of December 31, 2025, holds 724,135 shares/0.0051597%

Educational Background

- Bachelor (S1) in Information Technology, Bina Nusantara University, Jakarta (2005).
- Master (S2) in Management, Bina Nusantara University, Jakarta (2007).

Certification

Banking Risk Management Certification Level 7 by BNSP (2025).

Employment History

Legal Basis of Appointment

Appointed as Information Technology Director of the Company for the first time, effective March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) on September 1, 2025.

Concurrent Position

- Permanent Member of the BTN Information Technology Steering Committee
- Permanent Member of the BTN Risk Management Committee
- Permanent Member of the BTN Anti-Fraud Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the BTN A1 Talent Management Sub Committee
- Permanent Member of the BTN Risk Function RKK Committee A
- Permanent Member of the BTN Business Committee
- Permanent Member of the BTN ESG Committee
- Permanent Member of the BTN Integrated Risk Management Committee

The term of office in the Committee follows the term of office as Director of Information Technology.

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

- Director of Information Technology in BTN (2025 – present).
- Head of Digital Banking Product Development Division, PT Bank Tabungan Negara (Persero) Tbk (May 2024 – March 2025).
- Head of Digital Banking Division, PT Bank Tabungan Negara (Persero) Tbk (October 2021 – May 2024).
- Head of Digital Channel Division, PT Bank Tabungan Negara (Persero) Tbk (June 2021 – October 2021).
- Head of Digital Solution Department, PT Bank Mandiri (Persero) Tbk (May 2015 – June 2021).

VENDA YUNIARTI

Director of Treasury & International Banking

Citizenship
Indonesian Citizen

Domicile
East Jakarta, Indonesia

Age
45 years old as of December 2025.

Period of Office
March 26, 2025 – the 2030 General Meeting of Shareholders, First Term

BTN Share Ownership
As of December 31, 2025, does not hold any shares of BBTN

Educational Background

- Bachelor (S1) in Electrical Engineering, Sepuluh November Institute of Technology (ITS), Surabaya (2002).
- Master (S2) in Business Administration (Corporate Finance), The University of Texas at Austin (2023).

Certification

- Treasury Dealer Level 7 issued by ACI FMA Indonesia (2025).
- Banking Risk Management Certification Level 7 Issued by LSP LSPP (2025).

Employment History

Legal Basis of Appointment

Appointed as Treasury & International Banking Director of the Company for the first time, effective March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) on September 1, 2025

Concurrent Position

- Permanent Member of the BTN Asset and Liability Committee
- Permanent Member of the BTN Risk Management Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the BTN A1 Talent Management Sub Committee
- Permanent Member of the BTN Credit or Financing Policy Committee
- Permanent Member of the BTN Business Function RKK Committee A
- Permanent Member of the BTN Business Committee
- Permanent Member of the BTN ESG Committee
- Permanent Member of the BTN Integrated Risk Management Committee
- Permanent Member of the BTN Capital and Subsidiary Committee

The term of office in the Committee follows the term of office as Director of Treasury & International Banking.

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

- Director of Treasury & International Banking in BTN (2025 – present).
- Head of International Banking & Financial Institution Group, PT Bank Mandiri (Persero) Tbk (August 2023 – March 2025).
- General Manager, Bank Mandiri Hong Kong Branch, PT Bank Mandiri (Persero) Tbk (2020 – July 2023).
- Vice President of Liquidity & ALM, PT Bank Mandiri (Persero) Tbk (2015 – 2020).
- ALM Chief Dealer, PT Bank Mandiri (Persero) Tbk (2014).
- Chief Dealer of Spot Emerging Currencies, PT Bank Mandiri (Persero) Tbk (2013 – 2014).

HELMY AFRISA NUGROHO*

Director of Corporate Banking

Citizenship
Indonesian Citizen

Domicile
West Jakarta, Indonesia

Age
44 years old as of December 2025.

Period of Office
March 26, 2025 – the 2030 General meeting of Shareholders, First term

BTN Share Ownership
As of December 31, 2025, does not hold any shares of BBTN

Educational Background

- Bachelor (S1) in Food Technology, Bogor Agricultural University (IPB), Bogor (2003).
- Master (S2) in Management, Bogor Agricultural University (IPB), Bogor (2005).

Certification

Banking Risk Management Certification Level 7 issued by LSP LSPP (2025).

Employment History

Legal Basis of Appointment

Appointed as Corporate Director of the Company for the first time, effective March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS).

Concurrent Position

- Permanent Member of the BTN Asset and Liability Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the BTN A1 Talent Management Sub Committee
- Permanent Member of the BTN Credit or Financing Policy Committee
- Permanent Member of the BTN Business Function RKK Committee A
- Permanent Member of the BTN Business Committee

The term of office in the Committee follows the term of office as Director of Corporate Banking.

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

- Director of Corporate Banking in BTN (March 2025 – present)
- SVP Head of Improvement Project, PT Bank Mandiri (Persero) Tbk (January 2025 – March 2025)
- SVP Group Head of Corporate Banking 3 Group, PT Bank Mandiri (Persero) Tbk (September 2019 - January 2025)
- VP Head of Energy and Electricity Departement, PT Bank Mandiri (Persero) Tbk (June 2018 - September 2019)
- VP Head of Structured Finance and Syndication, PT Bank Mandiri (Persero) Tbk (January 2018 - May 2018)
- VP Head of Mining Departement, PT Bank Mandiri (Persero) Tbk (Maret 2016 – Januari 2018)

*Appointed at the Annual General Meeting of Shareholders held on March 26, 2025, and currently undergoing the Fit and Proper Test from FSA.

I NYOMAN SUGIRI YASA

Director of Operations

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
48 years old as of December 2025.

Period of Office
March 26, 2025 – the 2030 General Meeting of Shareholders, First Term

BTN Share Ownership
As of December 31, 2025, does not hold any shares of BBTN

Educational Background

- Bachelor (S1) in Mathematics, Bogor Agricultural University (IPB) (2000).
- Master (S2) in Business Administration (S2), Simon School of Business, University of Rochester (2010).

Certification

Banking Risk Management Certification Level 7 issued by BSMR (2025).

Employment History

Legal Basis of Appointment

Appointed as Operations Director of the Company for the first time effective March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) on July 25, 2025.

Concurrent Position

- Permanent Member of the BTN Information Technology Steering Committee
- Permanent Member of the BTN Risk Management Committee
- Permanent Member of the BTN Anti-Fraud Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the BTN A1 Talent Management Sub Committee
- Permanent Member of the BTN Credit or Financing Policy Committee
- Permanent Member of the BTN Risk Function RKK Committee A
- Permanent Member of the BTN Business Committee
- Permanent Member of the BTN ESG Committee

The term of office in the Committee follows the term of office as Director of Operations.

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

- Director of Operations in BTN (2025 – present).
- Senior Executive Vice President (SEVP) of Operations, PT Bank Rakyat Indonesia (Persero) Tbk (August 2023 – March 2025).
- Executive Vice President (EVP) of Application Management & Operations Division, PT Bank Rakyat Indonesia (Persero) Tbk (2020 – 2023).
- Executive VicePresident (EVP) of Technology Partnership Division, PT Bank Rakyat Indonesia (Persero) Tbk (August 2018 – 2019).
- Vice President (VP) of IT Strategy and Planning, PT Bank Rakyat Indonesia (Persero) Tbk (January 2018 – August 2018).

RULLY SETIAWAN

Director of Network & Retail Funding

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
48 years old as of December 2025.

Period of Office
March 26, 2025 – the 2030 General Meeting of Shareholders, First Term

BTN Share Ownership
As of December 31, 2025, does not hold any shares of BBTN

Educational Background

- Bachelor (S1) in Accounting Economics, Bandung School of Economics (STIE Bandung) (1999).
- Master (S2) in Integrated Micro Management, Padjajaran University, Bandung (2023).

Certification

Banking Risk Management Certification Level 7 issued by BSMR (2025).

Employment History

Legal Basis of Appointment

Appointed as Network & Funding Director of the Company for the first time, effective March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) on July 25, 2025.

Concurrent Position

- Permanent Member of the BTN Asset and Liability Committee
- Permanent Member of the BTN Risk Management Committee
- Permanent Member of the BTN Anti-Fraud Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the BTN A1 Talent Management Sub Committee
- Permanent Member of the BTN Business Function RKK Committee A
- Permanent Member of the BTN Business Committee
- Permanent Member of the BTN Transformation Steering Committee
- Permanent Member of the BTN Capital and Subsidiary Committee

The term of office in the Committee follows the term of office as Director of Network & Retail Funding.

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

- Director of Network & Retail Funding in BTN (2025 – present).
- Acting President Director, PT Mandiri Utama Finance (January 2025 - March 2025).
- Director of Finance & Risk Management, PT Mandiri Utama Finance (February 2024 - March 2025).
- Director of Finance & Business Relationship, PT Mandiri Utama Finance (April 2021 - February 2024).
- Senior Executive Vice President (SEVP) of Business Captive Bank Mandiri, PT Mandiri Utama Finance (November 2020 - April 2021).
- Senior Vice President, Group Head Corporate Secretary, PT Bank Mandiri (Persero) Tbk (March 2020 - October 2020).

HERMITA

Director of Commercial Banking

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
57 years old as of December 2025.

Period of Office
March 26, 2025 – the 2030 General Meeting of Shareholders, First Term

BTN Share Ownership
As of December 31, 2025, does not hold any shares of BBTN

Educational Background

- Bachelor (S1) in Law, Andalas University, Padang (1992).
- Master (S2) in Agribusiness Management, Bogor Agricultural University (IPB) (2003).

Certification

Banking Risk Management Certification Level 7 issued by BSMR (2025).

Employment History

Legal Basis of Appointment

Appointed as Commercial Banking Director of the Company for the first time effective March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) on July 25, 2025.

Concurrent Position

- Permanent Member of the BTN Asset and Liability Committee
- Permanent Member of the BTN Human Capital Committee
- Permanent Member of the BTN A1 Talent Management Sub Committee
- Permanent Member of the BTN Credit or Financing Policy Committee
- Permanent Member of the BTN Business Function RKK Committee A
- Permanent Member of the BTN Business Committee

The term of office in the Committee follows the term of office as Director of Commercial Banking.

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

- Director of Commercial Banking in BTN (2025 – present).
- Senior Executive Vice President (SEVP) of Consumer Banking, PT BPD Jatim Surabaya (June 2023 – March 2025).
- Senior Vice President (SVP) of Smart City, Business Optimization, PT Bank Negara Indonesia (Persero) Tbk (July 2021 – May 2023).
- SVP (Acting) of Head of Palembang Regional Office, PT Bank Negara Indonesia (Persero) Tbk (December 2022 – January 2023).
- Senior Vice President (SVP) of Align Corporate & Consumer Businesses (Institutional Relations Division), PT Bank Negara Indonesia (Persero) Tbk (February 2020 – July 2021).
- Senior Vice President (SVP) Head of Consumer Sales Division, PT Bank Negara Indonesia (Persero) Tbk (March 2018 – February 2020).

ANDI NIRWOTO*

Director of Information Technology

Citizenship
Indonesian Citizen

Domicile
Central Jakarta, Indonesia

Age
55 years old as of December 2025.

Period of Office
March 23, 2018 - January 11, 2023, First Period
January 11, 2023 – the 2025 General Meeting of Shareholders, Second Term

BTN Share Ownership
As of December 31, 2025, it has 2,818,561 shares/0.0200832%

Educational Background

- Bachelor (S1) in Engineering, Gadjah Mada University, Yogyakarta (1994).
- Master (S2) in Finance, Gadjah Mada University, Yogyakarta/ University of Lexington Kentucky, USA (1997).

Certification

Banking Risk Management Level 7 by BSMR (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since March 23, 2018 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on September 10, 2018. Subsequently, he was honorably dismissed and reappointed as Director of IT & Digital of the Company based on the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Company on January 11, 2023.

Concurrent Position

No concurrent position

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Director of Information Technology in BTN (March 2024 – 2025).
- Director of IT & Digital BTN (March 2022 - March 2024).
- Director of Operation, IT, and Digital Banking BTN (2019 - March 2022).
- Director of IT & Operation BTN (2018 - 2019)
- General Manager of Information Technology Operations PT Bank Negara Indonesia (Persero) Tbk (2017 - 2018).
- General Manager of Information Technology Solutions & Security Division PT Bank Negara Indonesia (Persero) Tbk (2015 - 2017).

*Ceased to serve since March 26, 2025.

ELISABETH NOVIE RISWANTI*

Director of Assets Management

Citizenship
Indonesian Citizen

Domicile
Cibubur, Indonesia

Age
58 years old as of December 2025.

Period of Office
August 29, 2019 - March 6, 2024, First Period
March 6, 2024 – 2025 GMS, Second Period

BTN Share Ownership
As of December 31, 2025, it has 2,231,500 shares/0.0159001%

Educational Background

Bachelor of Law, Gadjah Mada University, Yogyakarta (1991).

Certification

- Banking Risk Management Level 7 by BSMR (2024 Alignment).
- International Risk Management Refreshment & Wealth Management Certification Program by MMUGM and IBI (2022).

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since August 29, 2019 through the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Company and declared effective by the Financial Services Authority (FSA) since June 26, 2020. Subsequently honorably dismissed and reappointed as Director of Assets Management based on the decision of the Company's 2024 General Meeting of Shareholders on March 6, 2024.

Concurrent Position

No concurrent position

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Director of Assets Management in BTN (March 2022 - 2025).
- Director of Wholesale Risk and Asset Management BTN (2021 - March 2022).
- Director of Remedial and Wholesale Risk BTN (2019 - 2021)
- Director of Collection and Asset Management BTN (2019).
- Asset Management Division Head BTN (2017 - 2019).

*Ceased to serve since March 26, 2025.

JASMIN*

Director of Distribution and Institutional Funding

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
61 years old as of December 2025.

Period of Office
November 27, 2019 - March 6, 2024, First Period
March 6, 2024 – the 2025 General Meeting of Shareholders, Second Term

BTN Share Ownership
As of December 31, 2025, it has 1,362,830 shares/0.0097106%

Educational Background

- Bachelor (S1) in Economics, Gadjah Mada University, Yogyakarta (1988).
- Master (S2) in International Business, Gadjah Mada University, Yogyakarta (1998).

Certification

- Banking Risk Management Level 7 by BSMR (2024 Alignment).
- Public Risk Management and Treasury Dealer Level 5 (Refreshment 2022).
- Certified Wealth Manager by CWM (2021).

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since November 27, 2019 through the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Company and declared effective by the Financial Services Authority (FSA) since May 4, 2020. Subsequently honorably dismissed and reappointed as Director of Distribution and Institutional Funding based on the decision of the Company's 2024 General Meeting of Shareholders on March 6, 2024.

Concurrent Position

No concurrent position

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Director of Distribution and Institutional Funding (March 2024 – 2025).
- Director of Distribution and Funding BTN (March 2022 - March 2024).
- Director of Distribution and Retail Funding BTN (2019 - March 2022).
- SEVP Consumer & Transaction PT Bank Mandiri (Persero) Tbk (2018 - 2019).
- Regional CEO IV/JKT 2 PT Bank Mandiri (Persero) Tbk (2015 - 2018).
- Regional Manager IV-JKT PT Bank Mandiri (Persero) Tbk (2013 - 2015).

*Ceased to serve since March 26, 2025.

HAKIM PUTRATAMA*

Director of Operations & Customer Experience

Citizenship
Indonesian Citizen

Domicile
South Tangerang, Indonesia

Age
49 years old as of December 2025.

Period of Office
March 16, 2023 - 2025 GMS, First Period

BTN Share Ownership
As of December 31, 2025, owned 529,600 shares/0.0037736%

Educational Background

- Bachelor (S1) in International Relations, Padjadjaran University, Bandung (1998).
- Master (S2) in International Business, Aston University, England (2001).

Certification

Risk Management Level 7 by BSMR (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since March 16, 2023 through the Resolution of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on July 26, 2023.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Director of Operations and Customer Experience (March 2024 – 2025)
- Director of Institutional Banking BTN (March 2023 – March 2024).
- Head of International and Transaction Banking PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk (May 2022 – March 2023).
- Senior Vice President (SVP) Consumer Funding Retail Division PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk (2018 -2022).
- Senior Vice President (SVP) Corporate Secretary Division PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk (2015- 2018)
- Senior Vice President (SVP) Head of Marketing & Segment Offering PT Bank Commonwealth (2012 – 2015).

*Ceased to serve since March 26, 2025.

MUHAMMAD IQBAL*

Director of SME & Retail Funding

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
52 years old as of December 2025.

Period of Office
March 6, 2024 – the 2025 General Meeting of Shareholders, First Term

BTN Share Ownership
As of December 31, 2025, does not own BBTN shares

Educational Background

- Bachelor (S1) in Industrial Engineering, Bandung Institute of Technology, Bandung (1996).
- Master (S2) in General Management, IPMI International Business School, Jakarta (2005).
- Master (S2) in Business Administration, Monash University, Melbourne (2006).

Certification

Risk Management Level 7 by BSMR (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Director of the Company for the first time since March 6, 2024 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) since August 8, 2024.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Director of SME & Retail Funding in BTN (2024 - 2025).
- Director of Institutional Banking PT Bank Negara Indonesia (Persero) Tbk (2023 - March 2024).
- Director of Enterprise & Commercial Banking PT Bank Negara Indonesia (Persero) Tbk (2022-2023).
- Director of MSME Business PT Bank Negara Indonesia (Persero) Tbk. (2020- 2022).
- SVP Group Head Small & Medium Enterprise Banking PT Bank Mandiri (Persero) Tbk (August 2020 - September 2020).
- SVP Group Head Small Medium Enterprise & Micro Risk PT Bank Mandiri (Persero) Tbk (2017- 2020).

*Ceased to serve since March 26, 2025.

Directors Affiliation Relations

Table of Directors Affiliation Relations

Financial Relations, Family and Board of Directors Management															
Name	Position	Financial Relations With						Family Relations With						Management Relations*	
		Board of Commissioners*		Board of Directors*		Controlling Shareholders*		Board of Commissioners*		Board of Directors*		Controlling Shareholders*			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Nixon L. P. Napitupulu	President Director		✓		✓		✓		✓		✓		✓		✓
Oni Febriarto Rahardjo	Vice President Director		✓		✓		✓		✓		✓		✓		✓
Setiyo Wibowo	Director of Risk Management		✓		✓		✓		✓		✓		✓		✓
Hirwandi Gafar	Director of Consumer Banking		✓		✓		✓		✓		✓		✓		✓
Nofry Rony Poetra	Director of Finance & Strategy		✓		✓		✓		✓		✓		✓		✓
Eko Waluyo	Director of Human Capital & Compliance		✓		✓		✓		✓		✓		✓		✓
Tan Jacky Chen	Director of Information Technology		✓		✓		✓		✓		✓		✓		✓
Venda Yuniarti	Director of Treasury & International Banking		✓		✓		✓		✓		✓		✓		✓
Helmy Afrisa Nugroho**	Director of Corporate Banking		✓		✓		✓		✓		✓		✓		✓
I Nyoman Sugiri Yasa	Director of Operations		✓		✓		✓		✓		✓		✓		✓
Rully Setiawan	Director of Network & Retail Funding		✓		✓		✓		✓		✓		✓		✓
Hermita	Director of Commercial Banking		✓		✓		✓		✓		✓		✓		✓

* Directly or indirectly
** Appointed at the Annual General Meeting of Shareholders on March 26, 2026, and currently undergoing the Fit and Proper Test from FSA.

Education and/or Training of the Board of Directors

A description of the education and/or training of the Board of Directors during the financial year is presented in the Corporate Governance Chapter.

Changes in the Composition of Members of the Board of Directors and Reasons for the Changes

During 2025, there were changes to the composition of the Board of Directors. Changes in the composition of the Board of Directors were carried out based on the Company's needs. Changes in the composition of the Board of Directors are as follows:

Composition and Basis of Appointment of the Board of Directors Before the 2025 Annual GMS

The composition of the Board of Directors prior to the 2025 Annual General Meeting of Shareholders consisted of 11 (eleven) members, comprising 1 (one) President Director, 1 (one) Vice President Director, and 9 (nine) Directors. The composition and basis for the appointment of the members of the Board of Directors are presented in the table below:

Table of Composition and Basis of Appointment of the Board of Directors Before the 2025 Annual GMS

Nama	Position	Basis of Appointment	Period	Executor of the Fit and Proper Assessment	Effective Date
Nixon L. P. Napitupulu	President Director	- Annual GMS dated March 17, 2017 - Annual GMS dated March 10, 2021 - Annual GMS dated March 2, 2022 - Annual GMS dated March 16, 2023	Second	FSA	June 7, 2023
Oni Febriarto Rahardjo	Vice President Director	Annual GMS dated March 16, 2023	First	FSA	June 7, 2023
Andi Nirwoto	Director of Information Technology	- Annual GMS dated March 23, 2018 - Extraordinary GMS dated January 11, 2023	Second	FSA	September 10, 2018
Elisabeth Novie Riswanti	Director of Assets Management	- Extraordinary GMS on August 29, 2019 - Annual GMS on March 6, 2024	Second	FSA	June 26, 2020
Jasmin	Director of Distribution and Institutional Funding	- Extraordinary GMS on November 27, 2019 - Annual GMS on March 6, 2024	Second	FSA	May 4, 2020
Setiyo Wibowo	Director of Risk Management	- Extraordinary GMS on November 27, 2019 - Annual GMS on March 6, 2024	Second	FSA	July 3, 2020
Hirwandi Gafar	Director of Consumer	- Extraordinary GMS on November 27, 2019 - Annual GMS on March 6, 2024	Second	FSA	August 28, 2020
Nofry Rony Poetra	Director of Finance	Annual GMS on March 10, 2021	First	FSA	August 9, 2021
Eko Waluyo	Director of Human Capital, Compliance & Legal	Annual GMS on March 10, 2021	First	FSA	August 9, 2021
Hakim Putratama	Director of Operations & Customer Experience	Annual GMS on March 16, 2023	First	FSA	July 26, 2023
Muhammad Iqbal	Director of SME & Retail Funding	Annual GMS on March 6, 2024	First	FSA	August 8, 2024

Composition and Basis for Appointment of the Board of Directors After the 2025 Annual GMS

On March 26, 2025, the 2025 Annual General Meeting of Shareholders resolved as follows:

1. To ratify the honorable termination of the following individuals from their positions as members of the Company's board of Directors:
   a. Director of Operations and Customer Experience: Hakim Putratama
   b. Director of SME and Retail Funding: Muhammad Iqbal
2. To honorably dismiss the following individuals from their positions as members of the Company's Management:
   a. Director of Assets Management: Elisabeth Novie Riswanti
   b. Director of Distribution and Institutional Funding: Jasmin
   c. Director of Information Technology: Andi Nirwoto
3. To change the nomenclature of the positions of the members of the Company's Board of Directors as follows:
   a. Director of Operations and Customer Experience to Director of Operations
   b. Director of Consumer to Director of Consumer Banking
   c. Director of SME and Retail Funding to Director of Network & Retail Funding
   d. Director of Distribution and Institutional Funding to Director of Corporate Banking
   e. Director of Finance to Director of Finance & Strategy
   f. Director of Human Capital, Compliance, & Legal to Director of Human Capital & Compliance
   g. Director of Assets Management
   h. Director of Commercial Banking
   i. Director of Treasury & International Banking
4. To reassign the duties of the following individuals as members of the Company's Board of Directors:
   a. Hirwandi Gafar, previously as Director of Consumer, to become Director of Consumer Banking
   b. Nofry Rony Poetra, previously as Director of Finance, to become Director of Finance & Strategy
   c. Eko Waluyo, previously as Director of Human Capital, Compliance, & Legal, to become Director of Human Capital & Compliance
5. Appoint the following individuals as members of the Company's Management:
   a. Director of Operations: I Nyoman Sugiri Yasa
   b. Director of Treasury & International Banking: Venda Yuniarti
   c. Director of Network & Retail Funding: Rully Setiawan
   d. Director of Corporate Banking: Helmy Afrisa Nugroho
   e. Director of Commercial Banking: Hermita
   f. Director of Information Technology: Tan Jacky Chen

Accordingly, the composition of the Board of Directors after the 2025 Annual General Meeting of Shareholders comprises 12 (twelve) members, consisting of 1 (one) President Director, 1 (one) Vice President Director, and 10 (ten) Directors. The composition and basis for the appointment of the members of the Board of Directors are presented in the table below:

Table of Composition and Basis for Appointment of Board of Directors After the 2025 Annual GMS

Name	Position	Basis of Appointment	Period	Executor of the Fit and Proper Assessment	Effective Date
Nixon L. P. Napitupulu	President Director	- Annual GMS dated March 17, 2017 - Annual GMS dated March 10, 2021 - Annual GMS dated March 2, 2022 - Annual GMS dated March 16, 2023	Second	FSA	June 7, 2023
Oni Febriarto Rahardjo	Vice President Director	Annual GMS dated March 16, 2023	First	FSA	June 7, 2023
Setiyo Wibowo	Director of Risk Management	- Extraordinary GMS on November 27, 2019 - Annual GMS on March 6, 2024	Second	FSA	July 3, 2020
Hirwandi Gafar	Director of Consumer Banking	- Extraordinary GMS on November 27, 2019 - Annual GMS on March 6, 2024	Second	FSA	August 28, 2020
Nofry Rony Poetra	Director of Finance & Strategy	Annual GMS dated March 10, 2021	First	FSA	August 9, 2021
Eko Waluyo	Director of Human Capital & Compliance	Annual GMS dated March 10, 2021	First	FSA	August 9, 2021
Tan Jacky Chen	Director of Information Technology	Annual GMS dated March 26, 2025	First	FSA	September 01, 2025
Venda Yuniarti	Director of Treasury & International Banking	Annual GMS dated March 26, 2025	First	FSA	September 01, 2025
Helmy Afrisa Nugroho	Director of Corporate Banking	Annual GMS dated March 26, 2025	First	FSA	Still undergoing the Fit and Proper Assessment process
I Nyoman Sugiri Yasa	Director of Operations	Annual GMS dated March 26, 2025	First	FSA	July 25, 2025
Rully Setiawan	Director of Network & Retail Funding	Annual GMS dated March 26, 2025	First	FSA	July 25, 2025
Hermita	Director of Commercial Banking	Annual GMS dated March 26, 2025	First	FSA	July 25, 2025

BOARD OF COMMISSIONERS PROFILE

SURYO UTOMO

President Commissioner

Citizenship
Indonesian Citizen

Domicile
Bekasi, Indonesia

Age
56 years old as of December 2025.

Period of Office
March 26, 2025 – the closing of the annual General Meeting of Shareholders in 2030, First term

BTN Share Ownership
As of December 31, 2025, does not hold any shares of BBTN

Educational Background

- Bachelor (S1) in Accounting Economics, Diponegoro University, Semarang (1992).
- Bachelor (S1) in Law, Universitas Terbuka, Jakarta (2022).
- Master of Business Taxation (S2), University of Southern California (1998).
- PhD of Doctor of Philosophy (S3), Universiti Kebangsaan Malaysia (2019).

Certification

Banking Risk Management Level 6

Employment History

Legal Basis of Appointment

Serving as the President Commissioner of the Company for the first time since March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) as of June 26, 2025.

Concurrent Position

- Member of the Risk Monitoring Committee, PT Bank Tabungan Negara (Persero) Tbk (June 2025—present)
- Member of the Remuneration and Nomination Committee PT Bank Tabungan Negara (Persero) Tbk (June 2025—present)
- Head of the Agency for Technology, Information, and Financial Intelligence, Ministry of Finance of the Republic of Indonesia (May 2025 – present).
- Chairman of the Supervisory Board, National Central General Hospital (RSUPN) Dr. Cipto Mangunkusumo (October 2023 – present).

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Head of the Agency for Technology, Information, and Financial Intelligence, Ministry of Finance of the Republic of Indonesia (May 2025 – present).
- President Commissioner PT Bank Tabungan Negara (Persero) Tbk (March 2025 – present).
- Chairman of the Supervisory Board, National Central General Hospital (RSUPN) Dr. Cipto Mangunkusumo (October 2023 – present).
- Commissioner of PT Sarana Multi Infrastruktur (November 2019 – April 2025).
- Director General of Taxes, Ministry of Finance (November 2019 – May 2025).
- Commissioner of PT Sarana Multi Infrastruktur (November 2019 – April 2025).
- Senior Advisor to the Minister of Finance on Tax Compliance, Ministry of Finance of the Republic of Indonesia (July 2015 – October 2019).
- Director of Tax Extensification and Valuation, Ministry of Finance Ekstensifikasi (April 2015 – June 2015).
- Director of Tax Regulations I, Ministry of Finance of the Republic of Indonesia (April 2010 – October 2011).
- Head of Regional Office of the Directorate General of Taxes for Central Java I, Ministry of Finance of the Republic of Indonesia (April 2009 – April 2010).

DWI ARY PURNOMO*

Vice President Commissioner

Citizenship
Indonesian Citizen

Domicile
East Jakarta, Indonesia

Age
50 years old as of December 2025.

Period of Office
March 26, 2025 – the closing of the Annual general Meeting of Shareholders in 2030, First Term

BTN Share Ownership
As of December 31, 2025, does not own any shares of BBTN

Educational Background

- Bachelor (S1) in Accounting, Borobudur University, Jakarta (1996).
- Master (S2) in Law, University of Indonesia, Depok (2011).

Certification

Banking Risk Management Qualification Level 6 Certification

Employment History

Legal Basis of Appointment

Serving as the Vice President Commissioner of the Company for the first time since March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) as of June 26, 2025.

Concurrent Position

- Member of the Risk Monitoring Committee PT Bank Tabungan Negara (Persero) Tbk (June 2025—present)
- Member of the Remuneration and Nomination Committee PT Bank Tabungan Negara (Persero) Tbk (June 2025—present)
- Deputy for Finance and Risk Management – State-Owned Enterprises Regulation Agency of the Republic of Indonesia (May 2025 – present).

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Vice President Commissioner of BTN (March 2025 - present).
- Deputy for Finance and Risk Management, Ministry of State-owned Enterprises of the Republic of Indonesia (May 2025 – present).
- Assistant Deputy for Risk Management and Compliance, Ministry of State-Owned Enterprises of the Republic of Indonesia (January 2021 – May 2025).
- Commissioner - PT Pertamina EP (May 2024 – March 2025).
- Commissioner - PT Kimia Farma (April 2021 – June 2024).
- President Commissioner - PT Petrokimia Kayaku (January 2018 – April 2021).
- Director of Finance, Human Resources, & General Affairs - PT Petrokimia Gresik (Persero) (December 2017 – February 2021).
- Director of Finance, Human Resources, & General Affairs - PT Petrokimia Gresik (Persero) (December 2017 – February 2021).
- Acting Secretary - Ministry of State-Owned Enterprises of the Republic of Indonesia (January 2018 – January 2021).
- Assistant Deputy for SOE Leagl Services, Ministry of State-Owned Enterprises of the Republic of Indonesia (June 2016 – January 2018).
- Head of Division for Agro-Industry and Pharmaceutical Business I B - Ministry of State-Owned Enterprises of the Republic of Indonesia (October 2015 – June 2016).
- Head of Division for Plantation Business II - Ministry of State-Owned Enterprises of the Republic of Indonesia (May 2013 – October 2015).
- Head of Division for Service Business IIIa - Ministry of State-Owned Enterprises of the Republic of Indonesia (September 2013 – May 2014).
- Commissioner - PT Angkasa Pura I (Persero) (April 2013 – December 2017).
- Commissioner - PT Perkebunan Nusantara IX (January 2010 – September 2013).
- Head of Division for Administration and State-owned Enterprises Assets, Ministry of State-Owned Enterprises of the Republic of Indonesia (October 2010 – September 2013).
- Head of Subdivision for Organizationand Governance, Secretariat of the Ministry of State-Owned Enterprises of the Republic of Indonesia (June 2006 – October 2010).
- Acting Officer at the Deputy for Agro-Industry, Forestry, Paper, Printing, and Publishing Business Affairs, Ministry of State-Owned Enterprises of the Republic of Indonesia (January 2004 – June 2006).

* Resigned as of February 25, 2026 in connection with his appointment as a member of the Board of Directors of PT Asuransi Kerugian Jasa Raharja.

FAHRI HAMZAH

Commissioner

Citizenship
Indonesian Citizen

Domicile
Depok, Indonesia

Age
54 years old as of December 2025.

Period of Office
March 26, 2025 – the closing of the Annual General Meeting of Shareholders in 2030, First Term

BTN Share Ownership
As of December 31, 2025, does not own any shares of BBTN

Educational Background

Bachelor (S1) in Economics, University of Indonesia, Depok (1997).

Certification

Banking Risk Management Qualification Level 6 Certification

Employment History

Legal Basis of Appointment

Serving as a Commissioner of the Company for the first time since March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) as of December 17, 2025

Concurrent Position

- Member of the remuneration and Nomination Committee PT Bank Tabungan Negara (Persero) Tbk (June 2025—present)
- Vice Minister of Public Works and Public Housing of the Republic of Indonesia RI (October 2024 – present).

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Commissioner of BTN (March 2025 - present).
- Vice Minister of Public Works and Public Housing of the Republic of Indonesia (October 2024 – present).
- Vice Chairman of the House of Representatives of the Republic of Indonesia (2014 – 2019).
- Member of the House of Representatives of the Republic of Indonesia (2004 – 2014).
- President Director of CGN Consulting (2000 – 2004).
- Lectures in Extension Program, Economic Faculty, University of Indonesia (1996 – 1998).
- Staff to Director of Extension Program, Economic Faculty, University of Indonesia (1996 – 1998).

IDA NURYANTI

Independent Commissioner

Citizenship
Indonesian Citizen

Domicile
East Jakarta, Indonesia

Age
58 years old as of December 2025.

Period of Office
March 26, 2025 – the closing of the Annual General Meeting of Shareholders, First term

BTN Share Ownership
As of December 31, 2025, does not own any shares of BBTN

Educational Background

- Bachelor (S1) in Law, University of Sebelas Maret, Surakarta (1991).
- Master (S2) in Management, PPM School of Management, Jakarta (2005).

Certification

Banking Risk Management Qualification Level 6 Certification

Employment History

Legal Basis of Appointment

Serving as an Independent Commissioner of the Company for the first time since March 26, 2025, pursuant to the resolution of the Company's Annual General meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) as of October 9, 2025.

Concurrent Position

- Chairman and concurrently a member of the Remuneration and Nomination Committee, PT Bank Tabungan Negara (Persero) Tbk (June 2025—present)
- Member of the Audit Committee PT Bank Tabungan Negara (Persero) Tbk (June 2025—present)

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Independent Commissioner of BTN (March 2025 - present).
- Head of Human Resources Department, Bank Indonesia (January 2025 – March 2025).
- Head of Payment System Operations Department, Bank Indonesia (July 2022 –January 2025).
- Head of Strategic Procurement Department, Bank Indonesia (February 2020 – July 2022).
- Head of Payment System Policy Department, Bank Indonesia (September 2013 – February 2020).
- Deputy Head of Payment System Policy Department, Bank Indonesia (July 2002 – September 2013).
- Manager, Payment System Policy Department, Bank Indonesia (July 1999 – July 2002).
- Legal Analyst, Legal Department, Bank Indonesia (February 1993 – August 1999).

PIETRA MACHREZA PALOH

Independent Commissioner

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
55 years old as of December 2025.

Period of Office
March 26, 2025 – the closing of the Annual meeting of Shareholders in 2030, First Term

BTN Share Ownership
As of December 31, 2025, does not oen any shares of BBTN

Educational Background

- Extensive Class, Business Administration, West Coast University, USA (1994)
- Master of Business Administration, Woodburry University, USA (1999).

Certification

Banking Risk Management Qualification Level 6 Certification

Employment History

Legal Basis of Appointment

Serving as an Independent Commissioner of the Company for the first time since March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) as of August 15, 2025.

Concurrent Position

- Chairman and concurrently a member of the Audit Committee of PT Bank Tabungan Negara (Persero) Tbk (June 2025—present)
- Member of the Remuneration and Nomination Committee of PT Bank Tabungan Negara (Persero) Tbk (June 2025—present)

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Independent Commissioner of BTN (March 2025 - present).
- President Commissioner, PT Indo Tata Global Batam (June 2018 – May 2021).
- President Commissioner, PT Indo Berjaya Logistik, Batam (June 2018 – May 2021).
- Director Operations, PT Walinusa, Jakarta (October 2014 – February 2021).
- President Director, PT Transmega Energi Jakarta (August 2014 – March 2020).
- Corporate Secretary, Tanri Abeng and Son (TASON) Holding, Jakarta (April 2014 – September 2020).
- Community Development Director, PT Rindra Bara Utama Jakarta (March 2004 – May 2008).
- President Director, PT Panca Cipta Karsa, Jakarta (July 2002 – August 2013).
- Operation Director, Avstar Aviation Service Los Angeles California (January 2001 – June 2002).
- General Manager, Atlas Air Ground Handling Los Angeles Airport California (February 1997 – January 2001).

PANANGIAN SIMANUNGKALIT

Independent Commissioner

Citizenship
Indonesian Citizen

Domicile
East Jakarta, Indonesia

Age
65 years old as of december 2025.

Period of Office
March 26, 2025 – the closing of the Annual General Meeting of Shareholders in 2030, First Term

BTN Share Ownership
As of December 31, 2025deos not own any shares of BBTN

Educational Background

Bachelor (S1) in Civil Engineering, University of Sebelas Maret, Surakarta (1986).

Certification

Banking Risk Management Qualification Level 6 Certification

Employment History

Legal Basis of Appointment

Serving as an Independent Commissioner of the Company for the first time since March 26, 2025, pursuant to the resolution of the Company's Annual General Meeting of Shareholders (AGMS), and declared effective by the Financial Services Authority (FSA) as of August 15, 2025.

Concurrent Position

- Chairman and concurrently a Member of the Risk Monitoring Committee PT Bank Tabungan Negara (Persero) Tbk (June 2025 - present)
- Member of the Audit Committee of PT Bank Tabungan Negara (Persero) Tbk (June 2025 - present)
- Member of the Remuneration and Nomination of PT Bank Tabungan Negara (Persero) Tbk (June 2025 - present)
- Member of the Housing Task Force Team, Ministry of Housing and Settlement Areas (May 2024 - present)

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Independent Commissioner of BTN (March 2025 - present).
- Member of the Housing Task Force Team, Ministry of Housing and Settlement areas (May 2024 – present).
- Member of the Expert Council for Housing and Property (January 2023 – October 2024).
- Independent Consultant in Housing and Property, DKI Jakarta Provincial Government (September 2007 – September 2008).
- Special Staff for Housing Sector Policy, Ministry of Public Housing of the Republic of Indonesia (October 2004 – October 2009).
- Independent Consultant for Housing Sector and Property Expert, Indonesian Bank Restructuring Agency (IBRA) (August 2000 – April 2005).
- Member of the Advisory Team to the Minister of Housing of the Republic of Indonesia (October 1999 – October 2000).
- Chief Executive Officer, Yayasan Panangian School of Property (April 1998 – present).
- Chief Executive Officer, PT Penilai Arta Sedaya (April 1994 – March 2010).
- Chief Executive Officer, PT Panangian & Associates (November 1993 – October 2010).
- Director of Franchise Management for Housing Brokerage, PT Homes 21 Realty (October 1992 – October 1993).
- Project Supervision Manager, PT Satyatama Graha Tara (March 1986 – September 1992).
- Staff in Housing Development Division, PT Satyatama Graha Tara (February 1986 – September 1986).

DIDYK CHOIROEL*

Commissioner

Citizenship
Indonesian Citizen

Domicile
Tangerang, Indonesia

Age
54 years old as of December 2025.

Period of Office
January 7, 2026 – the closing of the Annual General Meeting of Shareholders in 2030, First Term

BTN Share Ownership
Does not own any shares of BBTN

Educational Background

- Bachelor (S1) in Public Administration, Mataram University, Mataram (1998).
- Master (S2) in Management, Sekolah Tinggi Ilmu Ekonomi (STIE Jakarta), Jakarta (2001)
- Master (S2) in Public Administration, Gadjah Mada University, Yogyakarta (2005)

Certification

-

Employment History

Legal Basis of Appointment

Serving as a Commissioner of the Company for the first time since January 7, 2026, pursuant to the resolution of the Company's Extraordinary General Meeting of Shareholders (EGMS), and declared effective following the completion of the Fit and Proper Test by the Financial Services Authority (FSA).

Concurrent Position

- Member of the Remuneration and Nomination Committee of PT Bank Tabungan Negara (Persero) Tbk (January 2026—present)
- Secretary General, Secretariat General, Ministry of Housing and Settlement Areas of the Republic of Indonesia (January 2025 – present)

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Commissioner of BTN (January 2026 - present).
- Secretary General, Secretariat General, Ministry of Housing and Settlement Areas of the Republic of Indonesia (January 2025 – present).
- Member of the Supervisory Board, dr. Ramelan Navy Hospital, Surabaya (2024 – 2025)
- Member of the Supervisory Board, State Asset Management Agency (2023 – 2024)
- Head of Regional Office, Directorate General of Treasury, East Java Province, Ministry of Finance of the Republic of Indonesia (May 2024 – January 2025);
- Secretary of the Directorate general Secretariat, Directorate general of Treasury, Ministry of Finance of the Republic of Indonesia (April 2021 – May 2025);
- Director, Directorate of State Cash Management, Directorate General of Treasury, Ministry of Finance of the Republic of Indonesia (September 2018 – April 2021);
- Member of the Supervisory Board, Darmais Cancer Hospital, Jakarta (2021 – 2022)
- Director, Directorate of Budget Implementation, Directorate General of Treasury, Ministry of Finance of the Republic of Indonesia (March 2017 – September 2018);
- Member of the Board of Commissioners of PT Perusahaan Pengelola Aset (Persero), (2018 – 2020)
- Head of Regional Office, Directorate General of Treasury, Riau Islands province, Ministry of Finance of the Republic of Indonesia (October 2015 – March 2017);
- Member of the Supervisory Board, Institute for Cooperative and MSME Marketing Services (LPPKUKM) (2016 – 2017).

* Appointed at the Extraordinary General Meeting of Shareholders held on January 7, 2026, and currently undergoing the Fit and Proper Test from FSA.

CHANDRA M. HAMZAH*

President Commissioner/Independent

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
58 years old as of December 2025.

Period of Office
November 27, 2019 - March 6, 2024, First Period
March 6, 2024 – GMS 2025, Second Period

BTN Share Ownership
As of December 31, 2025, does not own BBTN shares

Educational Background

Bachelor of Law, University of Indonesia (1995).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment)

Employment History

Legal Basis of Appointment

Served as President Commissioner and Independent Commissioner of the Company for the first time since November 27, 2019 through the decision of the Company's Extraordinary General Meeting of Shareholders (EGMS) and was declared effective by the Financial Services Authority (FSA) since May 4, 2020. Then reappointed on March 6, 2024 through the 2024 Annual General Meeting of Shareholders.

Concurrent Position

Co-Founder & Senior Partner of Assegaf Hamzah & Partners Law Firm (2012-present).

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- President Commissioner/Independent of BTN (2019 - 2025).
- President Commissioner of PT Perusahaan Listrik Negara (Persero) (2014 - 2015).
- Partner of Assegaf Hamzah & Partners Law Firm (2012 - present).
- Commissioner of the Corruption Eradication Commission (KPK) (2007 - 2011).
- Partner of Assegaf Hamzah & Partners Law Firm (2001 - 2007).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

IQBAL LATANRO*

Deputy Commissioner/Independent

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
67 years old as of December 2025.

Period of Office
March 10, 2021 - 2025 GMS, First Period

BTN Share Ownership
As of December 31, 2025, does not own BBTN shares

Educational Background

- Bachelor (S1) in Economics, Hasanuddin University, Makassar (1983).
- Master (S2) in Business Management, Hasanuddin University, Makassar (1998).

Certification

Banking Risk Management Level 7 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Deputy President Commissioner/ Independent of the Company for the first time since March 10, 2021 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on September 6, 2021.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Deputy President Commissioner/Independent of BTN (2021 - 2025).
- Commissioner of PT Bank Mandiri Taspen (2020 - 2021).
- Commissioner of PT Pemeringkat Efek Indonesia (2020 - 2021).
- President Director of PT Taspen (Persero) (2018 - 2020).
- President Commissioner of PT Taspen Properti Indonesia (2015 - 2020).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

ARMAND B. ARIEF*

Independent Commissioner

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
73 years old as of December 2025.

Period of Office
November 27, 2019 - March 6, 2024, First Period
March 6, 2024 – 2025 GMS, Second Period

BTN Share Ownership
As of December 31, 2025, does not own BBTN shares

Educational Background

- Bachelor (S1) Business Administration, Curry College, Milton Massachusetts, United States (1982).
- Master (S2) Business Administration, Suffolk University, Boston Massachusetts, United States (1995).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Independent Commissioner of the Company for the first time since November 27, 2019 through the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Company and was declared effective by the Financial Services Authority (FSA) since May 14, 2020. Then reappointed on March 6, 2024 through the 2024 Annual General Meeting of Shareholders.

Concurrent Position

No Concurrent Positions

Concurrent Position in Another Public Company

Independent Commissioner of PT Cardig Aero Services Tbk (2021-present).

Work Experience

- Independent Commissioner of PT Cardig Aero Services Tbk (2021 - present).
- Independent Commissioner of BTN (2019 - 2025).
- Independent Commissioner of PT Bank Royal Indonesia (2017 - 2018).
- Commissioner/Senior Consultant of Dunamis Organization Services (Franklin Covey USA Subsidiary (2016 - 2019).
- Member of the Financial Services Authority Panel Interviewer (2016 - 2017).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

SENTOT A. SENTAUSA*

Independent Commissioner

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
68 years old as of December 2025.

Period of Office
March 2, 2022 – 2025 GMS, First Period

BTN Share Ownership
As of December 31, 2025, does not own BBTN shares

Educational Background

- Bachelor (S1) Statistics, Padjadjaran University, Bandung (1985).
- Master (S2) Business Administration, Monash University, Australia (1995).

Certification

Banking Risk Management Level 7 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Independent Commissioner of the Company for the first time since March 2, 2022 through the Resolution of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) since August 8, 2022.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Independent Commissioner of BTN (2022 - 2025).
- President Commissioner of PT Jiwasraya (Persero) (2019 - 2020).
- President Commissioner of Mandiri Inhealth (2016 - 2019).
- Distribution Director of PT Bank Mandiri (Persero) Tbk (2015 - 2016).
- Risk Management Director of PT Bank Mandiri (Persero) Tbk (2006 - 2014).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

ADI SULISTYOWATI*

Independent Commissioner

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
58 years old as of December 2025.

Period of Office
6 March 6, 2024 – 2025 GMS, First Period

BTN Share Ownership
As of December 31, 2025 it does not own BBTN shares

Educational Background

Bachelor (S1) in Management Economics, Krisnadwipayana University, Jakarta (1986)

Certification

Banking Risk Management Level 7 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Independent Commissioner of the Company for the first time since March 6, 2024 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) since October 7, 2024.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Independent Commissioner of BTN (March 2024-2025)
- Vice President Director of PT Bank Negara Indonesia (Persero) Tbk (2020-March 2024)
- Director of Services and Network of PT Bank Negara Indonesia (Persero) Tbk (2020)
- Director of Institutional Relations of PT Bank Negara Indonesia (Persero) Tbk (2015-2020)
- Head of Network and Service Division of PT Bank Negara Indonesia (Persero) Tbk (2012-2015)

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

BAMBANG WIDJANARKO*

Independent Commissioner

Citizenship
Indonesian Citizen

Domicile
Bekasi, Indonesia

Age
62 years old as of December 2025.

Period of Office
March 6, 2024 – 2025 GMS, First Period

BTN Share Ownership
As of December 31, 2025, does not own BBTN shares

Educational Background

- Bachelor (S1) in Accounting, Brawijaya University, Malang (1988).
- Master (S2) in Business and Finance, International University of Japan, Japan (2000).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Independent Commissioner of the Company for the first time since March 6, 2024 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) since October 7, 2024.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Independent Commissioner of BTN (March 2024-2025)
- Deputy Commissioner for Supervision of Government and Sharia Banks OJK (2023)
- Deputy Commissioner for Supervision of Banking II OJK (2020-2023)
- Deputy Commissioner for Investigation, Organization and Human Resources OJK (2018-2020)
- Head of Regional Office 1 DKI Jakarta and Banten OJK (2016-2018)

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

ANDIN HADIYANTO*

Commissioner

Citizenship
Indonesian Citizen

Domicile
Bekasi, Indonesia

Age
60 years old as of December 2025.

Period of Office
November 27, 2019 - March 6, 2024, First Period
March 6, 2024 – 2025 GMS, Second Period

BTN Share Ownership
As of December 31, 2025, does not own BBTN shares

Educational Background

- Bachelor (S1) in Economics, Universitas Gadjah Mada, Yogyakarta (1989).
- Master (S2) in International Development, Nagoya University, Japan (1997).
- Doctor (S3) in International Development, Nagoya University, Japan (2000).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Commissioner of the Company for the first time since November 27, 2019 through the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Company and was declared effective by the Financial Services Authority (FSA) since July 10, 2020. Then reappointed on March 6, 2024 through the 2024 Annual General Meeting of Shareholders.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Head of the Financial Education and Training Agency (BPPK) and Acting President Director of the Education Fund Management Institute (LPDP), Ministry of Finance (2021-June 2025).
- Commissioner of BTN (2019-2025).
- Director General of Treasury, Ministry of Finance (2019-2021).
- Expert Staff on Macroeconomics and International Finance, Ministry of Finance (2018-2019).
- Executive Director, World Bank (2016-2018).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

HERRY TRISAPUTRA ZUNA*

Commissioner

Citizenship
Indonesian Citizen

Domicile
West Jakarta, Indonesia

Age
58 years old as of December 2025.

Period of Office
March 2, 2022 - 2025 GMS, First Period

BTN Share Ownership
As of December 31, 2025, has 879,300 shares or 0.0062653%

Educational Background

- Bachelor (S1) in Civil Engineering, Bandung Institute of Technology, Bandung (1992).
- Bachelor (S1) in Management, Padjajaran University, Bandung (1993).
- Master (S2) in Highway Systems and Engineering, Bandung Institute of Technology, Bandung (1994).
- Doctor (S3) in Civil Engineering, University of Indonesia, Depok (2016).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Commissioner of the Company for the first time since March 2, 2022 through the Resolution of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on October 11, 2022.

Concurrent Position

Road and Bridge Management Expert, Ministry of Public Works and Public Housing (2024-present).

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Road and Bridge Management Expert, Ministry of Public Works and Public Housing (2024 - present).
- BTN Commissioner (2022 - 2025).
- Director General of Public Works and Housing Infrastructure Financing, Ministry of Public Works and Public Housing (2021 - 2024).
- Director of Financing Strategy System Development, Ministry of Public Works and Public Housing (2019 - 2021).
- Commissioner of PT Wijaya Karya Beton Tbk (2017 - 2019).
- Head of the Indonesian Toll Road Regulatory Agency, Ministry of Public Works and Public Housing (2015 - 2019).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

HIMAWAN ARIEF SUGOTO*

Commissioner

Citizenship
Indonesian Citizen

Domicile
Depok, Indonesia

Age
62 years old as of December 2025.

Period of Office
March 2, 2022 - 2025 GMS, First Period

BTN Share Ownership
As of December 31, 2025, it has 879,300 shares or 0.0062653

Educational Background

- Bachelor (S1) in Civil Engineering, Bandung Institute of Technology, Bandung (1990).
- Master (S2) in Civil Engineering, University of Indonesia, Jakarta (2001).
- Doctor (S3) in Management and Business, Bogor Agricultural Institute, Bogor (2023).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Commissioner of the Company for the first time since March 2, 2022 through the Resolution of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on October 3, 2022.

Concurrent Position

No concurrent positions.

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Senior Advisor to the Minister of Agrarian Affairs and Spatial Planning/ Head of the National Land Agency for Land Economics (2023 - 2024).
- Commissioner of BTN (2022 - 2025).
- Secretary of the Land Bank Agency Committee (2021 - 2023).
- Commissioner of PT Rajawali Nusantara Indonesia (Food Holding) (2020 - 2022).
- Acting Director General of Land Acquisition and Land Development of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (2020 - 2021).
- Secretary General of the Commissioner of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (2018 - 2023).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

Affiliation of the Board of Commissioners

Table of Affiliation of the Board of Commissioners

Financial Relations, Family and Board of Commissioner Management															
Name	Position	Financial Relations With						Family Relations With						Management Relations*	
		Board of Relations Commissioners*		Board of Directors*		Controlling Shareholders*		Board of Relations Commissioners*		Board of Directors*		Controlling Shareholders*			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Suryo Utomo	President Commissioner		✓		✓		✓		✓		✓		✓		✓
Dwi Ary Purnomo**	Vice President Commissioner		✓		✓		✓		✓		✓		✓		✓
Fahri Hamzah	Commissioner		✓		✓		✓		✓		✓		✓		✓
Ida Nuryanti	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Pietra Machreza Paloh	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Panangian Simanungkalit	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Didyk Choiroel	Commissioner		✓		✓		✓		✓		✓		✓		✓

* Directly or indirectly.
** Resigned as of February 25, 2026 in connection with his appointment as a member of the Board of Directors of PT Asuransi Kerugian Jasa Raharja.

Education and/or Training of the Board of Commissioners

A description of the education and/or training of the Board of Commissioners during the Fiscal year is presented in the Corporate Governance Chapter.

Changes in the Composition of Members of the Board of Commissioners and Reasons for the Changes

During 2025, there was a change in the composition of the members of the Board of Commissioners. Changes in the composition of the members of the Board of Commissioners were made based on the needs of the Company. Changes in the composition of the members of the Board of Commissioners are as follows:

Composition and Basis for Appointment of the Board of Commissioners Before the 2025 Annual GMS

The composition of the Board of Commissioners prior to the 2025 Annual GMS was 9 (nine) members, consisting of 1 (one) President/Independent Commissioner, 1 (one) Deputy President/Independent Commissioner, 4 (four) Independent Commissioners, and 3 (three) Commissioners. The composition and basis for appointment of the Board of Commissioners can be seen in the table below:

Table of Composition and Basis for Appointment of the Board of Commissioners Prior to the 2025 Annual GMS

Name	Position	Basis of Appointment	Period	Executor of the Fit and Proper Assessment	Effective Date
Chandra M. Hamzah	President Commissioner/ Independent	Annual GMS on March 6, 2024	Second	FSA	May 4, 2020
Iqbal Latanro	Vice President Commissioner/ Independent	Annual GMS on March 10, 2021	First	FSA	September 6, 2021
Armand B. Arief	Independent Commissioner	Annual GMS on March 6, 2024	Second	FSA	May 14, 2020
Sentot A. Sentausa	Independent Commissioner	Annual GMS on March 2, 2022	First	FSA	August 8, 2022
Adi Sulistyowati	Independent Commissioner	Annual GMS on March 6, 2024	First	FSA	October 7, 2024
Bambang Widjanarko	Independent Commissioner	Annual GMS on March 6, 2024	First	FSA	October 7, 2024
Andin Hadiyanto	Commissioner	Annual GMS on March 6, 2024	Second	FSA	July 10, 2020
Herry Trisaputra Zuna	Commissioner	Annual GMS on March 2, 2022	First	FSA	October 11, 2022
Himawan Arief Sugoto	Commissioner	Annual GMS on March 2, 2022	First	FSA	October 3, 2022

Composition and Basis of Appointment of the Board of Directors After the 2025 Annual GMS

On March 26, 2025, the 2025 General Meeting of Shareholders decided to:

1. Honorably dismiss the following names as Company Managers:
   a. President Commissioner/Independent : Chandra M. Hamzah
   b. Vice President Commissioner/Independent : Iqbal Latanro
   c. Commissioner : Andin Hadiyanto
   d. Commissioner: Herry Trisaputra Zuna
   e. Commissioner Independen : Bambang Widjanarko
   f. Commissioner Independen : Armand B. Arief
   g. Commissioner Independen : Adi Sulistyowati
   h. Commissioner : Himawan Arief Sugoto
   i. Commissioner Independen : Sentot A. Sentausa
2. Appoint the following names as the Company's Management:
   a. President Commissioner : Suryo Utomo
   b. Vice President Commissioner : Dwi Ary Purnomo
   c. Independent Commissioner : Ida Nuryanti
   d. Commissioner : Fahri Hamzah
   e. Independent Commissioner : Pietra Machreza Paloh
   f. Independent Commissioner : Panangian Simanungkalit

Thus, the composition of the Board of Commissioners after the 2025 Annual GMS was 6 (six) people consisting of 1 (one) President Commissioner, 1 (one) Vice President Commissioner, 3 (three) Independent Commissioners, and 1 (one) Commissioner. The composition and basis of appointment of the Board of Commissioners can be seen in the table below:

Table of Composition and Basis of Appointment of the Board of Directors after the 2025 Annual GMS

Name	Position	Basis of Appointment	Period	Executor of the Fit and Proper Assessment	Effective Date
Suryo Utomo	President Commissioner	Annual GMS on March 26, 2025	First	FSA	June 26, 2025
Dwi Ary Purnomo	Vice President Commissioner	Annual GMS on March 26, 2025	First	FSA	June 26, 2025
Fahri Hamzah	Commissioner	Annual GMS on March 26, 2025	First	FSA	December 17, 2025
Ida Nuryanti	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	October 9, 2025
Pietra Machreza Paloh	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	August 15, 2025
Panangian Simanungkalit	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	August 15, 2025

Composition and Basis of Appointment of The Board of Commissioners After The 2026 Extraordinary GMS

On January 7, 2026, the 2026 Extraordinary General Meeting of Shareholders decided to appoint Didyk Choiroel as a Commissioner of the Company. Therefore, the composition of the Board of Commissioners after the 2025 Annual GMS was 9 (nine) people consisting of 1 (one) President Commissioner/Independent, 1 (one) Vice President Commissioner/Independent, 4 (four) Independent Commissioners, and 2 (two) Commissioners. The composition and basis of appointment of the Board of Commissioners can be seen in the table below:

Table of Composition and Basis of Appointment of the Board of Commissioners After the 2026 Extraordinary GMS

Name	Position	Basis of Appointment	Period	Executor of the Fit and Proper Assessment	Effective Date
Suryo Utomo	President Commissioner	Annual GMS on March 26, 2025	First	FSA	June 26, 2025
Dwi Ary Purnomo*	Vice President Commissioner	Annual GMS on March 26, 2025	First	FSA	June 26, 2025
Fahri Hamzah	Commissioner	Annual GMS on March 26, 2025	First	FSA	December 17, 2025
Ida Nuryanti	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	October 9, 2025
Pietra Machreza Paloh	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	August 15, 2025
Panangian Simanungkalit	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	August 15, 2025
Didyk Choiroel	Commissioner	Extraordinary GMS on January 7, 2026	First	FSA	Still in the process of the Fit and Proper Test

* Resigned as of February 25, 2026 in connection with his appointment as a member of the Board of Directors of PT Asuransi Kerugian Jasa Raharja.

SHARIA SUPERVISORY BOARD PROFILE

Prof. Dr. H. MUHAMMAD QURAISH SHIHAB, M.A.*

Chairman of the Sharia Supervisory Board

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
82 years old as of December 2025.

Period of Office
March 23, 2018 - 2023 GMS, First Period
March 16, 2023 - 2028 GMS, Second Period

BTN Share Ownership
As of December 31, 2025, does not own BBTN shares

Educational Background

- Bachelor (S1) in Tafsir and Hadith from Al-Azhar University, Cairo, Egypt (1967).
- Postgraduate (S2) in Tafsir and Hadith from Al-Azhar University, Cairo, Egypt (1969).
- Doctorate (S3) in Tafsir and Hadith from Al-Azhar University, Cairo, Egypt (1982).

Certification

Ijtima'Sanawi & DPS Annual Meeting IX (2024).

Employment History

Legal Basis of Appointment

Served as Chairman of the Sharia Supervisory Board for the first time through the results of the Company's Annual General Meeting of Shareholders (AGM) on March 23, 2018 and declared effective by the Financial Services Authority (FSA) since January 10, 2019. Then reappointed as Chairman of the Sharia Supervisory Board for the second time at the 2023 General Meeting of Shareholders on March 16, 2023.

Concurrent Position

No concurrent position.

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Chairman of the BTN Sharia Supervisory Board (2018 - 2025).
- Founder and Member of the Council of Muslim Elders (2014 - present).
- Member of the Eminent Person Group Indonesia Malaysia Person Group Indonesia Malaysia (2010).
- Ambassador Extraordinary and Plenipotentiary of Arabia, Egypt and Djibouti (1998 - 2002).
- Minister of Religious Affairs of the Republic of Indonesia (1998).
- Member of the National Research Council (1995 - 1999).
- Member of the National Accreditation Board (1994 - 1998).
- Director of Ulama Cadre Development MUI (1994 - 1997).
- Member of DPS Bank Muamalat (1992 - 1999).
- Rector of IAIN Syarif Hidayatullah (1992 - 1998).
- Member of the Pentashih Al-Qur'an, Ministry of Religious Affairs of the Republic of Indonesia (1989 - present).
- Member of the National Education Advisory Board (1988 - 1996).
- Member of the MPR-RI for the 1982-1987 period and the period (1987 - 2002).
- Chairman of the Central Indonesian Ulema Council (MUI) (1985 - 1998).
- Vice Chancellor of IAIN Alauddin (1974 - 1980).
- Assistant Leader of the Coordinator of the East Indonesian Police in the Mental Field (1973 - 1975).
- Coordinator of Private Islamic Higher Education Institutions throughout East Indonesia (Kopertis East Region) (1967 - 1980).

* Resigned as of November 4, 2025 and effective as of December 22, 2025.

MOHAMAD BAGUS TEGUH PERWIRA, Lc, M.A.*

Member of the Sharia Supervisory Board

Citizenship
Indonesian Citizen

Domicile
Bekasi, Indonesia

Age
47 years old as of December 2025.

Period of Office
March 10, 2021 – 2026 GMS, First Period.

BTN Share Ownership
As of December 31, 2025, does not own BBTN shares

Educational Background

- Bachelor (S1) from the Faculty of Islamic Studies, Al-Azhar University, Cairo-Egypt (1999).
- Postgraduate (S2) Islamic Economics Study Program, UIN Syarif Hidayatullah – Jakarta (2007).

Certification

Domestic

- Certified Financial Planner (CFP®)-FPSB (2010).
- Qualified Wealth Planner (QWP)-FPSB Global (2011).
- Sharia Supervisory Board Certification of Financing Companies-DSN-MUI and OJK (2015).
- Sharia Supervisor Competency Certification - Professional Certification Institute-Indonesian Ulema Council (LSPMUI) (2016).
- Sharia Supervisor Competency Certification - BNSP (2017)
- Capital Market Sharia Expert (ASPM)–OJK (2021).
- Sharia Supervisor Competency Certification-BNSP (2023).
- Risk Management Certification Training Level 6 (2025)
- Pre-Ijtima'Sanawi & Ijtima'Sanawi Annual Meeting of DPS X-DSN-MUI (2025).

Overseas:

- Islamic Economic-ICMI Orsat Cairo-Cairo, Egypt (1997).
- Islamic Banking Practice-Syahata Consulting-Cairo, Egypt (1998).
- Islamic Banking Training for Regulator-Al Huda Center of Islamic Banking & Economics-Dubai, UAE (2023).
- Durham Islamic Finance Summer School 2025-Durham University Business School-Durham, UK (2025).

Employment History

Legal Basis of Appointment

Served as a Member of the Sharia Supervisory Board for the first time since the results of the Company's Annual General Meeting of Shareholders (AGMS) dated March 10, 2021 and declared effective by the Financial Services Authority (FSA) since June 2, 2021.

Concurrent Position

- Chairman of the Sharia Supervisory Board of PT Manulife Asset Management Indonesia (2022 - present).
- Deputy Secretary of the Daily Executive Board, National Sharia Council-Indonesian Ulema Council (2020 - present).

Concurrent Position in Another Public Company

Member of the Sharia Supervisory Board of PT OCBC NISP Tbk. (2009-present).

Work Experience

- Chairman of the Sharia Supervisory Board of PT Manulife Asset Management Indonesia (2022 - present).
- Member of the Sharia Supervisory Board of PT Bank Tabungan Negara, Tbk (Persero) (2021 - present).
- Deputy Secretary of the Daily Executive Board of DSN-MUI (2020 - present).
- Member of the Sharia Supervisory Board of PT Bank Maybank Indonesia Tbk. (2020 -2024).
- Chairman of the Sharia Supervisory Board of DPLK BRI (2018 - 2019).
- Chairman of the Sharia Supervisory Board of PT Aberdeen Standard Investment Indonesia (2015 - 2021).
- Member and Secretary of the Capital Market Division of the Daily Executive Board of the DSN-MUI (2015 - 2020)
- Chairman of the Sharia Supervisory Board of PT Indosurya Asset Management (2015 - 2017).
- Member of the Sharia Supervisory Board of PT OCBC NISP Tbk. (2009 - present).
- Member of the Sharia Supervisory Board of PT Schroder Investment Management Indonesia (2009 - 2022).
- Head Planner Consultant of PT Quantum Magna (2007 - 2014).
- Consultant of PT Batasa Tazkia (2004 - 2009).
- Business Development Management at KAB Consulting (2003 - 2004).
- Office Manager at the Islamic Economic Community (2002 - 2004).
- Training Manager of the International Institute of Islamic Thought (IIIT) Indonesia (2001 - 2002).
- Assistant Rector at the Islamic University of '45 Bekasi (February 2000 - September 2000).

* Ceased to serve as a member of the Sharia Supervisory Board in connection with the separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk to PT Bank Syariah Nasional.

MUHAMMAD FAIZ, Lc, M.A.*

Member of the Sharia Supervisory Board

Citizenship
Indonesian Citizen

Domicile
Jakarta, Indonesia

Age
51 years old as of December 2025.

Period of Office
November 29, 2023 - GMS 2028, first period

BTN Share Ownership
As of December 31, 2025, does not own BBTN shares

Educational Background

- Bachelor (S1) Faculty of Sharia Islamic University of Madinah, Saudi Arabia (1997)
- Master (S2) Faculty of Daarul Ulum Cairo University, Egypt (1999)

Certification

- Sharia Supervisory Board Certification Level 2 (2013).
- Sharia Supervisory Board Certification Level 1 (2008).

Employment History

Legal Basis of Appointment

Served as a Member of the Sharia Supervisory Board following the Deed of Statement of Decisions of the Board of Commissioners Meeting No. 24 dated December 15, 2023 and declared effective based on the Letter of the Financial Services Authority (FSA) No. S-267/PB.02/2023 since October 18, 2023.

Concurrent Position

- Chairman of the Indonesian Ulema Council (MUI) for DKI Jakarta Province (2024-2029)
- Executive Board (PB) Nahdlatul Ulama (2022-present).
- Chairman of the Sharia Supervisory Board of PT Bank Tabungan Pensiunan Nasional (BTPN) Syariah (2017-present)
- Chairman of the Sharia Supervisory Board of PT Indomobil Multi Finance Indonesia Syariah (2012-present)
- Deputy Secretary of the MUI Fatwa Commission (2010-present).
- Deputy Management of PP Daarul Rahman (2008-present).

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Chairman of the Indonesian Ulema Council (MUI) for DKI Jakarta Province (2024 - 2029)
- Member of the Sharia Supervisory Board of PT Bank Tabungan Negara, Tbk (Persero) (2023 - present).
- Executive Board (PB) of Nahdlatul Ulama (2022 - present).
- Deputy Rais PW Nahdlatul Ulama DKI Jakarta (2021 - 2022).
- Chairman of the Sharia Supervisory Board of PT Bank Tabungan Pensiunan Nasional (BTPN) Syariah (2017-present).
- Chairman of the Sharia Supervisory Board of the Sharia Business Unit of PT Bank Permata, Tbk. (2014 - present).
- Chairman of the Sharia Supervisory Board of PT Indomobil Multi Finance Indonesia Syariah (2012 - present).
- Deputy Secretary of the MUI Fatwa Commission (2010 - present).
- Member of the Sharia Supervisory Board of the Sharia Business Unit of PT Bank Permata, Tbk. (2008 - 2014).
- Deputy Management of PP Daarul Rahman (2008 - present).

* Ceased to serve as a member of the Sharia Supervisory Board in connection with the separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk to PT Bank Syariah Nasional.

Affiliation of the Sharia Supervisory Board

Table of Affiliation of the Sharia Supervisory Board

Financial Relations, Family, and Management of the Sharia Supervisory Board															
Name	Position	Financial Relations With						Family Relations With						Management Relations*	
		Board of Relations Commissioners*		Board of Directors*		Controlling Shareholders*		Board of Relations Commissioners*		Board of Directors*		Controlling Shareholders*			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Prof. Dr. H. Muhammad Quraish Shihab, MA	Chairman of the Sharia Supervisory Board		✓		✓		✓		✓		✓		✓		✓
Mohamad Bagus Teguh Perwira, Lc, MA	Member of the Sharia Supervisory Board		✓		✓		✓		✓		✓		✓		✓
Muhammad Faiz, Lc, MA	Member of the Sharia Supervisory Board		✓		✓		✓		✓		✓		✓		✓

* Directly or indirectly.

Education and/or Training for the Sharia Supervisory Board

The description of the education and/or training of the Sharia Supervisory Board during the financial year is presented in the Corporate Governance chapter.

Changes in the Composition of Members of the Sharia Supervisory Board and the Reasons for The Change

During 2025, there were changes to the composition of the Sharia Supervisory Board. Changes to the Sharia Supervisory Board were made based on the Company's needs. The composition and basis for nomination of the Sharia Supervisory Board were as follows:

Composition and Basis for Nomination of the Sharia Supervisory Board for January 1, 2025 - November 22, 2025

The Sharia Supervisory Board consists of 3 (three) members: 1 (one) Chairman and 2 (two) members. The composition and basis for appointment of the Sharia Supervisory Board are shown in the table below:

Table of Composition and Basis of Appointment of the Sharia Supervisory Board

Name	Position	Basis of Appointment	Period	Executor of the Fit and Proper Assessment	Effective Date
Prof. Dr. H. Muhammad Quraish Shihab, MA	Chairman	• Annual GMS on March 23, 2018 • Annual GMS on March 16, 2023	Second	FSA	• January 10, 2019 • March 16, 2023
Mohamad Bagus Teguh Perwira, Lc, MA	Member	Annual General Meeting of Shareholders on March 10, 2021	First	FSA	June 2, 2021
Muhammad Faiz, Lc, MA	Member	OJK Decree on October 18, 2023	First	FSA	November 29, 2023

Composition and Basis for Nomination of the Sharia Supervisory Board for November 22, 2025 - Present

On November 4, 2025, Prof. Dr. H. Muhammad Quraish Shihab, MA, resigned as Chairman of the Sharia Supervisory Board, effective December 22, 2025. Furthermore, in connection with the approval of the Separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk by transferring its rights and obligations to PT Bank Syariah Nasional from the Financial Services Authority (OJK), the business permits of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk was revoked. Consequently, the members of the Sharia Supervisory Board, Muhammad Faiz, Lc, MA, and Mohamad Bagus Teguh Perwira, Lc, MA, did not serve as members of the Company's Sharia Supervisory Board anymore.

PROFILE OF **EXECUTIVE OFFICES**

Senior Executive Vice President

Benjamen Sihombing

SEVP Assets Management

Indonesian Citizen,
(55 years old as of December 2025)
Bekasi, Indonesia

Educational Background

Bachelor (S1) in Management from North Sumatra University (1993).

Certification

Banking Risk Management Certification Level 6

Work Experience

- SEVP Asset Management BTN (2025 – present).
- Commercial Asset Management Division Head - PT Bank Tabungan Negara (Persero) Tbk (June 2025 – August 2025).
- Regional Office Head of West Java Regional Office - PT Bank Tabungan Negara (Persero) Tbk (May 2024 – June 2025).
- Head of Regional Office 1 - PT Bank Tabungan Negara (Persero) Tbk (July 2022 – May 2024).
- Commercial Asset Management Division Head - PT Bank Tabungan Negara (Persero) Tbk (February 2021 – June 2022).
- Acting Commercial Risk Division Head - PT Bank Tabungan Negara (Persero) Tbk (June 2020 – January 2021).
- Team Leader, SOE & Government Institution Division of PT Bank Negara Indonesia (Persero) Tbk (2013 – 2016).

Concurrent Positions

- Non-Permanent Member of BTN Risk Management Committee
- Non-Permanent Member of BTN Integrated Risk Management Committee
- Permanent Member of BTN Asset and Liability Committee
- Non-Permanent Member of BTN Credit or Financing Policy Committee
- Permanent Member of BTN Human Capital Committee
- Non-Permanent Member of BTN Information Technology Steering Committee
- Non-Permanent Member of BTN Transportation Steering Committee related to Human Capital Organization & GRC
- Non-Permanent Member of BTN Transformation Steering Committee related to IT, Digital & Network
- Non-Permanent Member of BTN Transformation Steering Committee related to Business Process Improvement (BPI)
- Non-Permanent Member of BTN Business Committee
- Non-Permanent Member of BTN Environmental, Social and Governance (ESG) Committee
- Non-Permanent Member of BTN Capital and Subsidiary Committee

Legal Basis of Appointment

Served as SEVP of the Company for the first time since September 1, 2025 based on the Decree of the Company's Board of Directors Number 1844/2025 dated September 1, 2025.

BTN Share Ownership

As of December 31, 2025, owned 925,059 shares/0.0065914%

Thomas Wahyudi

SEVP Digital Business

Indonesian Citizen,
(52 Years Old As of December 2024)
Tangerang Regency, Indonesia

Educational Background

- Bachelor (S1) in Economics, Atma Jaya University, Yogyakarta (1995).
- Masters (S2) in Management, Pelita Harapan University, Jakarta (2023).

Certification

Banking Risk Management Certification Level 7

Work Experience

- SEVP Digital Business BTN (June 2024 – present).
- Group Head Transaction Banking Retail Sales PT Bank Mandiri (Persero) Tbk (2016-2024).
- Commissioner of PT Mitra Transaksi Indonesia (2020 - 2024).
- Plt. Reg. Transaction Banking Head Jakarta PT Bank Mandiri (Persero) Tbk (April 2016-September 2016).
- VP Electronic Banking Business Development PT Bank Mandiri (Persero) Tbk (2011 - March 2016).
- Commissioner PT Mitra Transaksi Indonesia (2020 - present).
- President Commissioner PT Digital Artha Media (2018 - 2020).
- Electronic Channel Head - PT Bank OCBC NISP (2005 - 2011).
- Assistant Manager Electronic Banking Division - PT Bank Central Asia Tbk (1997-2005).

Concurrent Positions

- Non-Permanent Member of BTN Risk Management Committee
- Non-Permanent Member of BTN Integrated Risk Management Committee
- Permanent Member of BTN Asset and Liability Committee
- Non-Permanent Member of BTN Credit or Financing Policy Committee
- Permanent Member of BTN Human Capital Committee
- Permanent Member of BTN Information Technology Steering Committee
- Non-Permanent Member of BTN Transportation Steering Committee related to Human Capital Organization & GRC
- Permanent Member of BTN Transformation Steering Committee related to IT, Digital & Network
- Non-Permanent Member of BTN Transformation Steering Committee related to Business Process Improvement (BPI)
- Permanent Member of BTN Business Committee
- Non-Permanent Member of BTN Environmental, Social and Governance (ESG) Committee
- Non-Permanent Member of BTN Capital and Subsidiary Committee

Legal Basis of Appointment

Served as SEVP of the Company for the first time since April 1, 2024 based on the Decree of the Company's Board of Directors Number 374/DIR/2024 dated April 1, 2024.

BTN Share Ownership

As of December 31, 2025, owned 268,500 shares/0.0019132%

Henri Ari Wibawa

SEVP Credit Risk

Indonesian Citizen,
(54 years old as of December 2025)
Jakarta, Indonesia

Educational Background

Bachelor (S1) in Agricultural Engineering from Gajah Mada University (1996).

Certification

Banking Risk Management Certification Level 6

Work Experience

- SEVP Credit Risk BTN (2025 – present).
- Wholesale Credit Risk Division Head - PT Bank Tabungan Negara (Persero) Tbk (August 2023 - August 2025).
- Commercial Risk Division Head - PT Bank Tabungan Negara (Persero) Tbk (February 2021 - July 2023).
- Branch Manager at Jakarta Cawang - PT Bank Tabungan Negara (Persero) Tbk (May 2020 - January 2021).
- Branch Manager at Ciputat Branch Office - PT Bank Tabungan Negara (Persero) Tbk (August 2018 – April 2020).
- Commercial Loan II Department Head - PT Bank Tabungan Negara (Persero) Tbk (June 2017 – July 2018).

Concurrent Positions

- Non-Permanent Member of BTN Risk Management Committee
- Non-Permanent Member of BTN Integrated Risk Management Committee
- Non-Permanent Member of BTN Asset and Liability Committee
- Permanent Member of BTN Credit or Financing Policy Committee
- Permanent Member of BTN Human Capital Committee
- Non-Permanent Member of BTN Information Technology Steering Committee
- Non-Permanent Member of BTN Transportation Steering Committee related to Human Capital Organization & GRC
- Non-Permanent Member of BTN Transformation Steering Committee related to IT, Digital & Network
- Non-Permanent Member of BTN Transformation Steering Committee related to Business Process Improvement (BPI)
- Non-Permanent Member of BTN Business Committee
- Non-Permanent Member of BTN Environmental, Social and Governance (ESG) Committee
- Non-Permanent Member of BTN Capital and Subsidiary Committee

Legal Basis of Appointment

Served as SEVP of the Company for the first time since September 1, 2025 based on the Decree of the Company's Board of Directors Number 1843/2025 dated September 1, 2025.

BTN Share Ownership

As of December 31, 2025, owned 104,469 shares/0.0007444%

Profile of Officers One Level Under the Board of Directors

Hendratno Tri Wibowo

Internal Audit Division Head

Indonesian Citizen,
(51 years old)
South Tangerang, Indonesia

Period of Office

Served since: July 26, 2021

Legal Basis of Appointment

SK No. 642/DIR/2021

Educational Background

- Diploma (D3) in Accounting from the State Accountancy College (STAN) (1995).
- Bachelor (S1) in Accounting from the University of Indonesia (1998).
- Master (S2) in Accounting from the University of Queensland (2003).

Work Experience

- 2021 served as Head of Internal Audit Division of the Company.
- 2020 served as Post Mortem & Forensic Audit Division Head at Indonesia Exim Bank.
- 2011 served as Fraud Risk Management Division Head at Indonesia Exim Bank.

Description: The complete profile can be seen in the Corporate Governance chapter.

Nur Khasanah

Treasury Division Head

Indonesian Citizen,
(53 years old)
Central Jakarta, Indonesia

Period of Office

Served since: July 8, 2024

Legal Basis of Appointment

SK No. 630/DIR/2024

Educational Background

Bachelor (S1) in Accounting from the Islamic University of Indonesia (1994)

Work Experience

- 2024 served as PJ Treasury Division Head.
- 2022 served as Deputy Division Head
- 2021 served as Trading Department Head
- 2019 served as Market & Reserve Management Dept Head
- 2017 served as Trading Management Department Head

Farida Andriani W.

Marketing Communication Division Head

Indonesian Citizen,
(55 years old)
Jakarta, Indonesia

Period of Office

Served since: April 14, 2023

Legal Basis of Appointment

SK No. 230/DIR/2023

Educational Background

Bachelor (S1) in Agriculture from Jenderal Soedirman University (1994).

Work Experience

- 2023 served as Marketing Communication Division Head
- 2020 served as Branding & Product Marketing Department Head

Ramon Armando

Corporate Secretary Division Head

Indonesian Citizen,
(51 years old)
Jakarta, Indonesia

Period of Office

Served since: April 14, 2023

Legal Basis of Appointment

SK No. 230/DIR/2023

Educational Background

Master of Commerce from The University of Sydney (1998).

Work Experience

- 2023 served as Corporate Secretary Division Head
- 2020 served as Marketing Communication Division Head
- 2020 concurrently served as Digital Channel Division Head

Description: The complete profile can be seen in the Corporate Governance chapter.

Eka Savitri

Acting Investor Relation & Research Division Head

Indonesian Citizen,
(42 years old)
Tangerang, Indonesia

Period of Office

Served since: October 1, 2025

Legal Basis of Appointment

SK No. 2260/2025

Educational Background

Master (S2) in Accounting from University of Illinois at Urbana Champaign (2009).

Work Experience

- 2025 served as acting Investor Relations & Research Division Head.
- 2023 served as Investor Relations Department Head.

Rahmayati

Human Capital Management Division Head

Indonesian Citizen,
(52 years old)
Jakarta, Indonesia

Period of Office

Served since: February 14, 2022

Legal Basis of Appointment

SK No. 124/DIR/2022

Educational Background

- Bachelor (S1) in Civil Engineering from Hasanuddin University (1996).
- Master (S2) in Business Administration from Bandung Institute of Technology (2012).

Work Experience

- 2022 served as Human Capital Management Division
- 2021 served as Sharia Funding & Treasury Deputy
- 2021 served as Sharia Business Deputy
- 2016 served as Branch Manager Sharia Jakarta Pasar Minggu

Didik Sudibyo

Acting Human Capital Business Partner Division Head

Indonesian Citizen,
(54 years old)
Bekasi, Indonesia

Period of Office

Served since: November 3, 2025

Legal Basis of Appointment

SK No. 2610/2025

Educational Background

- Bachelor (S1) in Civil Engineering from Atma Jaya University Yogyakarta (1996).
- Master (S2) in Human Resource Management from Gadjah Mada University (2005).

Work Experience

- 2025 served as acting Human Capital Business Partner Division Head.
- 2025 served as Deputy Regional Manager Service & Collection, Jakarta I Regional Office.
- 2024 served as Deputy Regional Manager Service & Collection, Kalimantan Regional Office.

Aldo Bimantoro

Human Capital Strategy Division Head

Indonesian Citizen,
(35 years old)
Depok, Indonesia

Period of Office

Served since: November 6, 2023

Legal Basis of Appointment

SK No. 1074/DIR/2023

Educational Background

- Bachelor (S1) in Agricultural Industrial Technology from Bogor Agricultural Institute (2012).
- Master (S2) in Human Resource and Organizational Management from The London School of Economics & Political Science (2021).

Work Experience

2023 served as Human Capital Strategy Division Head.

Ade Surya Lesmana

Learning Management Division Head

Indonesian Citizen,
(53 years old)
Tangerang Selatan, Indonesia

Period of Office

Served since: February 1, 2023

Legal Basis of Appointment

SK No. 46/DIR/2023

Educational Background

- Bachelor (S1) in Economics from Padjadjaran University (1996).
- Master (S2) in Management from the Institute of Finance, Banking and Informatics Asia Perbanas (2009).

Work Experience

- 2023 served as Learning Management Division Head
- 2022 served as PJ Learning Management Division Head
- 2022 served as PJ Learning Center Division Head
- 2021 served as Employee Development Department Head

Yenny Herlina

Finance & Accounting Division Head

Indonesian Citizen,
(53 years old)
West Jakarta, Indonesia

Period of Office

Served since: November 1, 2024

Legal Basis of Appointment

SK No. 971/DIR/2024

Educational Background

Bachelor (S1) in Economics from Jenderal Soedirman University (1996).

Work Experience

- 2024 served as Finance & Accounting Division Head
- 2023 served as Regional Office Head III (East Java)
- 2022 served as DRM Business Regional Office III (East Java)
- 2020 served as DRM Support Regional Office III (East Java)
- 2019 served as Accounting Policy, Planning & Service Department Head

Wilson Arafat

Enterprise & ESG Risk Management Division Head

Indonesian Citizen,
(53 years old)
West Jakarta, Indonesia

Period of Office

Served since: June 2, 2021

Legal Basis of Appointment

SK No. 525/DIR/2021

Educational Background

- Bachelor (S1) in Development Economics from Gadjah Mada University (1996).
- Masters (S2) in Management from Gadjah Mada University (2004).

Work Experience

- 2021 served as Enterprise & ESG Risk Management Division Head
- 2019 served as Procurement & General Services Division Head
- 2017 served as Transformation Management Office Division Head

Description: The complete profile can be seen in the Corporate Governance chapter.

Makhadir Mukhamad

Acting Digital & Operations Risk Division Head

Indonesian Citizen,
(39 years old)
Depok, Indonesia

Period of Office

Served since: September 1, 2025

Legal Basis of Appointment

Decree No. 2845/2025

Educational Background

Bachelor (S1) in Engineering from University of Indonesia (2010).

Work Experience

- 2025 served as Acting Digital & Operations Risk Division Head.
- 2024 served as Digital Risk Management Department Head.
- 2022 served as IT Risk Management Department Head.

Description: The complete profile can be seen in the Corporate Governance chapter.

Joko Christianto

IT Strategic Planning Division Head

Indonesian Citizen,
(45 years old)
Jakarta, Indonesia

Period of Office

Served since: July 29, 2021

Legal Basis of Appointment

SPK No. 29/PK/PRO/HCMD/TAC/V/2021

Educational Background

Bachelor's degree in Computer Science from Universitas Gadjah Mada (2003).

Work Experience

2021 served as IT Strategic Planning & Development Division Head

Joko Christianto

Acting IT Development Division Head

Indonesian Citizen,
(45 years old)
Jakarta, Indonesia

Period of Office

Served since: June 1, 2025

Legal Basis of Appointment

SK No. 794/DIR/2025

Educational Background

Bachelor's degree in Computer Science from Universitas Gadjah Mada (2003).

Work Experience

2021 served as IT Strategic Planning Division Head.

Ghulam Mahdi Muharram

Acting IT Operations Division Head

Indonesian Citizen,
(45 years old)
Jakarta, Indonesia

Period of Office

Served since: October 1, 2025

Legal Basis of Appointment

Memo No. 512/M/HCMD/EDEV/IX/2025

Educational Background

Bachelor (S1) in Computer Science from Gajah Mada University (2003).

Work Experience

- 2025 served as Acting IT Operations Division Head.
- 2024 served as Deputy IT Operations.
- 2023 served as Deputy IT Strategic Planning & Development.

Budi Hariyanto

IT Security Division Head

Indonesian Citizen,
(45 years old)
Jakarta, Indonesia

Period of Office

Served since: December 15, 2022

Legal Basis of Appointment

SPK No. 29/PK/PRO/HCMD/TAC/XI/2022

Educational Background

Bachelor (S1) in Electrical Engineering from Bandung Institute of Technology (2003).

Work Experience

2022 served as IT Security Division Head

Indra Hidayatullah

Data Management & Analytics Division Head

Indonesian Citizen,
(49 years old)
Tangerang Selatan, Indonesia

Period of Office

Served since: June 2, 2025

Legal Basis of Appointment

SK No. 2476/2025

Educational Background

Bachelor (S1) in Physics from Bandung Institute of Technology (2001).

Work Experience

- 2025 served as Data Management & Analytics Division Head.
- 2024 served as IT Operations Division Head.
- 2021 served as Data Management & Analytics Division Head.

Wahyudi Joko Santoso

Procurement & Fixed Asset Management Division Head

Indonesian Citizen,
(54 years old)
Bekasi, Indonesia

Period of Office

Served since: August 3, 2023

Legal Basis of Appointment

SK No. 625/DIR/2023

Educational Background

- Bachelor (S1) in Management Economics from Jenderal Soedirman University (1995).
- Master (S2) in Management from STIE Indonesia Banking School (2019).

Work Experience

- 2023 served as Procurement & Fixed Asset Management Division Head
- 2021 served as IT Operations Division Head
- 2019 served as PJ. IT Operations Division Head

Adee Indriana D.

Credit Operations Division Head

Indonesian Citizen,
(53 years old)
Bekasi, Indonesia

Period of Office

Served since: April 8, 2025

Legal Basis of Appointment

A1 Talent Committee No. 03 Th 2025

Educational Background

Bachelor (S1) in Development Economics from Sebelas Maret University (1995).

Work Experience

- 2025 served as Credit Operations Division Head.
- 2024 served as Digital Operations Division Head
- 2018 served as Operations & Business Support Division Head
- 2017 served as PLT Operation & Business Support Division Head
- 2016 served as Digital Banking Development Department Head

Eko Hapsoro Susilo

Customer Experience Division Head

Indonesian Citizen,
(52 years old)
South Tangerang, Indonesia

Period of Office

Served since: April 16, 2024

Legal Basis of Appointment

SK No. 393/DIR/2024

Educational Background

- Bachelor (S1) in Architectural Engineering from Diponegoro University (1996).
- Master (S2) in Management from Gadjah Mada University (2004).

Work Experience

- 2024 served as Customer Experience Division Head
- 2022 served as Customer Care Division Head
- 2020 served as Corporate Communication Department Head

Wiji Astuti

Sales & Distribution Division Head

Indonesian Citizen,
(45 years old)
South Tangerang, Indonesia

Period of Office

Served since: August 26, 2025

Legal Basis of Appointment

SK No. 1535/2025

Educational Background

Master (S2) in Management from Padjadjaran University (2024).

Work Experience

2025 served as Sales & Distribution Division Head.

Fatoni Hudhori

Central Operation Division Head

Indonesian Citizen,
(53 years old)
Jakarta, Indonesia

Period of Office

Served since: November 1, 2024

Legal Basis of Appointment

SK No. 971/DIR/2024

Educational Background

- Bachelor (S1) in Accounting from Dr. Moechtar Talib School of Economics (1995).
- Master (S2) in Economics, Trisakti University (2018).

Work Experience

- 2024 served as Central Operation Division Head
- 2023 served as Finance & Accounting Division Head
- 2022 served as PJ Finance & Accounting Division Head

Rahmad Budi Santoso

PJ Digital Operations Division Head

Indonesian Citizen,
(53 years old)
South Tangerang, Indonesia

Period of Office

Served since: October 1, 2025

Legal Basis of Appointment

SK No. 2240/2025

Educational Background

Bachelor (S1) in Economics from Indonesian Banking Economics College (1995).

Work Experience

- 2025 served as Acting Digital Operations Division Head
- 2017 served as Settlement Operation Department Head

R. Wahyu B. Witjaksono

Financial Institusion & Capital Market Division Head

Indonesian Citizen,
(55 years old)
Bekasi, Indonesia

Period of Office

Served since: January 15, 2024

Legal Basis of Appointment

SK No. 11/DIR/2024

Educational Background

- Bachelor (S1) in Accounting from Padjadjaran University (1993).
- Master (S2) in Financial Management from UGM & University of Kentucky USA (2004).

Work Experience

- 2024 served as Financial Institution & Capital Market Division Head
- 2019 served as Compliance & Governance Division Head
- 2018 served as PLT Compliance & Governance Division Head
- 2018 served as Deputy Internal Audit Division Head

Sri Astuti

Corporate Banking Division Head

Indonesian Citizen,
(52 years old)
Jakarta, Indonesia

Period of Office

Served since: October 1, 2024

Legal Basis of Appointment

SK No. 941/DIR/2024

Educational Background

Bachelor (S1) in Economics from the Islamic University of Indonesia (1995).

Work Experience

- 2024 served as Corporate Banking Division Head
- 2020 served as Commercial Banking Division Head
- 2018 served as Corporate & Loan Syndication Department Head

Ricky RS Pattinggi

Commercial Banking Division Head

Indonesian Citizen,
(54 years old)
Bogor, Indonesia

Period of Office

Served since: October 1, 2024

Legal Basis of Appointment

SK No. 941/DIR/2024

Educational Background

Bachelor (S1) in Management from Bandar Lampung University (1994).

Work Experience

- 2024 served as Commercial Banking Division Head
- 2021 served as Corporate Syndication & Transaction Banking Division Head
- 2020 served as Deputy Internal Audit Division Head

Grenardy Arief

Wholesale Transaction Division Head

Indonesian Citizen,
(48 years old)
Jakarta, Indonesia

Period of Office

Served since: January 8, 2025

Legal Basis of Appointment

SK No. 182/DIR/2025

Educational Background

Master (S2) in Business Administration from University of San Francisco (2004)

Work Experience

2025 served as Wholesale Transaction Division Head

Erwinta Siswadi

Institutional Banking 1 Division Head

Indonesian Citizen,
(54 years old)
South Tangerang, Indonesia

Period of Office

Served since: August 3, 2023

Legal Basis of Appointment

SK No. 627/DIR/2023

Educational Background

Bachelor (S1) in Industrial Engineering from the University of North Sumatra (1996).

Work Experience

- 2024 served as Large Institutional Funding Division Head
- 2022 served as Institutional Funding Division Head
- 2021 served as PJ Institutional Funding Division Head

Denny Kriswana

Institutional Banking 2 Division Head

Indonesian Citizen,
(56 years old)
South Tangerang, Indonesia

Period of Office

Served since: August 1, 2024

Legal Basis of Appointment

SK No. 711/DIR/2024

Educational Background

- Bachelor (S1) in Economics from Padjadjaran University (1991).
- Master (S2) in Strategic Management from ABFI Perbanas (2016).

Work Experience

- 2024 served as Midsize Institution Funding Division Head
- 2023 served as Deputy Regional Manager Business, Regional Office Jateng DIY
- 2023 served as Branch Manager KC Tangerang
- 2020 served as Branch Manager KC Jakarta Kuningan

Frengky Rosadrian Perangin Angin

Retail Funding Division Head

Indonesian Citizen,
(50 years old)
Jakarta, Indonesia

Period of Office

Served since: March 01, 2024

Legal Basis of Appointment

SPK No. 188/DIR/2024

Educational Background

Bachelor (S1) in Finance & Economics from University of Oregon (1996).

Work Experience

- 2024 served as Retail Funding Division Head
- 2020 served as Wealth Management Division Head

Sri Soekminiarni

Mortgage & Secured Loan Division Head

Indonesian Citizen,
(53 years old)
Jakarta, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 288/DIR/2025

Educational Background

Bachelor (S1) in Management Economics from the University of North Sumatra (1994).

Work Experience

- 2025 served as Mortgage & Secured Loan Division Head.
- 2024 served as Regional Office Head of Jakarta II Regional Office
- 2024 served as PJ Regional Office Head VI (East Java - DIY)
- 2022 served as Deputy Regional Manager Business, Regional Office I (West Java)
- 2021 served as Branch Manager Jakarta Harmoni

Nurkholis Wahyudi

Personal Banking Division Head

Indonesian Citizen,
(49 years old)
Jakarta, Indonesia

Period of Office

Served since: August 09, 2023

Legal Basis of Appointment

SK No. 103/DIR/2024

Educational Background

Bachelor (S1) in Socio-Economics of Fisheries from Brawijaya University (2000).

Work Experience

2023 served as Personal Banking Division Head

Tresia Sarumpaet

Digital Banking Product Development Division Head

Indonesian Citizen,
(45 years old)
Jakarta, Indonesia

Period of Office

Served since: July 1, 2025

Legal Basis of Appointment

SK No. 1233/2025

Educational Background

Master (S2) Marketing from Royal Melbourne Institute Technology (2003).

Work Experience

- 2025 served as Digital Banking Product Development Division Head.
- 2025 served as Digital Banking Sales Division Head.

Utaminingsih

Digital Banking Sales Division Head

Indonesian Citizen,
(48 years old)
South Tangerang, Indonesia

Period of Office

Served since: July 1, 2025

Legal Basis of Appointment

Memo No. 447/M/HCMD/TAC/V/2025

Educational Background

Master (S2) in Management from Gadjah Mada University (2024).

Work Experience

2025 served as Digital Banking Sales Division Head.

Laloria Novelina Pardede

Acting Consumer Collection, Recovery & Asset Sales 1 Division Head

Indonesian Citizen,
(40 years old)
Jakarta, Indonesia

Period of Office

Served since: September 8, 2025

Legal Basis of Appointment

Minutes of the A1 Talent Committee No. 16 of 2025

Educational Background

Bachelor (S1) in Economics from Diponegoro University (2009).

Work Experience

- 2025 served as Acting Consumer Collection, Recovery and Asset Sales 1 Division Head.
- 2025 served as Deputy Regional Manager Business Regional Office.
- 2024 served as Branch Manager of Kediri Branch Office.

Roganda Sahat Mangapul Siahaan

Consumer Collection, Recovery & Asset Sales 2 Division Head

Indonesian Citizen,
(55 years old)
Tangerang, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 288/DIR/2025

Educational Background

Bachelor (S1) in Civil Engineering from North Sumatra University (1996).

Work Experience

- 2025 served as Consumer Collection, Recovery & Asset Sales 2 Division Head.
- 2023 served as Small Medium Enterprise Banking Division Head.
- 2023 served as Deputy Subsidized Mortgage Division.
- 2023 served as Branch Manager of Bekasi Branch Office.
- 2020 served as Branch Manager of Tangerang Branch Office.

Didi Rusliyadi

Commercial Asset Management Division Head

Indonesian Citizen,
(44 years old)
Bogor, Indonesia

Period of Office

Served since: September 1, 2025

Legal Basis of Appointment

A1 Talent Committee No. 14th 2025

Educational Background

Bachelor (S1) in Mathematics and Natural Sciences from Bandung Institute of Technology (2005).

Work Experience

- 2025 served as Commercial Asset Management Division Head.
- 2025 served as Acting Regional Office Head of Kalimantan Regional Office.
- 2024 served as Deputy Wholesale Credit Risk Division.

Hasta Nugraha Utomo

Compliance & Governance Division Head

Indonesian Citizen,
(53 years old)
Tangerang, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 287/DIR/2025

Educational Background

- Bachelor of Law (S1) from Wijaya Kusuma University, Purwokerto (1995).
- Master (S2) in Financial Management from Gadjah Mada University and the University of Kentucky USA (2004).

Work Experience

- 2025 served as Compliance & Governance Division Head.
- 2024 served as Corporate Strategy & Planning Division Head.
- 2021 served as Financial Institution and Capital Market Division Head.

Satrijo Katri Wilargo

Acting Legal Division Head

Indonesian Citizen,
(54 years old)
Jakarta, Indonesia

Period of Office

Served since: September 8, 2025

Legal Basis of Appointment

SK No. 1179/2025

Educational Background

Bachelor (S1) of Law from Jember University (1995).

Work Experience

- 2025 served as Acting Legal Division Head.
- 2024 served as Legal Litigation Department Head.

Lusiana Anjarsari

Policy & Procedure Division Head

Indonesian Citizen,
(51 years old)
Jakarta, Indonesia

Period of Office

Served since: November 3, 2025

Legal Basis of Appointment

SK No. 2609/2025

Educational Background

- Bachelor (S1) of Law from Bandar Lampung University (1996).
- Master of Law (S2) from University of Indonesia (2002)

Work Experience

- 2025 served as Policy & Procedure Division Head.
- 2021 served as Deputy Internal Audit Division.
- 2018 served as Legal Division Head.

Umi Hardinajati

PLT Subsidized Mortgage Division Head

Indonesian Citizen,
(44 years old)
Jakarta, Indonesia

Period of Office

Served since: November 10, 2025

Legal Basis of Appointment

Memo No. 1164/M/HCMD/EDEV/XI/2025

Educational Background

Masters (S2) in Economics from the University of Indonesia (2007).

Work Experience

- 2025 served as Deputy Subsidized Mortgage Division.
- 2022 served as Stakeholder Relation Department Head.

Erwin Dwi Kusuma

Corporate Strategy & Planning Division Head

Indonesian Citizen,
(46 years old)
Jakarta, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 287/DIR/2025

Educational Background

- Bachelor (S1) in Civil Engineering from Sepuluh November Institute of Technology (2002).
- Master of Business Administration (S2) from Gadjah Mada University (2023).

Work Experience

- 2025 served as Corporate Strategy & Planning Division Head.
- 2023 served as Consumer Collection Recovery and Asset Sales 1 Division Head.
- 2020 served as Transformation Partnership Management Division Head.
- 2019 served as Enterprise Risk Management Division Head.
- 2017 served as Retail Risk Division Head.

Bramantyo Tri Adi Nugroho

Business Banking Division Head

Indonesian Citizen,
(44 years old)
Jakarta, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 288/DIR/2025

Educational Background

Bachelor (S1) in Agricultural Socio-Economics from Bogor Agricultural Institute (2004).

Work Experience

- 2025 served as Small Medium Enterprise Banking Division Head.
- 2024 served as Acting Consumer Collection, Recovery & Asset Sales 2 Division Head.
- 2023 served as Middle Bucket Department Head.

Meru Arumdalu

Wealth Management Division Head

Indonesian Citizen,
(45 years old)
Cinere, Indonesia

Period of Office

Served since: March 01, 2024

Legal Basis of Appointment

SK No. 360/DIR/2024

Educational Background

Masters (S2) in Financial Economics from University of Birmingham UK (2004).

Work Experience

2024 served as Wealth Management Division Head.

Erika

Transformation & Partnership Management Division Head

Indonesian Citizen,
(46 years old)
Jakarta, Indonesia

Period of Office

Served since: April 22, 2024

Legal Basis of Appointment

SK No. 404/DIR/2024

Educational Background

Bachelor (S1) in Industrial Engineering from the University of Indonesia (2001).

Work Experience

2024 served as Transformation & Partnership Management Division Head.

Agus Sumaryono

Wholesale Credit Risk Division Head

Indonesian Citizen,
(55 years old)
Bekasi, Indonesia

Period of Office

Served since: September 1, 2025

Legal Basis of Appointment

SK No. 1805/2025

Educational Background

Bachelor (S1) in Civil Engineering from Sebelas Maret University (1994).

Work Experience

- 2025 served as Wholesale Credit Risk Division Head.
- 2024 served as Digital & Operations Risk Management Division Head.
- 2024 served as Pj Digital & Operations Risk Management Division Head.
- 2023 served as Deputy Commercial Risk Division.
- 2021 served as Branch Manager Bekasi.

Achmad Zuchridin

PJ Retail Credit Risk Division Head

Indonesian Citizen,
(55 years old)
Depok, Indonesia

Period of Office

Served since: September 8, 2025

Legal Basis of Appointment

A1 Talent Committee No. 16th 2025

Educational Background

Bachelor (S1) in Economics from Jember University (1995).

Work Experience

- 2025 served as Acting Retail Credit Risk Division Head.
- 2023 served as Deputy Commercial Banking Division.

Tiana Elma Hetty

Regional Office Head of Jakarta I Regional Office

Indonesian Citizen,
(54 years old)
Jakarta, Indonesia

Period of Office

Served since: August 1, 2024

Legal Basis of Appointment

SK No. 711/DIR/2024

Educational Background

- Bachelor (S1) in Management Economics from the Christian University of Indonesia (1994).
- Master (S2) in Management from Jayabaya University (2016).

Work Experience

- 2024 served as Regional Office Head of Jakarta I Regional Office.
- 2024 served as PJ Regional Office Head of Jakarta I Regional Office.
- 2023 served as Deputy Regional Manager Business, Regional Office IV(Sumatera).
- 2022 served as Branch Manager Jakarta Harmoni.

Asvianti Handaru W.

Acting Regional Office Head of Jakarta II Regional Office

Indonesian Citizen,
(53 years old)
Bogor, Indonesia

Period of Office

Served since: July 1, 2025

Legal Basis of Appointment

SK No. 1234/2025

Educational Background

- Bachelor (S1) in Banking Management from the Indonesian Cooperative Management Institute (1996).
- Master (S2) in Management from Bogor Agricultural University (2000).

Work Experience

- 2025 served as Acting Regional Office Head of Jakarta II Regional Office.
- 2024 served as Sharia Funding Business Deputy.
- 2022 served as Sharia Funding & Treasury Deputy.
- 2021 served as DBM Business Bekasi Branch Office.

Waluyo

Regional Office Head of West Java Regional Office

Indonesian Citizen,
(56 years old)
Bandung, Indonesia

Period of Office

Served since: June 2, 2025

Legal Basis of Appointment

SK No. 2469/2025

Educational Background

Bachelor (S1) in Accounting Economics from Sebelas Maret University (1994).

Work Experience

- 2025 served as Regional Office Head of West Java Regional Office.
- 2024 served as PJ Regional Office Head of Central Java DIY Regional Office.
- 2023 served as Deputy Commercial Asset Management.
- 2022 served as Deputy Commercial Banking.
- 2020 served as Commercial Asset Document Department Head.

Fitri Novianty Ratna K

Acting Regional Office Head of Central Java and DIY Regional Office

Indonesian Citizen,
(54 years old)
Semarang, Indonesia

Period of Office

Served since: June 2, 2025

Legal Basis of Appointment

SK No. 2272/2025

Educational Background

Bachelor (S1) in Planning Engineering from Bandung Institute of Technology (1995).

Work Experience

- 2025 served as Acting Regional Office Head of Central Java DIY Regional Office.
- 2023 served as Commercial Banking Center Head at Bandung 1.

Carly Tambunan

Acting Regional Office Head of East Java Bali Nusra Regional Office

Indonesian Citizen,
(54 years old)
Surabaya, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 288/DIR/2025

Educational Background

Bachelor (S1) in Mining and Mineral Engineering from Bandung Institute of Technology (1995).

Work Experience

- 2025 served as Acting Regional Office Head of East Java Bali Nusra Regional Office.
- 2024 served as Deputy Regional Manager Business, Regional Office 3 (Surabaya).
- 2023 served as Branch Manager of Bandung Branch Office.

Noor Ridlo

Acting Regional Office Head of Sumatra Regional Office

Indonesian Citizen,
(53 years old)
Medan, Indonesia

Period of Office

Served since: July 1, 2025

Legal Basis of Appointment

SK No. 1235/2025

Educational Background

Bachelor (S1) in Economics from Islamic University of Indonesia (1995).

Work Experience

- 2025 served as Acting Regional Office Head of Sumatra Regional Office.
- 2024 served as Deputy Subsidized Mortgage Division.
- 2023 served as Branch Manager of Tangerang Branch Office.

Bagus Hendri Setiawan

Acting Regional Office Head of Sulawesi Maluku Papua Regional Office

Indonesian Citizen,
(40 years old)
Makassar, Indonesia

Period of Office

Served since: February 3, 2025

Legal Basis of Appointment

SK No. 2303/2025

Educational Background

Bachelor (S1) in Economics from Brawijaya University (2007).

Work Experience

- 2025 served as Acting Regional Office Head of Sulawesi Maluku Papua Regional Office.
- 2024 served as Deputy Regional Manager Business, Regional Office 6 (Semarang).
- 2023 served as Branch Manager of Cikarang Branch Office.

Vidy Aryo Fajar

Acting Regional Office Head of the Kalimantan Regional Office

Indonesian Citizen,
(39 years old)
Balikpapan, Indonesia

Period of Office

Served since: November 3, 2025

Legal Basis of Appointment

Memo No. 603/M/HCMD/EDEV/XI/2025

Educational Background

Bachelor (S1) in Economics from the University of Indonesia (2008).

Work Experience

- 2025 served as Acting Regional Office Head of Kalimantan Regional Office.
- 2025 served as Deputy Regional Manager Business of Kalimantan Regional Office.
- 2024 served as Branch Manager of Medan Branch Office.

Officers Two Levels Below The Board of Directors

Name	Work Unit	Job Title
DIVISION		
Hatorangan David Hutajulu	IT Development Division	Deputy IT Development Division
Ghulam Mahdi Muharram	IT Operations Division	Deputy IT Operations Division
Romeo Daniel Mekenru Van Enst	Mortgage & Secure Loan Division	Deputy Mortgage & Secured Loan Division
Mochamad Iqbal Nugraha	Treasury Division	Deputy Treasury Division
Umi Hardinajati	Subsidized Mortgage Division	Deputy SMD
Erwin Perangin Angin	Wholesale Credit Risk Division	Deputy Wholesale Credit Risk
REGIONAL OFFICE		
Yayang Wirawan	Jakarta Regional Office I	Deputy Regional Manager Business Office of Jakarta I
Shesharina Ayu Wulandini	Jakarta Regional Office I	Deputy Regional Manager Service & Collection of Jakarta I
Bryan Andria Wijaya	Jakarta Regional Office II	Deputy Regional Manager Business Office of Jakarta II
Ciko Hadiantono	Jakarta Regional Office II	Deputy Regional Manager Service & Collection Office of Jakarta II
Erik Budi Setiawan	West Java Regional Office	Deputy Regional Manager Business Office of West Java
Marlina Marianna Siahaan	West Java Regional Office	Deputy Regional Manager Service & Collection Office of West Java
Arditya Dwi Atmoko	DIY Central Java Regional Office	Deputy Regional Manager Business Central Java, DIY Regional Office
Adolf Ronaldo Sebastianus	DIY Central Java Regional Office	Deputy Regional Manager Service & Collection Central Java, DIY Regional Office
Joyce Ivone Mandagi	East Java Bali Nusra Regional Office	Deputy Regional Manager Business East Java, Bali, Nusra Regional Office
Jastrawan Pesulima	East Java Bali Nusra Regional Office	Deputy Regional Manager Service & Collection East Java, Bali, Nusra Regional Office
Aries Tuti	Sumatra Regional Office	Deputy Regional Manager Business Sumatra Regional Office
Ternamentha Sitepu	Sumatra Regional Office	Deputy Regional Manager Service & Collection Sumatra Regional Office
I Wayan Cahya Prandika	Sulawesi Maluku Papua Regional Office	Deputy Regional Manager Business Office Sulawesi, Maluku, Papua
Ali Irfan	Sulawesi Maluku Papua Regional Office	Deputy Regional Manager Service & Collection Sulawesi, Maluku, Papua Regional Office
Liling Joko Suprapto	Kalimantan Regional Office	Deputy Regional Manager Business Office Kalimantan
Vidy Aryo Fajar	Kalimantan Regional Office	Deputy Regional Manager Service & Collection Office Kalimantan

PROFILE OF **EMPLOYEE**

Employee Composition by Gender

Table of Employee Composition by Gender

(in person)

Gender	2025	2024
Male	5,684	6,560
Female	5,730	6,287
Total	**11,414**	**12,847**

Employee Composition by Position Level

Table of Employee Composition by Position Level

(in person)

Position Level	2025			2024		
	Male	Female	Total	Male	Female	Total
Level 22	6	1	7	2	1	**3**
Level 19-21	98	29	127	114	26	**140**
Level 15-18	1,093	425	1,518	1,119	409	**1,528**
Level 13-14	1,537	1,132	2,669	1,718	1,215	**2,933**
Level 11-12	2,408	3,271	5,679	2,895	3,548	**6,443**
Level 8-10	542	872	1414	712	1,088	**1,800**
Total	**5,684**	**5,730**	**11,414**	**6,560**	**6,287**	**12,847**

Employee Composition by Age Range

Table of Employee Composition by Age Range

(in person)

Age range	2025			2024		
	Male	Female	Total	Male	Female	Total
≥ 51	570	174	744	681	218	**899**
31–50	3,482	2,712	6,194	3,713	2,764	**6,477**
≤ 30	1,632	2,844	4,476	2,166	3,305	**5,471**
Total	**5,684**	**5,730**	**11,414**	**6,560**	**6,287**	**12,847**

Employee Composition by Level of Education

Table of Employee Composition by Level of Education

(in person)

Level of Education	2025			2024		
	Male	Female	Total	Male	Female	Total
Doctorate Degree	333	198	531	373	189	**562**
Bachelor	4,910	4,880	9,790	5,574	5,212	**10,786**
Diploma	377	520	897	511	706	**1,217**
Senior High School	64	132	196	102	180	**282**
Total	**5,684**	**5,730**	**11,414**	**6,560**	**6,287**	**12,847**

Employee Composition by Employment Status

Table of Employee Composition by Employment Status

(in person)

Employment Status	2025			2024		
	Male	Female	Total	Male	Female	Total
Permanent	5,617	5,706	11,323	6,485	6,214	**12,699**
Contract	67	24	91	75	73	**148**
Total without Outsourced Employees	**5,684**	**5,730**	**11,414**	**6,560**	**6,287**	**12,847**
Outsource	6,804	1,288	8,092	6,551	1,187	7,738
Total with Outsourced Employees	**12,488**	**7,018**	**19,506**	**13,111**	**7,474**	**20,585**

Employee Composition by Years of Service

Table of Employee Composition by Years of Service

(in person)

Years of Service	2025			2024		
	Male	Female	Total	Male	Female	Total
> 30th	89	66	155	124	80	**204**
Above 25th-30th	479	95	574	584	142	**726**
Above 20th-25th	-	68	68	-	-	**-**
Above 15th-20th	191	268	459	213	306	**519**
Above 10th-15th	1,566	1,344	2,910	1,473	1,519	**2,992**
Above 5th-10th	1,988	1,658	3,646	2,733	2,043	**4,776**
Above 0-5th	1,371	2,231	3,602	1,433	2,197	**3,630**
Total	**5,684**	**5,730**	**11,414**	**6,560**	**6,287**	**12,847**

SHAREHOLDER **COMPOSITION**

Shareholder composition is presented as follows:

Table of Composition of BTN Shareholders as of January 1, 2025

Shareholders	Number of Shareholders	Amount Shares (Share)	Ownership Percentage (%)
LOCAL			
Republic of Indonesia	1	8,420,666,648	60.00
Insurance	93	283,251,354	2.02
Bank	3	9,608,789	0.07
Retirement Fund	108	1,331,751,166	9.49
Cooperative	3	1,016,500	0.01
Indonesian Individual	55,826	1,594,873,202	11.36
Limited Liability Company	153	115,739,035	0.82
Mutual Funds	150	744,706,029	5.31
Foundation	15	26,954,630	0.19
Sub Total	**56,352**	**12,528,567,353**	**89.27**
FOREIGN			
Foreign Business Entity	204	1,503,132,136	10.71
Foreign Individual	71	2,744,924	0.02
Sub Total	**275**	**1,505,877,060**	**10.73**
TOTAL	**56,627**	**14,034,444,413**	**100.00**

Table of Composition of BTN Shareholders as of December 31, 2025

Shareholders	Number of Shareholders	Amount Shares (Share)	Ownership Percentage (%)
LOCAL			
Republic of Indonesia	1	1	0.00
PT Danantara Asset Management	1	8,420,666,647	60.00
Insurance	76	236,216,854	1.68
Bank	3	9,475,889	0.07
Retirement Fund	78	1,327,587,556	9.46
Cooperative	5	1,189,000	0.01
Indonesian Individual	64,963	1,847,627,220	13.16
Limited Liability Company	160	177,984,763	1.27
Mutual Funds	102	504,261,846	3.59
Foundation	17	27,340,295	0.19
Sub Total	**65,406**	**12,552,350,071**	**89.44**

Shareholders	Number of Shareholders	Amount Shares (Share)	Ownership Percentage (%)
FOREIGN			
Foreign Business Entity	203	1,479,122,970	10.54
Foreign Individual	60	2,971,372	0.02
Sub Total	**263**	**1,482,094,342**	**10.56**
TOTAL	**65,669**	**14,034,444,413**	**100.00**

Composition of the 20 Biggest Shareholders

Table of Composition of the 20 Largest Shareholders of BTN as of January 1, 2025

No.	Investor Name	Status	Amount Shares (Share)	Ownership Percentage (%)
1.	DJS KETENAGAKERJAAN PROGRAM JHT	Local	389,275,808	2.77
2.	PT TASPEN (ASURANSI) - AFS	Local	362,166,723	2.58
3.	PT TASPEN	Local	332,835,794	2.37
4.	REKSA DANA SUCORINVEST EQUITY FUND	Local	206,156,100	1.47
5.	JPMSE STOCK RE UCITS CLT RE-HANDELSBANKE	Foreign	156,224,839	1.11
6.	REKSA DANA SAM DANA CERDAS	Local	84,750,058	0.60
7.	DJS KETENAGAKERJAAN PROGRAM JP	Local	77,756,000	0.55
8.	NTC-ARTEMIS SMARTGARP GLOBAL EMERGING MARKETS EQUITY FUND	Foreign	75,530,000	0.54
9.	JPMCB NA RE - VANGUARD EMERGING MARKETS	Foreign	66,560,556	0.47
10.	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL	Foreign	65,330,984	0.47
11.	NTC-LSV EMERGING MARKETS EQUITY FUND, LP	Foreign	61,460,400	0.44
12.	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD	Foreign	57,337,558	0.41
13.	JPMCB NA RE - REB EMERGING MARKETS FINANCIALS FUND	Foreign	57,264,150	0.41
14.	BNYM RE VANDERBILT UNIVERSITY	Foreign	55,523,100	0.40
15.	CITIBANK NEW YORK S/A EMERGING MARKETS CORE EQUITY	Foreign	54,408,154	0.39
16.	SSB 2Q27 ISHARES CORE MSCI EMERGING MARKETS	Foreign	54,042,776	0.39
17.	SSB SBG6 SWEDBANK ROBUR SMALL CAP EMERGING MARKETS	Foreign	50,000,000	0.36
18.	REKSA DANA ASHMORE SAHAM SEJAHTERA NUSAN	Local	43,438,800	0.31
19.	SURYADI TJU	Local	38,406,500	0.27
20.	REKSA DANA ASHMORE DANA EKUITAS NUSANTARA	Local	36,759,600	0.26

Table of Composition of the 20 Largest BTN Shareholders as of December 31, 2025

No.	Investor Name	Status	Amount Shares (Share)	Ownership Percentage (%)
1.	DJS KETENAGAKERJAAN PROGRAM JHT	Local	389,275,808	2.77
2.	PT TASPEN (ASURANSI) - FVTPL	Local	362,166,723	2.58
3.	PT TASPEN	Local	332,835,794	2.37
4.	JPMSE STOCK RE UCITS CLT RE-HANDELSBANKE	Foreign	156,224,839	1.11
5.	REKSA DANA SUCORINVEST EQUITY FUND	Local	154,623,000	1.10
6.	SSB SBG6 SWEDBANK ROBUR SMALL CAP EMERGING MARKETS	Foreign	85,000,000	0.61
7.	DJS KETENAGAKERJAAN PROGRAM JP	Local	77,756,000	0.55
8.	CACEIS BANK, LUXEMBOURG BRANCH/ NEF	Foreign	73,199,966	0.52
9.	JPMCB NA RE-VANGUARD TOTAL INTERNATIONALSTOCK INDEX FUND	Foreign	70,075,984	0.50
10.	SSB ACXU AMERICAN CENTRY ETF TST-AVANTISEM EQ ETF	Foreign	65,440,783	0.47
11.	JPMCB NA RE - VANGUARD EMERGING MARKETSSTOCK INDEX FUND	Foreign	65,031,756	0.46
12.	CITIBANK NEW YORK S/A ISHARES CORE MSCI EMERGING MARKETS ETF	Foreign	63,005,376	0.45
13.	NTC-LSV EMERGING MARKETS EQUITY FUND, LP	Foreign	61,460,400	0.44
14.	JPMCB NA RE - REB EMERGING MARKETS FINANCIALS FUND, LP	Foreign	54,964,150	0.39
15.	CITIBANK NEW YORK S/A EMERGING MARKETS CORE EQUITY 2 PORTFOLIO OF DFA INVESTMENT	Foreign	54,408,154	0.39
16.	MANULIFE DANA EKUITAS	Local	45,409,736	0.32
17.	BNYM RE VANDERBILT UNIVERSITY	Foreign	39,720,100	0.28
18.	JPMCB NA RE-VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL S	Foreign	36,887,554	0.26
19.	JPMCB NA RE - BLACKROCK INST TR CO N A INVESTMENT FDS FOR EMPLOYEE BENEFIT TRUST	Foreign	36,500,632	0.26
20.	PT MANDIRI SEKURITAS QQ ERROR AO	Local	34,360,500	0.24

Shareholders Composition 5% or More

Table of Composition of Shareholders of 5% or More of BTN as of January 1, 2025

Investor Name	Number of shares (share)	Ownership Percentage (%)
Republic of Indonesia	8,420,666,648	60.00

Table of Composition of Shareholders of 5% or More of BTN as of December 31, 2025

Investor Name	Number of shares (share)	Ownership Percentage (%)
PT Danantara Asset Management	8,420,666,647	60.00

Composition of Community Shareholders Less Than 5%

Table of Composition of Community Shareholders Less than 5% as of January 1, 2025

Shareholders	Number of Shareholders	Number of shares (share)	Ownership Percentage (%)
LOCAL			
Insurance	93	283,251,354	2.02
Bank	3	9,608,789	0.07
Retirement Fund	108	1,331,751,166	9.49
Cooperative	3	1,016,500	0.01
Indonesian Individual	55,826	1,594,873,202	11.36
Limited Liability Company	153	115,739,035	0.82
Mutual Funds	150	744,706,029	5.31
Foundation	15	26,954,630	0.19
Sub Total	**56,351**	**4,107,900,705**	**29.27**
FOREIGN			
Foreign Business Entity	204	1,503,132,136	10.71
Foreign Individual	71	2,744,924	0.02
Sub Total	**275**	**1,505,877,060**	**10.73**
TOTAL	**56,626**	**5,613,777,765**	**40.00**

Table of Composition of Group of Community Shareholders Less than 5% as of December 31, 2025

Shareholders	Number of Shareholders	Number of shares (share)	Ownership Percentage (%)
LOCAL			
Insurance	76	236,216,854	1.68
Bank	3	9,475,889	0.07
Retirement Fund	78	1,327,587,556	9.46
Cooperative	5	1,189,000	0.01
Indonesian Individual	64,963	1,847,627,220	13.16
Limited Liability Company	160	177,984,763	1.27
Mutual Funds	102	504,261,846	3.59
Foundation	17	27,340,295	0.19
Sub Total	**65,404**	**4,131,683,423**	**29.44**
FOREIGN			
Foreign Business Entity	203	1,479,122,970	10.54
Foreign Individual	60	2,971,372	0.02
Sub Total	**263**	**1,482,094,342**	**10.56**
TOTAL	**65,667**	**5,613,777,765**	**40.00**

Shareholding by The Directors and Commissioners

Table of Share Ownership of the Board of Commissioners and Directors of BTN as of January 1, 2025

No.	Name	Position	Number of shares (share)	Ownership Percentage (%)
BOARD OF DIRECTORS				
1.	Nixon L. P. Napitupulu	President Director	5,399,000	0.0384696
2.	Oni Febriarto Rahardjo	Vice President Director	1,149,100	0.0081877
3.	Andi Nirwoto*	Director of Information Technology	2,818,561	0.0200832
4.	Elisabeth Novie Riswanti*	Director of Assets Management	2,729,600	0.0194493
5.	Jasmin*	Director of Distribution and Institutional Funding	3,844,430	0.0273928
6.	Setiyo Wibowo	Director of Risk Management	2,889,100	0.0205858
7.	Hirwandi Gafar	Director of Consumer	2,759,714	0.0196639
8.	Nofry Rony Poetra	Director of Finance	3,527,422	0.0251340
9.	Eko Waluyo	Director of Human Capital, Compliance and Legal	2,868,364	0.0204380
10.	Hakim Putratama**	Director of Operations & Customer Experience	794,400	0.0056604
11.	Muhammad Iqbal*	Director of SME & Retail Funding	-	-
BOARD OF COMMISSIONER				
1.	Chandra M. Hamzah*	President Commissioner/Independent	-	-
2.	Iqbal Latanro*	Vice President Commissioner/Independent	-	-
3.	Armand B. Arief*	Independent Commissioner	-	-
4.	Sentot A. Sentausa*	Independent Commissioner	-	-
5.	Adi Sulistyowati*	Independent Commissioner	-	-
6.	Bambang Widjanarko*	Independent Commissioner	-	-
7.	Andin Hadiyanto*	Commissioner	-	-
8.	Herry Trisaputra Zuna*	Commissioner	879,300	0.0062653
9.	Himawan Arief Sugoto*	Commissioner	879,300	0.0062653
TOTAL				

* Ceased to serve since March 26, 2025.

Table of Share Ownership of the Board of Commissioners and Directors of BTN as of December 31, 2025

No.	Name	Position	Number of shares (share)	Ownership Percentage (%)
BOARD OF DIRECTORS				
1.	Nixon L. P. Napitupulu	President Director	5,399,000	0.0384696
2.	Oni Febriarto Rahardjo	Vice President Director	1,149,100	0.0081877
3.	Setiyo Wibowo	Director of Risk Management	2,889,100	0.0205858
4.	Hirwandi Gafar	Director of Consumer Banking	2,759,714	0.0196639
5.	Nofry Rony Poetra	Director of Finance & Strategy	3,527,422	0.0251340
6.	Eko Waluyo	Director of Human Capital & Compliance	2,868,364	0.0204380
7.	Tan Jacky Chen	Director of Information Technology	724,135	0.0051597
8.	Venda Yuniarti	Director of Treasury & International Banking	-	-
9.	Helmy Afrisa Nugroho*	Director of Corporate Banking	-	-
10.	I Nyoman Sugiri Yasa	Director of Operations	-	-

No.	Name	Position	Number of shares (share)	Ownership Percentage (%)
11.	Rully Setiawan	Director of Network & Retail Funding	-	-
12.	Hermita	Director of Commercial Banking	-	-
BOARD OF COMMISSIONERS				
1.	Suryo Utomo	President Commissioner	-	-
2.	Dwi Ary Purnomo**	Vice President Commissioner	-	-
3.	Fahri Hamzah	Commissioner	-	-
4.	Ida Nuryanti	Independent Commissioner	-	-
5.	Pietra Machreza Paloh	Independent Commissioner	-	-
6.	Panangian Simanungkalit	Independent Commissioner	-	-
7.	Didyk Choiroel***	Commissioner		
TOTAL				

* Appointed at the Annual GMS on March 26, 2025, in the Fit and Proper Test process from FSA.
** Resigned as of February 25, 2026 in connection with his appointment as a member of the Board of Directors of PT Asuransi Kerugian Jasa Raharja.
*** Appointed at the Extraordinary General Meeting of Shareholders held on January 7, 2026, and currently undergoing the Fit and Proper Test from FSA.

As of December 2025, there is no indirect share ownership by the Company's Board of Directors and Board of Commissioners.

Shares Ownership by Senior Management

Table of share ownership of BTN senior management as of December 31, 2025

No.	Name	Position	Number of shares (share)	Ownership Percentage (%)
1.	Thomas Wahyudi	SEVP Digital Business	268,500	0.0019132
2.	Benjamen Sihombing	SEVP Assets Management	925,059	0.0065914
3.	Henri Ari Wibawa	SEVP Credit Risk	104,469	0.0007444

As of December 31, 2025, BTN Senior Management does not have indirect share ownership.

Shareholders Classification

Table of BTN Shareholder Classification as of December 31, 2025

Shareholding	Number of Shareholders	Number of shares (share)	Ownership Percentage (%)
Local Institution	441	2,284,056,203	16.27
Foreign Institution	203	1,479,122,970	10.54
Local Individual	64,963	1,847,627,220	13.16
Foreign Individual	60	2,971,372	0.02
Total	**65,667**	**5,613,777,765**	**40.00**

Beneficial Owner

The beneficial owner of the Company is the Government of the Republic of Indonesia, in this case the The Head of the State-Owned Enterprises Regulatory Agency (BP BUMN) is appointed and/or given the authority to represent the Government of the Republic of Indonesia.

INFORMATION OF MAJOR **AND CONTROLLING SHAREHOLDERS**

The majority share ownership of Bank BTN was owned by the Government of the Republic of Indonesia with a **60.00%**. share ownership. Thus, the Major and Controlling Shareholders of Company were the Government of the Republic of Indonesia, there were no Major and Controlling Shareholders indirectly.

LIST OF SUBSIDIARIES, ASSOCIATES **AND JOINT VENTURE COMPANIES**

On June 5, 2025, the Company officially established a subsidiary in the sharia banking sector through an acquisition/spin-off as part of its strategy to strengthen the national housing finance ecosystem. Furthermore, to strengthen its sharia business positioning and identity, on August 20, 2025, the subsidiary rebranded and began operating under the name Bank Syariah Nasional after obtaining regulatory approval. This transformation is expected to expand the reach of BTN's sharia banking services and increase the subsidiary's contribution to the Group's consolidated performance.

Subsidiaries

Company Name	PT Bank Syariah Nasional	
Business Field	Sharia Banking	
Date of Incorporation	December 22, 2025	
Total Assets	IDR72.9 Trillion	
Ownership (%)	99.999%	
Start of Operation/Operational Status	December 22, 2025	
Address	Menara Bank BTN Lt. 11, Jl. Gajah Mada No. 1, Jakarta Pusat 10130 Telp : Telp. 021 - 6310800 (Hunting) Fax : 021 - 6311900 Web : https://bankbsn.co.id/	
Company Management	**Board of Commissioners**	
	Bahrullah Akbar	President Commissioner concurrently Independent Commissioner
	Machhendra Setyo Atmaja	Commissioner
	Hilman Latief	Commissioner
	Ilham Nurhidayatuloh	Independent Commissioner
	Lukman Khakim	Independent Commissioner
	Board of Directors	
	Alex Sofjan Noor	President Director
	Arga Mahanana Nugraha	Vice President Director
	Abdul Firman	Director of Finance, Strategy & Treasury
	Mochamad Yut Penta	Director of Consumer Banking
	Beki Kanuwa	Director of Risk Management
	Ari Kurniaman	Director of Network & Retail Funding
	Anton Rijanto	Director of Human Capital & Compliance

BANK BUSINESS GROUP **INFORMATION**

Structure of Bank Business Group

As of December 31, 2025, the Company has a banking business group consisting of BTN and BBSN, which was formed to support the strengthening of integrated conventional and sharia banking services. This business group aims to expand the reach of housing financing, increase sharia financial inclusion, and optimize business synergies to create sustainable growth and increased value for stakeholders.

Bank Business Group (BBG) of BTN Group
(Conventional and Sharia Banks)

btn

bsn
bank syariah
nasional

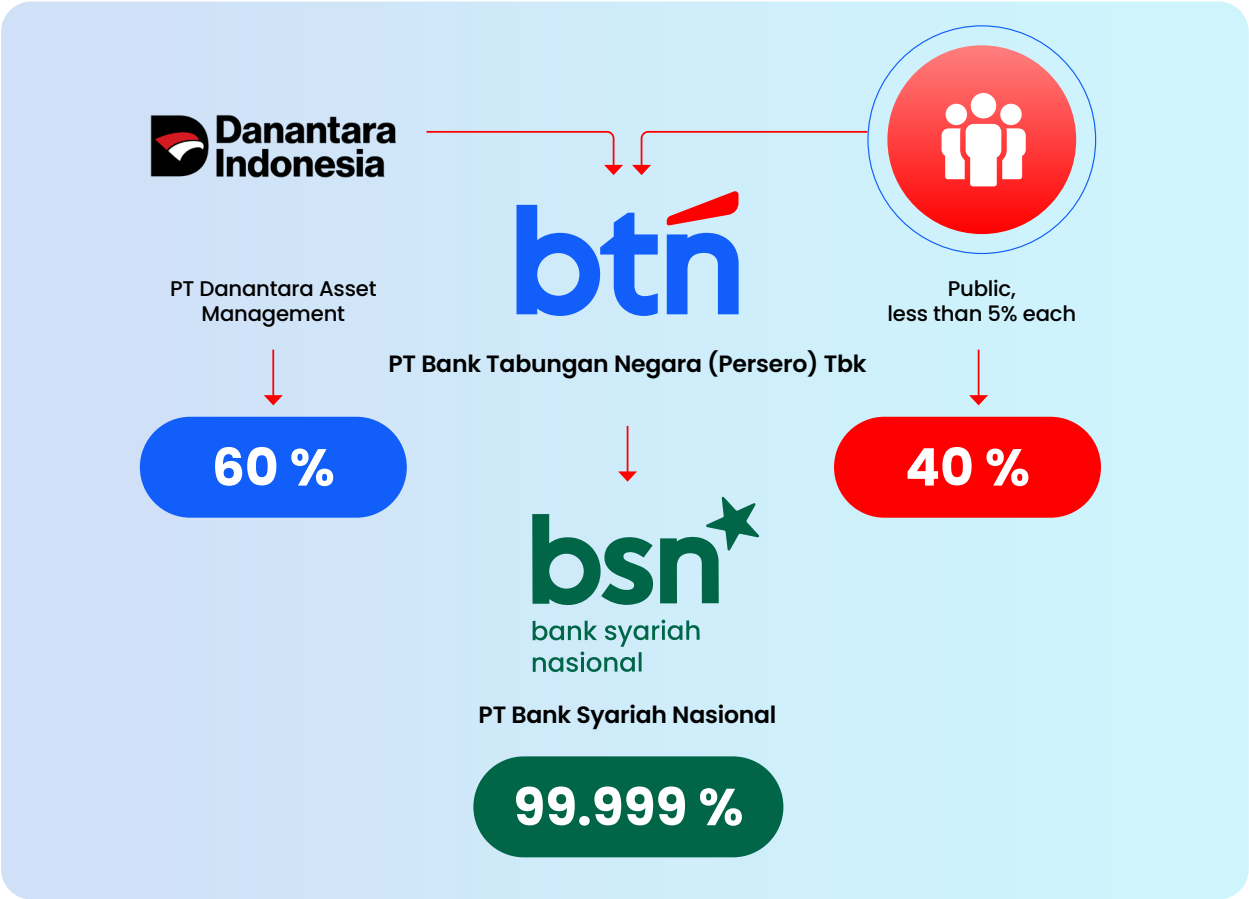
Structure of Management Relationships in Bank Business Group

There is no administrator in BTN's subsidiaries who currently also holds positions at BTN.

Shareholders Acting on Behalf of Other Shareholders

There is no Shareholder acting on behalf of other shareholders.

CORPORATE
GROUP STRUCTURE



As of December 31, 2025, the Company has no Associate Entities, Joint Ventures, or Special Purpose Vehicles (SPV).

STOCK LISTING **CHRONOLOGY**

Initial Public Offering (IPO)

The Company listed its shares for the very first time on the Indonesia Stock Exchange on December 17, 2009 by offering 2,360,057,000 B Series shares or 27.08% of the issued capital, at a par value of IDR800 per share to the public. The Initial Public Offering (IPO) was warmly welcome by the public, as demonstrated from 2.04 times of oversubscription with IDR1.88 trillion of proceeds. The action was recognized as the "Best 2009 IPO in Indonesia" by The Asset magazine and as the "Mid Cap/IPO deal of the year in Southeast Asia 2009" by Alpha Southeast Asia (Hong Kong).

Corporate Action	: Initial Public Offering/IPO
Year of Issue of Shares	: December 17, 2009
Number of Shares Offered	: 2,360,057,000 Series B shares or 27.08% of the issued capital
Nominal Value of Shares	: IDR500 per share
Bid Price	: IDR800 per share
Number of Shares Before IPO	: 0 share
Number of Listed Shares After IPO	: 8,623,285,575 Shares of Series B
Exchange Listing	: Indonesia Stock Exchange (BEI)

Limited Offering I – Rights Issue

On November 23, 2012, the Company carried out a corporation action, i.e. Limited Offering I (PUT I) to Company shareholders in relation to the performance of Rights Issue with the aim of strengthening the capital structure as well as increasing the number of floating shares. This will improve BBTN's market capitalization and share liquidity in the capital market, not to mention supporting credit growth, so as to encourage investors to spend more of their funds in BTN shares.

Corporate Action	: Limited Public Offering I (PUT I) – Preemptive Rights (HMETD)/ Rights Issue
Number of Shares Offered	: 1,512,857,500 Series B Shares
Nominal Value of Shares	: IDR500
Exercise Price	: IDR1,235
Number of Shares Recorded Before Rights Issue	: 8,859,291,500
Number of Shares Recorded After Rights Issue	: 10,481,074,500 shares
Amount of Funds (Proceeds) Received	: IDR1,868,379,012,500
Conversion Ratio	: 555,000 Old Shares are entitled to 94,943 HMETD
Ownership Dilution	: 14.61% before MESOP and 16.49% after MESOP
Preemptive Rights Trading Period	: November 23 - 29, 2012
Preemptive Rights Exercise Period	: November 23 - 29, 2012
Date of Securities Listing on the Stock Exchange	: November 23, 2012
Stock Exchange Listing	: Indonesia Stock Exchange (BEI)
Alert Buyer	: PT Bahana Securities, PT Danareksa Sekuritas and PT Mandiri Sekuritas

Limited Public Offering II – Rights Issue

On December 28, 2022, the Company carried out a corporate action in the form of Capital Increase by Providing Preemptive Rights II (PMHMETD II) to the Company's shareholders in order to issue Preemptive Rights (HMETD) or Rights Issue with the aim of strengthening the capital structure Company in increasing the distribution of credit and/or loans.

Corporate Action	:	Increase in Capital by Providing Pre-emptive Rights II ("PMHMETD II")
Number of Shares Offered	:	As many as 3,444,444,413 (Three Billion Four Hundred Forty Four Million Four Hundred Forty Four Thousand Four Hundred Thirteen) new Series B shares
Nominal Value of Shares	:	IDR500 (five hundred Rupiah)
Exercise Price	:	IDR1,200 (one thousand two hundred Rupiah)
Number of Shares Recorded Before Rights Issue	:	10,590,000,000 (ten billion five hundred and ninety million) shares
Number of Shares Recorded After Rights Issue	:	14,034,444,413 (fourteen billion thirty four million four hundred and forty four thousand four hundred and thirteen) shares
Rights Issue Value	:	The value of PMN is IDR2,479,999,997,600,- (Two Trillion Four Hundred Seventy Nine Billion Nine Hundred Ninety Nine Million Nine Hundred Ninety Seven Thousand Six Hundred Rupiah) The value of public participation is IDR1,653,333,295,600,- (One Trillion Six Hundred Fifty Three Billion Three Hundred Thirty Three Million Two Hundred Ninety Five Thousand Six Hundred Rupiah)
Amount of Funds (Proceeds) Received	:	IDR4,133,333,295,600,- (Four Trillion One Hundred Thirty Three Billion Three Hundred Thirty Three Million Two Hundred Ninety Five Thousand Six Hundred Rupiah)
Conversion Ratio	:	Each holder of 100,000,000 (one hundred million) Old Shares is entitled to 32,525,443 (thirty two million five hundred twenty five thousand four hundred and forty three) HMETD, where every 1 (one) HMETD gives the holder the right to purchase 1 (one) New Share.
Ownership Dilution	:	Shareholders who do not exercise their rights will experience a maximum decrease in ownership percentage of 24.54% (Twenty Four Point Five Four Percent)
Preemptive Rights Trading Period	:	December 28, 2022 - January 5, 2023
Preemptive Rights Exercise Period	:	December 28, 2022 - January 5, 2023
Securities Listing Date on the Stock Exchange	:	December 28, 2022
Stock Exchange Listing	:	Indonesia Stock Exchange (BEI)
Alert Buyer	:	PT CIMB Niaga Sekuritas

Chronology of Issuance/Listing of BTN Shares

No.	Period	Description	Share	Nominal Value (IDR)	Bid Price (IDR)
1.	Before IPO	-	-	-	
2.	December 17, 2009	Initial Public Offering	Series B Common Stock	500	800
3.	February 4, 2011	MESOP Program Realization	Series B Common Stock	500	855
4.	October 4, 2011	MESOP Program Realization	Series B Common Stock	500	855
5.	February 1, 2012	MESOP Program Realization	Series B Common Stock	500	1,297
6.	May 1, 2012	MESOP Program Realization	Series B Common Stock	500	-
7.	November 23, 2012	Limited Public Offering I/Rights Issue	Series B Common Stock	500	1,235
8.	February 1, 2013	MESOP Program Realization	Series B Common Stock	500	1,098
9.	July 1, 2013	MESOP Program Realization	Series B Common Stock	500	-
10.	February 1, 2014	MESOP Program Realization	Series B Common Stock	500	-
11.	July 1, 2014	MESOP Program Realization	Series B Common Stock	500	-
12.	February 2, 2015	MESOP Program Realization	Series B Common Stock	500	-
13.	July 1, 2015	MESOP Program Realization	Series B Common Stock	500	-
14.	February 1, 2016	MESOP Program Realization	Series B Common Stock	500	1,098
15.	December 28, 2022	Limited Public Offering I/Rights Issue	Series B Common Stock	500	1,200

CHRONOLOGY OF BOND LISTING **AND OTHER SECURITIES LISTING**

Chronology of listing of other securities which consists of bonds, sukuk, mortgage securitization, negotiable certificate of deposits (NCD) and Long Term Notes (LTN). All of the Company's bonds have been listed on the Indonesia Stock Exchange and for global bond have been listed in Singapore Exchange.

Chronology of Bond Issuance

Table of Chronology of the Company Bond Issuance BTNs

Description	Electronic Bond Distribution Date	Tenor (Year)	Currency	Number of Bonds (Millions)	Bid Price
Bank BTN Bond I Year 1989	July 25, 1989	5	IDR	50,000	100% of the principal amount of the Bonds
Bank BTN Bond II Year 1990	-	5	IDR	50,000	100% of the principal amount of the Bonds
Bank BTN Bond III Year 1991	-	5	IDR	50,000	100% of the principal amount of the Bonds
Bank BTN Bond IV Year 1991	-	5	IDR	100,000	100% of the principal amount of the Bonds
Bank BTN Bond V Year 1993	-	5	IDR	150,000	100% of the principal amount of the Bonds
Bank BTN Bond VI Year 1995	-	5	IDR	350,000	100% of the principal amount of the Bonds
Bank BTN Bond VII Year 1996	-	5	IDR	200,000	100% of the principal amount of the Bonds

Number of shares issued (sheet)	Issued and Paid Up Capital		
	Number of Shares (sheet)	Total Amount of Money (IDR)	Total Offering Price (IDR)
-	6,354,000,000	3,177,000,000,000	-
2,360,057,000	8,714,057,000	4,357,028,500,000	1,888,045,600,000
95,015,000	8,809,072,000	4,404,536,000,000	81,237,825,000
26,898,500	8,835,970,500	4,417,985,250,000	22,998,217,500
2,544,500	8,838,515,000	4,419,257,500,000	3,300,216,500
5,068,000	8,843,583,000	4,421,791,500,000	-
1,512,857,500	10,356,440,500	5,178,220,250,000	1,868,379,012,500
206,420,500	10,562,861,000	5,281,430,500,000	226,649,709,000
1,992,500	10,564,853,500	5,282,426,750,000	-
407,000	10,565,260,500	5,282,630,250,000	-
2,435,500	10,567,696,000	5,283,848,000,000	-
24,500	10,567,720,500	5,283,860,250,000	-
14,624,500	10,582,345,000	5,291,172,500,000	-
7,655,000	10,590,000,000	5,295,000,000,000	8,405,190,000
3,444,444,413	14,034,444,413	7,017,222,206,500	4,133,333,259,600

Maturity Date	Interest Rate	Payment Status	Rating		Trustee
			2025	2024	
July 25, 1994	18.75% fixed	Paid Off	-	-	-
June 1, 1995	16.25% fixed	Paid Off	-	-	-
November 11, 1996	20.00% fixed	Paid Off	-	-	-
January 23, 1996	17.00% fixed	Paid Off	-	-	-
July 31, 1998	15.25% fixed for first and second years, in for remaining years until maturity	Paid Off	-	-	-
December 21, 2000	17.25% fixed for first year, floating for remaining years until maturity	Paid Off	-	-	-
July 22, 2001	17.125% fixed for first year, floating for remaining years until maturity	Paid Off	-	-	-

Description	Electronic Bond Distribution Date	Tenor (Year)	Currency	Number of Bonds (Millions)	Bid Price
Bank BTN Bond VIII Year 1997	-	5	IDR	400,000	100% of the principal amount of the Bonds
Bank BTN Bond IX Year 2003	-	5	IDR	750,000	100% of the principal amount of the Bonds
Bank BTN Bond X Year 2004	-	5	IDR	750,000	100% of the principal amount of the Bonds
BTN Subordinated Bonds I Year 2004	-	10	IDR	250,000	100% of the principal amount of the Bonds
BTN Bonds XI Year 2005	-	5	IDR	750,000	100% of the principal amount of the Bonds
Bank BTN Bonds XII Year 2006	-	10	IDR	1,000,000	100% of the principal amount of the Bonds
Bank BTN Bonds XIII Year 2009 Series A	-	3	IDR	300,000	100% of the principal amount of the Bonds
Bank BTN Bonds XIII Year 2009 Series B	-	4	IDR	300,000	100% of the principal amount of the Bonds
Bank BTN Bonds XIII Year 2009 Series C	-	5	IDR	900,000	100% of the principal amount of the Bonds
Bank BTN Bond XIV Year 2010	June 11, 2010	10	IDR	1,650,000	100% of the principal amount of the Bonds
Bank BTN Bond XV Year 2011	June 28, 2011	10	IDR	1,300,000	100% of the principal amount of the Bonds
Bank BTN Continuous Bond I Phase I Year 2012	June 5, 2012	10	IDR	2,000,000	100% of the principal amount of the Bonds
Bank BTN Continuous Bond I Phase II Year 2013	March 27, 2013	10	IDR	2,000,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase I Year 2015 Series A		3	IDR	900,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase I Year 2015 Series B	July 8, 2015	5	IDR	500,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase I Year 2015 Series C	July 8, 2015	7	IDR	800,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase I Year 2015 Series D	July 8, 2015	10	IDR	800,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase II Year 2016 Series A	August 30, 2016	3	IDR	1,347,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase II Year 2016 Series B	August 30, 2016	5	IDR	1,653,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase I Year 2017 Series A	July 13, 2017	3	IDR	1,466,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase I Year 2017 Series B	July 13, 2017	5	IDR	1,295,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase I Year 2017 Series C	July 13, 2017	7	IDR	853,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase I Year 2017 Series D	July 13, 2017	10	IDR	1,386,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase II Year 2019 Series A	June 28, 2019	370 day	IDR	1,756,500	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase II Year 2019 Series B	June 28, 2019	3	IDR	1,168,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase II Year 2019 Series C	June 28, 2019	5	IDR	1,219,500	100% of the principal amount of the Bonds

Maturity Date	Interest Rate	Payment Status	Rating		Trustee
			2025	2024	
July 18, 2002	14.15% fixed	Paid Off	-	-	-
October 2, 2008	12.50% fixed	Paid Off	-	-	-
May 25, 2009	12.20% fixed	Paid Off	-	-	-
May 25, 2014*	12.60% fixed for the first year to the fifth year, 22.60% fixed for the sixth year to the tenth year if the Bank does not exercise the purchase option in the fifth year from the date of issuance	Paid Off	-	-	-
July 6, 2010	12.00% fixed	Paid Off	-	-	Bank Mega
September 19, 2016	12.75% fixed	Paid Off	-	-	Bank Mega
May 29, 2012	11.75% fixed	Paid Off	-	-	Bank Mega
May 29, 2013	12.00% fixed	Paid Off	-	-	Bank Mega
May 29, 2014	12.25% fixed	Paid Off	-	-	Bank Mega
June 11, 2020	10.25% fixed	Paid Off	-	-	Bank Mega
June 28, 2021	9.50% fixed	Paid Off	-	-	Bank Mega
June 5, 2022	7.90% fixed	Paid Off	-	-	Bank Mega
March 27, 2023	7.90% fixed	Paid Off	-	-	Bank Mega
July 8, 2018	9.625% fixed	Paid Off	-	-	Bank Mega
July 8, 2020	9.875% fixed	Paid Off	-	-	Bank Mega
July 8, 2022	10.00% fixed	Paid Off	-	-	Bank Mega
July 8, 2025	10.50% fixed	Paid Off	AA+(idn)	AA+(idn)	Bank Mega
August 30, 2019	8.20% fixed	Paid Off	-	-	Bank Mega
August 30, 2021	8.75% fixed	Paid Off	-	-	Bank Mega
July 13, 2020	8.30% fixed	Paid Off	-	-	Bank BJB
July 13, 2022	8.50% fixed	Paid Off	-	-	Bank BJB
July 13, 2024	8.70% fixed	Paid Off	-	-	Bank BJB
July 13, 2027	8.90% fixed	Not yet due	AAA(idn)	AA+(idn)	Bank BJB
July 8, 2020	7.750% fixed	Paid Off	-	-	Bank Mega
June 28, 2022	8.750% fixed	Paid Off	-	-	Bank Mega
June 28, 2024	9.000% fixed	Paid Off	-	AA+(idn)	Bank Mega

Description	Electronic Bond Distribution Date	Tenor (Year)	Currency	Number of Bonds (Millions)	Bid Price
Junior Global Bond Bank BTN	January 23, 2020	5	USD	300	100% of the principal amount of the Bonds
Sustainable Bond IV Bank BTN Phase I Year 2020 Series A	August 19, 2020	370 (day)	IDR	577,000	100% of the principal amount of the Bonds
Sustainable Bond IV Bank BTN Phase I Year 2020 Series B	August 19, 2020	3	IDR	727,000	100% of the principal amount of the Bonds
Sustainable Bond IV Bank BTN Phase I Year 2020 Series C	August 19, 2020	5	IDR	196,000	100% of the principal amount of the Bonds
Sustainable Bond IV Bank BTN Phase II Year 2022 Series A	May 24, 2022	3	IDR	600,000	100% of the principal amount of the Bonds
Sustainable Bond IV Bank BTN Phase II Year 2022 Series B	May 24, 2022	5	IDR	400,000	100% of the principal amount of the Bonds
Social Bonds I Phase I 2025	December 12, 2025	3	IDR	300,000	100% of the principal amount of the Bonds
Subordinated Bonds I Phase I 2025	December 12, 2025	5	IDR	2,000,000	100% of the principal amount of the Bonds

Notes:
- Ratings of domestic securities issued outstanding in 2025 used the rating from Pefindo.
- Ratings for outstanding domestic securities in 2025 were based on Fitch ratings.
- Ratings of BTN's Junior Global Bond (USD) due in 2025 is based on the rating assigned by Moody's.

* The Company exercised the buyback option on May 25, 2009.

Chronology of Sukuk Issuance

Table of BTN Sukuk Issuance Chronology

Description	Electronic Sukuk Distribution Date	Tenor (Month)	Currency	Sukuk Amount (Millions of IDR)	Maturity Date
BTN Sukuk I Year 2023 Phase I	July 28, 2023	159	IDR	92,553	October 28, 2036
BTN Sukuk I Year 2023 Phase II	December 27, 2023	156	IDR	175,039	December 27, 2036
BTN Sukuk I Year 2024 Phase III	September 27, 2024	159	IDR	80,956	December 27, 2037
BTN Sukuk I Year 2024 Phase IV	December 23, 2024	165	IDR	52,444	September 23, 2038

Chronology of KPR Securization

The Company has carried out the securitization of Housing Loan bills through Collective Investment Contract of Asset-Backed Security (KIK-EBA) and Asset-Backed Security in the Form of Letter of Participation (EBA-SP), with the following details:

Table of Chronology of BTN KPR Securization

No.	Securization Transactions	Total Nominal (IDR)	Class	Nominal (IDR)
1.	KIK-EBA DSMF 01	111,111,108,501	A	100,000,000,000
			B	11,111,108,501

Maturity Date	Interest Rate	Payment Status	Rating		Trustee
			2025	2024	
January 23, 2025	4.20%	Paid Off	Ba3	Ba3	Citicorp International Limited
August 29, 2021	6.75%	Paid Off	-	-	Bank BJB
August 19, 2023	7.80%	Paid Off	-	-	Bank BJB
August 19, 2025	8.40%	Paid Off	AA+(idn)	AA+(idn)	Bank BJB
May 24, 2025	5.50%	Paid Off	AA+(idn)	AA+(idn)	Bank BJB
May 24, 2027	6.0%	Not yet due	AAA(idn)	AA+(idn)	Bank BJB
December 12, 2028	5.30%	Not yet due	idAAA	-	Bank BRI
December 12, 2030	6.65%	Not yet due	idAA	-	Bank BRI

Names of the Stock Exchange Where the Company's Bonds Are Listed
- All BTN Domestic Bonds are listed on the Indonesia Stock Exchange.
- BTN's Juneor Global Bond is listed on SGX (Singapore Exchange).

Level Nisbah	Payment Status	Description
11.00% of the revenue shared with an indication of profit sharing equivalent to 0.55% per year.	Not yet due	These Securities were not rated, and there was no public offering.
27.40% of the revenue generated with an indication of profit sharing equivalent to 1.37% per year.	Not yet due	These Securities were not rated, and there was no public offering.
27.40% of the revenue generated with an indication of profit sharing equivalent to 1.37% per year.	Not yet due	These Securities were not rated, and there was no public offering.
27.40% of the revenue generated with an indication of profit sharing equivalent to 1.37% per year.	Not yet due	These Securities were not rated, and there was no public offering.

Date of Transaction	Maturity Date	Average Life	Class A Coupon	Class A Ranking
February 11, 2009*	January 10, 2018	5.30	13.000%	idAAA

No.	Securization Transactions	Total Nominal (IDR)	Class	Nominal (IDR)
2.	KIK-EBA DSMF 02	391,305,329,159	A	360,000,000,000
			B	31,305,329,159
3.	KIK-EBA DBTN 01	750,000,230,717	A	688,500,000,000
			B	61,500,230,717
4.	KIK-EBA DBTN 02	703,450,414,156	A	645,000,000,000
			B	58,450,414,156
5.	KIK-EBA DBTN 03	1,000,000,005,997	A	925,000,000,000
			B	75,000,005,997
6.	KIK-EBA DBTN 04	1,000,000,005,941	A1	403,000,000,000
			A2	525,000,000,000
			B	72,000,005,941
7.	KIK-EBA DBTN 05	1,500,000,001,615	A1	723,500,000,000
			A2	647,500,000,000
			B	129,000,001,615
8.	EBA-SP SMF-BTN 01	200,000,000,041	A	181,600,000,000
			B	18,400,000,041
9.	EBA-SP SMF-BTN 02	1,000,000,000,000	A1	400,000,000,000
			A2	513,000,000,000
			B	87,000,000,000
10.	EBA-SP SMF-BTN 03	1,000,000,000,000	A1	200,000,000,000
			A2	713,000,000,000
			B	87,000,000,000
11.	EBA-SP SMF-BTN 04	2,000,000,000,000	A1	700,000,000,000
			A2	1,124,000,000,000
			B	176,000,000,000
12.	EBA-SP SMF-BTN 05	2,000,000,000,000	A1	574,000,000,000
			A2	1,142,000,000,000
			M	24,000,000,000
			B	260,000,000,000
13.	EBA-SP SMF-BTN 06	631,000,543,015	A	576,734,000,000
			B	54,266,543,015
14.	EBA-SP SMF-BTN 07	500,000,001,416	A	452,500,000,000
			B	47,500,001,416
15.	EBA-SP SMF-BTN 08	600,000,020,055	A	544,800,000,000
			B	55,200,020,055
Totals		**13,386,867,660,613**		**13,386,867,660,613**

* The Bank as a Service Provider in securitization transactions has implemented the clean-up call option in accordance with the provisions.

Date of Transaction	Maturity Date	Average Life	Class A Coupon	Class A Ranking
November 10, 2009*	Decsember 10, 2019	5.63	11.000%	$_{id}$AAA
December 27, 2010*	September 27, 2019	5.35	9.250%	$_{id}$AAA
November 16, 2011*	February 27, 2021	5.94	8.750%	$_{id}$AAA
December 12, 2012*	January 07, 2023	6.35	7.750%	$_{id}$AAA
December 20, 2013*	February 26, 2022	5.57	A1 = 8.90% A2 = 9.50%	$_{id}$AAA
November 28, 2014*	September 07, 2025	6.72	A1 = 10% A2 = 10.25%	$_{id}$AAA
November 27, 2015	March 07, 2022	3.95	8.60%	$_{id}$AAA
October 31, 2016	June 27, 2027	7.05	A1 = 8.15% A2 = 8.75%	$_{id}$AAA
April 28, 2017	January 07, 2028	7.78	A1 = 8.00% A2 = 8.40%	$_{id}$AAA
February 28, 2018	May 07, 2029	7.03	A1 = 7.00% A2 = 7.50%	$_{id}$AAA
November 27, 2019	May 07, 2032	9.09	A1 = 8.50% A2 = 8.75% M = 10.40%	$_{id}$AAA $_{id}$A
December 30, 2020	July 07, 2032	6.08	6.50%	$_{id}$AAA
December 23, 2022	January 07, 2034	5.66	7.70%	$_{id}$AAA $_{id}$AAA
September 26, 2023	August 07, 2035	7.44	6.65%	$_{id}$AAA

Chronology of Negotiable Certificate of Deposit Issuance

Table of Chronology of Negotiable Certificate of Deposit Recording

Type NCD	Issuance Nominal (IDR)	Date of Transaction	Series
NCD Phase I	625,000,000,000	December 5, 2014	A
			B
			C
NCD Phase II	1,005,000,000,000	December 5, 2014	A
			B
			C
			D
NCD Phase III	500,000,000,000	February 17, 2015	E
NCD Phase IV	1,110,000,000,000	April 30, 2015	A
			B
			C
NCD Phase I 2016	740,000,000,000	June 9, 2016	A
NCD Phase II 2016	1,115,000,000,000	August 5, 2016	A
			B
			C
NCD Phase III 2016	371,000,000,000	November 30, 2016	A
			B
NCD Phase IV 2016	500,000,000,000	December 29, 2016	A
			B
NCD Phase V 2016	500,000,000,000	December 30, 2016	-
NCD Phase I 2017	1,735,000,000,000	February 21, 2017	A
			B
NCD Phase III 2017	550,000,000,000	October 3, 2017	-
NCD Phase II 2017	1,050,000,000,000	October 5, 2017	A
			B
NCD Phase IV 2017	540,000,000,000	December 13, 2017	A
			B
NCD Phase I 2018	1,440,000,000,000	April 3, 2018	A
NCD Phase II 2018	690,000,000,000	July 18, 2018	A
			B
NCD Phase III 2018	2,020,000,000,000	November 5, 2018	A
			B

Tenor	Maturity Date	Rate	Nominal Per Series
6 months	June 4, 2015	9.00%	280,000,000,000
12 months	November 27, 2015	9.25%	45,000,000,000
15 months	February 26, 2016	9.50%	300,000,000,000
6 months	August 26, 2015	9.00%	470,000,000,000
12 months	February 18, 2016	9.25%	85,000,000,000
15 months	May 19, 2016	9.50%	10,000,000,000
18 months	August 18, 2016	9.70%	440,000,000,000
5 months	July 15, 2015	9.00%	500,000,000,000
6 months	October 30, 2015	8.75%	330,000,000,000
12 months	May 2, 2016	9.00%	620,000,000,000
18 months	October 31, 2016	9.25%	160,000,000,000
3 months	September 9, 2016	6.85%	740,000,000,000
3 months	November 3, 2016	7.19%	440,000,000,000
6 months	February 1, 2017	7.47%	275,000,000,000
12 months	August 10, 2017	7.80%	400,000,000,000
3 months	February 28, 2017	7.04%	20,000,000,000
6 months	May 29, 2017	7.26%	351,000,000,000
3 months	March 29, 2017	7.75%	315,000,000,000
6 months	July 3, 2017	7.74%	185,000,000,000
6 months	July 3, 2017	7.73%	500,000,000,000
6 months	August 22, 2017	7.28%	1,195,000,000,000
12 months	February 16, 2018	7.43%	540,000,000,000
12 months	October 2, 2018	6.50%	550,000,000,000
6 months	April 3, 2018	6.00%	230,000,000,000
12 months	October 5, 2018	6.25%	820,000,000,000
6 months	June 12, 2018	5.90%	160,000,000,000
12 months	December 13, 2018	6.20%	320,000,000,000
6 months	October 2, 2018	5.90%	830,000,000,000
6 months	January 15, 2019	7.60%	520,000,000,000
12 months	July 16, 2019	7.70%	170,000,000,000
6 months	May 7, 2019	8.30%	1,340,000,000,000
9 months	August 2, 2019	8.40%	170,000,000,000
12 months	November 5, 2019	8.50%	510,000,000,000

Type NCD	Issuance Nominal (IDR)	Date of Transaction	Series
NCD Phase IV 2018	340,000,000,000	December 10, 2018	A
			B
NCD Phase I 2023	1,500,000,000,000	October 20, 2023	A
			B
			C
Total	**14,831,000,000,000**		

Chronology of Issuing Long Term Notes (LTN)

The issuance of BTN Long Term Notes (LTN) was intended for BP Taperaas single investor, as reimbursement of BP Tapera's source of fund for KPR Tapera distribution. Thus, LTN was a debt securities issued without going through a Public Offering process and was not rated.

Table of Chronology of Issuance of Long Term Notes (LTN) of BTN

Description	Electronic LTN Distribution Date	Tenor (Month)	Currency	LTN Amount (IDR Thousands)
LTN BTN 2021 Phase I	December 17, 2021	186	IDR	10,185,851
LTN BTN II 2022 Series A	July 12, 2022	171	IDR	47,740,325
LTN BTN II 2022 Series B	July 12, 2022	177	IDR	79,378,706
LTN BTN III Phase I YEAR 2022	December 14, 2022	177	IDR	210,866,282
LTN BTN III Phase II YEAR 2022	December 28, 2022	171	IDR	131,184,885
LTN BTN IV Phase I Year 2023	July 28, 2023	165	IDR	35,898,139
LTN BTN IV Phase II Year 2023	September 15, 2023	168	IDR	404,745,014
LTN BTN IV Phase III Year 2023 – Series A	December 27, 2023	180	IDR	6,241,671,188
LTN BTN IV Phase III Year 2023 – Series B	December 27, 2023	168	IDR	234,541,750,854
LTN BTN IV Year 2024 Phase IV	May 07, 2024	171	IDR	203,350,626,300
LTN BTN IV Year 2024 Phase V	September 27, 2024	171	IDR	312,678,083,000
LTN BTN IV Year 2024 Phase VI	December 23, 2024	168	IDR	147,909,042,000

Note: BTN LTN Securities are unrated and issued through a private placement to BP Tapera.

Tenor	Maturity Date	Rate	Nominal Per Series
3 months	March 12, 2019	8.00%	80,000,000,000
6 months	June 11, 2019	8.40%	260,000,000,000
6 months	April 17, 2024	6.40%	500,000,000,000
9 months	July 16, 2024	6.45%	70,000,000,000
12 months	October 21, 2024	6.53%	930,000,000,000
			16,331,000,000,000

Maturity Date	Interest Rates	Payment Status	Description
June 17, 2037	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
October 12, 2036	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
April 12, 2037	0.55% fixed	Not yet due	These Securities were not rated, and there was no public offering.
June 14, 2037	0.55% fixed	Not yet due	These Securities were not rated, and there was no public offering.
March 28, 2037	0.55% fixed	Not yet due	These Securities were not rated, and there was no public offering.
April 28, 2037	0.55% fixed	Not yet due	These Securities were not rated, and there was no public offering.
September 15, 2037	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
December 27, 2038	0.55% fixed	Not yet due	These Securities were not rated, and there was no public offering.
December 27, 2037	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
August 7, 2038	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
December 27, 2038	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
December 23, 2038	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.

INFORMATION ON THE USE OF PUBLIC ACCOUNTING **AND PUBLIC ACCOUNTING OFFICE SERVICES**

Name of Public Accounting Firm	KAP Purwanto, Susanti & Surja (formerly Purwantono, Sungkoro & Surja)	
Association Network	Ernst & Young Global Limited	
Financial Accounting Firm Address	Indonesia Stock Exchange Building Tower 2, 7th Floor Jl. Jend. Sudirman Kav.52-53, Jakarta 12190, Indonesia	
AP Name	Christophorus Alvin Kossim	
Financial Accounting Firm Assignment Period	11th Period	
AP Assignment Period	3rd period	
Services provided by AP and KAP and their networks/associations/alliances		
Audit Services	Audit of the Consolidated Financial Statements of PT Bank Tabungan Negara (Persero) Tbk;	IDR4,150,000,000
	Audit of the Financial Statements of the Micro and Small Business Funding Program (PUMK) of PT Bank Tabungan Negara (Persero) Tbk;	IDR450,000,000
	Audit of Compliance with legislation and internal control of PT Bank Tabungan Negara (Persero) Tbk;	IDR350,000,000
	Other assurance procedures for the consolidated performance evaluation report of PT Bank Tabungan Negara (Persero)	IDR225,000,000
Non-Audit Services	Agreed procedures for the key performance indicators (KPIs) of the Board of Directors, both collegially and individually, of PT Bank Tabungan Negara (Persero) Tbk;	IDR975,000,000
	Implementation of agreed procedures for the custodial services operations of PT Bank Tabungan Negara (Persero) Tbk;	IDR175,000,000
	Implementation of agreed procedures for SOE financial information packages.	IDR400,000,000
Audit Fee	IDR5,175,000,000	
Non-Audit Fee	IDR1,550,000,000	

SUPPORTING INSTITUTION **AND/OR PROFESSIONAL**

CUSTODIAN BANK

Name	: PT Kustodian Sentral Efek Indonesia
Address	: Gedung Bursa Efek Indonesia, Tower 1, Lantai 5. Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia
Telephone	: (021) 5152855
Facsimile	: (021) 52991199
Email	: helpdesk@ksei.co.id
Website	: www.ksei.co.id
Form of Service	: Custodian and Payment Agent
Assignment Period	: Throughout the life of the Debt Securities

Name	: PT Penilai Harga Efek Indonesia
Address	: Gedung Bursa Efek Indonesia, Tower 2, Lantai GF. Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia
Telephone	: (021) 5155620
Facsimile	: (021) 5155026
Email	: enquiries@phei.co.id
Website	: www.phei.co.id
Form of Service	: Indonesian securities price provider
Assignment Period	: Throughout the life of the securities, they are debt in nature.

Name	: PT Bursa Efek Indonesia (CTP – PLTE)
Address	: Gedung Bursa Efek Indonesia, Tower 1, Lantai 6. Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia
Telephone	: (021) 150515 (Nasional)
Facsimile	: -
Email	: contactscenter@idx.co.id
Website	: Idx.co.id
Form of Service	: Reporting provider for securities transactions
Assignment Period	: Throughout the life of the securities, they are debt in nature.

BUREAU OF SECURITIES ADMINISTRATION

Name	: PT Datindo Entrycom
Address	: Jl. Hayam Wuruk No.28, Lantai 2 Jakarta 10120 - Indonesia
Telephone	: (021) 3508077
Facsimile	: (021) 3508077
Email	: corporatesecretary@datindo.com
Website	: https://www.datindo.com
Form of Service	: Securities Administration Bureau for Shares
Assignment Period	: December 9, 2009 – present

TRUSTEE

Name	: PT Bank Mandiri (Persero) Tbk
Address	: Jl. Jend. Gatot Subroto Kav. 36-38 Jakarta 12190, Indonesia
Telephone	: (62-21) 526 5045, 526 5095
Facsimile	: (62-21) 527 447, 527 5577
Email	: fundaccounting@bankmandiri.co.id
Website	: -
Form of Service	: Trustee and Custodian Bank of EBA Securitization (Asset-Backed Securities)
Assignment Period	: Throughout the life of EBA

Name	: PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk (Bank BJB)
Address	: Sinarmas MSIG Tower Lantai 9, Jl. Jend. Sudirman Kav. 21, Jakarta Selatan, Indonesia
Telephone	: (021) 5228737 Ext. 101
Facsimile	: (021) 5228738
Email	: -
Website	: www.bankbjb.co.id
Form of Service	: Trustee of Continuous Public Offering Continuous Bonds
Assignment Period	: Throughout the Life of the Bonds

Name	: PT Bank Rakyat Indonesia (Persero) Tbk
Address	: Jl. Jendral Sudirman No. 44-46 Tromol Pos 1094 / 1000 Jakarta 10210
Telephone	: 2510244, 25100254
Facsimile	: 2500065, 2500077
Email	: custody_mf@corp.bri.co.id
Website	: -
Form of Service	: Trustee and Custodian Bank of EBA Securitization (Asset-Backed Securities)
Assignment Period	: Throughout the life of EBA

SECURITIES RATING

Name	: PT Fitch Ratings Indonesia
Address	: DBS Bank Tower 24th Floor Suite 2403, Jl. Prof. Dr. Satrio Kav. 3-5, Jakarta 12940 Indonesia
Telephone	: (021) 29886800
Facsimile	: (021) 29886822
Email	: -
Website	: www.fitchratings.com
Form of Service	: Rating
Assignment Period	: Throughout the life of the Bond

Name	: Moody's Investor Service Singapore Pte. Ltd
Address	: 50 Raffles Place #23-06, Singapore Land Tower, Singapore 48623
Telephone	: -
Facsimile	: -
Email	: -
Website	: www.moodys.com
Form of Service	: Rating
Assignment Period	: Junior Global Bond Lifetime

Name	: PT Pemeringkat Efek Indonesia
Address	: Equity Tower Lt. 30, Sudirman Business District, Lot 9, Jl. Jend. Sudirman Kav. 52 – 53, Jakarta Selatan 12190, Indonesia
Telephone	: (021) 509 68469
Facsimile	: (021) 509 68468
Email	: -
Website	: www.pefindo.com
Form of Service	: Rating
Assignment Period	: Throughout the Life of the Bond

LEGAL CONSULTANT ON CALL

Name	: ABNR Counsellor at Law
Address	: Graha CIMB Niaga, 24th Floor Jl. Jend. Sudirman Kav. 58, Jakarta, 12190
Telephone	: (021) 250 5125/5136
Facsimile	: (021) 250 5001/5121/5122/5392
Email	: fkaryadi@abnrlaw.com
Website	: www.abnrlaw.com
Form of Service	: Advisory Consultant for the 2024 Annual General Meeting of Shareholders (AGM)
Assignment Period	: January 30, 2025

Name	: PwC Legal Indonesia
Address	: WTC 3, Jalan Jenderal Sudirman Kavling 29-31 Jakarta 12920
Telephone	: 021 50992901
Facsimile	: -
Email	: contact.us@id.pwc.com , indra.allen@pwc.com
Website	: www.pwc.com
Form of Service	: Harmonization and Adjustment of the Standard Credit Agreement Draft/Financing Agreements
Assignment Period	: February 13, 2025 to March 27, 2025

Name	: FKNK Law Firm
Address	: Equity Tower 40th Floor Unit 40E, Sudirman Central Business District (SCBD) Lot 9, Jl. Jenderal Sudirman Kav. 52-53, Jakarta 12190
Telephone	: (021) 29035008, 30003550
Facsimile	: -
Email	: rajagukguk@fknk.co.id
Website	: www.fknk.co.id
Form of Service	: Preparation of the White Paper on the Sale of Non-Performing Assets accompanied by the Purchase of Securities (Project Tiger) Stage 2
Assignment Period	: February 26, 2025

Name	: Relawanto & Partners
Address	: Setiabudi 2 Building 2nd Floor Suite 207 B-C, Jl. H.R. Rasuna Said Kav. 62, Jakarta Selatan, 12920
Telephone	: (021) 52900828
Facsimile	: -
Email	: relawantoandpartners@gmail.com
Website	: -
Form of Service	: Legal Review and Compliance Risk Mitigation of Financial Services Authority Regulation (POJK) Number 22 of 2023 concerning Consumer and Community Protection in the Financial Services Sector
Assignment Period	: April 21, 2025

Name	: LHS & Partners
Address	: Jl. Ahmad Adnawijaya No. 97 RT 2 / RW 16, Kel. Tegal Gundil, Kec. Bogor Utara, Kota Bogor
Telephone	: 0811-1132-305
Facsimile	: -
Email	: Lhs.lawpartners@gmail.com
Website	: -
Form of Service	: Review of Internal Regulations related to Technical Instruction No. PT.6-C.7 concerning Guidelines for Handling Legal Issues
Assignment Period	: April 21, 2025

Name	: Bagus Enrico & Partners
Address	: Menara Rajawali Lantai 15, CBD Mega Kuningan, Jl. Dr. Ide Anak Agung Gde Agung Kav. 5.1, Jakarta
Telephone	: 021 29885959
Facsimile	: -
Email	: bagus@bepartners.co.id
Website	: www.bepartners.co.id
Form of Service	: Legal Research on BTN's Business Activity Opportunities in Organizing Bulion Business Activities
Assignment Period	: July 01, 2025 to October 31, 2025

Name	: Hanafiah Ponggawa & Partners (Dentons HPRP)
Address	: Wisma 46 – Kota BNI, Lantai 4 (Lantai Dentons HPRP), Jl. Jend. Sudirman Kav.1, Jakarta
Telephone	: (021) 5701837
Facsimile	: -
Email	: Erwin.winenda@dentons.com
Website	: www.dentons.hprplawyers.com
Form of Service	: Legal Research on Optimizing Bank Legal Risk Management in the Business Processes and Activities of PT Bank Tabungan Negara (Persero) Tbk
Assignment Period	: June 30, 2025 to September 30, 2025

Name	: Hiswara Bunjamin & Tandjung ("HBT")
Address	: Sudirman 7.8, Tower 1 Lantai 18 Jl. Jenderal Sudirman Kav. 7-8, Kel. Karet Tengsin, Kec. Tanah Abang, Kota Adm. Jakarta Pusat, Provinsi DKI Jakarta
Telephone	: (021) 39738000
Facsimile	: -
Email	: sakurayuki@hsfkramer.com
Website	: www.hbtlaw.com
Form of Service	: Legal Research on the Use of Artificial Intelligence (AI) Technology in BTN Product Development and/or Activities
Assignment Period	: June 30, 2025 to September 30, 2025

Name	: HKGM & Partners
Address	: Pondok Indah Plaza 3, Blok E/4 & E/5, Jl. TB Simatupang, Jakarta 12310
Telephone	: (021) 75900215
Facsimile	: (021) 75900225
Email	: hkgmlaw@indo.net.id
Website	: -
Form of Service	: Legal Consultant Services for the Implementation of the Public Offering of Sustainable Subordinated Bonds I Phase 1 of 2025 and Sustainable Socially-Ministried Bonds I Phase 1 of 2025.
Assignment Period	: September 01, 2025 until December 12, 2025

Name	: UMBRA
Address	: Telkom Landmark Tower, Tower 2, 49th Floor, Jl. Gatot Subroto Kav 52, Jakarta 12710
Telephone	: (021) 5082 0999
Facsimile	: -
Email	: raditya@umbra.law
Website	: www.umbra.law
Form of Service	: • Legal Consultant Services for the Implementation of the Danantara Shareholder Loan. • Consultant Services for the Implementation of the 2025 Extraordinary General Meeting of Shareholders.
Assignment Period	: December 2025

NOTARY

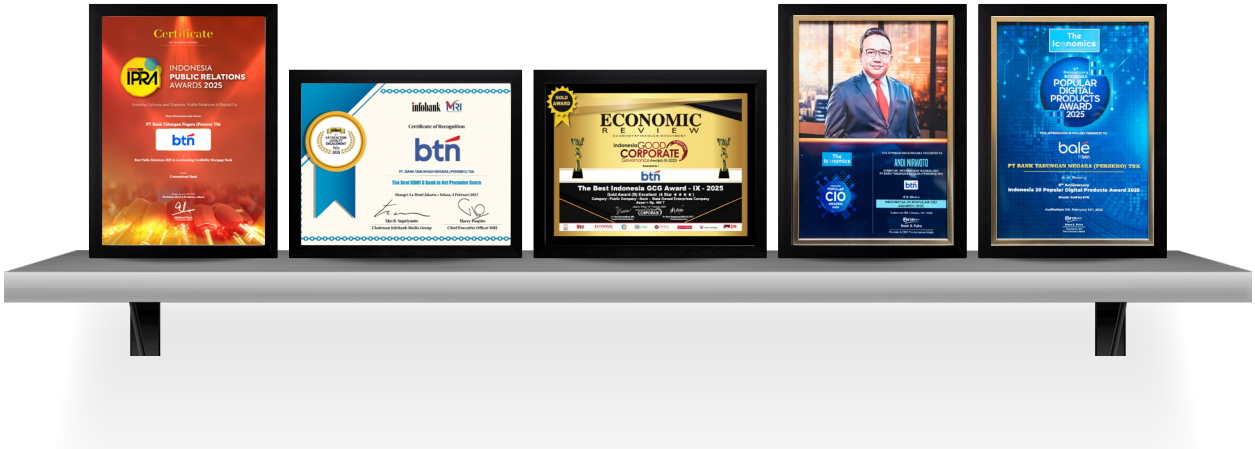
Name	: Siti Rayhana, SH
Address	: Riviera Timur No. 1 Cluster La Bella, Riviera Village, Jl. Gading Golf Boulevard, Gading Serpong, Cihuni, Kecamatan Pagedangan, Kabupaten Tangerang, Banten 15332
Telephone	: (021) 55687610
Facsimile	: -
Email	: siti.rayhana@yahoo.co.id
Website	: N/A
Form of Service	: • Ratification of the Deed of Credit Agreement with PT Bank BCA • Public Valuation Services for Danantara Shareholder Loan Transactions
Assignment Period	: Until each transaction is completed.

Name	: Ir. Nanette Cahyanie Handari Adi Warsito, S.H.
Address	: Jl. Panglima Polim V No. 11, Kebayoran Baru, Jakarta Selatan
Telephone	: (021) 7392801
Facsimile	: (021) 7265090
Email	: poerbaningsih@yahoo.com
Website	: -
Form of Service	: Formalizing the Subordinated Bonds Issuance Agreement and Social Bonds Issuance Agreement
Assignment Period	: Until each transaction is completed.

Name	: Notaris Ashoya Ratam, S.H., M.Kn
Address	: Jl. Suryo No. 54 Kebayoran Baru, Jakarta 12180
Telephone	: (021) 29236060
Facsimile	: -
Email	: finance.notaris@ashoyaratam.com
Website	: -
Form of Service	: • Notary Services for the assistance in the Implementation of the BTN Sharia Business Unit Spin-Off Corporate Action • Supporting Professional Services for Annual GMS and Extraordinary GMS
Assignment Period	: July to December 2025

AWARDS
AND CERTIFICATIONS

Awards



No.	Award Name	Events	Organizer	Date
1.	Best Public Relations 2025 in Accelerating Credibility Mortgage Bank (Category : Conventional Bank)	Indonesia Public Relations Awards 2025	Warta Ekonomi	January 24, 2025
2.	Best Public Relations 2025 in Maintaining Media Collaborations Through Utilize Digital Platforms to Drive Brand Awareness (Category : Conventional Bank)	Indonesia Public Relations Awards 2025	Warta Ekonomi	January 24, 2025
3.	The Best KBMI 3 Bank in Net Promoter Score	8th Infobank Satisfactions, Loyalty and Engagement 2025	Infobank	February 04, 2025
4.	The 3rd Best KBMI 3 Bank in Customer Satisfaction	8th Infobank Satisfactions, Loyalty and Engagement 2025	Infobank	February 04, 2025
5.	The 2nd Best KBMI 3 Bank In Customer Resilience Level	8th Infobank Satisfactions, Loyalty and Engagement 2025	Infobank	February 04, 2025
6.	The 2nd Most Satisfying KBMI 3 Bank in Mobile Banking	8th Infobank Satisfactions, Loyalty and Engagement 2025	Infobank	February 04, 2025
7.	Indonesia 20 Top Digital Financial Award 2025	The Economics Awards	The Global Economics Limited	February 13, 2025
8.	The Best Indonesia GCG Award – IX – 2025, Gold Award (B) Excellent (4 Star), Category : Public Company - Bank – State Owned Enterprises Company Asset > Rp400T	Indonesia Good Corporate Governance Award IX 2025	Economic Review	February 14, 2025
9.	Indonesia's 20 Top CIOs for Director of Information Technology, Mr. Andi Nirwoto	The Iconomics Award 2025	The Iconomics	February 14, 2025
10.	Indonesia 20 Top Digital Product Awards 2025	The Iconomics Award 2025	The Iconomics	February 14, 2025

No.	Award Name	Events	Organizer	Date
11.	Indonesia 20 Top Digital Financial Award 2025	The Iconomics award 2025	The Iconomics	February 14, 2025
12.	Sectoral – Middle Cap Financial Sector	Best Stock Awards 2025	Investortrust Infovesta	February 25, 2025
13.	State-Owned Enterprises & Subsidiaries of State-Owned Enterprises – Middle-Cap Financial Sector	Best Stock Awards 2025	Investortrust Infovesta	February 25, 2025
14.	Leadership in Sustainable Financing	Podomoro Harmony Award 2025	Agung Podomoro Land	February 28, 2025
15.	The Best Mobile Banking from Conventional Commercial Banks	Infobank Digital Brand	Majalah Infobank Media Group	March 19, 2025
16.	The 2nd Best Overall Conventional Bank Savings Accounts in 2025	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
17.	The 3rd Best Overall Wealth Management of the 2025 Conventional Commercial Bank	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
18.	The Highest Digital Index in Sharia Business Unit	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
19.	The 2025 Best Debit Card of Conventional Commercial Bank – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
20.	The 2025 Best Conventional Commercial Bank Deposits – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
21.	The 2025 Best Mobile Banking for Conventional Commercial Bank – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
22.	The 2024 Best Conventional Commercial Bank Savings – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
23.	The 2025 Best Conventional Commercial Bank KPR – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
24.	The 2025 Best Management of Conventional Commercial Bank – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
25.	The 2025 Best Conventional Commercial Bank Deposits – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025

No.	Award Name	Events	Organizer	Date
26.	The 3rd Best Internet Banking of the 2025 Conventional Commercial Bank – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
27.	The 2025 Best Sharia Business Unit – Conventional Commercial Bank - Assets of IDR10 Trillion and Above	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
28.	Platinum Throphy The Best Sharia Business Unit in Digital Brand 10 Years in a Row 2016 – 2025	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
29.	General Bank Mortgage Products from Banks	Most Trusted Financial Brands Awards 2025	Investortrust.id & Infovesa Utama	March 20, 2025
30.	Most Innovative Digial Housing Finance Bank	International Finance Awards 2024	International Finance	April 23, 2025
31.	Fastest Growing Digital Transformation Mortgage Bank	International Finance Awards 2024	International Finance	April 23, 2025
32.	Best retail Bank for Digital CX – Indonesia	Digital CX Awards 2025	The Digital Banker	April 24, 2025
33.	Public Company With Trusted Green Achivement in Emission Reduction and Trusted Diamond Achievement in Emission Transparency	The Best Corporate Emission Reduction Transparency Awards 2025	Investortrust.id & Datatrust	April 29, 2025
34.	Driving Tomorrow Outstanding Emerging Acquirer Innovation in Action	Mastercard Forum 2025	Mastercard	April 29, 2025
35.	The Best Human Capital 2025 for Achieving Company"s Strategic Goals and Business Targets (Conventional Bank)	Indonesia Human Capital 5 Awards 2025	Warta Ekonomi	April 30, 2025
36.	The Best Human Capital for Achievng Company's Strategic Goals and Business Targets Through Holistic Talent Management Initiatives	Indonesia Human Capital Awards 2025	Warta Ekonomi	April 30, 2025
37.	Best Digital Branch Design Southeast Asia 2025	15th Year Global Banking & Finance Awards	Global Banking & Finance Review	May 11, 2025
38.	Best Islamic Bank – Indonesia 2025	Euromoney Awards for Excellence 2025	Euromoney	May 21, 2025

No.	Award Name	Events	Organizer	Date
39.	Best Savings Bank	Global Brand Awards 2025	Global Brand Magazine	June 13, 2025
40.	The HR Asia Best Companies to Work for in Asia Awards	HR Asia Best Companies to work for in Asia 2025	Business Media International	June 22, 2025
41.	Sustainable Workplace Awards 2025	HR Asia Sustainable Workplace 2025	Business Media International	June 22, 2025
42.	The 2nd Best Sharia Business Unit in Excellence Branch ATM, Class; Sharia Business Unit	22nd Infobank MRI Banking Service Excellence Award 2025	Infobank	June 24, 2025
43.	The 2nd Best Sharia Bank in Excellence Social Media (Class: Sharia Bank)	22nd Infobank MRI Banking Service Excellence Award 2025	Infobank	June 24, 2025
44.	The 2nd Best Sharia Business Unit in Excellence Convenience Branch Office (Class: Sharia Business Unit)	22nd Infobank MRI Banking Service Excellence Award 2025	Infobank	June 24, 2025
45.	CEO of The Year 2025	19th Annual Indonesia Property & Bank Award 2025	Property & Bank Media	June 25, 2025
46.	Best State-Owned Bank with The Easiest Mortgage & Home Options for Millenials	19th Annual Indonesia Property & Bank Award 2025	Property & Bank Media	June 25, 2025
47.	Excellence in Apps Innovation for Cord Management	Investortrust Best Bank Awards	Investortrust	June 25, 2025
48.	Indonesia Best Bank 2025 for Commitment to Housing Innovation, Digital Lending and Economic Inclusion Initiatives	Indonesia Best Bank Awards 2025	Warta Ekonomi	June 25, 2025
49.	Customer Experience Initiative of The Year – Indonesia (PLUS by BTN Prioritas)	Asian Banking & Finance Retail Banking Award 2025	Asian Banking & Finance	July 03, 2025
50.	Winner of Risk Professional of The Year (Setiyo Wibowo – Director of Risk Management)	ASEAN Risk Award 2025	Enterprise Risk Management Academy (ERMA)	July 04, 2025
51.	People"s Choice of Risk Professional of The Year (Setiyo Wibowo – Director of Risk Management)	ASEAN Risk Award 2025	Enterprise Risk Management Academy (ERMA)	July 04, 2025

No.	Award Name	Events	Organizer	Date
52.	Top 50 ASEAN PLCs	ASEAN Corporate Governance Awards (ACGA) 2025	Corporate Governance Expert ASEAN Corporate Govenrnance Scorecard dan Senior Partner RSM Indonesia	July 24, 2025
53.	Top 5 Indonesia PLCs	ASEAN Corporate Governance Awards (ACGA) 2025	Corporate Governance Expert ASEAN Corporate Govenrnance Scorecard dan Senior Partner RSM Indonesia	July 24, 2025
54.	Indonesia Best Business Transformation 2025	SWA Awards	SWA Media Group	July 29, 2025
55.	Indonesia Best Workplace Awards 2025 for Advancing Gender Equality and Talent Growth Through Inclusive Work Environment	Best Workplace Awards 2025	Warta Ekonomi	July 30, 2025
56.	Best Mortgage Banking	JALIN CX Summit	PT Jalin Pembayaran Nusantara	July 31, 2025
57.	Best Green Mortgage Bank Transformation	Prominent Awards 2025	Metro TV & Salutee.id	September 03, 2025
58.	Top GRC Awards 2025 #5tar	Top GRC Awards 2025	Majalah Top Business	September 08, 2025
59.	The Most Commited GRC Leader 2025	Top GRC Awards 2025	Majalah Top Business	September 08, 2025
60.	The High Performing Board of Commissioners on GRC 2025	Top GRC Awards 2025	Majalah Top Business	September 08, 2025
61.	Indonesia Biggest Companies 2025	Fortune Indonesia 100	Fortune Indonesia	September 12, 2025
62.	Best Overall in the Midcap PLCs Category	The 16th IICD Corporate Governance Conference and Award 2025	Indonesia Institute for Corporate Directorship	September 15, 2025
63.	Top 50 Middle Capitalixation Public Listed Company	The 16th IICD Corporate Governance Conference and Award 2025	Indonesia Institute for Corporate Directorship	September 15, 2025
64.	Indonesia Most Reputable Reputable Companies : Kategori State Owned Bank Kredit : Very Good	Indonesia Most Reputable Companies	SWA Media	September 23, 2025

No.	Award Name	Events	Organizer	Date
65.	Bronze Winner AHI in the Government Public Relations Program Category of State Cooperative Sub-Category	The 7th Anugerah Humas Indonesia (AHI) 2025	PR Indonesia	September 25, 2025
66.	AHI Silver Winner in Internal Media Category of Video Profile Sub-Category	The 7th Anugerah Humas Indonesia (AHI) 2025	PR Indonesia	September 25, 2025
67.	Most Influental Property Figure in Banking	Golden Property Award 2025	Indonesia Property Watch (IPW) Lembaga	September 29, 2025
68.	On Passing The Stone Membership Program	ALTO Award	ALTO Network	September 30, 2025
69.	Excellence in Urban Guerrilla Marketing	Marketing Excellence Awards	Marketing-Interactive	October 16, 2025
70.	Best System Availability	PRIMA Awards	PT Rintis Sejahtera & Biro Riset Infobank	October 23, 2025
71.	Platinum Star Awards – Medium Cap	ESG Awards 2025	Investortrust	October 29, 2025
72..	Top Human Capital Awards 2025 #Star 5	Top Human Capital Awards 2025	Top Business	November 04, 2025
73.	Transformational Leader Knight	Satria Leader Award 2025	Suara Merdeka	November 07, 2025
74.	Top CEO in SDGs Changemaker for Internalization of Sustainability Values and Gree Business Transformation	TOP CEO in SDGs Changemaker	Netral News	November 10, 2025
75.	Indonesia Sustainable Synergy Awards for Environmentally friendly Business Practices and Improving Community Well-being	Indonesia Sustainable Synergy Awards 2025	Netral News	November 10, 2025
76.	Leadership AAA-Indonesia's Leader in ESG Transparency	Indonesia ESG Leadership Awards 2025	BGK Foundation	November 12, 2025
77.	Best Social Business Innovation Awards 2025	Best Social Business Innovation Awards 2025	The Economics	November 13, 2025
78.	Best Green CEO Awards 2025	Best Green CEO Award 2025	The Economics	November 13, 2025
79.	In The New Era of Property Brokerage With Technology	AREBI Award 2025	Asosiasi Real Estate Broker Indonesia (AREBI)	November 18, 2025
80.	Housing Sector Entrepreneurship Empowerment Bank	Detikcom Awards 2025	Detikcom	November 25, 2025

No.	Award Name	Events	Organizer	Date
81.	balé by BTN The Best Banking App for The Real Estate Sector	Indonesia Myhome Award	Property Bank.com	November 25, 2025
82.	The Main Proponent of Affordable & Sustainable Housing Development State Owned Enterprise Bank Category	Indonesia Myhome Award	Property Bank.com	November 25, 2025
83.	KPR BTN as Dominant Leader in Mortgage Market	12th Properti Indonesia Award 2025	Properti Indonesia	November 25, 2025
84.	Corporate Governance Perception Index (CGPI) 2025	Corporate Governance	IICD & SWA Media	25 November 2025
85.	Adaptive Leader in Home Financing Innovation	CSA Awards 2025	Infobank	November 27, 2025
86.	Best Customer Experience & Personalixation	BUMN Branding & Marketing Award 2025	BUMN Track	December 03, 2025
87.	Transformaton Brand and Marketing in Digital Era "Best ESG Branding"	BUMN Branding & Marketing Award 2025	BUMN Track	December 03, 2025
88.	Golden Trophy - Top Digital Awards, The Winner - Top Digital Implementation	Top Digital Awards	IT Works magazine	December 04, 2025
89.	Best Innovative Conservation	Editors Choice Award	The Investing on Climate	December 05, 2025
90.	Best Literacy for Climate Resilience	Editors Choice Award	The Investing on Climate	December 05, 2025
91.	Best Emission Reduction	Editors Choice Award	The Investing on Climate	December 05, 2025
92.	Inspirational Figures in Environmental and Social Sustainability	Editors Choice Award	The Investing on Climate	December 05, 2025
93.	Second Place for State-Owned Enterprises to Go Public with Laster Financial Value of Over IDR 5 Trillion	Annual Report Award 2024	Komite Nasional Kebijakan Governansi	December 08, 2025
94.	Bankers of The Year 2025	Bankers of The Year 2025	Infobank	December 08, 2025
95.	Government Partnership for Social & Public Housing Development	Bisnis Indonesia 40 Konsisten	Bisnis Indonesia	December 08, 2025

No.	Award Name	Events	Organizer	Date
96.	I Nyoman Sugiri Yasa – Top 100 CEO and The Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
97.	Ramon Armando - Top 100 CEO and The Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
98.	Rully Setiawan – Top 100 CEO and The Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
99.	Setiyo Wibowo – Top 100 CEOThe Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
100.	Tan Jacky Chen – Top 100 CEO and The Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
101.	Venda Yuniarti – Top 100 CEO and The Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
102.	Creative Collaboration	Anugerah PRMN	Pikiran Rakyat Media Network	December 15, 2025
103.	Sustainable Brand Leader	Anugerah PRMN	Pikiran Rakyat Media Network	December 15, 2025
104.	Public Agency with the 6th Ranking in Informative Qualifications	Anugerah Keterbukaan Informasi Publik	Komisi Informasi Pusat Republik Indonesia	December 15, 2025
105.	Appreciation to BTN for its Dedication and Synergy in Implementation Affirmation	Anugerah Keterbukaan Informasi Publik	Ombudsman RI	December 15, 2025

Certifications

Certification Type
ISO 37001:2016
Anti Bribery Management System

Validation
December 21, 2022 – December 20, 2025

Certification Recipient
Commercial Credit Risk Division, Corporate Banking Division, Commercial Banking Division, Procurement & Fixed Asset Management

Issued By
Komite Akreditasi Nasional

Certification Type
ISO 37001:2016
Anti Bribery Management System

Validation
December 21, 2022 – December 20, 2025

Certification Recipient
Unit SME Restructuring Kantor Wilayah 1

Issued By
Komite Akreditasi Nasional

Certification Type
Sertifikat Indi 4.0 Level 3

Validation
July 18, 2022 – July 18, 2025

Certification Recipient
PT Bank Tabungan Negara (Persero) Tbk

Issued By
Kementerian Perindustrian

Certification Type
ISO 27001:2013
Informastion System Management System

Validation
July 11, 2023 – October 31, 2025

Certification Recipient
Data Center

Issued By
BSI

Certification Type
ISO 37001:2016
Anti Bribery Management System

Validation
December 28, 2023 – December 27, 2026

Certification Recipient
Small Medium Enterprises Banking Division (SMBD)

Issued By
Komite Akreditasi Nasional

Certification Type
ISO 9001:2015
Quality Management System

Validation
December 17, 2023 – December 16, 2026

Certification Recipient
Transformation & Partnership Management Division

Issued By
BSI

INFORMATION
AVAILABLE ON THE WEBSITE

The Company has the official website with the address www. btn.co.id. This website contains the latest information about the Company Corporation, whether it is e-Banking login for customers, information about the Company and its products, profile, organization management and good corporate governance transparency, to the latest news. This website is a publicly accessible portal, with the aim of providing comprehensive information about the Company to the audience.

The Company is committed to continuously developing the website as part of the transparency of information to the public.

Description	Information
Corporate group structure and shareholder information down to the individual ultimate owners.	Company Group Structure in tabular form, https://www.btn.co.id/id/Tentang-Kami
Code of Ethic Contents	https://www.btn.co.id/id/Tata-Kelola on the "Corporate Governance" channel
Information on the General Meeting of Shareholders (GMS) at least includes the agenda items discussed in the GMS, a summary of the minutes of the GMS, and information on important dates, namely the date of the GMS announcement, the date of the GMS summons, the date of the GMS, and the date the summary of the minutes of the GMS was announced.	https://www.btn.co.id/Investor-Relation- Home page on "RUPS" channel
Annual financial reports (the last 5 years), Financial Information (including Quarterly Financial Reports).	https://www.btn.co.id/Investor-Relation- Home page on the "Company Report" channel
Profile of the Board of Commissioners and Directors	https://www.btn.co.id/Tentang-Kami on the "Leadership" channel
Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit	https://www.btn.co.id/id/Tata-Kelola on the "Corporate Governance" channel
Environmental, social, and corporate governance (ESG)	https://www.btn.co.id/Investor-Relation-Home on the ESG channel
Easy access to products and promotions	https://www.btn.co.id/ on the product channel
Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit and Articles of Association.	https://www.btn.co.id/Investor-Relation on the Corporate Governance channel
Press Release	https://www.btn.co.id/id-ID/About/Gallery/News/Press-Conference on the BTN Gallery Channel

Danantara Indonesia

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76TH btn Komitmen Nyata Melayani Negeri

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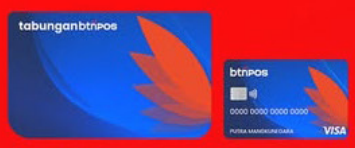

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MANAGEMENT DISCUSSION AND ANALYSIS ON BANK PERFORMANCE

The Company recorded profit for the year amounting to IDR 3.50 trillion in 2025, representing an increase of 16.42% compared to IDR 3.01 trillion in 2024. This achievement reflects the Company's capability to sustain healthy earnings growth amid interest rate dynamics and challenging banking liquidity conditions.

ECONOMIC **REVIEW**

Global Economic Analysis

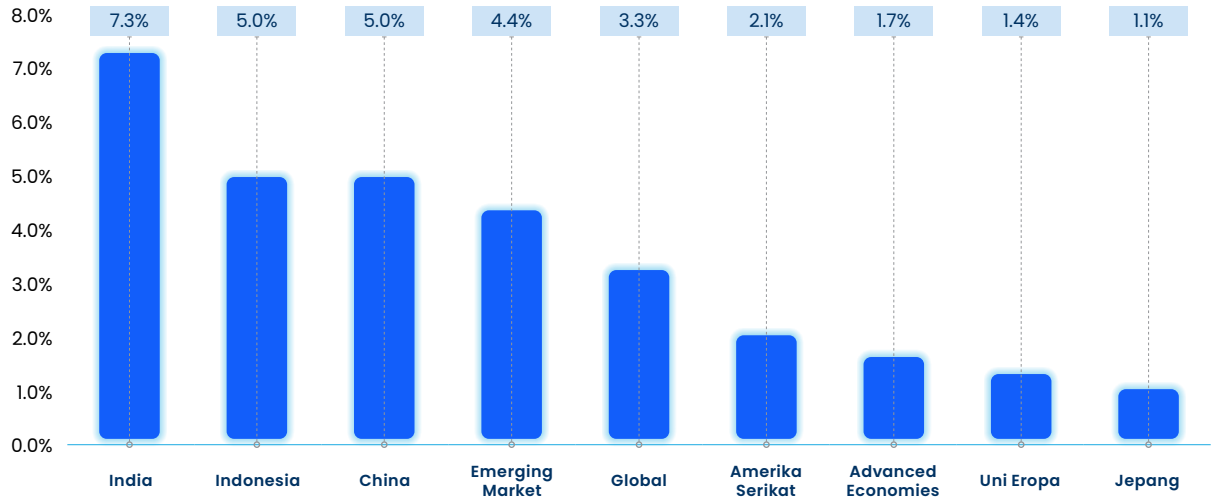
The global economy is projected to remain affected by the continuation of trade wars and the dynamics of geopolitical tensions among countries. Geopolitical tensions persist, including the ongoing Russia-Ukraine war, which has yet to be resolved, as well as escalating tensions in the Middle East. On the economic front, the trader war measures introduced by Donald Trump in April 2025 included the imposition of a universal 10% tariff on all goods imported into the United States, along with high reciprocal tariffs applied to nearly 57 trading partner countries, including China, the European Union, Mexico, and Canada.

In addition, the global trend of declining interest rates has begun in line with increasingly controlled inflation levels. The direction of the Federal Funds Rate reduction became clearer after, in 2025, the policy rate was lowered by a total of 75 basis points to a range of 3.50%-3.75%. In addition to the Fed, the majority of central banks worldwide have also reduced their benchmark interest rates, including the European Central Bank (ECB), the Bank of England (BoE), the Bank of Canada (BoC), among others..

The dynamics of global geopolitical tensions have also contributed to heightened uncertainty in financial markets. By the end of 2025, the US Dollar (USD) continued to strengthen, resulting in depreciation pressures on emerging market currencies, including Indonesia. The Rupiah exchange rate weakened to approximately IDR16,700 per USD by year-end 2025 amid the continued appreciation of the USD. Furthermore, yields on United States Treasury (UST) securities continued to rise, leading to weaker foreign portfolio inflows into emerging markets.

Amid the tariff policies introduced by Donald Trump and the ongoing geopolitical tensions, global economic growth in 2025 experienced a slowdown compared to the previous year. The tariff measures led to a decline in global trade volumes and values, while further exacerbating supply chain disruptions. Moreover, the impact on economic activity was reflected in deteriorating sentiment among both producers and consumers. Global economic growth in 2025 moderated to 3.3%year-on-year (yoy). Among major economies, growth in China and the United States reached 5.0% yoy and 2.1% yoy, respectively. Meanwhile, in emerging economies such as India and Indonesia, economic growth remained relatively robust through the end of 2025, reaching 7.3% year-on-year (yoy) and 5.0% you, respectively.

Global Economic Growth Chart for 2025

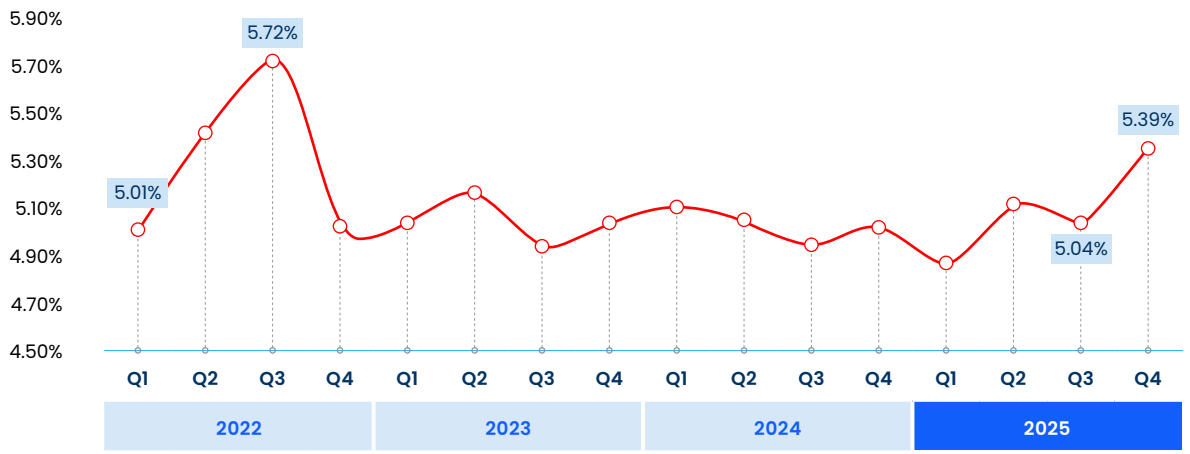


Source: *World Economic Outlook*, International Monetary Fund (IMF), January 2026; Federal Reserve, December 2025; Bloomberg, December 2025

Indonesia Economic Analysis

Indonesia's economic growth in the fourth quarter of 2025 recorded a positive performance of 5.39% year-on-year (yoy), exceeding the achievement of the third quarter. This indicates that the Indonesian economy remained resilient amid the global economic slowdown. From a sectoral perspective, the sectors driving national economic growth included education services, other services, business services, information and communication, transportation and warehousing, as well as accommodation and food and beverage services. From the expenditure side, the export component recorded the highest growth, followed by government consumption and household consumption.

Indonesia's Economic Growth Chart until the Fourth Quarter of 2025 (% yoy)



Source: Official Statistics News, Central Bureau of Statistics (BPS), February 2026

National economic growth remained positive through the end of 2025. Leading indicators as of December 2025 continued to show favorable results, including a high Consumer Confidence Index (CCI) of 123.5, a Manufacturing PMI that remained in expansion territory at 51.2, and a Real Sales Index that grew by 3.5% year-on-year. In its January 2026 release of the World Economic Outlook, the International Monetary Fund projected Indonesia's economic growth for 2026 at 5.1%, stable compared to the cumulative growth achieved in 2025.

On the monetary side, BI maintained its benchmark interest rate at 4.75% through the end of 2025, following five cuts totalling 125 basis points. Monetary policy remained focused on strengthening the Rupiah exchange rate stability amid heightened global economic uncertainty, while also preserving the momentum of national economic growth.

National economic growth is expected to continue its positive trend in 2026. Overall, the Government projects Indonesia's economy to grow above 5.1% year-on-year in 2026, supported primarily by household consumption and exports. Both headline and core inflation remained well controlled, supported by strong coordination among Bank Indonesia, the Central Government, and Regional Governments, resulting in inflation being maintained below 3% at the end of 2025. Meanwhile, the Rupiah exchange rate continued to be influenced by global market dynamics, with persistent depreciation pressures. As of the end of December 2025, the Rupiah stood at approximately IDR16,700 per US Dollar.

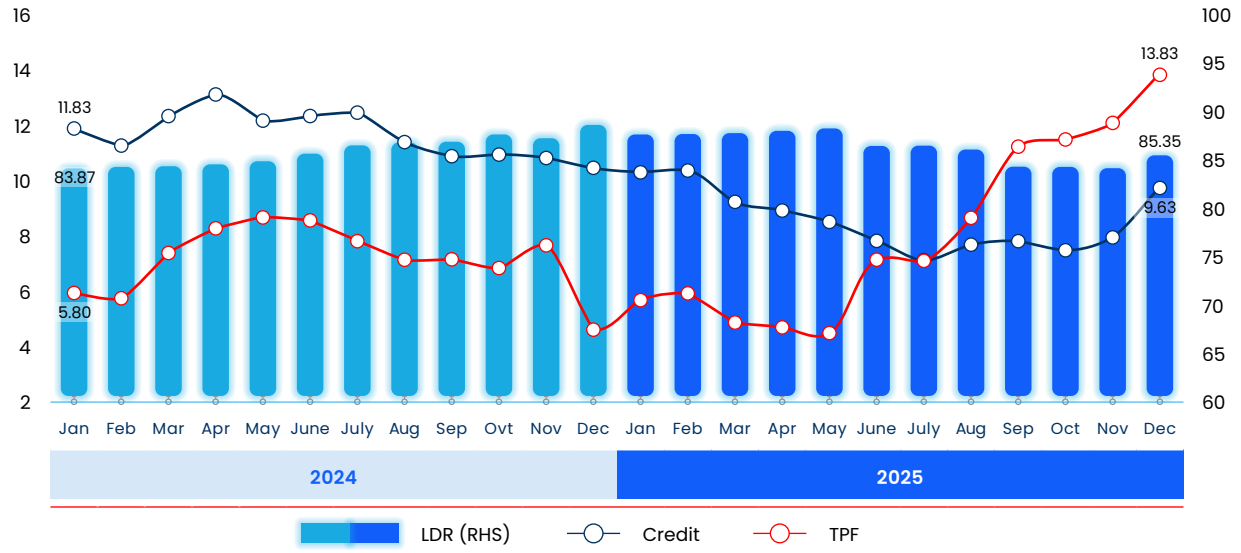
Source:
- Official Statistics News, Central Bureau of Statistics (BPS), February 2026
- International Monetary Fund (IMF), World Economic Outlook, January 2026

Banking Industry Analysis

The Financial Services Authority reported that the performance of the financial services sector, particularly banking, remained solid throughout 2025, supported by strong capital and liquidity positions as well as well-maintained credit risk. Banking intermediation functions in December 2025 continued to record positive growth, with credit expanding robustly by 9.63% year-on-year (yoy). This growth was primarily driven by investment loans, which increased significantly by 20.81% yoy. On a monthly basis, nominal banking credit grew IDR271 trillion, reaching IDR8,586 trillion. Meanwhile, Third-Party Funds (DPK) in December 2025 grew 13.83% yoy to IDR10,059 trillion. Credit risk indicators continued to improve, with the NPL ratio recorded at 2.05%. In addition, the Loan at Risk (LaR) ratio showed a declining trend to 8.77%, falling below its pre-pandemic level of 9.93% recorded in December 2019.

Banking industry liquidity as of December 2025 remained at an adequate level, with liquidity ratios well maintained. The Liquid Assets to Non-Core Deposit (AL/NCD) ratio stood at 126.15%, declining from 131.49% in November 2025, yet remaining significantly above the regulatory threshold of 50%. Meanwhile, the Liquid Assets to Third-Party Funds (AL/DPK) ratio was recorded at 28.57%, slightly lower than 29.67% in November 2025, but still well above the regulatory minimum requirement of 10%. Overall, the banking industry's profitability level, as reflected by a Return on Assets (ROA) of 2.53%, indicates that the industry remained resilient and stable. From a capital perspective, the Capital Adequacy Ratio (CAR) of the banking industry stood at 25.89% in December 2025, compared to 26.05% in November 2025.

Banking Credit and Third-Party Funds (TPF) Growth Chart

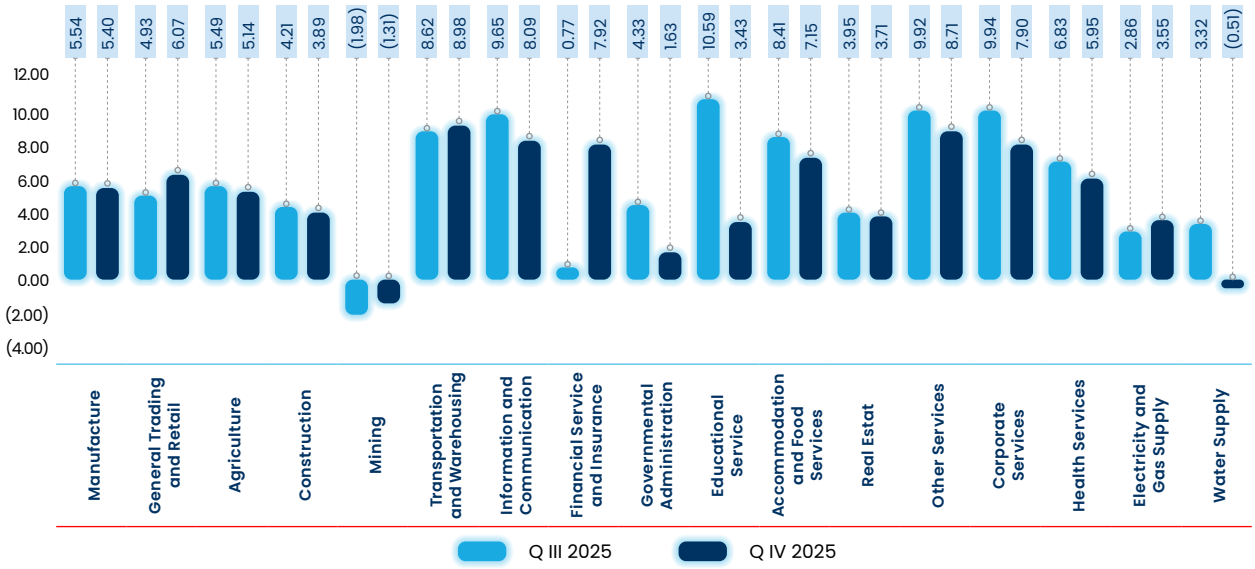


Source: Indonesia Banking Statistics (SPI), Financial Services Authority (OJK), December 2025.

Housing Industry Analysis

As a bank that focuses on housing financing, the Company continuously analyzes the housing industry. The real estate sector again recorded positive growth of 3.71% yoy in fourth quarter of 2025, slightly moderating compared to 3.95% yoy in the third quarter of 2025. The Real Estate sector has remained one of the sectors consistently posting positive growth, even during periods of economic contraction such as the COVID-19 pandemic. Meanwhile, the construction sector also continued to expand, growing by 3.89% yoy, compared to 4.21% yoy in the previous quarter. The housing sector still has a lot of room to grow considering the high national housing backlog and the high number of people who do not have decent homes as well as the 3 (three) million homes program promoted by President Prabowo Subianto.

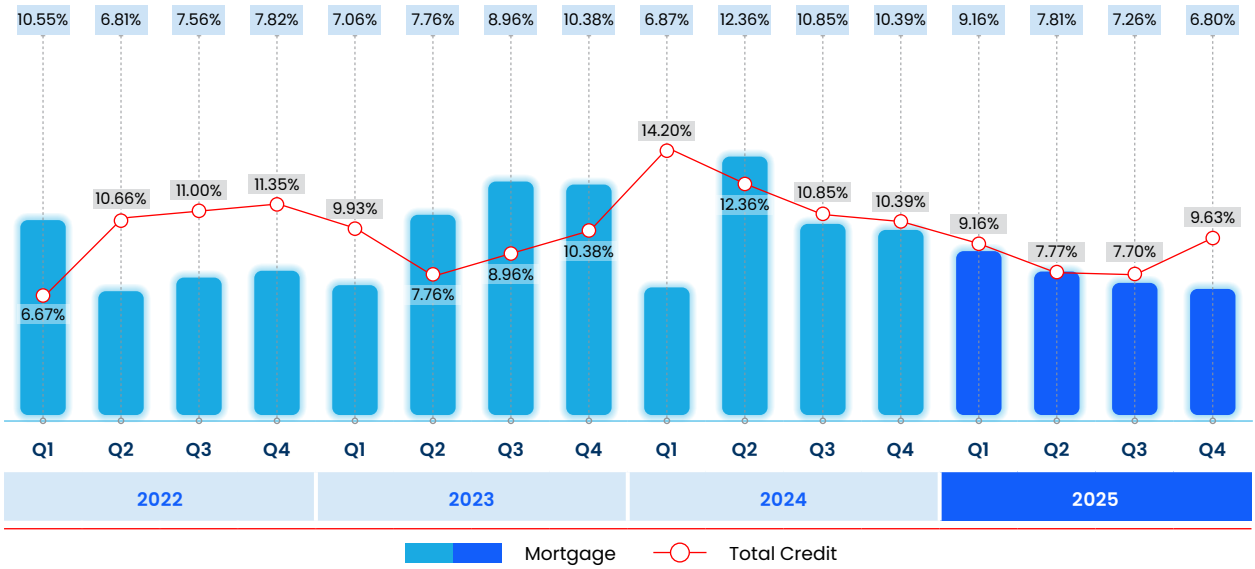
Sector Gross Domestic Product (GDP) Growth Chart



Source: Official Statistics News, Central Bureau of Statistics (BPS), February 2025

The extension of the Government's stimulus in the housing sector has boosted demand for housing until fourth quarter of 2025. These measures included the relaxation of the LTV/FTV ratio for property loans/financing to a maximum of 100% for all property types, as well as the Government-Borne Value Added Tax (VAT/DPT) policy, which has been in effect since 2024-2025 and is set to be extended through 2026. The scale of Government support is reflected in the continued positive growth of the national mortgage loan (KPR) portfolio, which reached 6.80% year-on-year (yoy) through the fourth quarter of 2025. Meanwhile, total national credit growth increased to 9.63% yoy, improving from 7.70% yoy in the third quarter of 2025.

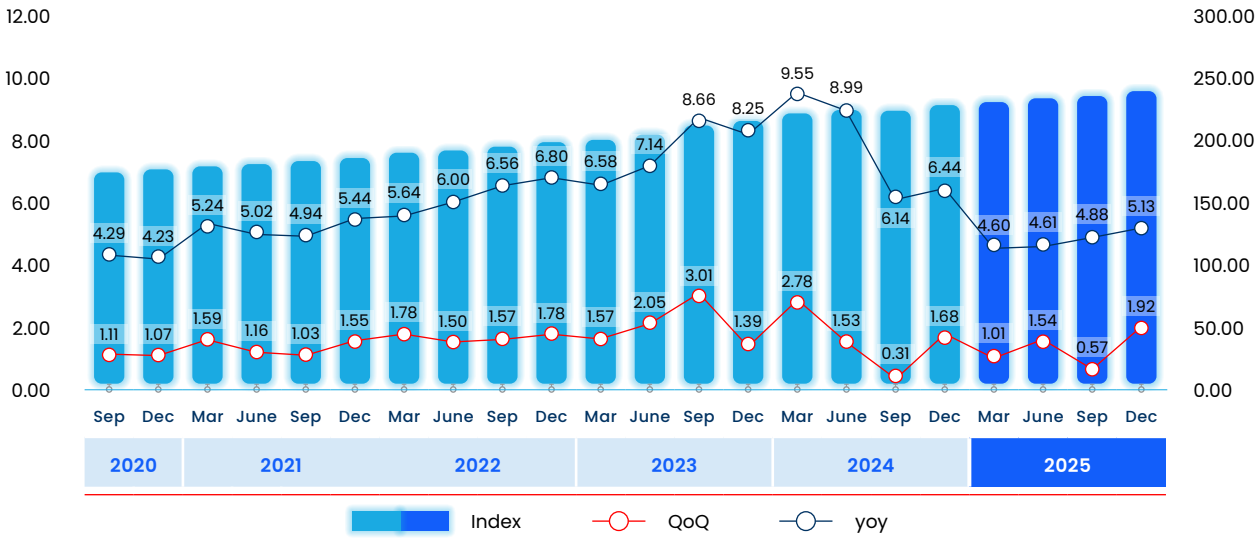
Comparison Graph of Total Credit and Mortgage (KPR) Growth



Source: Indonesian Banking Statistics, Financial Services Authority (OJK), January 2026

Housing Finance Center of BTN released the House Price Index (HPI) in fourth quarter of 2024, with an index of 240.36 and growth of 5.13% yoy. The growth in BTN's HPI was influenced by a moderation in price growth for medium-sized houses (37-45 m^2) and large houses (46-70 m^2), amid continued increases in prices for small houses (21-36 m^2). This increase in the house price index reflects sustained strong housing demand domestically, in line with the strengthening of the national economy.

Graph of House Price Growth according to House Price Index in the Fourth Quarter of 2025

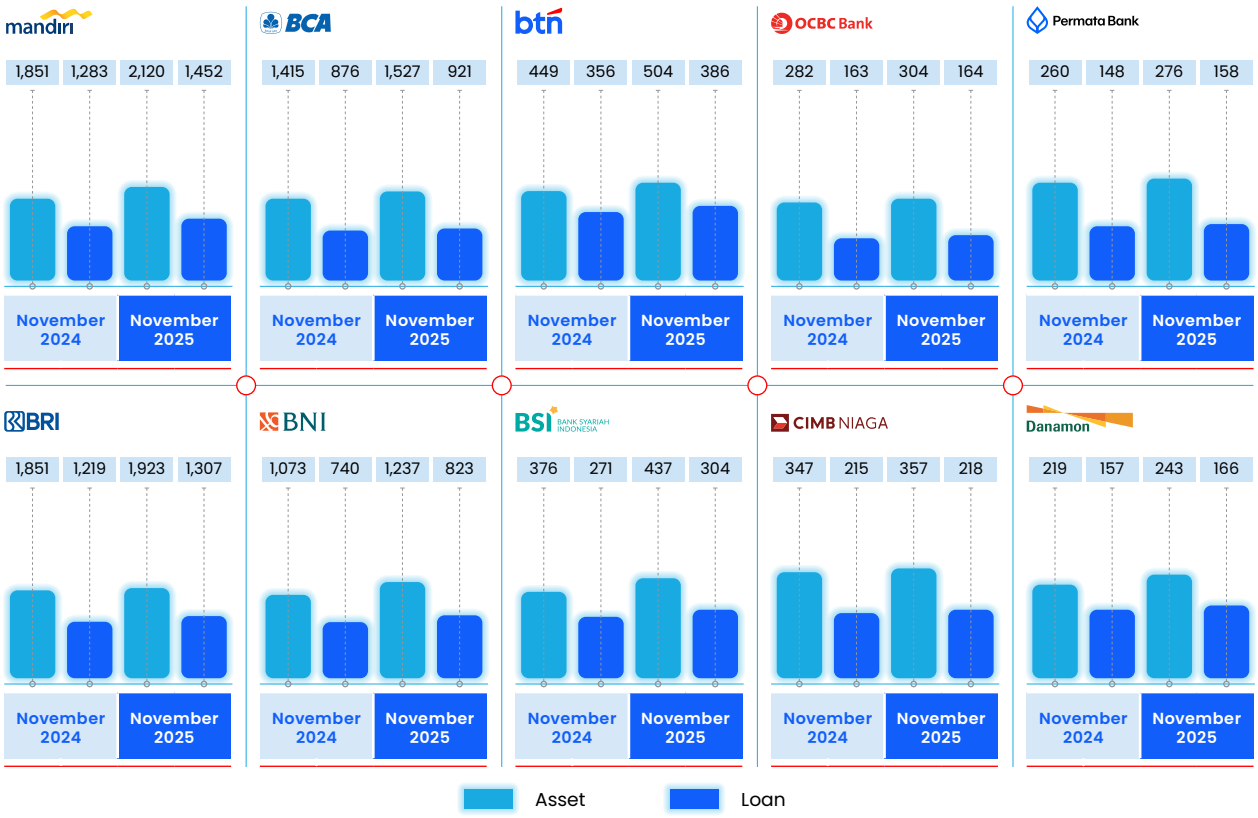


Source: Housing Finance Center BTN, January 2026

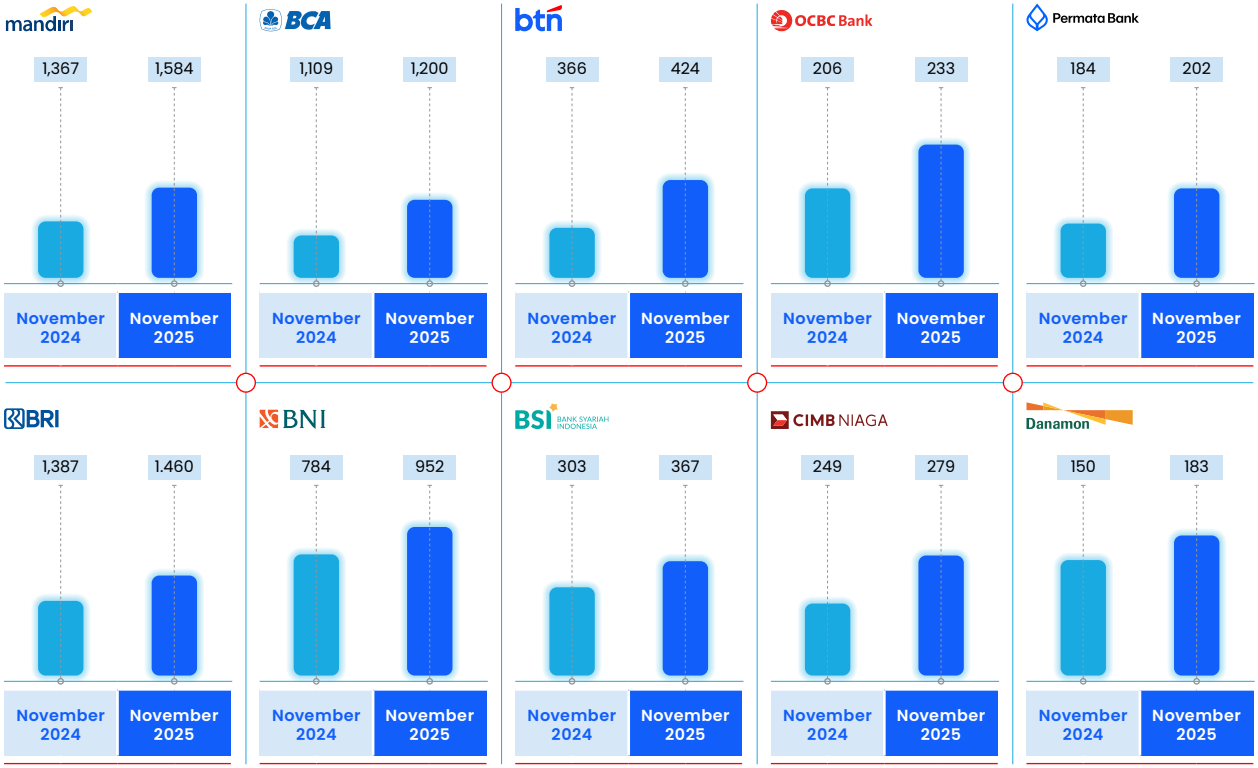
Analysis of BTN in the Banking Industry

Until December 2025, Company remained solid as the 5th (five) largest bank in terms of assets, with total assets reaching IDR504 trillion or growing by 12.16% yoy. This increase was also supported by an increase in credit and financing which grew by 8.57% to IDR386 trillion and third party funds which grew by 15.77% to IDR424 trillion.

Asset and Loan performance Comparison Chart on November 2025 (including UUS)



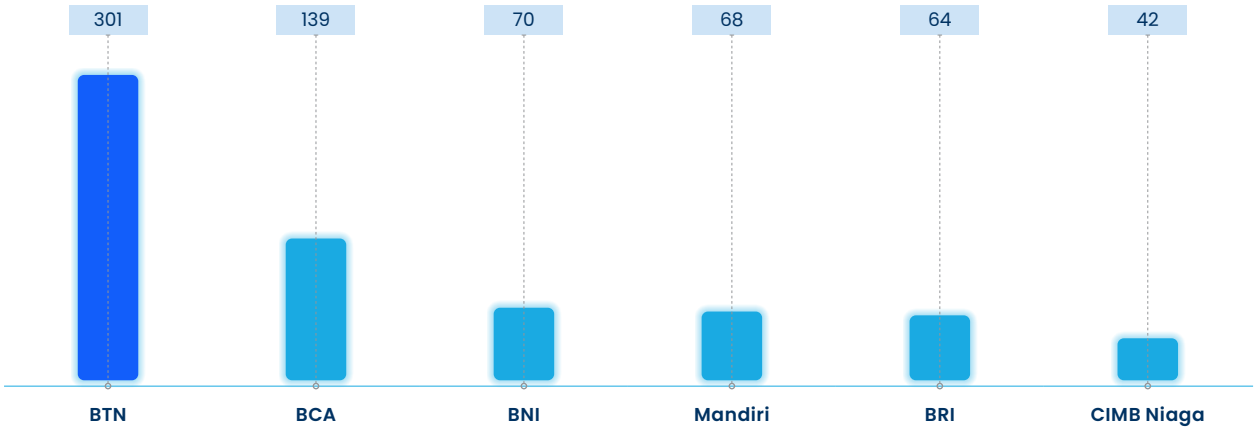
Banking Third-Party Funds (TPF) Performance Comparison Chart on November 2025



In 2025, competition occured across all Company business lines. Challenging macroeconomic conditions, as well as the banking industry still experiencing tight liquidity, caused competition to obtain funding, especially retail funding that offers lower funding costs, to become increasingly intense. Company competed with other banks especially in terms of extension and convenience of distribution channels, product range, price, speed of service to customers, and reserves for technology services.

Company will likely continue to face competition from a number of financial institutions that offer a wider range of banking products and services or loans with larger limits or have greater financial and other resources than Company. Many financial institutions will compete for the same target customers as Company, and many institutions have access to governments or business groups with greater financial resources. Several of Company's competitors have formed, and are expected to form, strategic alliances with several foreign banks with significantly greater management and financial resources.

Graph of Outstanding Housing Loans Comparison of Banks in Indonesia September 2025
(in IDR trillion)



Source: Corporate Presentation of each Bank

OPERASIONAL **OVERVIEW**

Bank Strategy

The Bank's strategic plans consists of long-term strategy (corporate plan), medium term, and short term (business plan).

Long-Term Strategy (Corporate Plan)

The Company has established its 2029 aspiration as a strategic milestone toward realizing its vision to become the Leading Partner in Empowering the Financial Lives of Indonesian Families (Mitra Utama dalam Pemberdayaan Finansial Keluarga Indonesia). Through leading digital innovation, the expansion of inclusive financial products and services, and enhanced accessibility for all segments of Indonesian society, the Company remains committed to supporting the sustainable financial growth of Indonesian families. The Company believes that family financial empowerment serves as a key driver of national economic progress. Accordingly, the Company focuses on strengthening synergies with various stakeholders, providing accessible financial solutions, and enhancing financial literacy across different segments of society.

BTN's 2029 Aspirations to Achieve Its Vision

"Become the Main Partner in Financial Empowerment for Indonesian Families"

Build a sustainable savings account engine to capture IDR120 Trillion

Capturing 3% of SA from top 20 largest provinces, launching innovative propositions for value-chain payroll, first-time home buyers and cash-rich self- employed professionals, and becoming transactional bank for customers and businesses through enhanced transaction banking capabilities

Empower Indonesia families in disbursement enabling their dream of home ownership with IDR450 Trillion in disbursement

Supporting -1.2mn subsidized mortgage and ~290k non-subsidized mortgage customers; empowering ~27k housing related SMEs through propositions across the life-cycle.

Become a financial partner for consumers and businesses providing full suite of everyday banking solutions

Increasing consumer product ownership through high-margin loans (targeting 8% of loan portfolio), investment and payment solutions; expanding non-housing loan portion (targeting 20% of loan portfolio) and increasing FBI (~20% of revenue); and increasing conversion of new mortgage customers to full banking service users (mostly as primary bank).

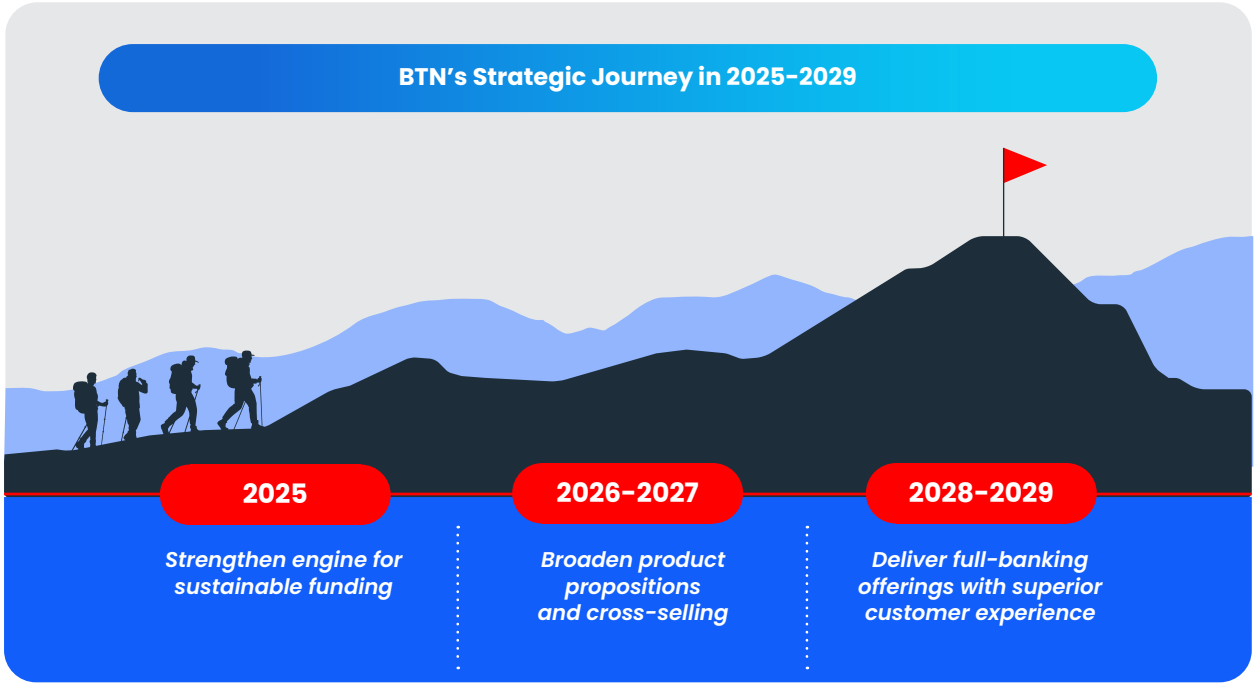
Building a high-quality portfolio with operational efficiency

Building digital and efficient operations (CIR <50%) and strengthened customer service culture across the bank; Maintaining low NPL (<2.3%) rate across economic cycles powered by advanced-AI driven underwriting and collections process.

Expanding service coverage through three subsidiary companies

Becoming true #2 Syariah banking contender in Indonesia; launching and scaling multi-finance (>2.5 Trillion loan disbursement) and insurance subsidiaries (>2 Trillion GWP) to have full-suite of banking offerings

Over the next five years, the Company has established a long-term aspiration aimed at achieving its vision of becoming the Leading Partner in Empowering the Financial Lives of Indonesian Families. The strategic journey toward this vision is structured as follows:



The Company's journey toward a stronger future commenced in 2025 with a focus on strengthening the engine for sustainable funding, whereby the Company reinforced sustainable funding mechanisms to support long-term operations. In the 2026–2027 period, the Company will develop strategies to broaden product propositions and enhance cross-selling, by expanding its product portfolio and strengthening inter-product synergies to address customer needs more comprehensively. In the final phase, during 2028–2029, the Company aims to deliver full banking offerings with superior customer experience, providing comprehensive banking services supported by enhanced customer experience, thereby ensuring customer satisfaction and loyalty across all service touchpoints.

Based on this journey, a series of work programs and strategic initiatives have been proposed to achieve the defined targets. The key strategies and business programs are as follows:

1. **Building a Sustainable Funding Engine**
   To strengthen its funding structure, the Company will implement strategies to increase low-cost savings, target self-employed professional segments, enhance penetration in the trade sector, and optimize opportunities within the SME value chain.
2. **Monetizing the Housing Ecosystem at Scale**
   The strategy to monetize the housing ecosystem at scale aims to generate revenue across the entire housing ecosystem by leveraging business opportunities related to the property industry through increasing the proportion of non-subsidized mortgages, expanding lending activities, and enhancing penetration across the housing value chain.
3. **Transition from Mono-Bank Lending to Full Banking Offerings**
   The transition strategy from mono-bank lending to full banking offerings aims to transform the Company's business model, which previously focused solely on lending activities, into a provider of more comprehensive banking services.

4. **Strategic Targets, Business Strategy, Policies, and Work Programs of Subholding/Subsidiaries**
   Considering the Company's core focus on the housing sector, significant opportunities exist to maximize the potential of captive customers and the property value chain. To capture these opportunities, the Company will implement focused product and service diversification and differentiation strategies through inorganic growth initiatives. During the 2025–2029 period, capital participation activities will be directed toward subsidiaries engaged in venture capital, investment management, insurance, multifinance, and Sharia commercial banking.
5. **Strategic Targets, Business Strategy, Policies, and Work Programs of Supporting Functions**
   In addition to strategies in the business area, it is necessary to implement strategies that support all business activities as enabling functions in achieving the Company's 2029 aspiration.

The Company's sustainability strategy, as well as the role of its governance in the formulation and implementation of that strategy, have been disclosed in the Sustainability Report.

Medium – Term Strategy

Company's medium-term strategy for the 2025-2027 period is in line with the strategic themes of the company's long-term plan, targets, and strategic initiatives for each business area as follows:

Credit Sector

Credit business development over the short-to medium-term horizon is directed through the following strategic initiatives:

1. Optimization of large-scale (at-scale) housing ecosystem monetization through:
   a. Deepening strategic partnerships with 50 developers..
   b. Strengthening the acquisition channel, namely the agent network and enhanced processes..
   c. Increasing penetration across the housing sector value chain to reinforce relationships with anchor clients.
   d. Launching integrated sectoral product packages for construction and real estate companies, covering the entire business cycle on an end-to-end basis.
2. Transformation from a mono-lending model to a comprehensive banking service provider (full banking offerings) through:.
   a. Development of higher-yield products supported by capability enhancement and expansion of KAR/KRING into new segments.
   b. Increased penetration and activation of fee-based income products.
   c. Optimization of volume and profitability under the Joint Finance Scheme (B2B) and channeling partnerships.
   d. Expansion of MSME financing into high-growth SME sectors with low NPL level.
   e. Expansion of KUR (People's Business Credit) financing into high-potential sectors with well-managed credit risk.

Credit Quality and Financing Sector

In order to achieve sustainable improvements in credit quality, the Company has implemented strategies to strengthen underwriting and collection processes to support healthy portfolio growth, while reducing the proportion of restricted loans and accelerating the recovery of advanced-stage non-performing loans. These efforts are also supported by the establishment of dedicated asset management subsidiary, with the following key initiatives:

1. Enhancement of the underwriting model through the integration of advanced AI-based modeling and the utilization of external data sources.
2. Integration of the Straight Through Processing (STP) process with differentiated swim-lane arrangements to improve customer experience.
3. Strengthening of the fraud management approach, including the implementation of a next-generation fraud management system.
4. Reduction in the proportion of restructured loans within the financing portfolio.
5. Modernization of information technology infrastructure to support collection processes, including the development of a collection management system.
6. Provision of early-stage (pre-NPL) asset resolution and disposal solutions, as well as expansion of the role and coverage of the asset management subsidiary.

Funding Sector

To build a sustainable funding structure, the Company has implemented a solid funding engine development strategy through the following initiatives:

1. Launch of an integrated payroll proposition *(bundled payroll)* to increase penetration within the existing ecosystem and expand the Non-Interest Bearing Current Account (NTB) customer base.
2. Strengthening the Bank's position as either the primary or supporting bank for first-time homebuyers through product packages focused on the millennial segment.

3. Acceleration of customer and transactional account acquisition for BTN Mobile through the establishment of a retail deposit war room.
4. Increased penetration of wealth products among existing cash-rich customers and the hidden affluent segment within the Company's ecosystem.
5. Launch of needs-based propositions tailored for professionals and entrepreneurs with cash-rich profiles.
6. Development of merchant propositions targeting MSMEs and SMEs in the food retail and restaurant sectors.
7. Establishment of a deposit war room for the wholesale and top SME segments to enhance low-cost fund (CASA) penetration.
8. Realignment of the Branch Funding Sales (BFS) role based on specialization and segmented responsibilities.
9. Formation of a centralized payroll monoline team to strengthen payroll penetration among institutional clients.

Other Operating Income Sector and Subsidiaries Establishment Other Operating Income

In order to enhance profitability, the Company's Business Plan over the next three years is focused on increasing other operating income,particularly from transaction-based fee income and new service offerings, particularly from transaction-based fee income and new service offerings, through the following initiatives:

1. Optimization of fee income from treasury and foreign exchange transactions.
2. Increase in fee-based income derived from lending activities, including loan syndication, insurance kick-back arrangements, and administrative fees from non-subsidized mortgage)non-subsidized KPR) loans.
3. Acceleration of fee-based income from digital transaction and wholesale banking through:
   a. Expedited implementation of online acquiring features.
   b. Implementation of QRIS *Border* and QRIS customer-presented mode.
   c. Development of visa paywave services to increase transaction volumes and retail customer fee income.
4. Development of new fee income sources through:
   a. Strengthening of *e-Guarantee* services within the wholesale banking segment.
   b. Enhancement of fee income from priority banking services through SBN, insurance, and mutual fund products.
   c. Optimization of fee income from Bank Guarantees (BG), SKBDN, Supply Chain Financing (SCF), and Cash Management System (CMS) services in the corporate and wholesale segments.

Subsidiary Establishment Plan

In line with the Company's business focus on the housing sector, there are opportunities for business expansion through the optimization of the captive market and the property value chain. Accordingly, the Company is implementing a targeted product and service diversification and differentiation strategy through inorganic growth initiatives. For the 2025–2029 period, capital participation activities will be focused on venture capital companies, investment management firms, insurance companies, multifinance companies, and Sharia commercial banks, with the following plans:

1. Capital participation in existing insurance companies or the establishment of new insurance entities.
2. Capital participation in existing multifinance companies or the establishment of new entities.
3. Implementation of the spin-off of the UUS in 2025, which has been prepared since 2021 as part of the Sharia business development strategy.
4. Acceleration of growth through the transfer of the Company's USS assets to the newly established Sharia Commercial Bank.
5. In the capital participation in BUS, the Company will act as the controlling shareholder with majority ownership.

Sharia Business Sector

The implementation of the spin-off the Sharia Business Unit (UUS) represents a strategic step by the Company to strengthen business focus, enhance competitiveness, and accelerate the growth of a more independent and sustainable Sharia banking business. This strategy is aligned with the regulator's policy direction, the strengthening of the national Sharia financial industry, and the need to optimize the economic value of the Company's sharia business.

Amid ongoing global economic uncertainty and the dynamics of international monetary policy, the Company has undertaken efforts to restructure its business model to become more adaptive and focused. Domestically, Indonesia's economy has demonstrated resilience, with relatively stable growth supported by domestic consumption and government policies. Within this context, the national Sharia banking industry has recorded higher growth compared to conventional banking, reflecting significant untapped market potential.

In line with this industry trend, the performance of the Company's Sharia Business Unit has shown solid and sustainable growth. As of December 2024, the USS recorded increases in assets, financing, Third-Party Funds (DPK), and profit, demonstrating its readiness to operate independently as a full-fledged Sharia commercial bank.

To accelerate growth and enhance business flexibility, the Company planned to execute the spin-off of its UUS in 2025 through an asset and liability transfer scheme to a newly established Sharia Commercial Bank. This spin-off model was selected to expedite the transformation process, minimize operational disruption, and ensure continuity of services to customers.

Through the implementation of this spin-off, the resulting Sharia Commercial bank was expected to have a stronger capital structure, more focused governance, and broader capacity for product development and business expansion. The Company would act as the controlling shareholder with majority ownership, thereby ensuring continued strategic synergy between the parent bank and the Sharia Commercial Bank within the group structure.

The execution of this spin-off marked an important milestone in the Company's medium-term strategy to strengthen the Sharia-based housing ecosystem, enhance the contribution of the Sharia business to the Group's consolidated performance, and support the sustainable development of the national sharia financial industry.

Capital Strengthening

Supporting soundness and sustainable business growth requires strong capital support by considering the fulfillment of the bank's minimum capital requirements following Basel III. According to OJK Regulation Number 27 of 2022 dated January 29, 2016 concerning second amandment to the OJK Regulation number 11/POJK/02/2016 concerning the Requirement to Provide Minimum Bank Capital, which banks must provide capital in the form of minimum capital based on risk rating and additional capital as a buffer based on Basel III (there are 3 types, namely capital conservation buffer, countercyclical buffer, capital surcharge).
Company's capital strengthening strategies include:

1. Increase the Bank's profitability.
2. Issuance or extension of bonds/subordinated loans.

In order to realize one of the Company's missions in the field of Human Capital, which is "To be the home for Indonesia's best talent," the human resource development programs in the short and medium term are aligned with the Corporate Plan for 2025-2029. To achieve this aspiration, five end-state dimensions are formulated as parameters for success in achieving the condition of "One of the Homes of Indonesia's Best Talent," which are:

1. Talent Magnet, meaning Company becomes one of the top-of-mind employers for the best talent in the market, both for professional hires and fresh graduates.
2. Employee Productivity, meaning BTN employees' productivity is above the average of the top 10 banks.
3. Talents, Leadership, and Capabilities Development, meaning BTN employees possess strong leadership abilities at all leadership levels and critical capabilities aligned with the company's strategy.
4. Employee Wellbeing and Experience, meaning BTN becomes a comfortable workplace, offering growth opportunities, career development, and providing a positive employee experience.
5. HC Operational Excellence and Technology, meaning efficient Human Capital management, satisfying HC services, and a role as an effective business partner by optimizing technology utilization.

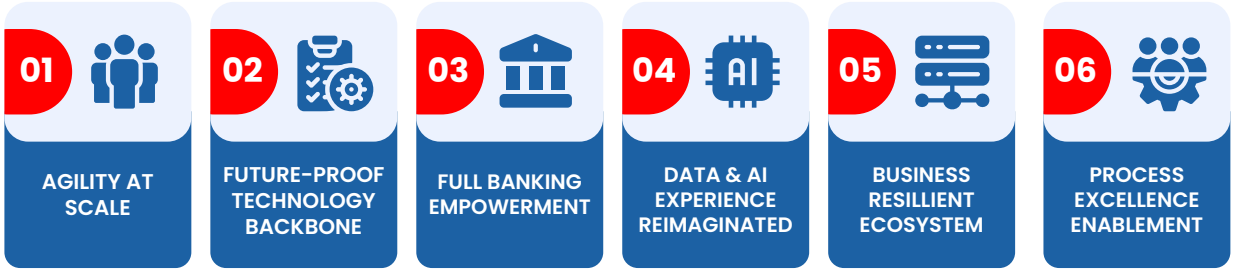
To achieve the mission above, a long-term Human Capital strategy for 2025–2029 is formulated under the theme "Dynamic Workplace Filled with Productive, Prominent, and Prosperous Global-Oriented Talent," focusing on:

1. Developing employees to have high productivity, superior capabilities, competitiveness, and competitive employee welfare, with a global orientation.
2. Developing a dynamic work environment that provides a best-in-class employee experience.

IT Infrastructure

To support the Corporate Plan, business aspirations, and the Company's vision for 2025, an IT Strategic Plan for 2025-2029 has been formulated, comprising the following six strategic themes:

Picture of IT Strategic Initiative Themes for 2025-2029



Source: The 2025-2029 Information Technology Strategic Plan (RSTI) BTN

In implementing the 2025-2029 IT Strategic Plan, the Company defined three main annual themes as follows:

1. **2025: Modernize Core Platforms and Architecture**
   The year 2025 focused on modernizing and enhancing the Company's core architecture and capabilities, including critical applications (for instance CBS, BDS, EFS) and infrastructure (for example 3DC) to support greater scalability.
2. **2026-2027: Unify Technology and Experience**
   This phase emphasized enterprise architecture renewal, as well as the enhancement of customer-oriented business and technology platforms to improve operational efficiency and strengthen cross-selling capabilities.
3. **2028-2029: Delivery Full Banking at Scale**
   This stage aims to ensure IT reliability with optimized security and operational capabilities, supported by robust cybersecurity and adequate capacity to enable full-scale banking operations.

Good Corporate Governance (GCG), Risk Management and Compliance

Good Corporate Governance (GCG) Improvement

In line with the 2025-2029 GRC Roadmap, the Company developed the 2025-2029 Corporate Governance Roadmap, encompassing improvements in governance structure, strengthening of governance business processes, enhancement of governance outcome quality, and the implementation of sustainable governance under the main theme "Governance Business for Sustainable Growth". This roadmap was implemented through five key focus areas of the GCG Roadman, including:

1. Strengthening the governance structure and governance process to support the Company's business, through:
   a. Reinforcing the governance structure to support GRC.
   b. Strengthening the structure for managing conflicts of interest (COI).
   c. Enhancing the structure for gratuity management.
   d. Strengthening governance processes to support GRC.
   e. Enhancing governance policies within business processes.
2. Strengthening integrated governance, through:
   a. Enhancement of the organizational structure for integrated governance.
   b. Formulation of integrated governance policies.
3. Strengthening IT governance to support operational excellence, through:
   a. Development of an integrated IT system for managing conflicts of interest.
   b. Development of a gratuity reporting application.
   c. Development of a governance self-assessment.
   d. Development of a gratuity chatbot application.
   e. Development of an integrated online GCG platform.
4. Strengthening governance capability and culture to support a strong GRC Culture, through:
   a. Enhancement of API certification programs.
   b. Enhancement of PAKSI certification programs.
   c. Strengthening of the Integrity Family program.
   d. Strengthening the anti-gratuity culture program.
   e. Strengthening the code of conduct and COI program.
   f. Strengthening the integration of governance and risk culture.
5. Strengthening governance standards for continuous improvement, through:
   a. enhancement of ISO SMAP implementation.
   b. Implementation of corporate governance ISO standards.
   c. Strengthening the implementation of ACGS and PUGKI parameters.
   d. Strengthening compliance assessment implementation for SMAP.
   e. Implementation of integrated COI management.
   f. Implementation of a business competition compliance program.
   g. Strengthening gratuity reporting channels.

h. Implementation of the ISO governance maturity model.
i. Strengthening the implementation of governance within ESG practices.
j. Participation in and enhancement of ratings and assessment under ASEAN Corporate Governance Scorecard (ACGS), Corporate Governance Perception Index (CGPI), and Survei Penilaian Integritas (SPI).

Compliance Enhancement

To enhance operational resilience in supporting business growth and to create a Compliance Culture at every level of the organization and business activities of the Bank, the GRC Roadmap Company 2025-2029 has been developed regarding the implementation of the Company's Compliance Function, which includes the following:

1. Developing a Regulatory Compliance System to mitigate Compliance Risk arising from non-fulfillment of compliance obligations for each regulation issued by the regulator.
2. Developing an integrated Compliance Dashboard with the Fraud Detection System so that it becomes real-time and embedded in business processes, continuously developed.
3. Building and developing a Data Privacy Framework to ensure compliance with regulations related to personal data, with a Data Privacy Management System to ensure real-time monitoring and integration into all business processes and services.
4. Strengthening the IT compliance organizational structure to accommodate Advisory, Governance, Reporting, and Assurance functions.
5. Strengthening the governance of reporting for APUPPT, PPPSPM, and the Bank's compliance through improving employee competencies, integrated management information systems, and utilization.

Risk Management Improvement

Company has undergone a transformation to achieve its 2025 vision of becoming "The Main Partner in Financial Empowerment for Indonesian Families," but it still requires a long-term sustainability framework for the company. In support of its long-term plan, Company needs to remain a bank with sustainable profitability and continue to implement strategies and initiatives related to risk management, including:

1. ***Enterprise Risk Management***
   a. The Company formulated a 2025-2029 Governance, Risk, and Compliance Roadmap (GRC Roadmap), designed to strengthen the organization's capability to comply with regulatory requirements, manage risks effectively, and ensure sound corporate governance practices.This initiative integrates governance oversight, risk management, and compliance processes to support sustainable business growth and operational resilience. The key focus areas and strategic design identified within the GRC *Roadmap*, included:
      1) Development of an asset and liability risk management framework and system to ensure earnings stability, optimize risk-return profiles, and enhance capital efficiency.
      2) Acceleration of sustainable growth through scaling up ESG initiatives by integrating environmental, social, and governance principles into the Company's core operations, strategy, and GRC framework, based on the identified ESG Rating Gap.
      3) Establishment of integrated governance encompassing risk management within the financial conglomeration structure to strengthen the Company's business ecosystem through the formation of subsidiaries.
      4) Transition toward zero manual processes to enhance operational efficiency through automated decision-making, paperless processes, and the development of advanced risk management models.
      5) Boosting operational resilience to support business growth.
      6) Development of employee talent and strengthening of GRC culture to foster long-term organizational resilience, with an emphasis on risk awareness and quality oversight.
   b. Strengthening risk culture through the development of a strategic roadmap aimed at building and fostering a sustainable risk culture. The initial step includes establishing Governance and Risk Culture (GRC) as one of the four pillars of the Company's corporate culture. GRC serves as the foundation for shaping a risk-aware mindset and behavior across all organizational levels.
   c. Optimizing risk-based portfolio management by controlling the composition of the credit portfolio while ensuring healthy portfolio growth. This is achieved through the implementation of portfolio guidelines, currently applied to the wholesale segment and being developed for the SME and commercial Sharia segments, to manage credit concentration risk while upholding prudential principles and strong governance practices.
   d. The Company actively prepares portfolio quality review reports and conducts related forums, with the results reported to the Board of Directors,

Divisions, CBC, and Branch Offices monthly or at any time upon request. This initiative aims to provide an up-to-date overview of the Bank-wide credit position and quality, both on consolidated basis and by credit segment.

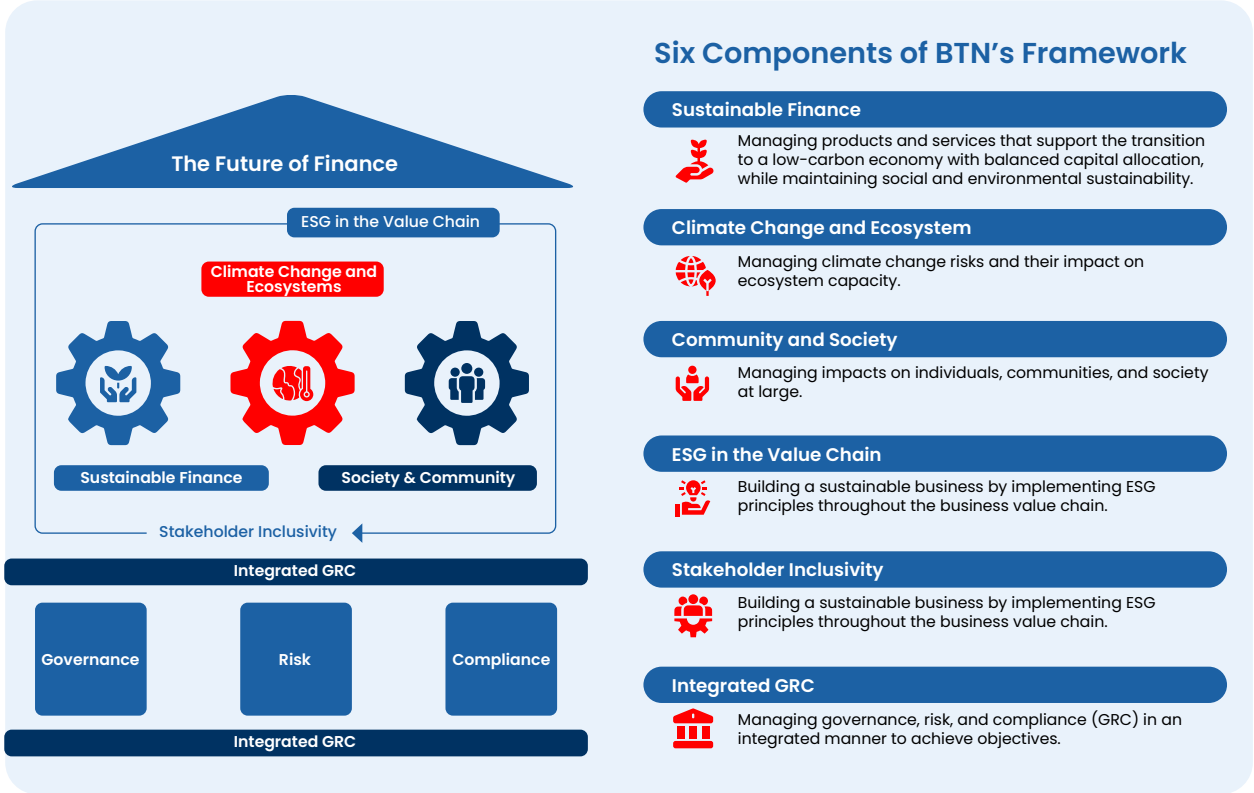
e. Development of balance sheet optimization through the enhancement of the capital and asset pillar, optimization of the liquidity and funding pillar, and strengthening of the interest rate risk management pillar. These initiatives are intended to ensure optimal risk-return outcomes, stable profitability, capital efficiency, and alignment with the Company's established strategic goals.
f. The Company implements enterprise risk management, whereby risk management practices are focused on enhancing corporate value. Productivity improvements are achieved through effective risk management aligned with the transformation of the Company's operating model, making it more performance-and profitability-oriented.
g. Improving credit and financing underwriting processes and quality to support the implementation of the new Business Process Improvement (BPI) initiatives:
   1) In the commercial segment, the Company has established a Commercial Banking Center (CBC), which functions as a centralized hub for processing commercial credit.
   2) In the SME segment, the Company is implementing the MSME Process Center (SPU) as part of its efforts to enhance MSME credit processing and management. This initiative aims to improve productivity, enhance the quality of centralized and objective credit decision-making, and strengthen centralized monitoring.
   3) In the consumer segment, the Company has centralized credit processing through the establishment of the National Loan Processing Center (NLPC) as part of its transformation and process improvement initiatives. The objectives include:
      - Enhancing consumer credit operations through standardized processes.
      - Sgtrengthening supervision and optimizing credit processing officers by centralized functions and improving efficiency.
      - Implementing a dedicated portfolio risk management function to enhance control, analysis, and monitoring by the risk unit.
h. Improving the decision-making process and quality of consumer credit by accelerating credit approval processes through data analysis using CSM. Additionally, Company has implemented collection scoring to assist the collection team in determining the priority scale for debt collection based on the risk level (high, medium, and low risk) to ensure the effectiveness and efficiency of credit management.
i. Improving risk assessments for specific non-fixed income segments through the development of an analytic model for non-fixed income and developing the competency of credit analysts by:
   1. Formulating risk criteria for targeted segments and overlay models to increase approval rates.
   2. Determining the priority target segments: existing debtors, funding customers, and new-to-bank customers to manage risks during the implementation phase.
   3. Building proxy income models to project the income growth of debtors and potential debtors in credit limit assessments and standardized recommendations and decisions.
   4. Refining credit policies according to riskbased segmentation.
j. Maintaining a low Non-Performing Loan (NPL) rate across all segments through strong risk monitoring. Development of the Commercial Loan Early Warning System (EWS) to strengthen the monitoring of commercial credit risks through standardization, digitalization, and development of guidelines and tools. Company will develop the EWS by setting risk parameters that indicate the deterioration of individual commercial credit debtor quality, which will help credit departments take immediate actions to prevent troubled loans.
k. The Company established a Risk Maturity Index (RMI) assessment roadmap for 2024-2029, which was extended to support the achievement of an RMI target score of 4.5 (best practice phase) by 2029.

2. ***Environmental, Social, and Governance* (ESG)**
   Environmental, Social, and Governance (ESG) The Company has developed an ESG framework called The Future of Finance. This ESG framework guides Company in managing and conducting business practices that focus on impact performance and support the achievement of the Sustainable Development Goals (SDGs). This framework serves as

the foundation for managing business activities and operations as well as decision-making processes in a more comprehensive manner. The BTN ESG framework consists of six components:

1. Sustainable finance.
2. Climate change and ecosystems.
3. People and communities.
4. Stakeholder inclusiveness.
5. ESG in the value chain.
6. Integrated governance, risk management, and compliance (GRC).

Picture of Implementation of the Environment, Social, and Governance Roadmap



Source: ESG BTN Roadmap

The Company identified nine (9) strategic initiative themes within its five-year ESG roadmap, with several priority activities, as follows:

1) ***Conducting Sustainable Business Operation***
   The Bank set a target to reduce Scope 1 and Scope 2 carbon emissions by 30% through clean banking operations initiatives, including:
   a) The use of EV and/or hybrid vehicles for operational purposes.
   b) Increased utilization of solar panels.
   c) Development and implementation of green buildings.
   d) Replacement of building cooling systems with more energy-efficient solutions.
   e) Optimization of digitalization and/or automation of internal processes toward a paperless environment, through:
      - Utilization and implementation of digital signatures by all employees to enhance the Company's operational efficiency.
      - Implementation of a centralized i-Work system (e-RKK, e-MoM, e-Committee, and document management system) to reduce paper usage.
      - Development of online current account e-statement delivered via melalui email.
      - Development of an end-to-end procurement system for goods and services to improve operational efficiency.

- Enhancement of the online account opening process (OLOB) and e-deposit services in line with the Company's business targets.
- leveraging technology for internal regulation searches (PP*Digital enhancement*) using AI, smart tagging, and chatbots.
- Other paperless initiatives are aligned with business and operational needs.

2) ***Develop Sustainable and Inclusive Bank Products and Portfolio Management***

The Company was committed to developing sustainable and inclusive products while expanding its sustainable portfolio, which included:

a) Implementation of Low-Emission Housing

Low-emission Housing was a project initiated by the Company to encourage developers to implement energy efficiency (air circulation), water (the use of PDAM), waste management, and pollution reduction measures (one house-one tree, eco-friendly materials, and green open spaces). The initiative aimed to provide decent, healthy, and affordable housing. Low-Emission Housing represented one of the Company's ESg initiatives to begin a transition alongside developer partners, contributing to carbon emission reductions in the housing sector and fostering a circular economy through sustainable business practices. As of August 2024, the Company had collaborated with eight (8) developers to implement 1,200 low-emission housing units. In April 2025, the Company also conducted workshops and socialization programs on low-emission housing involving developers, eco-material suppliers, and relevant business units. In accordance with the established roadmap, the Company targets the development of 150,000 low-emission housing units by 2029.

b) balé by BTN

balé by BTN was a comprehensive super app designed to simplify financial transactions for the Indonesian public, encompassing both banking and financial services. This initiative represented a strategic effort to overcome geographical challenges, ensuring that all segments of society, particularly those in remote areas, can benefit from enhanced financial inclusion. In 2024, the service successfully reached communities in underdeveloped regions, achieving a user base of 20,183 individuals, in alignment with Presidential Regulation of the Republic of Indonesia No. 63 of 2020.

c) BTN *Digital Store*

The Company continues to pursue transformation initiatives aimed at enhancing sales capacity and customer service, with a strong focus on customer satisfaction. BTN *Digital Store* is expected to deliver services tailored to meeting customer needs by leveraging digital technology through devices and applications. The implementation of BTN Digital Store is also intended to provide customers with a distinctive service experience. Furthermore, BTN Digital Store integrates ESG principles into its operations, including energy-efficient practices and paperless digital services.

d) Expanding Inclusive Credit Distribution for Low-Income Communities (MBR), such as Subsidized Home Ownership Loans and MSME Loans.

e) Expanding Credit Distribution to Sustainable Business Activities.

f) Credit Distribution in Line ESG-Integrated portfolio guidelines.

The Company has implemented a Portfolio *Guideline* (PG) that integrates ESG principles to support business sustainability and financial stability. These guidelines are designed as a strategic tool to effectively manage credit concentration risk through measured portfolio diversification. By applying these guidelines, the Company seeks to maintain asset quality by directing credit allocation toward priority sectors with sustainable growth prospects. This approach not only supports business expansion but also contributes to mitigating environmental, social, and governance risks.

g) Pioneer in green mortgage carbon trading seller.

h) Issuance of green/social/sustainable bonds or loans.

i) Launchof green savings products

3) ***Integrate ESG Component in Enterprise Risk Management Framework and Program***

The Company actively supports government efforts to achieve carbon neutrality by designing a long-term strategy toward Net *Zero Emission* (NZE). This strategy integrates global standards and national policies, including carbon emission inventories, to identify emission sources (*Scope* 1, 2, and 3). In addition, to ensure sound risk

management that incorporates ESG aspects, the Company regularly conducts climate risk stress tests to identify and manage risks associated with climate change, both physical risks and those arising from the transition to a low-carbon economy.

4) ***Developing ESG Culture and Responsible Leaders' Program***
In the area of human capital, the Company is committed to implementing the Respectful Workplace Policy (RWP) to foster a fair, inclusive, and sustainable work environment and culture. The Company also consistently enhances employee capacity related to ESG through the following initiatives:
   a) Establishing a regular training curriculum focused on ESG.
   b) Strengthening employee capacity and capabilities in ESG and keeping pace with emerging ESG trends.
   c) Developing Diversity, Equity, and Inclusion (DEI) programs by increasing women's participation in leadership roles and providing opportunities for women to hold structural positions.
   d) Promoting an inclusive workplace by recruiting employees with disabilities.
   e) Enhancing digital mindset and ESG awareness among employees to support competencies and roles across all Work Units.
   f) Improving employees' experience programs integrated with ESG aspects, such as the Green Champion initiative, Employee Community Day, and other related activities. dan lain-lain.
5) ***Building a Control Environment That is Integrated with ESG Components***
To support sustainability, the Bank has embedded ESG principles into all aspects of its corporate regulations and policies. This includes the implementation of a gratuity control program as well as enhancements in data privacy and cybersecurity, thereby strengthening corporate governance more responsibly and accountability.
6) ***Develop ESG Monitoring, Communication and Reporting Program***
   a) Developing ESG dashboard management that encompasses key sustainability indicators, including GHG *emissions*, sustainable portfolio, and human capital metrics to monitor the bank's sustainability performance.
   b) Establishing ESG *knowledge portal* as a centralized hub of information and best practices for all employees.
   c) Integrating ESG aspects into portfolio guideline.
7) ***Building ESG Data Management***
To strengthen reporting and monitoring, the Company is developing a comprehensive ESG data management framework. This includes the establishment of an integrated ESG data mart designed to support both reporting requirements and informed decision-making processes.
8) ***Navigate trends in ESG Provisions and Regulations***
The Company has embedded ESG principles across all aspects of tis internal regulations and policies, including credit, operations, risk management, and other key functions. In addition, the Bank leveragestechnology to enhance its internal regulatory systems through digital innovations such as AI, smart tagging, and chat bot.
9) ***Building Partnerships and Collaborations***
In implementing sustainability and ESG initiatives, the Company collaborates with communities, developers, and other stakeholders to strengthen a robust sustainability ecosystem through programs such as:
   a) Eco-property developer meetings are workshops that feature expert speakers in sustainable property development and environmentally friendly materials, aimed at promoting eco-conscious practices in the real estate sector.
   b) Hosting specialized competitions in the housing ecosystem to encourage innovative and sustainable business models that support long-term growth.
   c) Enhancing ESG-based MSME capabilities by conducting training programs for MSME to improve business competitiveness while promoting awareness and adoption of ESG-based sustainable business practices.
   d) Conducting training sessions, workshops,and collaborations with universities, agencies, and relevant institutions to promote financial inclusion.
   e) Providing educational scholarships to the children of the Company's outsourced employees.
   f) Expanding cooperation and collaboration with global ESG communities such as Equator Principles, UNEP FI, and IKBI. These partnerships deliver strategic benefits to the Company, including enhanced internal capacity and competence, improved access to global ESG best practices, and the adoption of international standards in environmental and social risk management.

3. ***Digital and Operation Risk Management***
   The Company has strengthened its digital and operational risk management framework to achieve digital and operational resiliency in support of the Company's vision and mission through the following strategic initiatives:
   a. Developing and implementing an IT, digital, and third-party cyber risk management framework and operating model to enhance the Company's security posture against IT, digital, cyber risk exposures arising from cooperation with vendors and business partners.
   b. Developing a Fraud Detection System (FDS) solution to enhance the Company's capability in detecting and preventing fraud from both transactional activities and customer onboarding applications (manually or digitally), thereby minimizing the potential occurrence of fraud.
   c. Implementing Internal Control Over Financial Report (ICOFR) in accordance with the Technical Guidelines of the Ministry of State-Owned Enterprises No. SK-5/DKU-MBU/11/2024 and POJK No 15 of 2024 concerning the Integrity of Bank Financial Reporting.
   d. Conducting a review of organizational effectiveness (DORD), including capacity and capability assessments in collaboration with HCMD, HCSD and TPMD, to ensure that the objectives of organizational structuring are achieved, including Work Load Analysis (WLA) and human capital development.
   e. Enhancing the capability of the Operational Risk Management System (ORMIS) to comprehensively accommodate the digital and operational risk framework, covering the risk register, control testing validation functions, and case management processes accessible to risk-taking units, second line functions, and third line functions in accordance with defined roles and responsibilities that fulfill the dual control principle.

Network Development Sector (Delivery Channel)

Optimization of delivery channels to support business is carried out through developing the quantity and variety of channels with network expansion strategy focused on 4 (four) main initiatives, namely the regionalization strategy, branch expansion, banking agent and digital channels.

1. **Area Mapping Strategy**
   The area mapping strategy is a form of grouping work areas not only based on location but also on the density of existing branches to ensure better alignment of strategies. The considerations used in the area mapping strategy are as follows:
   a. The development of overly dense areas will ensure better control over Key Performance Indicators (KPIs) and more comprehensive strategy alignment.
   b. Determining the operational zones of branches takes into account not only location but also the branch office density ratio.
2. **Optimizing Branch Office Productivity**
   In the short term, Company is not too expansive in opening a branch office. This year, Company will improve the oversight of the branch office to the outlet below and conduct an assessment or evaluation of the unproductive outlets performance for closure. This is conducted in order for office branches can monitor better the subordinate performance which support corporate performance.
3. **Agent Banking**
   Optimizing banking agents as aggregators with expanding strategic alliances, e.g. post office and mini-market as sales agent.
4. **Digital Channel**
   The development of digital channel is intended for remote access to target the emerging affluent segment, the younger generation, and increase the convenience of transactions for customers. Digital channel development is focused on:
   a. Attractive and clearly defined target segments with a focus on segment selection age range between 20 to 35 years.
   b. Right-to-target offering by advantaging big data analytical advantage to obtain product or service recommendations for each customer.
   c. Customer value management through offering broad and universal products and services. However, it is more focused on the main needs of customers (customer centric).

Short-Term Strategy (Business Plan)

Guided by the strategic themes of the 2025-2029 corporate plan, the strategic steps that have been taken in 2025 are as follows:

1. **Bidang Perkreditan Loan Sector**
   The focus of Loan growth in 2025 was carried out by implementing a strategy to monetize the housing ecosystem on a large scale, aimed at generating revenue from the entire housing ecosystem by leveraging various business opportunities related to the property industry, through strategies to enhance the penetration and quality of non-subsidized Mortgage and to increase penetration within the housing value chain. The initiatives undertaken to achieve these targets in 2025 were as follows:

Table of 2025 Loan Strategy

Strategy Theme	Initiative
Monetize the housing ecosystem at-scale.	Primary housing: deepen relationships with the top 50 developers.
Transition from mono-bank lending to full banking offerings.	Enhance higher-yield products by strengthening capabilities and expanding KAR/KRING into new segments.
Expand Micro and Small Enterprise Cooperative Loans (KUMK) to leading SME sectors and achieve the predetermined Micro Business Loan disbursement target.	Penetrate high-growth and low-NPL sectors for Micro Business Loan (KUR) products supported by superior Loan capabilities and process digitalization.

From the three Loan strategies above, the Bank significantly increased non-subsidized lending by strengthening relationships with developers and reinforcing the Direct to Consumer (D2C) acquisition channel, while ensuring readiness to support the National Housing Program through the following initiatives:

a. **Primary Housing**
   Strengthening relationships with the Top 50 developers through accelerated digitalization of Turn Around Time (TAT) by twofold, implementation of digital back-end processes for Relationship Managers (RM), real-time tracking portals for customers and developers, increased sales intensity, expansion of sales centers in high-potential development areas, and higher incentives for bulk acquisition for key developers.
b. **Secondary Housing**
   Strengthening acquisition channels through property agents with a dual-reporting line mechanism from Direct to Consumer (D2C) agents within the sales center and loyalty programs for agents. Enhancing customer experience through instant offerings, "time-to-yes" in less than 1 (one) week, and twofold acceleration of TAT through a fully digitalized application process. Increasing acquisition and lead generation through digital partners, including process integration via BTN Properti and an Online to Offline (O2O) fulfillment journey.
c. **Increasing Higher-Yield Products**
   Expanding KAR/KRING to non-payroll and new-to-bank customer bases by accelerating digital application processes, credit decisioning, and personalized marketing through the Company's digital channels. Launching new product propositions and driving Loan application penetration.

2. **Loan Quality**
   To achieve the targeted improvement in Loan quality, the strategic focus was on strengthening risk underwriting and collection to grow the portfolio sustainably, addressing a large volume of restructured portfolios, and accelerating late-stage recovery by expanding the scope of subsidiaries managing assets. In detail, the initiatives to be implemented in 2025 are as follows:

Table of 2025 Loan Quality Strategy

Strategy Theme	Initiative
Strengthen risk underwriting and collection processes to sustainably grow the portfolio, address a high restructured portfolio, and expedite late-stage recovery by establishing an asset management subsidiary.	a. Enhancement of the existing underwriting model by integrating advanced AI-based modeling approaches and incorporating external datasets. b. Strengthening the fraud management approach, including the implementation of a next-generation fraud management system. c. Reducing the proportion of restructured Loans within the portfolio. d. Preparing early-stage (pre-NPL) asset resolution/sales solutions and expanding the scope of the asset management subsidiary.

From the above Loan quality strategies, in supporting credit underwriting as well as early warning and collection, the Bank implemented the following initiatives:

a. Enhancing the existing underwriting model through the integration of advanced AI modeling and external datasets; developing a modular Probability of Default (PD) score applicable to all products; implementing a proven qualitative assessment approach for the SME and commercial segments; deploying a transaction analyzer for merchants and adopting a structured approach to estimate salary for customers with cash-based income; and providing tools for indicative collateral valuation.
b. Strengthening the fraud management approach through the integration of e-Know Your Customer (KYC), active status verification, and Artificial

Intelligence (AI)-based document verification (e.g., salary slips and bank statements), which may be carried out through targeted collaboration with leading external vendors.

c. Formulating a strategy for managing restructured Loans to resolve, settle, or write off a significant volume of Loans restructured due to the Covid-19 Pandemic.
d. Developing early-stage asset sales or resolution solutions to dispose of high-risk assets prior to becoming Non-Performing Loans (NPL), as well as expanding the asset management subsidiary's coverage to regions outside Jakarta.

On November 5, 2024, the Government of the Republic of Indonesia enacted a Government Regulation concerning the Write-Off of Bad Debts for Micro, Small, and Medium Enterprises (MSMEs) in order to strengthen national economic resilience through the empowerment of MSMEs by providing easier access to financing, including legal certainty in the settlement of bad debts at SOE (State-Owned Enterprise) Banks to MSMEs through write-offs in accordance with the provisions on Financial Sector Development and Strengthening (UU P2SK), which are effective for 6 (six) months from the date of enactment.

The implementation of MSME bad debt write-offs as referred to in the UU P2SK and the Government Regulation must be carried out with due observance of prudential principles, risk management, internal control, Good Corporate Governance (GCG) principles, prevailing laws and regulations, and the articles of association. This is because any losses incurred by SOE (State-Owned Enterprise) Banks in executing MSME bad debt write-offs under the UU P2SK and the Government Regulation constitute losses of the respective SOE (State-Owned Enterprise) Bank and do not represent state financial losses, provided that such actions are undertaken in good faith and in compliance with prevailing laws and regulations, the articles of association, and Good Corporate Governance (GCG) principles.

In relation to the foregoing, to ensure that the entire process of MSME bad debt write-offs is implemented systematically, expeditiously, accurately, innovatively, and in an administratively orderly manner within the Company, while consistently adhering to prudential principles, risk management, internal control, Good Corporate Governance (GCG) principles, prevailing laws and regulations, and the articles of association, it is necessary to establish a specific internal policy to ensure that all such requirements are properly fulfilled.

3. **Funding Sector**

The primary focus of Third-Party Funds (TPF) growth in 2025 is to implement strategies aimed at increasing low-cost savings, targeting the independent professional segment, and enhancing penetration in the trade sector and SME value chain. The initiatives to be undertaken to enhance funding growth in 2025 are as follows:

Table of 2025 Funding Strategy

Strategy Theme	Initiative
Build a Sustainable Funding Engine	a. Launching a bundled payroll proposition to increase penetration within the existing ecosystem and expand outreach to New-to-Bank (NTB) customers. b. Intensifying the retail funding sales footprint in markets with high Savings Account (SA) volumes. c. Positioning the Bank as the primary/secondary bank for first-time homebuyers through millennial-focused product bundling. d. Driving customer acquisition and transactional account growth on BTN Mobile through the launch of a retail deposit war room. e. Launching a deposit war room targeting wholesale and top SME customers to drive CASA penetration.
Reinvent sales structure and operating model to drive sales growth and effectiveness of prioritized product segments	a. Redefining the role of Branch Funding Sales (BFS) based on specific segment responsibilities. b. Establishing a centralized monoline payroll team to enhance payroll penetration among institutional clients.

From the above funding enhancement strategies, in developing innovative low-cost transactional savings products that drive payroll innovation, millennial-focused bundling for first-time homebuyers, intensifying footprint in saturated markets, and increasing BTN Mobile transactions, the Bank implemented the following initiatives:

a. Launching a bundled payroll proposition to increase penetration among existing corporate clients within the Bank's ecosystem and New-to-Bank (NTB) customers, while expanding outreach to NTB customers, both payroll employees and key decision-makers, by assigning dedicated payroll specialists within the one-Client Service Team (CST) Relationship Manager (RM) coverage model.
b. Intensifying the retail funding sales footprint (through internal and outsourced channels) in market areas with high Savings Account (SA) volumes and growth potential, targeting mass and mass-affluent NTB customers to increase savings market share from 1.3% to 2–3% through improved sales productivity (e.g., training, KPI refinement, and sales productivity toolkits), branch-less formats, and outsourcing initiatives.
c. Positioning the Bank as the primary/secondary bank for first-time homebuyers through millennial-focused product bundling for Existing-to-Bank (ETB) and NTB customers to enhance engagement in Savings Accounts and debit/credit cards through partnerships with lifestyle retail and housing companies.
d. Driving BTN Mobile customer acquisition and increasing the proportion of active transactional accounts from 30.00% to 45.00% by launching a retail deposit war room, implementing win-back programs for recently inactive customers and NTB acquisition initiatives, introducing customer segment-based product bundling, and expanding BTN balé offerings to enhance customer loyalty, supported by cross-selling campaigns and engagement driven by Advanced Analytics (AA).
e. Launching a deposit war room targeting existing SME value chain customers, newly acquired SME merchants, and wholesale customers to drive CASA penetration through segment-specific campaigns leveraging Advanced Analytics (AA), tailored pricing strategies, targeted rewards, and product bundling for cash-rich sectors. In this context, the deposit war room serves as the Company's centralized command center to monitor and manage Third-Party Funds performance in real time, including time deposits, current accounts, and savings accounts, thereby enabling prompt decision-making regarding interest rate adjustments and marketing strategies to ensure effective liquidity acquisition and competitiveness.

4. Fee-Based Income and Subsidiary Establishment

The focus of achieving fee-based income in 2025 is to launch loan product propositions and drive fee-based income (FBI). The initiatives to be implemented in 2025 to achieve these targets are as follows:

Table of 2025 Fee-Based Income and Subsidiary Establishment Strategy

Strategy Theme	Initiative
Launch loan product propositions and drive fee-based income	a. Increasing penetration and activation of fee-based income products for credit cards and wealth propositions, integrated with savings and lending propositions. b. Increasing volume and profitability of the Joint Finance Scheme (B2B) and channeling partnerships.
Launch multi-finance and insurance subsidiary to support the Bank's retail business and become a true #2 sharia banking contender post spin-off	Building a true #2 contender through a standalone sharia business post spin-off.

5. Capital Injection Plan

In line with its vision as the main partner in empowering Indonesian families financially, the Company aspires to expand its business across the housing ecosystem through the following initiatives:

a. Development of the sharia business through the spin-off of the Sharia Business Unit (SBU).
b. Expansion of the insurance business through life insurance and/or general insurance subsidiaries.
c. Expansion of the vehicle financing business through a multifinance subsidiary.

Considering the Company's business position, which focuses on the housing sector, there are opportunities to enhance growth by maximizing the potential of captive customers and the property value chain. To realize this objective, focused strategies for product and service development, diversification, and differentiation are required through inorganic growth initiatives. In 2025, capital injection activities primarily focused on the development of the syariah business through the spin-off of the Sharia Business Unit.

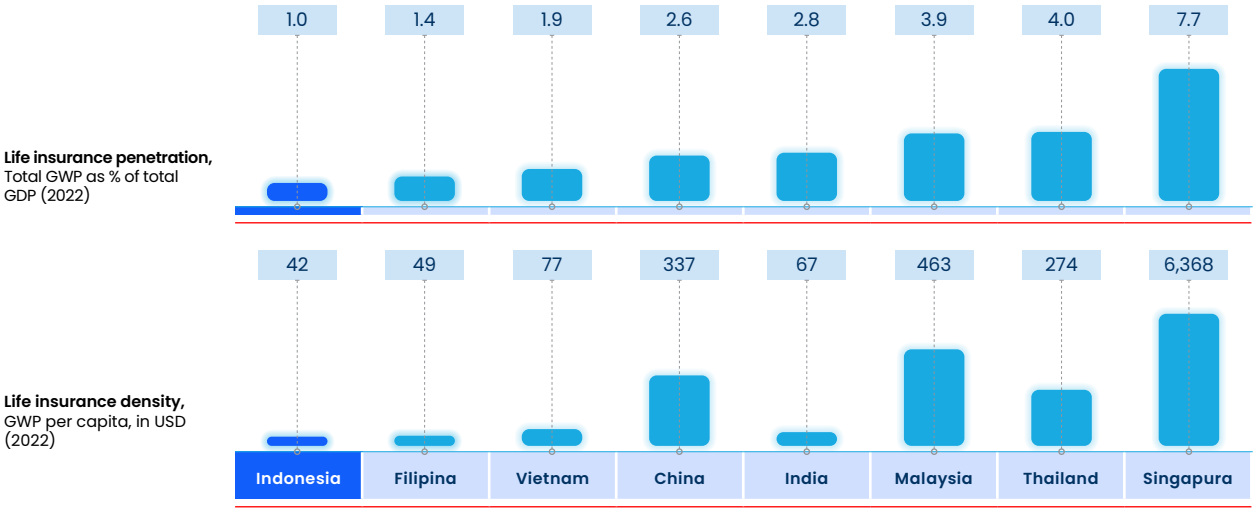
6. **Capital Injection in Life Insurance and/or General Insurance Subsidiaries**

   The establishment of a life insurance and/or general insurance subsidiary is planned to be executed through a capital injection scheme into an existing insurance company/subsidiary or through the establishment of a new company. The Company acts as the controlling shareholder with a majority ownership (>50%). Going forward, the insurance sector continues to present significant growth opportunities in Indonesia, driven by increasing public awareness of the importance of insurance.

   The following factors are expected to support insurance growth in the coming years:

   a. Rising prosperity, which is expected to drive demand for wealth protection and accumulation products, with the proportion of affluent and emerging affluent segments in Indonesia projected to increase from 18.00% of the population in 2023 to 27.00% by 2030..
   b. A growing elderly population and increasing awareness of personal responsibility for health and retirement, with the proportion of individuals aged 50 years or older projected to increase from 22.00% in 2023 to 29.00% by 2035.
   c. Life insurance penetration in Indonesia (<2.00%) remains among the lowest in Asia, with life insurance Gross Written Premium (GWP) representing only 1.00% of total GDP in 2022 and USD 40 GWP per capita in 2022, significantly lower compared to other Asian countries (e.g., Thailand at approximately USD 270 and Malaysia at approximately USD 463).
   d. Increasing awareness of protection against everyday and catastrophic risks, driving demand for general insurance products such as motor vehicle, property, travel, and liability insurance. This trend is supported by infrastructure growth, increasing asset ownership, and increasingly complex and diverse economic activities.

Figure of Life Insurance Penetration in Indonesia Compared to Other Asian Countrie



Source: Internal BTN

In light of these opportunities and challenges, the Company must conduct a thorough assessment and comprehensive analysis regarding the establishment of insurance subsidiaries. The establishment of a life insurance subsidiary aims to increase the wallet share of captive customers, particularly mortgage borrowers, by complementing the financial services offered and supporting the Company's business in providing a one-stop financial solution to customers. In addition, the establishment of a life insurance subsidiary may serve as a cross-selling platform for general insurance products to mortgage customers, developers, and developer partners.

Furthermore, the Company may consider establishing or entering into strategic partnerships in the general insurance sector to provide protection for financed assets, such as residential houses, apartments, or commercial properties. General insurance products, including fire insurance, motor vehicle insurance, and commercial property insurance, may complement the Company's financial services ecosystem and create new business opportunities aligned with its core housing business.

The development of life and/or general insurance subsidiaries as part of the Company's service offering also supports a vertical integration strategy within the financial services value chain. The sale of bancassurance products through the Company's wealth management channels, whether linked to securities investments or secured by securities collateral, is expected to enhance fee-based income and broaden product offerings, given that bancassurance products have not previously been optimally developed within the Company.

The following strategies are planned for the Company's life and/or general insurance subsidiaries:

a. Leveraging the Company's ecosystem advantage by expanding offerings to approximately 12,000 employees and their family members (e.g., retirement benefit programs and DPLK, long-term disability, and unemployment protection).
b. Expanding offerings to companies within the Company's housing value chain ecosystem (e.g., providing insurance products to their employees).
c. Cross-selling insurance products to Existing-to-Bank (ETB) and New-to-Bank (NTB) customers through bundled propositions (e.g., life insurance offerings for mortgage customers).
d. Developing a multi-channel proposition across the Company's platforms.
e. Acquiring or partnering with insurtech players and offering small-ticket or short-term basic protection products, particularly in health (e.g., mixed-benefit health coverage and inpatient insurance).

7. Capital Injection in a Multifinance Subsidiary

The establishment of a multifinance subsidiary is planned to be executed through a capital injection into an existing multifinance company or through the establishment of a new entity. This initiative aims to expand lending beyond the current customer base, particularly in motor vehicle financing, non-bankable customers, customers with irregular income, and other underserved segments. In preparation for the establishment of the multifinance subsidiary, the Company will develop the following key components to ensure sustainable business operations:

a. Multifinance products and policies.
b. Credit risk capabilities specific to the multifinance subsidiary, including credit assessment frameworks and related policies.
c. Synergy between the Company and the multifinance subsidiary, including joint marketing initiatives and joint credit operations.
d. Investment-grade rating for the multifinance subsidiary.

The Company will act as the controlling shareholder with a majority ownership (>50%).

Figure of Potential of Multifinance Motor Vehicle Financing

The total financing of multifinance companies in Indonesia

in IDR trillion 2023
A proportion of BTN customers

Segment	Automotive				Property-backed financing
	Four-wheel vehicles		Two-wheel vehicles		
	New	Used	New	Used	
Affluent (*Income* <IDR550 jt p.a.) <1%	21,0	9,8	5,9	2,2	1,6
Emerging affluent (*Income* >IDR150-550 jt p.a.) -3%	54,2	12,5	14,9	4,5	0,6
Upper mass (*Income* >IDR30-150 jt p.a.) -19%	42,0	28,5	29,8	7,0	
Mass (*Income up to* IDR30 jt p.a.) ~78%	30,1	22,9	20,9	7,1	0,0
Total	~147	~78	~72	~20	~2,2
2029	~176	~110	~88	~50	~3,9

Source: Internal BTN

Based on the above assessment, several segments are projected to become the Company's target markets going forward, namely the mass, upper mass, and emerging affluent segments for four-wheeled vehicles (new and used) as well as two-wheeled vehicles (new). Four-wheeled (4W) vehicles, together with new two-wheeled (2W) vehicles for the mass and emerging affluent segments (the growing middle class), represent the largest opportunity in the market, accounting for approximately 90% of total market volume. The increasing number of consumers transitioning to the upper-middle segment is expected to drive 4W sales growth, with projected sales increasing by 20.00%–40.00% to reach approximately 8 million units by 2030. In addition, 4W financing may serve as a complementary proposition to the Company's mortgage business, supporting growth in line with customers' life-cycle progression.

8. Retail Transaction Strategy

The development of retail forex and retail bonds in 2025 focused on enhancing capabilities, improving human capital quality, strengthening organizational structure, and developing new systems and products. In more detail, the 2025 work programs include the following:

a. Business process automation and service quality enhancement, including
   - Implementation of Reuters terminals as a platform for executing forex transactions, thereby increasing fee-based income and interest income.
   - Maintenance of the Bloomberg network for B-Pipe Data, marketing data services, and network access to support transaction activities at foreign exchange branches (KC Devisa) and money changer outlets.
   - Provision of exchange rate boards at KC Devisa branches and money changers to ensure the availability of real-time exchange rate information at six (6) designated KC Devisa and money changer locations.

b. Product development to increase Non-Third-Party Funds (Non-DPK) AUM and retail treasury product sales to both existing and new customers, including:
   - Development of forex products for customers through the FX Festival program to support increased transaction volume and frequency in retail forex.

c. Development of bond and forex products for corporate customers through mini-gatherings and market update programs to enhance customer engagement and satisfaction

d. *Enhancement of brand awareness and corporate image through money changer services.*

e. Administration and safekeeping of treasury portfolios through BTN Custody.

9. Capital Management

To support the implementation of the Company's business development strategy, adequate capital is required while ensuring compliance with minimum capital requirements under Basel III standards. The 2025 capital strengthening plan focused on enhancing Tier-1 capital through retained earnings and improved profitability, as well as executing Tier-2 capital action plans through subordinated loans and/or the extension of maturing subordinated loans. In relation to the planned spin-off of the Sharia Business Unit (SBU), the Company also intends to inject capital to support the development of its shariah business.

10. Information Technology (IT) Infrastructure Strategy

The 2025 IT infrastructure development strategy and work programs were focused on supporting business strategies related to digital banking fee-based income growth, the development of electronic transaction channels, and the automation of front-end and back-end processes, as summarized below:

Table of 2025 IT Infrastructure Strategy

Strategy Theme	Initiatives
Digitize front-end applications and back-end processes to improve customer experience and enhance employee productivity	a. Enhancing transaction banking capabilities, including BTN Mobile functionalities and cash management systems. b. Digitizing the end-to-end customer journey across all consumer and SME lending products. c. Implementing digital flagship stores and expanding digitally oriented and digital-first branches.

Strategy Theme	Initiatives
New Bank Product Development Plan (RPPB)	a. Time Deposit and DOC without physical certificate b. Gold Savings c. BTN Siap Plus d. Paylater e. Credit Card f. Virtual Debit Card g. QRIS Cross Border h. QRIS Customer Presented Mode i. KPR Rent to Own j. KPR Serbu Desa
Funding Engine	a. Retail Foreign Currency Savings and Time Deposits (EUR, GBP, and 4 other currencies). b. Global Debit Card c. Wealth Management System Phase 2
Sharia	a. PSAK 413 Implementation b. BTN Mobile Syariah Phase 2 c. Treasury System d. FOS Consumer e. i-Loan System Tapera API Version 2 f. Centralized Document Collateral g. H2H Insurance h. Dashboard Performance Management Review i. Integration BTN Property j. Digital Gold Savings k. QRIS Merchant l. Poin Spekta m. Reporting One Platform
Housing Ecosystem	a. Platform for joint finance and channeling. b. H2H Tapera Development
Full Banking	a. Enhancement BTN Mobile b. Enhancement CMS c. Enhancement IB Business d. Enhancement/Replatform BTN Properti e. Pre-Approval KAR Ultimate for BTN mobile account with proxy income f. Loyalty point AUM based g. MCY, Deposito Plus, SIAP Plus, Investa Plus, Juara, and Tabungan Bisnis via BTN Mobile
Digitize Frontback	a. Enhancement BTN Laku b. Enhancement i-Loan c. H2H Guarantee, credit claims, and KUR restructuring d. Digitalization of commercial and corporate credit business processes e. CLAPS, LPA Live with ArcGIS, Company Big Data OTS, Appraisal and LPA Payment Management System f. Booking Form App g. Management of non-financing assets stock
Sales Structure	a. Addition of a voice interactive banking assistant b. Customer data platform c. Monitoring limit facility cash and non cash loan d. QR Code Monitoring System
Banking Platform	a. New BDS b. CBS Modernization c. Enterprise finance system d. Digital branch development, including digital ATM/debit card issuance and Pinpad modernization e. Contact center system upgrade with additional CRM functions f. AI-based iRekon g. Transaction monitoring
Branch Productivity	a. Integrated customer care system (service and performance monitoring) b. SPN Enhancement c. User Management SSO d. Cash Center Management System e. Integrated Report Register f. Consumer Loan Center g. Simplification of savings products h. Fraud Detection System i. Escrow Funds for PPJB

11. IT Security Strategy

IT development related to security has been outlined in the Information Technology Strategic Plan (RSTI) 2025–2029, which adopts the theme Security by Design to enhance the security of the Company's systems and applications, including improvements in cybersecurity, implementation of identity and access management, and enhancement of infrastructure security.

Table of 2025 IT Security Strategy

Strategy Theme	Initiatives
Strengthening Security and Cyber Resilience	a. Enhancement of Cybersecurity, focusing on strengthening BTN's security and cyber resilience against incidents and threats through the implementation of new systems in accordance with best practices and regulatory provisions. b. Implementation of Identity and Access Management, focusing on the development of a centralized platform to manage Identity & Access Management (IAM) and Customer Identity & Access Management (CIAM) to improve cyber resilience and security. c. Enhancement of Infrastructure Security, focusing on improving the security posture of infrastructure to support stronger cyber resilience and protection against incidents and threats through the implementation of new systems in accordance with best practices.

12. Governance, Risk, and Compliance (GRC) Implementation Sector

a. Governance Implementation

In line with the BTN GRC Roadmap 2025–2029, the Company has formulated the Governance Roadmap 2025–2029, covering enhancement of governance structure, strengthening of governance business processes, improvement of governance outcome quality, and sustainable governance under the main theme "Governance Business for Sustainable Growth." The roadmap focuses on five (5) key GCG areas:

- Strengthening governance structure and governance processes to support the Company's business.
- Strengthening integrated governance.
- Strengthening IT governance to support operational excellence.
- Strengthening governance capability and culture to reinforce the GRC culture.
- Strengthening governance standards for continuous improvement.

The 2025 work programs for each focus area of the GCG Roadmap are as follows:

1) Strengthening Integrated Governance
   a) Enhancement of organizational structure within the integrated governance framework.
   b) Formulation of integrated governance policies.
2) Strengthening IT Governance to Support Operational Excellence
   a) Development of integrated IT systems for Conflict of Interest (COI) management.
3) Strengthening Governance Capability and Culture to Support GRC Culture.
   a) Strengthening of anti-gratification culture programs.
4) Strengthening Governance Standards for Continuous Improvement:
   a) Strengthening implementation of ISO SMAP.
   b) Implementation of corporate governance ISO standards.
   c) Strengthening compliance assessment under SMAP
   d) Implementation of fair competition compliance programs.
e) Strengthening governance implementation within ESG frameworks
f) Conducting assessments and ratings, including ACGS, CGPI, and SPI.

Table of 2025 Governance Strategy

Strategy Theme	Initiatives
Strengthening Integrated Governance	a. Enhancement of organizational structure within the integrated governance framework. b. Formulation of integrated governance policies.
Strengthening IT Governance to Support Operational Excellence	Development of integrated IT systems for Conflict of Interest (COI) management.

Strategy Theme	Initiatives
Strengthening Governance Capability and Culture to Support GRC Culture	Strengthening anti-gratification culture programs.
Strengthening Governance Standards for Continuous Improvement	a. Strengthening implementation of ISO SMAP. b. Implementation of corporate governance ISO standards.. c. Strengthening compliance assessment under SMAP. d. Implementation of fair competition compliance programs. e. Strengthening governance implementation within ESG frameworks. f. Conducting assessments and ratings, including ASEAN Corporate Governance Scorecard (ACGS), Corporate Governance Perception Index (CGPI), and Survei Penilaian Integritas (SPI).

b. Compliance Implementation Sector

In order to enhance operational resilience to support the Company's business growth and to foster a culture of compliance at every organizational level and business activity, the GRC Roadmap BTN 2025–2029 has been developed concerning the implementation of the Company's compliance function, as follows:

a. Developing a regulatory compliance system to mitigate compliance risks arising from unfulfilled compliance obligations under each regulator-issued regulation.
b. Developing an integrated compliance dashboard with a fraud detection system, enabling real-time monitoring and embedding into business processes, with continuous development.
c. Establishing and developing a data privacy framework to ensure compliance with personal data regulations, supported by a data privacy management system to ensure real-time monitoring integrated across all business processes and services
d. Strengthening the IT compliance organizational structure to accommodate advisory, governance and reporting, and assurance functions.
e. Enhancing governance of AML, CTF, and WMD-FP reporting, and overall Company compliance through employee competency development, integrated Management Information System support, and leveraging the latest technology to improve reporting quality to regulators.

Table of 2025 Compliance Strategy

Strategy Theme	Initiatives
Strengthening the Company's compliance function towards regulators and sustainable mitigation of compliance risks.	a. Regulatory compliance system. b. Integrated compliance dashboard with fraud detection system.
Building a personal data protection awareness culture as Top of Mind for BTNers.	a. Developing a data privacy framework. b. Strengthening the Data Protection Officer (DPO) organizational structure. c. Designing and implementing a data privacy awareness program. d. Developing systems to automate processes related to personal data protection, such as consent centralization, monitoring personal data subject requests, and managing Record of Processing Activities (ROPA) and data implementation Protection Impact Assessment (DPIA) e. Developing data privacy term reports and annual reports.
Strengthening IT Compliance in implementing the Company's IT compliance.	Strengthening the IT compliance organizational structure to accommodate advisory, governance and reporting, and assurance functions.
Implementing AML, CTF, and WMD-FP programs to support sustainable banking business.	a. Strengthening monitoring of regulator reporting and financial transaction analysis through systematic processes. b. Supporting business growth through transaction analysis results. c. Seamless Integration of an AML CFT Systems. d. Utilizing artificial intelligence/machine learning in AML, CTF, and WMD-FP systems (new AML/CTF system).. e. Improving employee capabilities and systems used in transaction analysis through data analysis certification for implementing anti-money laundering, counter-terrorism financing, and WMD financing prevention programs. f. Improving reporting quality of AML, CTF, and WMD-FP program implementation. g. Strengthening policies, procedures, and infrastructure for implementing AML, CTF, and WMD-FP programs across all branch offices and subsidiaries.

13. Human Capital Development Sector

Company's human capital development strategy, aimed at supporting business growth and establishing the Company as "One of the Homes of Indonesia's Best Talent", is carried out in line with the Company's human capital framework:

Table of 2025 Human Capital Strategy

Strategy Theme	Initiatives
Enhance branch and salesforce productivity with revamped performance management and capability building approach.	a. Improving KPI indicators, sales productivity metrics, and individual incentive structures to drive target achievement and strengthen the sales organization. b. Establishing a Sales Academy with capability development programs and a revised training delivery approach.
Improve reliability of banking platforms and accelerate modernization of tech capabilities; drive build and adoption of advanced AI assets.	a. Filling critical talent gaps in key technology functions. b. Optimizing demand management and resource allocation. c. Enhancing team capacity and expertise by recruiting data scientists to expand the capabilities of DMD.
Build Strong HC Learning and Development Engine and Optimize HC Advisory Function to Support Business Strategy and Sustainable Funding.	a. Mengoptimalisasi peran human capital business partner sebagai mitra strategis bisnis. b. Penyelarasan workforce posture sehingga sejalan dengan strategi bisnis yaitu meningkatkan proporsi sales khususnya funding serta digital workforce (IT, data analytic, dan digital). c. Pengembangan skema rekrutmen dari outsource ke pegawai dengan berdasarkan kinerja outsource yang unggul. d. Mengembangkan kapabilitas sales dengan mengembangkan sales academy khususnya pada lini bisnis funding e. Mengakselerasi kapabilitas pegawai IT, digital, analytic, risk management, dan collection f. Melakukan Re-invent BTN DNA (untuk semua BTNers dan leadership role) g. Menyempurnakan KPI Sales sehingga lebih fokus. h. Mengembangkan perhitungan produktivitas sales. i. Mengembangkan pilar dan program budaya digital dan memperkuat budaya sales dan GRC. j. Pengembangan HCIS Fase 3 (advanced people analytics dan digital workforce planning) k. Implementasi personal cost planning tahap 1: HC Cost sebagai baseline productivity measurement dan komponen CIR dalam self funded incentives.

14. Branch Network Development Sector

The branch network development strategy for 2025 is as follows:

a. Branch network development in 2025 was guided by branch productivity analysis. Branch productivity calculations were used to assess the effectiveness of branch functions from both service and business perspectives, based on six indicators: CASA and retail deposits, consumer and SME loan realization, Number of Accounts (NOA) for funding and lending, fee-based income, transactions, and profit. The analysis of branch productivity results served as the basis for decisions regarding branch network development, such as new branch openings, status upgrades, relocations, and branch closures.

b. Branch relocation activities were minimized to reduce operational costs. Outlet relocation was carried out only under certain conditions, such as when lease extensions at existing premises were not possible or in the event of force majeure..

c. The role of branches as centers for third-party fund mobilization was optimized, branch networks focusing on the emerging affluent segment were developed, and adjustments to the branch network were made in accordance with the latest OJK regulations.

d. In 2025, branch network standardization was implemented in line with the internalization of the digital branch proposition initiative.

e. *Summary of branch network development in 2025, with details as follow*:

Table of 2025 Office Network Development Plan

Office Network Development Plan	Number
NEW OFFICE NETWORK OPENINGS	28
Regional Office	1
Conventional Sub-Branch Office (KCP)	13
Sharia Sub-Branch Office (KCPS)	8
Digital Branch	6
STATUS UPGRADE	1
KCPD upgraded to Digital Branch	1
STATUS UPGRADE	2
KCP upgraded to Conventional Branch Office (KC)	1
KCPS upgraded to Sharia Branch Office (KCS)	1
OFFICE RELOCATION	31
Regional Office	2
Branch Office	6
Conventional Sub-Branch Office (KCP)	21
Sharia Branch Office (KCS)	1
Sharia Sub-Branch Office (KCPS)	1
CLOSURE	6
Conventional Sub-Branch Office (KCP)	6
Total	68

15. Capital Expenditure Plan

In the context of business expansion and development, the following capital expenditures are planned:

a. Land Acquisition

- BUS Land and Building valued at IDR850 billion.
- Sumatra Regional Office valued at IDR102.56 billion
- Tanah Abang Sharia Center valued at IDR56.50 billion
- Bangkalan Branch Office valued at IDR46.40 billion
- Cikarang (Deltamas) Branch Office valued at IDR41.76 billion.

b. Construction/Renovation of Office Buildings

- BTN Eco Park in Gandul (Contractor) with a budget of IDR274.46 billion.
- Construction of Kelapa Gading Square Branch Office amounting to IDR142.74 billion
- Construction of Learning Center Dago (Phase 1 – Contractor) with a budget of IDR90.45 billion
- Construction of Learning Center Dago (Phase 2) with a budget of IDR137.36 billion
- Construction of Kebon Jeruk Branch Office with a budget of IDR115.42 billion.

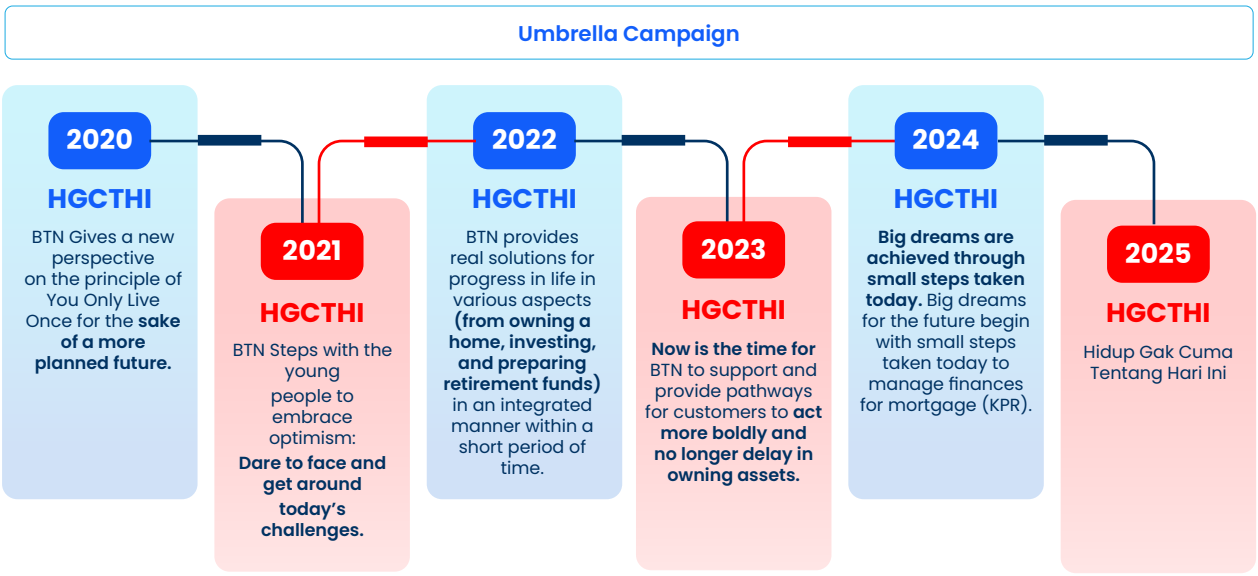
Marketing Aspect

Marketing Strategy

To improve the Company's competitive advantage in the midst of a highly competitive industry dynamic, a structured and integrated marketing strategy is required as a guideline in product management and marketing. The marketing strategy not only serves as a reference for implementing marketing activities but also provides a clear direction for the Company's business, ensuring it aligns with the Company's vision, mission, and long-term objectives.

Umbrella Campaign

An umbrella campaign is a comprehensive marketing communication strategy that unites various products, services, and promotional activities under a single, overarching idea and a consistent core message. A part of the Company's marketing strategy, it is outlined in the 2020-2025 umbrella campaign with tagline "*Hidup Gak Cuma Tentang Hari Ini* (HGCTHI-Life is Not Just About Today)," highlighting the Company's role in supporting customers for both present necessities and future plans.

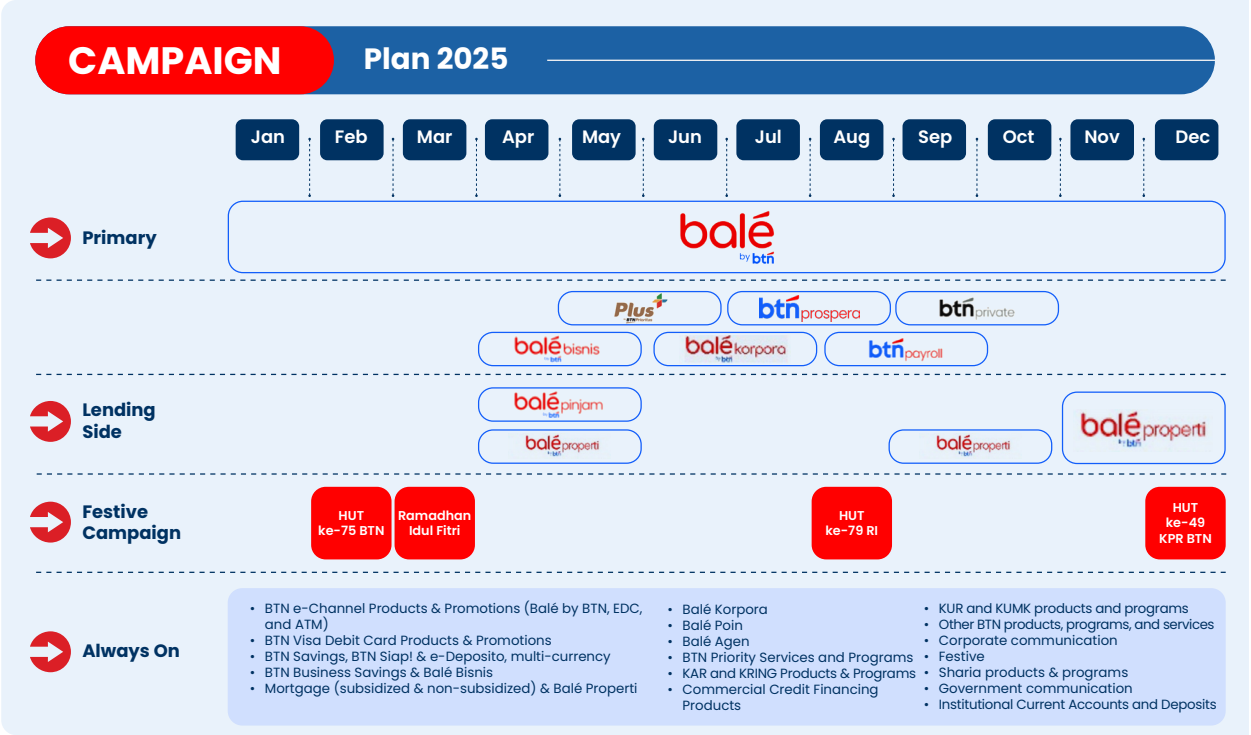


To boost the achievement of this purpose, the 2025 campaign plan was designed as the Company's 2025 promotional planning strategy, aimed to optimize marketing communication effectiveness, align promotional activities with the umbrella campaign's core message, and ensure maximal impact from each channel and program for customers and the Company's business growth.

Campaign Plan 2025

Campaign Plan 2025 is BTN's promotional planning strategy for 2025, by optimizing conventional media and digital media, Out-of-Home (OOH), as well as various activation activities, which are divided into categories:

1. ***Primary (hero campaign)*: balé by BTN**
2. ***Secondary Funding Side*:**
   - balé Bisnis (April to May 2025)
   - Plus by BTN (May to June 2025)
   - balé Korpora (June to July 2025)
   - BTN Prospera (July to August 2025)
   - BTN *Payroll* (August to September 2025)
   - BTN *Private* (September to October 2025)
3. ***Secondary Lending Side*:**
   - balé Pinjam (April to May 2025)
   - balé Properti (April to May 2025)
   - balé Properti (September to December 2025)
4. ***Festive Campaign***
   - BTN 75th Anniversary Promo (February 2025): moment of truth for BTN's 75th anniversary
   - Ramadan and Eid al-Fitr Promo 1446 H (March to April 2025): *Moment of Truth Ramadan* and *Idulfitri* 1446 H
   - Promo for the 80th Independence of the Republic of Indonesia (August 2025): *Moment of Truth* for the 80th Anniversary of the Republic of Indonesia
   - BTN KPR (Housing Loan) 49th Anniversary Promo: *Moment of Truth* BTN KPR (Housing Loan) 49th Anniversary
5. ***Always On***
   This is publication and marketing through digital media, both as a call to action and to build awareness regarding the product.



A part of the 2025 campaign plan, the hero campaign plan was focused on the superior program highlighting the umbrella campaign's core message, so it became a key spotlight in implementing promotion, improving awareness, engagement, and positioning the Company in the community, as well as becoming a driver for other marketing activities.

Hero Campaign Plan 2025

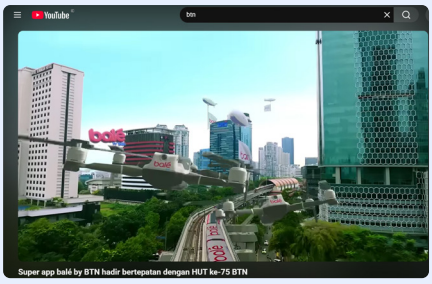
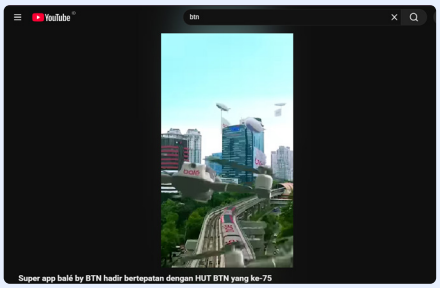
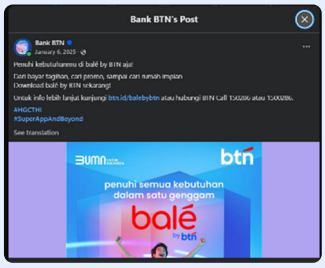
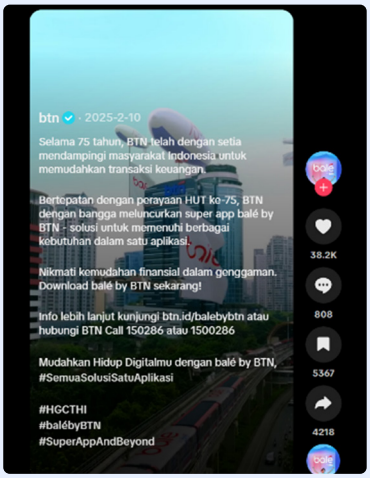
Hero campaign plan is a strategic plan to implement a superior campaign that becomes a focal point in a certain promotional period. The hero campaign functions as a flagship program prioritizing the umbrella campaign's core message, so it can attract public attention, affirm brand awareness, and support more focused engagement.

The Company's 2025 hero campaign was Bale by BTN, performed by optimizing conventional media, Out-of-Home (OOH), and digital media.

1. Grand Launching of balé by BTN in media platform

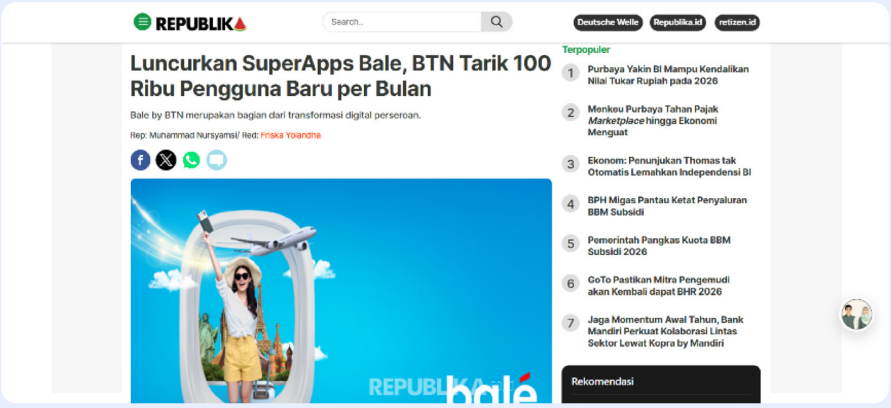
1.1 Launching in Social Media

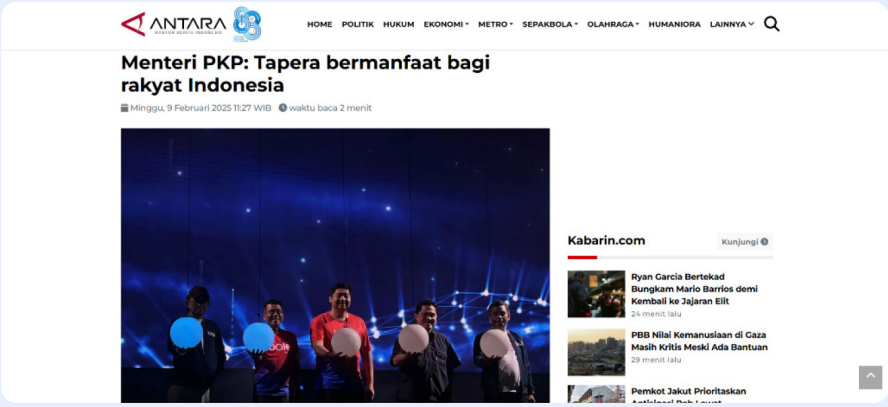
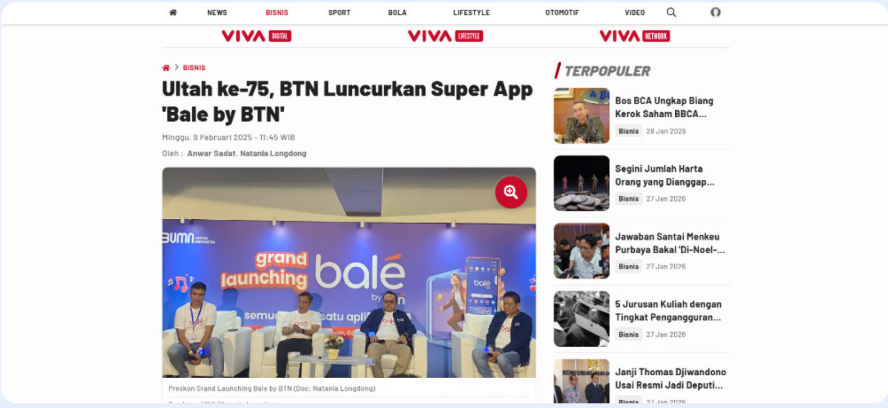
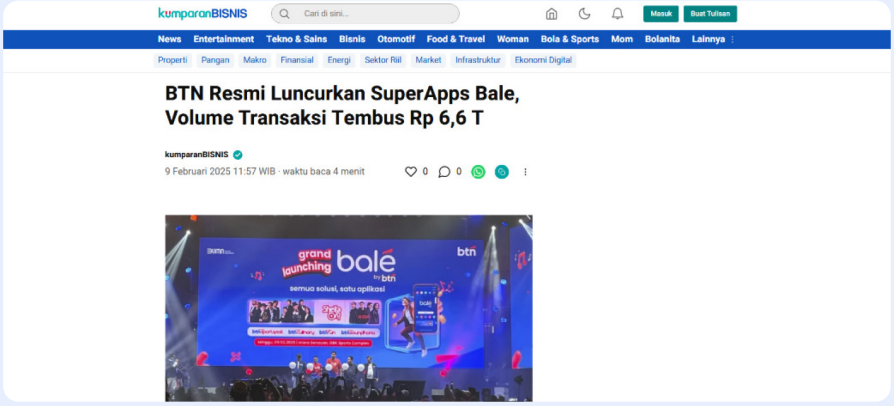
No	Platform	Broadcasting Evidence
1	Instagram	

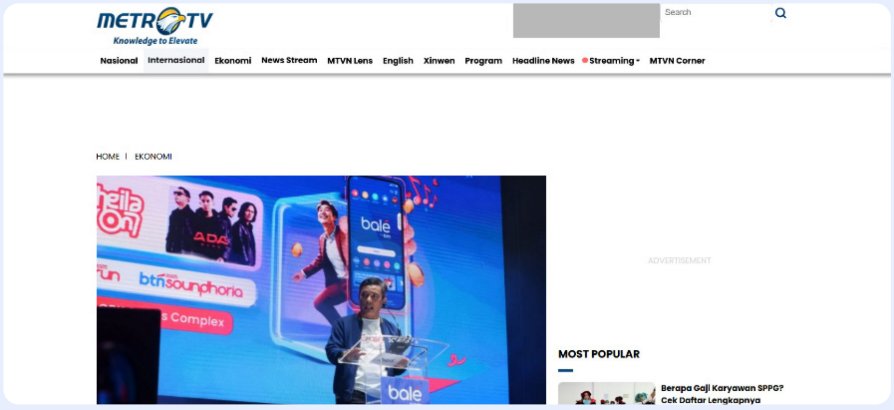
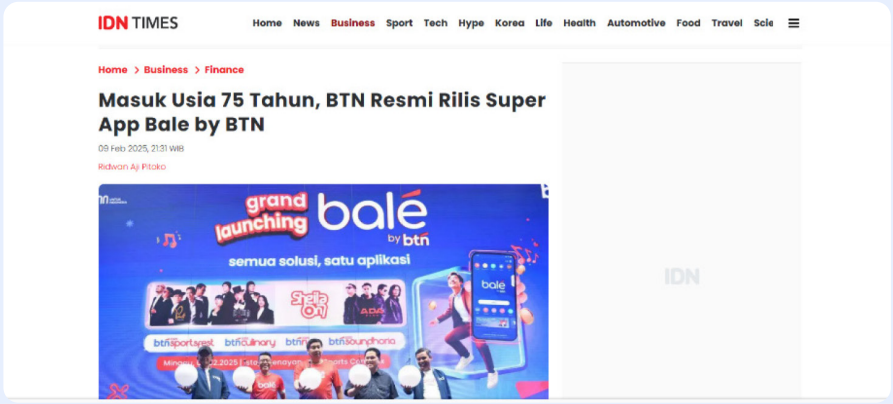
No	Platform	Broadcasting Evidence
2	YouTube	 
3	Facebook	
4	TikTok	

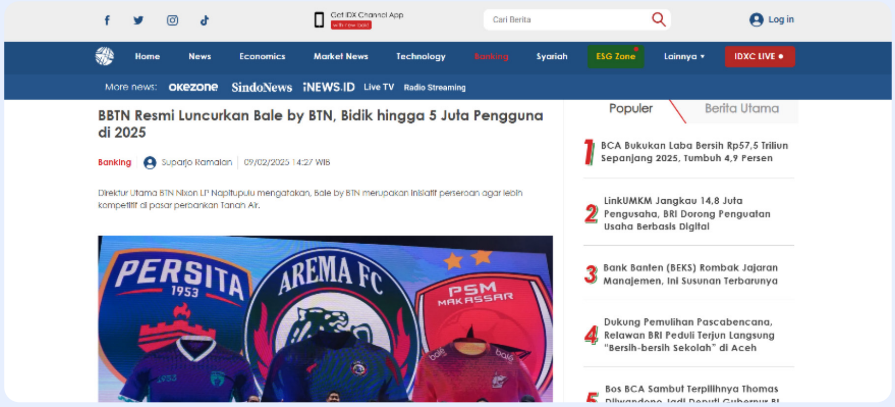
No	Platform	Broadcasting Evidence
5	X	

1.2 Banner in various news media

No	Media Name	Broadcasting Evidence
1	Kompas	 https://money.kompas.com/read/2025/02/09/112400226/volume-transaksi-di-bale-by-btn-tembus-rp-6-6-triliun-per-bulan?page=all
2	Republika	 https://ekonomi.republika.co.id/berita/sred69370/luncurkan-superapps-bale-btn-tarik-100-ribu-pengguna-baru-per-bulan%C2%A0

No	Media Name	Broadcasting Evidence
3	Antara News	 https://beritaja.com/menteri-pkp-tapera-bermanfaat-bagi-rakyat-indonesia-beritaja-278343.html
4	Viva	 https://www.viva.co.id/bisnis/1796955-ultah-ke-75-btn-luncurkan-super-app-bale-by-btn
5	Kumparan	 https://kumparan.com/kumparanbisnis/btn-resmi-luncurkan-superapps-bale-volume-transaksi-tembus-rp-6-6-t-24SzFoehSpS

No	Media Name	Broadcasting Evidence
6	Investor	 https://investor.id/finance/388717/hut-ke75super-app-btn-resmi-meluncur
7	Metro TV News	 https://metrotvnews.com/read/NQACY6MM-dongkrak-dpk-btn-bidik-5-juta-pengguna-super-app-hingga-akhir-2025
8	IDN Times	 https://www.idntimes.com/business/finance/masuk-usia-75-tahun-btn-resmi-rilis-super-app-bale-by-btn-00-brqf5-l8dmqg

No	Media Name	Broadcasting Evidence
9	Kontan	 https://keuangan.kontan.co.id/news/btn-resmi-merilis-bale-super-apps-targetkan-raih-5-juta-pengguna-di-2025
10	IDX Channel	 https://www.idxchannel.com/banking/bbtn-resmi-luncurkan-bale-by-btn-bidik-hingga-5-juta-pengguna-di-2025

2. Grand Launching Event of balé by BTN

3. Placement on the Conventional and Digital Media

3.1 Placement on the Conventional

No	Media Name	Period	Size
1	Koran Kompas	February 7, 2025	Full page
2	Koran Kontan	February 7, 2025	Full page

No	Nama Campaign	Media Type	Media Name	Period
1	Placement SF di Shihab & Shihab	TV	Indosiar	March 1-30, 2025
2	Placement lagu balé by BTN di Radio	Radio	Mahaka (Gen FM dan Jam FM)	March 10-28, 2025
3	Placement balé by BTN di Acara KURMA	TV	Kompas TV	March 6-30, 2025
4	Placement balé by BTN di WCQ	TV	RCTI	June 5, 2025
5	Placement balé by BTN di Built in Arisan	TV	Trans 7	August 8-29, 2025
6	Placement balé by BTN di Radio (9 kota)	Radio	RMI	August 12-September 30, 2025
7	Placement balé by BTN Loose Spot	TV	Trans 7	September 3-30, 2025
8	Placement balé by BTN Loose Spot	TV	Trans 7	October 1-10, 2025
9	Placement Jaket Ads di Media Cetak	Koran	Harian Rakyat Merdeka	October 21, 2025
10	Placement KPR Bersubsidi di TV	TV	Metro TV	October 25-November 3, 2025
11	Placement KPR Bersubsidi di TV	TV	CNBC	November 3-8, 2025
12	Placement balé x Ancol di Radio	Radio	RMI	December 17, 2025-January 4, 2026
13	Placement Campaign BTN di TV dalam rangka HUT ke-49 KPR BTN	TV	TVOne	December 2, 2025-January 16, 2026

3.2 Placement Digital

No	Media Name	Phase
PREMIUM PUBLISHER		
1	Detik	Awareness
2	Kompas	Awareness
3	IDN Times	Awareness
4	Kumparan	Awareness
KOL AND AGREGATOR		
1	Detik	Awareness

No	Media Name	Phase
SOSIAL MEDIA DAN BANNER		
1	Meta	Awareness and Consideration
2	Google	Awareness
3	TikTok	Awareness and Consideration
4	Ad Network	Awareness and Consideration
5	Twitter	Consideration

3.3 Branding on the Outdoor Media

4. BTN's 75th Anniversary and BTN RUN

5. BTN's 2025 Jakarta International Marathon (BTN Jakim)

6. Cooperation with Football Clubs of Indonesian Super League

7. KPR BTN 49th Anniversary

360° Communication

360° Communication is a marketing and communications strategy that reaches a comprehensive audience through multiple channels and touchpoints, and ensures consistent messaging across consumer interactions. This strategy ensures that every communication element, whether advertising, digital, social media, events, public relations, or sales promotions, is integrated and supports the brand's overall objectives.

While applying a comprehensive marketing strategy, the Company also implements a special strategy for products and services marketing. It aims to boost the improvement of market share in each offered product and service. Moreover, the Company always increases cooperation effectiveness with various partners in terms of widening marketing outreach and boosting innovative new product development, as well as aligning with customers' needs to support sustainable business growth.

Corporate Loan Marketing Strategy

2025 was the first year of the Company's 2025-2029 vision and mission implementation. The Company focused on strengthening its funding foundation, expanding its product value proposition, and developing full banking offerings to support better service quality. The transformation was reinforced by increasing the capacity and capabilities of wholesale banking, cross-segment collaboration, and utilizing data and digital platforms. In this framework, the corporate segment was a crucial pillar that had to maintain asset and revenue growth while ensuring service integration. During 2025, the following efforts were aligned and implemented in the marketing strategies for corporate loan products, as follows:

1. ***Growth***
   Sustainable loan portfolio growth, either cash loan or non-cash loan, by sectoral diversification, referring to the 2025 portfolio guideline.
2. ***Expand***
   Increasing non-cash loan transactions to grow fee-based income.
3. ***Elevate***
   Optimization of trickle-down business debtor in the corporate segment. The implementation of Client Service Team (CST) was designed to provide end-to-end solutions for corporate customers by considering comprehensive customer profitability.

Commercial Loan Marketing Strategy

In 2025, the Company conducted some marketing strategies for commercial loan products, as follows:

1. Optimizing the derivative business ecosystem for Institutional Banking Division 1 (IBD 1) customers and Corporate Banking Division (CBD) borrowers.
2. Increasing the FBI by optimizing non-cash loan products such as trade finance, supply chain financing, and bank guarantees through the provision of line facilities.
3. Establishing a Commercial Banking Center (CBC) specifically for non-housing customers to support sustainable commercial loan growth.
4. Providing relaxation policies and special interest rates for borrowers to retain the Company's prime commercial borrowers.
5. Maintaining loan quality improvement strategies, such as mini Portfolio Quality Review/PQR, investor gatherings, CBC coaching.

Housing Loan Marketing Strategy

The housing loan marketing strategy in 2025 was focused on increasing the mortgage (KPR) market share in the emerging affluent and affluent customer segments, as well as strengthening the distribution of high-yield loans, as outlined below:

1. **Improving KPR Market Share in the Upper-Middle Customer and Affluent Customer**
   a. **Expansion by Sales Centers**
   The Company established dedicated sales centers focused on serving the emerging affluent segment, and offering personalized mortgage solutions and consulting services. In 2024, these sales centers were successfully opened in key strategic sites (Jakarta, Surabaya, and Tangerang), including Bandung, Medan, Makassar, Cibubur, Pondok Indah, and Pantai Indah Kapuk. Furthermore, in 2025, additional expansions were conducted in three major cities: Semarang, Balikpapan, and Batam. These locations were selected based on high residential demand, greater purchasing power, and rapid property development, allowing the Company to be closer to target customers and property developers.

   b. **Strategic Collaboration with Property Agents (D2C Strategy)**
   The Company actively collaborated with property agents, both nationally and locally, through joint marketing programs and direct-to-consumer (D2C) initiatives. The Direct-to-Customer (D2C) approach allowed the Company to reach prospective borrowers earlier in the homebuying process, strengthen brand visibility, and increase mortgage conversion rates by integrating financing offers directly into the property sales channel.

   c. **Affirming BTN Properti by End-to-End Digitalization**
   BTN Properti application and portal were continuously enhanced to support an end-to-end digital mortgage process for both consumers and developers. The initiative simplified the mortgage application process, accelerated turnaround times, increased transparency, and enhanced the user experience. This digital integration also supported better data management and faster loan decision-making.

   d. **Developing an Instant Purchase Platform**
   Within the BTN Properti ecosystem, the Company developed an instant purchasing platform that allowed customers to search for properties, simulate financing options, and initiate mortgage applications seamlessly. This platform was expected to increase transaction efficiency, improve customer engagement, and position the Company as a one-stop solution for property financing.

   e. **Introducing KPR Rent-to-Own (RTO) Scheme**
   To address affordability challenges and meet evolving housing preferences, the Company developed a Rent-to-Own mortgage scheme specifically targeted at the millennial segment. This scheme allows customers to occupy a property while gradually transitioning to ownership. This offered a more flexible and equitable financing alternative that aligned with income growth patterns and long-term homeownership aspirations.

2. **Increasing High-Yield Loan**
   a. **Expansion of High-Yield Loan Outside KPR Products**
   The Company would improve the distribution of high-yield loan products, such as KRING and KAR, through the application of actively up-selling and cross-selling programs to captive customers (existing customers). These programs targeted existing mortgage customers as well as employees and workers in office complexes and industrial areas, where stable income profiles supported consumer and payroll-based lending. This approach maximized wallet share, increased customer lifetime value, and reduced acquisition costs by leveraging existing relationships.
   b. **Upselling to Subsidized KPR Customers through Data Analysis**
   Subsidized KPR customers having paid-off its lending or approaching due date were a great opportunity for the offering of non-subsidized and high-yield products. Utilizing advanced analytics and customer behavior insight, the Company could identify eligible customers for a directed upselling and cross-selling program. This initiative focused on consumptive loan offering, refinancing, or non-subsidized KPR products that was in line with the improvement of customer financial capacity and growing life-style demand.
   c. **Pre-Approved Loan for Existing Borrowers**
   The Company strengthened its pre-approved loan offerings for existing borrowers, satisfying certain loan and risk criteria. Disbursement was conducted through telesales and the balé by BTN application through the BTN Kita program, which allowed for faster disbursement, higher take-up rates, and lower processing costs. This initiative enhanced customer convenience, increased the utility of high-margin products, and improved portfolio quality by prioritizing customers with a proven track record of repayment.
   d. **Consumptive Loan Distribution via Channeling Scheme**
   To expand its outreach and accelerate loan growth, the Company distributed consumptive loans through a channeling scheme with partners. This partnership leveraged the partners' digital application platforms and branch offices to efficiently access a broader customer segment. This channeling model enabled the Company to generate yield-enhancing assets while maintaining risk oversight, optimizing capital utilization, and reducing operational costs associated with direct loan origination.
   e. **Optimization of the Loan Acquisition Program to Company's Payroll Customer by the Ecosystem Scheme**
   Each payroll cooperation agreement with institutions was not only aimed for cheap fund collection but also developed into an integrated ecosystem covering KPR facility financing potential, consumptive loan, and digital transaction services through balé by BTN.

Subsidy Housing Loan Marketing Strategy

The marketing strategy for subsidized housing loans is as follows:

1. Developing an equitable and affordable subsidy financing scheme by proposing a Subsidized Mortgage for the informal sector.
2. Developing the housing financing ecosystem in Indonesia by conducting Focus Group Discussions (FGD) and discussions with housing stakeholders.
3. Strengthening marketing communication and brand awareness on digital platforms.

Commercial Funding Marketing Strategy

The marketing strategy for commercial funding are carried out as follows:

1. **Collecting Sustainable TPF**
   Acquiring an ecosystem of institutional customers, both existing and new, to enhance holding products, funding volume, fee-based income, and lending. The offered Holding products included a Cash Management System (CMS), virtual account debit, trade, payroll, loans, etc.
2. **Improving Payroll Acquisition and Institutional Customer Transaction**
   Focusing on collaboration in acquisitions across the Supreme Court and expanding payroll acquisitions and transactions within the scope of SOE, Government, Universities, Private Sector, and BTN Healthcare to increase CASA and fee-based income.

3. **Implementing Wholesale Deposit War Room (WDWR)**
   Optimizing the management of Institutional TPF in the Company through the Wholesale Deposit War Room (WDWR), where WDWR acts as a command and control center that integrates various functions to improve the performance of wholesale fund collection effectively and efficiently.
4. **Applying Client Service Team (CST)**
   CST focuses on improving the holding products of corporate/large-size institutions and commercial/mid-size institutions customers where the Company offers a portfolio of retail, SME, commercial and corporate products tailored to the needs of prospective customers and employees within the value chain ecosystem of selected customers, so it builds a strong relationship with the Company, and becomes the Company of choice for the Company's product needs as proof of penetration and increasing market share and profitability in the customer's product portfolio based on Customer Profitability Analysis (CPA) calculations.
5. **Widening Institutional Customer Acquisition**
   Acquiring new customers in the large and middle institution segment, focusing on all segments, including BUMN Group, private corporations, education and government across the region by collaborating with related divisions, including loan, transactional, and digital.
6. **Reducing dependency on Core Customer**
   Recomposing core customers in the large institution segment by replacing them with funds from other funding units at optimal rates and through comprehensive customer diversification.
7. **Designing and Performing Reward Program**
   To recognize the performance of business units (in this case, the head office, regional offices, and branch offices) and increase the Number of Accounts (NOA) and Volume of Accounts (VOA) in the commercial segment, special reward programs are implemented, including institutional customer referral programs, cost of funds reductions, Cash Management System (CMS) status upgrades, funding volume growth, inter-division collaboration, and reward programs for specific current account customers, such as waiving transaction fees, cheque/Giro Bills (BG), etc.

Retail Funding Marketing Strategy

Marketing Strategy for Third Party Fund (TPF/DPK) Retail products in 2025 is outlined as follows:

1. **Transactional Improvement Program**
   A strategic initiative aimed at retail customers to increase the frequency and volume of transactions through balé by BTN in order to encourage the Company's revenue growth and encourage customers to actively transact.
2. **Penetrasi Bisnis *Payroll* pada Nasabah Korporasi Perseroan**
   Increasing payroll business penetration by offering special deals for BTN corporate customers, so corporate customers along with its employee could enjoy the Company's products, services, and benefits.
3. **balé Poin**
   Bale Poin is a customer loyalty program that rewards customers with points for specific transactions or activities such as saving, investing, or using other banking services. The accumulated points can be exchanged for various rewards or benefits, including discounts, goods, vouchers, or exclusive services. This program aims to enhance customer satisfaction, encourage more active use of the bank's products and services, and strengthen longterm relationships between the bank and customers.
4. **CASA Construction**
   CASA construction was a strategy to improve third-party funds in the retail segment and focus on 5 (five) principles, as follows:
   - A qualified and active NTB acquisition using balé by BTN.
   - Optimizing existing customers by enabling them to have a second account, such as a Ready Savings or Business Savings, to increase customer loyalty.
   - Debtor optimization, comprising activating and encouraging them to be more active in using Balé by BTN and activating the AGF feature for loan installment payments using savings accounts.
   - Payroll customer optimization, involving activating and increasing their use of balé by BTN.
   - Merchant acquisition and activation involves activating QRIS/EDC merchants and optimizing VoA merchants.
5. **BTN Prospera**
   BTN Prospera is a service solution for customers to meet various banking and lifestyle needs. BTN Prospera will be a banking partner, assisting customers on their journey to success. This service focuses on customers with Assets Under Management (AUM) of IDR 100 million to IDR500 million.

SME Banking Marketing Strategy

Marketing strategy for SME Banking products in 2025 is outlined as follows:

1. **Value Chain and Business Economy (Ekobis)**
   a. Optimization sales to customers' value chain or business ecosystem.
   b. Upgrading Debtor.
   c. MSME fostering program.
   d. Optimization database: merchant, Agent, KPR Lancar, KUR Lancar
2. **Partnership and Sectoral Expansion**
   a. Partnership Development.
   b. SME Loan expansion to high-growth and low-NPL sectors.
3. **Business Process**
   a. Portofolio Quality Review (PQR).
   b. Implementation of Stop and Go
   c. Enhancement of loan process via BTN Laku.
4. **SME Debtor Savings Transaction**
   a. Bundling program of Business Savings, QRIS/EDC, CMS.
   b. Transaction and savings debtor preposition program.
5. **HR Competency and Capability**
   a. Increasing total sales productivity.
   b. Additional TAD sales and collection.
   c. Additional desk call, particularly for MSME loans.
   d. Facilitation to the branch office.
   e. Sales force training.

BTN Prioritas Services Marketing Strategy

To support the Company's firm position in the premium customer segment, the marketing strategy is designed selectively and focused by prioritizing personal communication for BTN Prioritas customers and an exclusive and value-added approach for BTN Private customers to build loyalty and sustainable long-term relationships as described below:

1. **BTN Priority Services**
   BTN Prioritas is a special service designed specifically for priority customers. Given the specific target market, BTN Prioritas' marketing activities are mostly Below The Line (BTL) through direct communication with customers. From the first join, customers receive a welcome greeting and regularly receive information regarding promotions and ongoing programs through WhatsApp blasts sent tactically and regularly, as well as through the Priority Booklet. Although the main focus is BTL, Above The Line (ATL) strategies are continuously performed to increase brand exposure, considering that the Company's top of mind is related to mortgage products. ATL activities include:
   - Television Commercial (TVC) Advertisement
   - Advertisement in movie theater
   - Event in the public places
   - Exhibition through cooperation with strategic partners

   In addition to affirm the Company's effectiveness in its marketing strategy, BTN Prioritas launches innovation through PLUS by BTN Prioritas, a marketing engine aimed at increasing customer loyalty. PLUS Acquisition has now been developed as an alternative marketing tool for sales teams to offer programs with various benefits and attractive prizes. Previously, offers were made directly by BTN Prioritas Relationship Managers. PLUS Acquisition acts as a pull factor in the marketing strategy to create customer demand.

   Continuing its marketing innovation, BTN Prioritas also introduces a flagship innovation by becoming the first bank to provide cardless airport lounge access, simply by using a booking code or QR scan, allowing customers to enter in under 60 seconds. This feature is a first-of-its-kind feature in the Priority Banking segment.

   Consistent product innovation and marketing strategies are further affirmed by targeted brand exposure. In 2025, BTN Prioritas became the key sponsor of the 2025 Indonesian Fashion Week, held in May. This collaboration provided significant exposure for the BTN Prioritas brand through engagement with renowned designers.

2. **BTN Private Service**
   To firm the loyalty of the High Net Worth Individuals (HNWIs) and Ultra High Net Worth Individuals (UHNWIs), the Company launched the BTN Private service in November 2025. This service was aimed at individuals with assets under management starting from IDR15 billion, as a strategic step to provide a premium experience that went beyond the BTN Prioritas segment.

   BTN Private presented with the tagline "Unique Value Proposition: Elevate Your Legacy." This tagline reflected the Company's commitment to support customers in managing, developing, and inheriting wealth sustainably through exclusive and innovative services.

BTN Private offered various services and benefits specifically designed to fulfill customers' needs, comprising of:
- Exclusive service and benefits, a premium service with various privileges.
- Experienced advisory Relationship Manager (RM), a professional providing financial facilitation and consultation.
- Ecosystem product support, an integrated support for banking products and investment.
- Innovative solutions, such as an adaptive and modern financial solution to market development.
- Tailored strategies, wealth management strategy adjusted with customers' purpose and preferences.

The launch of BTN Private was a strategic move by the Company to strengthen its position in the HNWI and UHNWI customer segments. With exclusive services, high personalization, and comprehensive product ecosystem support, BTN Private was expected to be a trusted partner in wealth management and long-term financial planning.

Transaction Banking Product Marketing Strategy

Marketing strategy description for transaction banking product throughout 2025 include the following:
1. Improving collaboration with corporate and commercial segments, as well as branch network customers, to drive increased transaction volume through the acquisition of Corporate Bank accounts and optimizing the activation of active Corporate Bank users, in order to increase the average customer balance.
2. Maximizing the Company's revenue growth by driving a sustainable increase in trade finance and bank guarantee transaction volume.
3. Deepening strategic collaboration with anchor customers and other financial institutions to expand the industry ecosystem, including non-property-related sectors such as education, healthcare, government, and hotels, restaurants, and cafes (HOREKA).
4. Optimizing the role of transaction banking sales, wholesale implementers, and client service, both at the head office and in the regions, to ensure continuous improvement in the quality of banking services and after-sales services.

Digital Service Marketing Strategy

To expand its digital service outreach in 2025, the Company conducted the following historically digital marketing strategies:

1. Grand Launching of balé by BTN in early 2025.
2. Collaboration with the Marjan syrup brand for Ramadan and Eid al-Fitr.
3. Collaboration with modern retail (Indomaret) for cashier withdrawal and deposit processes.
4. PAttractive promotional programs for QRIS transactions between countries (in Thailand, Singapore, Malaysia, and the sandboxes of Japan and China).
5. Becoming a key partner in the 2025 Jakarta International Marathon, resulting in increased activation of balé by BTN and increased transactions.
6. Collaboration with the national football teams (PSM, Arema, Persita, and Persib) to increase brand awareness and provide online tickets at balé by BTN.
7. Collaboration with MAP, one of the largest retail merchants in Indonesia.
8. Collaboration with online ticket purchase service providers and conducting transactional and acquisition promotions.
9. Collaboration with agencies and local governments to develop a digital financial ecosystem.

In accordance with its marketing initiatives and to firm its digital transformation and improve its business performance sustainably, the Company implemented various strategic initiatives, including digital services development, the digital mortgage ecosystem affirmation, and user acquisition and transaction activity levels improvement through a targeted and integrated direct sales strategy, described as follows:

1. **Digital Service Development**
   To increase customer satisfaction, the digital channel continued to develop product and digital service features oriented to customer banking needs.The Company developed various digital platform service features, starting from the following feature service:
   a. ***Super Apps* balé by BTN**
      - OLOB International (Malaysia, Singapore, South Korea, and Japan)
      - QRIS Crossborder (Malaysia, Singapore, Thailand, Japan, China)
      - Top Up Flazz
      - balé Community integration
      - Indomaret Cash In Cash Out
      - Dorman Activation
      - International Remitenance
      - QRIS Transfer
      - QRIS CPM (Issuer)
      - Lifestyle Tourism Ticket
      - Shopping Voucher
      - Virtual Card
      - Virtual Expo di balé
      - Event-Moflip Ticket Purchasing
   b. **balé bisnis**
      - Alm Payment by balé Bisnis
      - List of BI Fast Transfer Receiver
      - Indosat Ooredoo Postpaid
      - KAI Ticket
      - Pegadaian
      - Land and Building Tax (PBB) Payment
      - Garuda Ticket Payment
      - Ooredeo (Pre-paid)-Single Multi Telephone Payment
      - XL (Pre-paid)-Single Multi Telephone Payment
      - PBB-Multiple Regional Tax Payment
      - Pembayaran Pegadaian Multiple
   c. **balé Properti**
      - General Feature Phase 1 (Notification of KPR Application Draft)
      - Additional of Electrician Booking Feature
      - Additional of Roofer Ordering Feature
      - Additional of Ceiling Ordering Feature
   d. **balé Community**
      - Smart Residence X balé (Service SR) Integration
      - Enhancement of General Feature BTN Smart Residence CR007
      - EDC Acquiring (EDC Redeem Point Spekta Enhancement Report EDC-Pertamina
      - File Recon EDC Purchase and EDC Mini ATM Development
   e. **QRIS**
      - Improvement of QRIS Server Capacity for BTN Anniversary
      - Additional of QRIS QRIS CPM (Acquiring) Parameter Status Check
      - QRIS CPM-Alfamart Soundbox MCT (Telkomsel)
   f. **BTN Open API**
      - API Integration
      - QRIS MPM
      - VA with various partners
   g. **Branchless Banking**
      - Other Bank Cards in EDC Agen through *Jalin*.

   These various platforms were designed in such manner for customers could carry out banking transactions anywhere and anytime according to their needs, in order for customer's sense of engagement with company got stronger and synergy.

2. **Strengthening the Digital Mortgage Ecosystem**
   The Company, as a bank focused on the housing sector, plays a central role in shaping the digital mortgage ecosystem. Based on this, in every service

development the Company prioritizes strategic collaboration with partners within the housing ecosystem from upstream to downstream through various digital products and services such as balé properti, balé developer, E-Mitra, and the balé community application. In addition to developing these applications, the Company regularly organizes BTN Properti Expo both offline and online to accommodate the public's needs in obtaining housing through KPR BTN.

3. **Increase in User Acquisition and Active Rate Transactions through Direct Sales**
   a. ***Hero Campaign* balé**
      - **balé *Be Free***
        Admin fee cashback program for customers who make financial transactions for superior features such as BI Fast transfers, ewallet top-ups, token purchases and PLN payments, as well as purchasing telco provider vouchers.
      - **balé Unlock Your World**
        A program providing a 5% cashback benefit of up to IDR1 million for the Company's customers, making shopping transactions at EDC abroad. A cashback benefit of IDR30,000 cash withdrawal administration fees is also provided to customers who make cash withdrawals using BTN Visa Debit Cards at ATMs abroad with the VISA logo. A 15% cashback benefit of up to IDR1 million per month with QRIS balé by BTN in Malaysia, Singapore, Thailand, and Japan.
      - **balé 3S (Santap, Santai, Sehat)**
        30% cashback up to IDR 15 thousand per transaction with a minimum transaction of IDR25,000 and 30% cashback up to IDR50,000 with a minimum transaction of IDR100,000 for every purchase at various anchor merchants and local champions who collaborate with the Company.
   b. **Acquisition and Transaction Programs of Balé by BTN**
      - **balé by BTN Activation Gets a 2-Liter Cooking Oil**
        Bonus program of 1 Pouch of 2 Liter Cooking Oil for customers who activate balé by BTN, register for SMS Notification, and make 1 transaction of minimally IDR10,000 (valid for transactions, unless for the on-us transfers and funds transfer to the Company's personal account). Indomaret iKupon rewards will be given via balé by BTN push notification with the condition that customers must activate push notifications on balé by BTN. The program is only valid for customers who activate for the first time during the program period.
      - **balé by BTN Activation Gets MAPCLUB Point Reward**
        An IDR50,000 MAPCLUB Points reward program for customers who activate balé by BTN using the referral code BTNMAP50. It is valid for customers (NTB and ETB) who activate balé by BTN for the first time, not reactivating.
      - **balé by BTN Activation Gets E-Voucher Shopee Bonus**
        A reward program, such as an IDR 50,000 Shopee e-Voucher for customers who open an online account and/or activate balé by BTN using the SHOPEE50 referral code. It is valid for online account opening via balé by BTN or through virtualbranch.btn.co.id until balé by BTN activation.
      - **Buying Indosat Data Package on balé by BTN Gets Credit Bonus**
        The program is valid for the Company's customers who purchase certain IM3 data packages through balé by BTN during the program period. Customers will receive a credit bonus of the specified amount if the transaction is declared successful by the Indosat system. The credit bonus will be sent in real time after the transaction is successful, or within a maximum of 24 hours.
      - **Buying XL and Axis Data Package on balé by BTN Gets Credit Bonus**
        The program is valid for the Company's customers who purchase certain XL and Axis data packages through balé by BTN during the program period. Credit bonus will be awarded no later than three days after successful package purchase. This promotion is only valid through BTN channels (balé by BTN, ATMs, or Internet Banking).
      - **Reward up to IDR20,000 for balé by BTN New User**
        An IDR20,000 savings balance reward is available for customers who open an account online via balé by BTN or through a branch office. The reward is flexible and can be customized in the form of goods, direct gifts, or event sponsorships. Customers must register for SMS notifications in the same month. It is valid for customers who are activating balé by BTN for the first time, not reactivating.
      - **balé Promotion to Get Million Hundred Rewards**
        An IDR25,000 savings balance reward/ customer account provided to customers who successfully invite his/her friends to activate balé by BTN and register SMS Notification. Friends (other customers) enter customer referral code during the balé by

BTN activation. The customer referral code can be seen in the profile page of balé by BTN.

- **balé by BTN Activation for the Open University (UT) Students**
  An IDR35,0000 savings account or goods reward for the Open University (UT) students who activate balé by BTN. A 44.522 quotas for the fastest customers during the applicable program period. Students making account opening and activating balé by BTN have a right to achieve reward. The balance reward can be converted into equal goods value.
- **Reward for Open University (UT) Employees**
  An IDR20,000/referral savings balance reward, particularly for the Open University employees, providing referral to the Open University (UT) students.
- **IDR80,000 Tourism Ticket Discount Promo on balé by BTN**
  An IDR80,000 discount for every customer making a tourism ticket purchasing in the lifestyle feature on balé by BTN, with the BALEMERDEKA80 voucher promo. It applies for 100 quotas per day with the following tourism lists:
  - Bali Bird Park-Bali
  - Garuda Wisnu Kencana Package-Bali
  - Melasti Beach Kecak Dance Show-Bali
  - Waterbom Bali-Bali
  - Jungleland Adventure Theme Park-Bogor
  - Taman Safari Indonesia-Bogor
  - Jakarta Aquarium Safari-Jakarta
  - Taman Mini Indonesia Indah-Jakarta
  - Museum Angkut-Malang
  - BXSea-Tangerang
- **IDR80,000 Discount Promo for Shopping Voucher Purchasing on balé by BTN**
  An IDR80,000 discount for customers making shopping voucher purchases in the lifestyle feature on balé by BTN. It is valid for 100 quotas per day with a shopping voucher in some anchor merchants collaborating with the Company.
- **Game Ticket of the 2025/2026 Indonesian Super League-PERSIB**
  A 25% cashback program, with a maximum of IDR 50,000, applicable to NTB customers who open an account and purchase PERSIB tickets at the lifestyle feature on balé by BTN during the match sales period. Cashback will be awarded to eligible customers for seven days after the match.
- **Game Ticket of the 2025/2026 Indonesian Super League-AREMA vs DEWA UNITED**
  A 25% cashback program, with a maximum of IDR 50,000, applicable to NTB customers who open an account and purchase AREMA tickets at the lifestyle feature on balé by BTN during the match sales period. Cashback will be awarded to eligible customers for seven days after the match.
- **Game Ticket of the 2025/2026 Indonesian Super League-PERSITA**
  A 25% cashback program, with a maximum of IDR 50,000, applicable to NTB customers who open an account and purchase PERSITA tickets at the Lifestyle feature on balé by BTN during the match sales period. Cashback will be awarded to eligible customers for seven days after the match.
- **10% Discount for MotoGP Watching in Sepang**
  10% discount for the Sepang MotoGP ticket purchased via the lifestyle feature on balé by BTN, applicable for individual customers of balé by BTN.
- **50% Discount for Shopping Voucher Purchasing Only on balé by BTN**
  50% Discount maximally IDR25,000 for Ultra Voucher purchasing with a certain beverage merchant category only in the lifestyle feature on balé by BTN.
- **Game Ticket of the 2025/2026 Indonesian Super League-Arema**
  The 2025/2026 Indonesian Super League of Arema macth purchasing program for customers purchasing tickets in the lifestyle feature on balé by BTN, with a total quota of 800 quotas during the purchasing period on January 5-11, 2026.

c. Acquisition Program and Merchant Transaction (EDC, QRIS, BTN Debit Card)

- **50% Discount for Yoshinoya Dishes Menu and One Piece X Yoshinoya Merchandise Purchasing**
  50% discount promo with a maximum discount of IDR75,000, for a minimum transaction of IDR100,000 for customers using QRIS balé by BTN. It is valid for purchases of One Piece x Yoshinoya food and merchandise.
- **Buy 3 Gets 4 Free Ciwidey Valley Bandung Tourism/Recreational Ticket**
  Buy 3 gets 4 free entrance tickets to tourist/recreational locations for customers using QRIS balé by BTN with no minimum transaction. It is valid at the following merchants:
  - Amanah Borneo Park-Banjarbaru
  - Waterboom Pesona Modern-Banjarmasin

  - Go! Wet Waterpark-Bekasi
  - Transera Waterpark-Bekasi
  - Aviary Park Indonesia-Bintaro
  - Marcopolo Water Adventure-Bogor
  - Edu Wisata Lontar Sewu-Gresik
  - Jember Mini Zoo-Jember
  - Taman Kyai Langgeng-Magelang
  - Lawang Sewu-Semarang
  - Stasiun Ambarawa-Semarang
  - Goalpara Tea Park-Sukabumi
- **Grab Discount Up To IDR30,000**
  Discounts up to IDR30,000 are available for customers who order GrabFood, GrabCar, and GrabBike using a BTN Visa Debit Card saved in the Grab app. It is valid for the following types of BTN Visa Debit Card:
  - BTN Visa Regular Debit Card (Silver, Gold, Platinum, e'Batara Pos, Juara)
  - BTN Visa Bisnis Debit Card
  - BTN Visa Prospera Debit Card
  - BTN Visa Prioritas Debit Card
  - BTN Visa Syariah Debit Card
- **An IDR 17,000 Special Promo Price using QRIS balé by BTN**
  An IDR17,000 special promo price is available for customers who make transactions at QRIS balé by BTN, with no minimum purchase required. It is valid for select menu items at participating merchants. Purchases on the promotional menu cannot be combined with other menu items.
- **Cashback Promo Up To IDR80,000 using QRIS balé by BTN**
  30% cashback up to IDR80,000 for customers who make transactions at QRIS balé by BTN. Minimum transaction IDR100,000. A quota of the first 2,000 transactions per day applies to all national merchants. A quota of the first 1,000 transactions per day applies to all regional merchants. It is valid for 1 balé user/1 transaction during the cross-merchant period. Cashback will be credited by the system to the customer's account H+1 after the transaction is successfully recorded in the Company's system.
- **Profitable End Year! Save up to IDR1 Million Using balé by BTN and BTN Debit Card!**
  - **50% Cashback maximally IDR1 Million at Mitra 10**
    50% cashback up to IDR 1 million for customers who make transactions with their BTN Debit Card on BTN EDC at Mitra 10 merchants with a minimum transaction of IDR 2 million. It is valid for the first 100 transactions.
  - **50% Cashback maximally IDR1 Million at Kawan Lama Group**
    50% cashback up to IDR 1 million for customers who make transactions with QRIS balé by BTN or their BTN Debit Card on BTN EDC/QRIS for a minimum transaction of IDR 2 million. Valid for the first 100 transactions. Promo valid at Informa, Informa Electronics, and Selma merchants.
  - **50% Cashback maximally IDR100,000**
    50% cashback up to IDR100,000 for customers who make transactions using QRIS balé by BTN or a BTN Debit Card at BTN EDC/QRIS for a minimum transaction of IDR 200,000. Valid for two transactions per customer across merchants (between regional and national merchants) during the period. A quota applies to the first 10,000 transactions.
  - **50% Cashback maximally IDR25,000**
    50% cashback up to IDR25,000 for customers who make transactions using QRIS balé by BTN or a BTN Debit Card at BTN EDC/QRIS for a minimum transaction of IDR 50,000. Valid for three transactions per customer across merchants (between regional and national merchants) during the period. A quota applies to the first 10,000 transactions.
  - **10% Cashback maximally IDR1 Million on Traveloka**
    Cashback 10% hingga Rp1 juta bagi nasabah yang bertransaksi tiket pesawat atau pesan hotel di menu Lifestyle balé by BTN dengan minimal transaksi Rp1 juta. Berlaku 1x transaksi/nasabah selama periode. Berlaku kuota 100 transaksi pertama.
  - **10% Cashback maximally IDR1 Million in Travel and Leisure**
    10% cashback up to IDR1 million for customers who make transactions using QRIS balé by BTN or BTN Debit Cards at EDC/QRIS BTN with a minimum transaction of IDR 1 million. This promotion is valid at all Dwidaya Tour & Travel and Nusantara Tour outlets.
  - **Buy 3 Tickets Gets 1 Free Ancol Attraction Ticket**
    Buy 3 Get 1 Free Ancol Attractions Ticket is valid for customers purchasing regular tickets for the amusement park, Dufan, Sea World, Samudra, Atlantis, and Jakarta Bird Land. It is valid for transactions using QRIS balé by BTN or BTN Debit Card..

- **30% Discount Up To IDR50,000 at Ancol Restaurant**
  30% discount up to IDR50,000 on food and beverages at select restaurants in the Ancol area with a minimum transaction of IDR100,000 (excluding tax). It is valid with QRIS balé by BTN and BTN VISA Debit Cards.
- **30% Discount Up To IDR100,000 at Ancol Restaurant**
  30% discount up to IDR100,000 on food and beverages at select restaurants in the Ancol area with a minimum transaction of IDR300,000 (excluding tax). It is valid with QRIS balé by BTN and BTN VISA Debit Cards.
- **Additional IDR5,000 Discount on Cheap Festive Items using QRIS balé by BTN**
  More economical transactions using QRIS balé by BTN at Indomaret. Additional IDR5,000 discount on festive items using QRIS balé by BTN with a minimum purchase of IDR50,000. It is valid once per customer per period..
- **Free Upsize transaction using QRIS balé by BTN at Point Coffee Outlets**
  Free upsize transactions using QRIS balé by BTN at Point Coffee outlets. It is valid for Point Coffee upsize variants (hot/cold), and it applies once per customer per day. It is invalid at stand-alone stores or for specialty products.

- **BTN Agent Acquisition and Transaction Program (Branchless Banking)**
  - **Boosting Transaction and Getting Incentives Up To IDR150,000**
    Eligible participants to participate in the program are Agents who are in Quadrant B and Quadrant D at the end of each month. Rewards of IDR50,000 per multiple of 100 Transactions and a maximum reward of IDR150,000. For newly acquired agent balés in the current month, they could participate as long as they could meet the minimum transaction requirement of 100 transactions at the end of the month. Branch Office (Branch Office/Outlet Office) had to foster 4 (four) agents in quadrant B or D to participate in the *ganbate* program for 2 balés agent every month.
  - **Get Reward Up To IDR800,000-balé agent**
    Eligible participants for the balé Merayu Agen Program are balé Agents with an average monthly transaction of 10 transactions. The program reward is a cashback bonus of IDR80,000 per month for every IDR40 million increase in funds, valid in multiples and a maximum of IDR800,000/month. The reward is given to balé Agens who are able to increase funds of at least IDR40 million from the balance cut-off date at the end of May 2025 and maintain an average balance every month. For newly acquired balé Agents after May 2025, the cut-off date was the end of the relevant month. Participants were willing to place a minimum savings fund of IDR40 million outside the cut-off fund at the end of May 2025.
  - **Get Reward Up To IDR200,000-Customers**
    Eligible participants for the balé Merayu Nasabah Program are balé referral customers Agent who have activated the balé super app. The reward program includes a cashback bonus of IDR20,000 per month for every IDR10 million increase in funds, valid in multiples, with a maximum of IDR200,000 per month. The reward is awarded to balé referral customers Agent who increase their funds by at least IDR10 million from the balance cut-off date at the end of May 2025, and maintain an average monthly balance. For newly acquired balé referral customers Agent after May 2025, the cut-off date was the end of the relevant month. Participants were willing to deposit a minimum of IDR10 million in savings, excluding the cut-off amount at the end of May 2025.

d. Digital Mortgage Ecosystem Program

- **KPR Payment in Alfamart Gets A 1-Litern Sania Cooking Oil**
  The reward is awarded to customers who make KPR payments through Alfamart between the 1st and 7th of each month. The reward will be given to users in the form of a 1-liter Sania cooking oil. It is valid for 1 transaction/user/period.
- **New Member Gets Cashback**
  A reward is given to balé by BTN's users, such as BTN's account balance up to IDR50,000. It applies to new balé community users who register an account on the balé community app. This reward is given to new balé community app users who have made one bill payment transaction via balé community.
- **Bills Payment Gets Cashback**
  20% cashback is given to users who pay bills via the balé community app. This applies to any bill payment. The cashback reward is given to balé users in the form of a BTN

account balance of up to IDR20,000. The minimum transaction is IDR100,000.

- **Incentive for Manager**
  This incentive is given to registered balé community managers who have achieved a minimum of 50 transactions during the program period. The incentive is a deposit account balance of IDR 500,000 from the date of the manager's acquisition.
- **Incentive for Subsidized Developer**
  The incentive is awarded to the 50 (fifty) developer administrators with the most credit applications through BTN Properti, and it is booked during the program period. The incentive is IDR25,000 per booked application. The maximum incentive that can be received by an administrator is IDR2.5 million.

Market Share

Information regarding BTN's market share compared to the banking industry is presented as follows:

Table of BTN Market Share Compared to the Indonesian Banking Industry

(in IDR trillion)

Description	Information	December 2025	December 2024
Asset	Banking Industry	13,646	12,461
	BTN	528	470
	BTN Market Share (%)	3.87%	**3.77%**
Third Party Fund	Banking Industry	10,058	8,837
	BTN	437	382
	BTN Market Share (%)	4.35%	**4.32%**
Loans	Banking Industry	8,694	7,832
	BTN	401	358
	BTN Market Share (%)	4.61%	**4.57%**

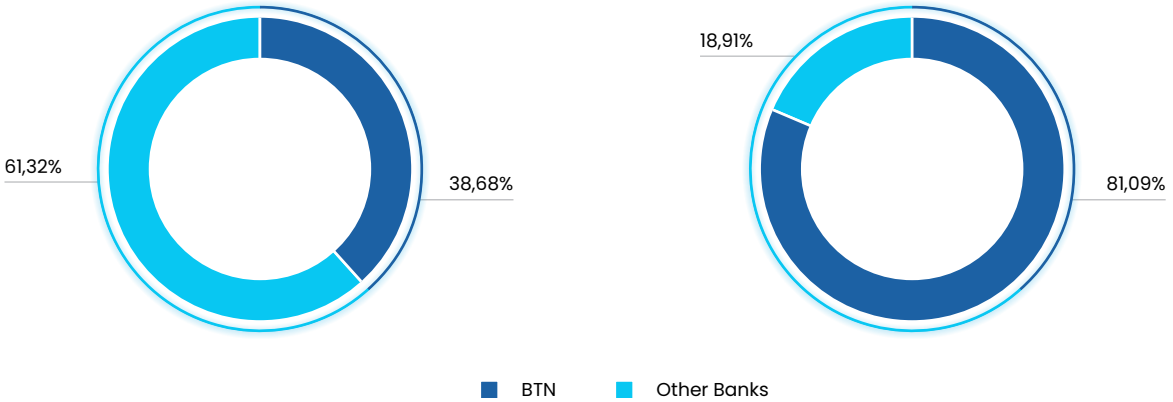
Source: Indonesian Banking Statistics Financial Services Authority (SPI OJK), Internal Data, processed.

Throughout 2025, through continuous transformation to become a game changer in banking by delivering the best services, the Company's assets grew by 12.39% year-on-year, compared to industry growth of 9.51% year-on-year. As of December 2025, the Company's asset market share reached 3.87%. Product development that meets customer segment needs, along with digital services that enhance ease of transactions, drove the Company's Third-Party Funds (TPF) to grow by 14.60% year-on-year to IDR 437 trillion as of December 2025, higher than the banking industry TPF growth of 13.81% year-on-year. This resulted in an increase in the Company's TPF market share to 4.35% in December 2025 from 4.32% in December 2024. The Company's loans and financing grew by 11.90% year-on-year to IDR 401 trillion as of December 2025, while industry loan growth reached 11.01% year-on-year, bringing the Company's loan market share to 4.61% as of December 2025.

Housing Loan Market Share

Since 1976, the Company has disbursed more than 5.8 million mortgages (KPR) in Indonesia, establishing the Company as the mortgage market leader in Indonesia. As of September 2025, the Company remained the bank with the largest total outstanding mortgage portfolio, at IDR301 trillion. The main competitors in Indonesia's mortgage business are Bank Central Asia (BCA), with outstanding mortgages of IDR139 trillion, and Bank Negara Indonesia (BNI), with outstanding mortgages of IDR70 trillion. The Company continues to demonstrate its support for government programs, including serving as the main contributor in the distribution of Subsidized Home Ownership Loans (KPRS) to support the Government of Indonesia's 3 (three) Million Houses Program through the Ministry of Housing and Residential Areas (PKP) and BP Tapera. Of the total national FLPP quota of 350 thousand units, the Company has distributed 192 thousand units, with FLPP financing reaching IDR23.79 trillion. As of December 2025, the Company's market share in the subsidized mortgage financing segment reached 81.09%, while its overall mortgage financing market share stood at 38.68%.

Housing Loan (KPR) Market Share December 2025



Total Mortgage	Total Subsidized Mortgage

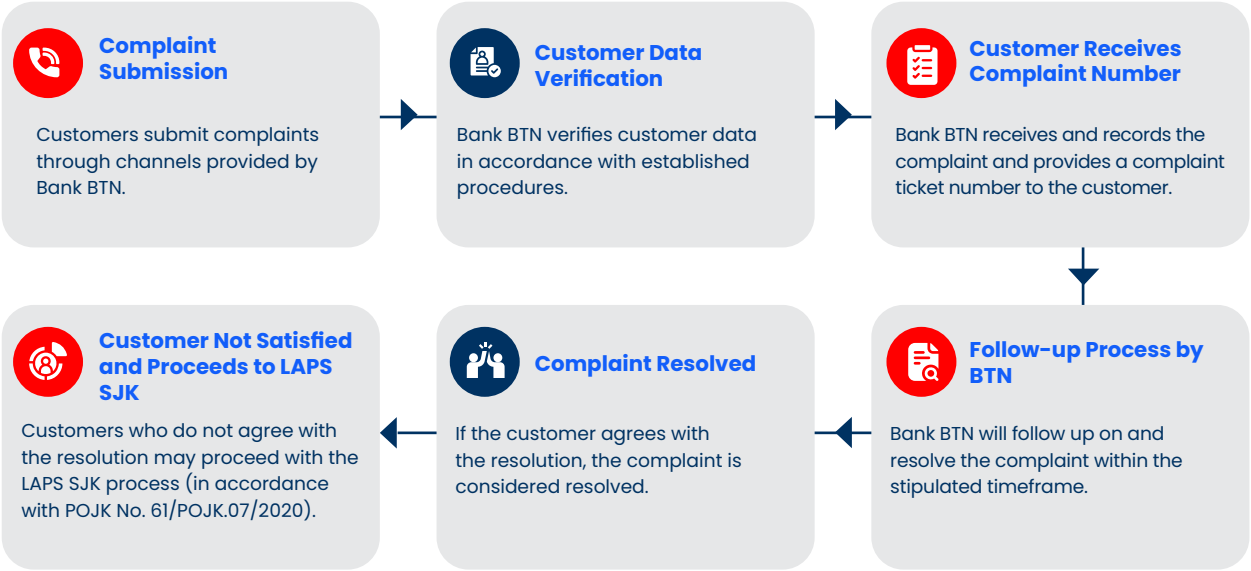
Source: Respective Banks' Corporate Presentations, Indonesian Economic and Financial Statistics I.15, and BTN, December 2025.

Customer Complaint Handling

Company has established a structured complainthandling mechanism for customers facing transaction issues, grievances, or other complaints. To provide the best possible service and enhance customer satisfaction, Company formed the Customer Protection and Complaint Handling Management (CPCHM) unit. This unit's primary responsibilities include resolving customer complaints effectively to provide solutions, monitoring incoming complaints to ensure proper resolution, and ensuring all customer complaints are handled according to the established Service Level Agreement (SLA) and that each complaint receives proper follow-up.

Customer Complaint Handling Flow

Complaint Handling Flow



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LAPS SJK is an out-of-court dispute resolution institution established on September 22, 2020, by Self-Regulatory Organizations (SROs) and associations within the financial services sector. In conducting its activities, LAPS SJK obtained its operational license from the Financial Services Authority (OJK) on December 29, 2020, and officially commenced operations on January 1, 2021. As the only alternative dispute resolution institution (LAPS) in the financial services sector licensed by OJK, LAPS SJK has assumed the roles and functions of the six previously existing LAPS in the financial services sector, namely BAPMI, BMAI, BMDP, LAPSPI, BAMPPI, and BMPPVI.

Dispute Resolution Application Mechanism to LAPS SJK:

1. Application through OJK's Consumer Protection Portal Application (APPK). In the event that no agreement is reached in the implementation of internal dispute resolution between the Consumer and the PUJK (Internal Dispute Resolution/IDR), the Consumer may submit a dispute resolution application to LAPS SJK, provided that the dispute meets the criteria eligible to be handled by LAPS SJK.
2. Direct Application to LAPS SJK. Applications for dispute resolution may be submitted directly to LAPS SJK, including through walk-in services and correspondence (including electronic mail).

Dispute criteria eligible to be handled by LAPS SJK:

1. The complaint has been subject to resolution efforts by the PUJK, but was rejected by the Consumer, or the Consumer has not received a response to the complaint as stipulated under the Financial Services Authority Regulation concerning consumer complaint services in the financial services sector;
2. The dispute submitted is not currently being processed or has not previously been decided by a court of law, arbitration tribunal, or any other alternative dispute resolution institution; and
3. The dispute is civil in nature.

Services of LAPS SJK:

1. Mediation
2. Arbitration
3. Binding Opinion

The fees for dispute resolution services are determined in accordance with LAPS SJK's fee regulations. For further information, please contact LAPS SJK through its official contact channels:

E-Mail : info@lapsssjk.id
Telpon : 021-2527700/150125
Website : www.lapssjk.id

Here is the customer complaint data for the period from January to December 2024-2025 as follows:

Table of Customer Complaint Details by Category

Complaint Category	2025						
	Resolved		In Proces		Unresolved		Total Complaints
	Total	%	Total	%	Total	%	
Fundraising	1,455	92.44%	119	7.56%	-	0.00%	1,574
Fund Distribution	543	71.54%	216	28.46%	-	0.00%	759
Partnership Products	4	100.00%	-	0.00%	-	0.00%	4
Other Products	1,629	78.17%	455	21.83%	-	0.00%	2,084
Payment System	68,032	99.76%	163	0.24%	-	0.00%	68,195
Total	71,663	98.69%	953	1.31%	-	0.00%	72,616

Complaint Category	Tahun 2024						
	Resolved		In Proces		Unresolved		Total Complaints
	Total	%	Total	%	Total	%	
Fundraising	655	61.56%	409	38.44%	-	0.00%	1,064
Fund Distribution	330	71.58%	131	28.42%	-	0.00%	461
Partnership Products	12	100.00%	3	25.00%	-	0.00%	12
Other Products	819	65.10%	439	34.90%	-	0.00%	1,258
Payment System	89,965	99.74%	234	0.26%	-	0.00%	90,199
Total	**91,781**	**98.70%**	**1,216**	**1.31%**	**-**	**0.00%**	**92,994**

Table of Inbound Call Contact Center in 2025

Inbound Channel	2025												Total
	Januarr	February	March	April	May	June	July	August	September	October	November	December	
BTN Call	26,851	27,167	33,082	23,960	24,398	33,350	32,218	28,772	29,884	33,525	32,387	28,601	354,195
Email	33,136	27,179	32,161	24,617	22,568	29,448	32,712	27,893	33,473	29,198	28,048	30,478	350,911
Instagram	11,800	11,680	23,500	7,939	6,940	10,070	12,058	10,850	14,214	13,043	10,671	9,231	141,996
Facebook	13,321	23,054	14,447	14,023	18,278	1,031	6,551	4,269	2,090	2,315	2,172	3,054	104,605
Whats App	7,461	7,017	8,768	5,898	5,718	8,223	8,235	6,827	6,065	5,897	5,641	5,232	80,982
Twitter	3,797	5,162	5,233	2,816	1,589	1,939	1,999	1,673	1,809	1,789	2,104	1,519	31,429
Live Chat	1,420	1,465	1,207	1,094	1,160	980	1,141	6,827	905	993	1,014	880	19,086
Playstore	489	333	360	294	256	356	690	415	352	697	399	327	4,968
YouTube	34	19	49	44	25	32	59	58	32	41	22	36	451
App Store	-	-	-	119	22	25	29	18	27	39	19	-	298
lapor.go.id	-	1	11	53	35	12	6	2	3	5	6	1	135
Helpdesk IB & I-CASH	-	-	-	-	-	-	5	4	5	19	8	15	56
Total	98,309	103,077	118,818	80,857	80,989	85,466	95,703	87,608	88,859	87,561	82,491	79,374	1,089,112

Table of Inbound Call Contact Center in 2024

Inbound Channel	2024												Total
	January	February	March	April	May	June	July	August	September	October	November	December	
BTN Call	36,307	28,315	32,623	29,249	27,251	24,720	30,800	29,485	26,011	30,925	28,619	28,798	353,103
Email	18,656	15,465	19,216	26,544	21,078	17,959	22,940	22,831	23,509	23,786	23,384	29,045	264,413
Instagram	7,243	13,865	15,774	10,459	9,167	7,254	7,800	7,457	23,509	10,722	9,501	11,288	118,137
Facebook	4,846	5,221	6,740	6,930	5,709	4,516	5,476	5,507	5,000	5,818	5,914	6,549	68,226
Whats App	1,970	7,112	9,219	1,987	5,396	1,881	2,630	2,814	7,287	7,337	6,669	9,738	64,040
Twitter	3,642	3,475	4,038	4,632	5,244	3,410	2,837	4,015	2,693	3,944	2,893	3,692	44,515
Live Chat	709	1,228	1,657	1,361	1,091	945	465	339	1,011	2,339	3,048	3,838	18,031
Playstore	517	517	571	430	548	746	693	339	1,288	1,503	1,217	1,276	10,565
YouTube	69	81	229	121	70	31	66	34	34	59	36	56	886
App Store	88	45	37	53	15	33	32	-	-	-	126	8	437
lapor.go.id	13	2	3	2	2	4	2	2	5	9	2	-	46
Helpdesk IB & I-CASH	4	-	5	5	1	-	-	-	-	-	-	-	15
Total	74,064	75,326	90,112	81,773	75,572	61,499	73,741	73,743	74,445	86,442	81,409	94,288	942,414

Operation Overview per Business Segment

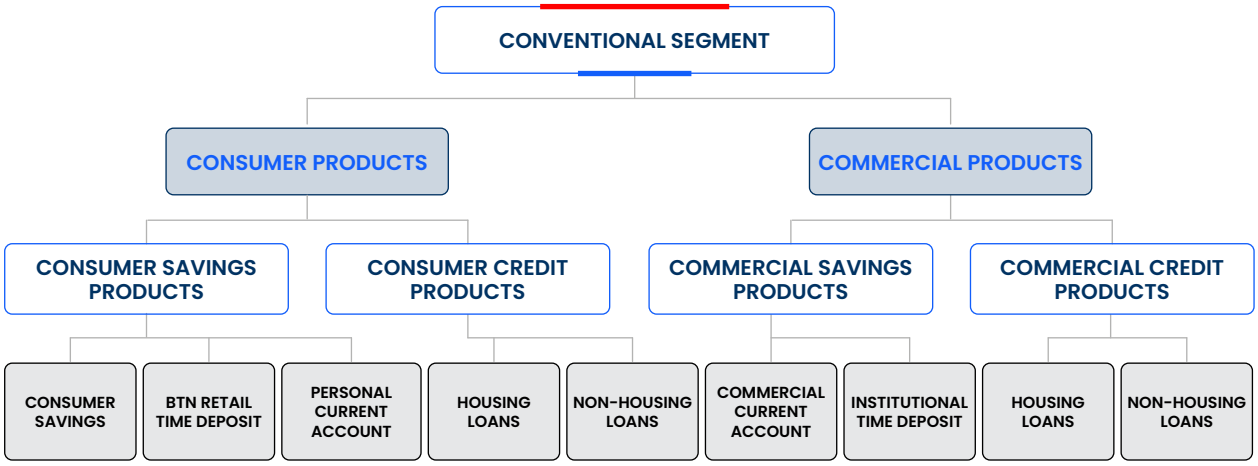
The Company's business segments based on the nature of its business activities consist of 3 (three) main segments, namely the Conventional Segment, the Sharia Segment, and the Subsidiary Segment.

1. The Conventional Segment represents the Company's core business segment and contributes the largest portion to the Company's revenue.
2. The Sharia Segment, which is managed through the Company's Sharia Business Unit (SBU), has demonstrated sustained growth year by year, in line with various development initiatives and strategies implemented by the Company.
3. The Subsidiary Segment comprises business activities conducted through the Company's subsidiary, namely Bank Syariah Negara (BSN).

Conventional Segment

Explanation and Productivity of Conventional Segments

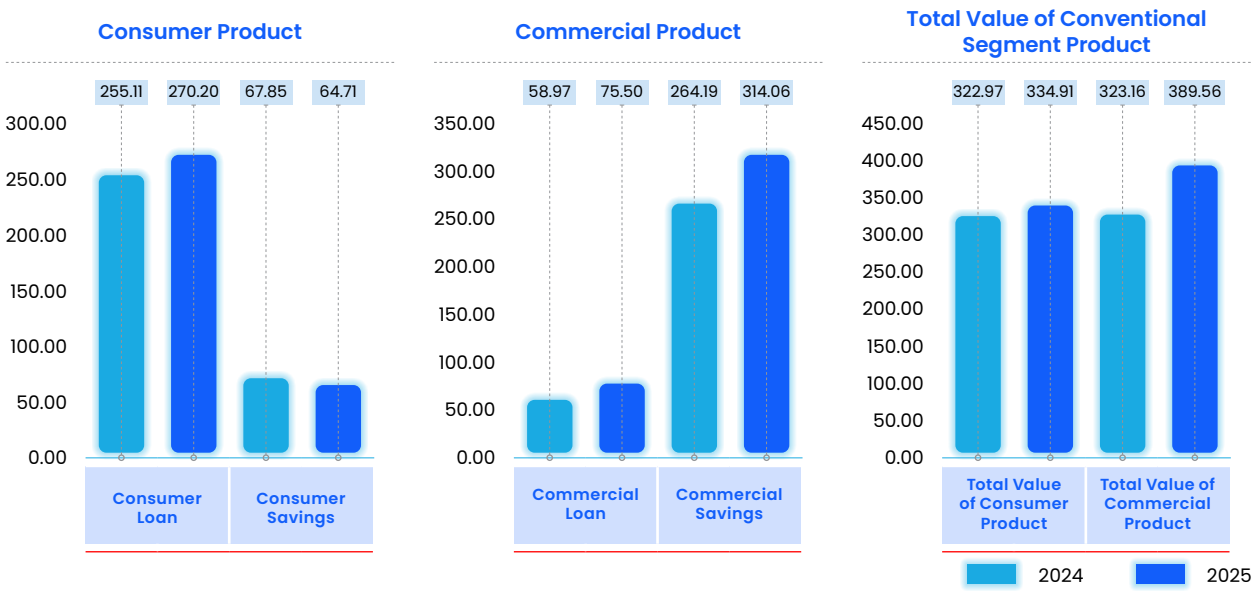
The Conventional Segment consists of consumer and commercial products in the form of deposits and loans, with the following information:



An overview of the performance of the Conventional Segment can be seen in the following table:

Graph of Conventional Segment Performance

(in IDR trillion)



Consumer Product

The distribution of BTN products to Consumer Products is divided into 2 (two), namely Consumer Loan Products and Consumer Savings Products. Total Consumer Product in 2025 was IDR334.91 trillion, a 3.70% increase from IDR322.96 trillion in 2024. The increase was driven by growth in Consumer Loans, Consumer Savings Deposits, and Consumer Time Deposits in 2025.

Table of Consumer Product Value

(in IDR million)

Consumer Product	2025	2024	Increase/Decrease	
			Nominal	%
Consumer Loan Product	270,202,267	255,110,204	15,092,063	5.92%
Consumer Savings Product	64,710,833	67,854,930	(3,144,097)	(4.63%)
Total Consumer Product Value	**334,913,100**	**322,965,133**	**11,947,966**	**3.70%**

The volume of Consumer Loan products in 2025 reached 9,251,924 units, an increase of 11.63% compared to 8,288,323 units in 2024. The increase was driven by the growth in the distribution volume of Subsidized Mortgage Loans (KPR Subsidi). Similarly, Consumer Deposits in 2025 reached 7,162,745 accounts, an increase of 14.40% compared to 6,261,345 accounts in 2024. This growth was primarily attributable to a 14.76% increase in the number of Consumer Savings accounts.

Table of Consumer Product Volume

Consumer Product	2025	2024	Increase/Decrease	
			Nominal	Percentage
Consumer Loan Product (unit)	2,089,179	2,026,978	62,201	3.07%
Consumer Savings Product (account)	7,162,745	6,261,345	901,400	14.40%
Total Consumer Product (unit/ account)	**9,251,924**	**8,288,323**	**963,601**	**11.63%**

CONSUMER LOAN PRODUCT

Company provides Consumer Loan Products consisting of Housing Loans and Non-Housing Loans. Housing Loan products were classified into Subsidized Mortgages, Non-Subsidized Mortgages And Other Housing Loans. All individual consumer credit products were distributed in Rupiah (IDR).

Table of Consumer Loan Product Distribution Value

(in IDR million)

Consumer Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Housing Loan	262,460,465	247,586,738	14,873,727	6.01%
Subsidized Housing Loan	157,301,634	147,322,000	9,979,634	6.77%
Non Subsidized Housing Loan	96,106,508	91,653,241	4,453,266	4.86%
Other Housing Loan	9,052,323	8,611,496	440,827	5.12%
Non Housing Loan	7,741,802	7,523,466	218,336	2.90%
Total Consumer Loan Product Distribution Value	270,202,267	**255,110,204**	**15,092,063**	**5.92%**

The outstanding value of Consumer Loan products in 2025 amounted to IDR270.20 trillion, an increase of 5.92% compared to IDR255.11 trillion in 2024. The increase was primarily driven by continued loan expansion in the Consumer segment throughout 2025 and the full absorption of the Subsidized Mortgage (KPR Subsidi) FLPP quota allocated by the Government.

Table of Consumer Loan Product Distribution Volume

(in unit)

Consumer Loan	2025	2024	Increase/Decrease	
			Nominal	Persentase
Housing Loan	2,020,914	1,961,170	59,744	3.05%
Subsidized Housing Loan	1,627,482	1,559,659	67,823	4.35%
Non Subsidized Housing Loan	333,922	342,313	(8,391)	(2.45%)
Other Housing Loan	59,510	59,198	312	0.53%
Non Housing Loan	68,805	65,808	2,997	4.55%
Total Consumer Loan Product Distribution Volume	2,089,719	**2,026,978**	**62,741**	**3.10%**

Consumer Loan Distribution Volume in 2025 was 2.089.719 units, an increase of 9.77% compared to 2024 which was 2.026.978 units. The growth was driven by the increase in the distribution volume of Subsidized Mortgage Loans (KPR Subsidi) as well as Non-Housing Consumer Loans.

HOUSING LOAN-SUBSIDIZED HOUSING

Since 1976 until today, albeit with continuously changing scheme. the Subsidized Housing Loans have been steadily distributed. Subsidized Housing Loans are Governmentinitiated house ownership program run by the Ministry of Public Works and Housing, provided to low income communities. That are distributed by conventional and sharia implementing banks. In Subsidized Housing Loan program. the Government provides assistance through long-term low-cost funding as well as down payment subsidies, resulting in affordable installment for prosperity landed house or flat purchase.

Company strives to provide convenience and low-cost facilities for the people aiming to purchase house under the Subsidized Housing Loan program. Company was mandated with the task to provide Subsidized Housing Loans for the first time by the Letter of the Minister of Finance No. B-49/MK/IV/I/1974 dated January 29, 1974. in which the first housing loan was distributed on December 10, 1976. In distributing Subsidized Housing Loans. Company collaborates with the Ministry of Public Works and Public Housing. The currently applicable provisions on Subsidized Housing Loan distribution are contained in the Regulation of the Minister of Public Works and housing No. 35/PRT/M/2021 on House Ownership Convenience and Subsidies for Low-Income Community. Regulation of the Minister of Public Work and Housing No. 32 of 2021, on Savings-Based House Financing Subsidies and Regulation of BP Tapera No. 6 of 2021 on House Financing for Community Housing Savings Participants.

The Subsidized Housing Loans are distributed by Company under the House Financing Liquidity Facility (FLPP), Savings-Based Housing Financing Assistance (BP2BT) and Community Housing Savings (Tapera) schemes. Low-Income Community (MBR) comprises first-time buyers who meet certain requirements to obtain Subsidized Housing Loans with affordable installments. Under the currently applicable government regulation, KPR Sejahtera FLPP and KPR BP2BT facilities given to customers who do not have a house yet with the household income of IDR8 million/ month (for Java, Sumatra, Kalimantan and Sulawesi) and IDR10 million/ month (for Papua). On the other hand, KPR Tapera facility is provided to customers registered as BP-Tapera participants with the household income of IDR8 million/ month (for Java, Sumatra, Kalimantan and Sulawesi) and IDR10 million/month (for Papua). The prices for houses purchased through these facilities are limited to a certain amount.

The provisions for the distribution of KPR FLPP for landed house and flat purchase are as follows:

1. The maximum value of housing loans is the selling price of the landed estates or flats minus the down payment prepared by MBR. Through this program, MBR also deserves Subsidized Down Payment Assistance (SBUM) of IDR4 million (for Java, Sumatra, Kalimantan and Sulawesi) and IDR8 million (for Papua) from the Government.
2. The Housing Loan interest rate to be paid by the debtors is 5% p.a., inclusive of life insurance. fire insurance. and credit insurance premiums. The interest rate as referred to in item (1) is fixed throughout the tenure of the loan, calculated on an annuity.
3. The sources of the FLPP program funding are 75% from the Government and 25% from the Company. BTN has entered into an agreement with PT Sarana Multigriya Finansial for the provision of funding for FLPP program.
4. The tenure for the Housing Loan is agreed upon BTN and the Low-Income Community (MBR) which also takes into account the potential debtor's capability to pay the installments within a period of maximum 20 years.

The provisions for providing KPR BP2BT for the purchase of landed houses/flats and the construction of self-help houses are as follows: For the BP2BT (Housing Financing Assistance for Low-Income Communities) program, the following terms apply to landed houses, apartments, and self-built homes:

1. Eligible Low-Income Community (MBR) receive a maximum down payment subsidy of IDR40 million from the government.
2. The mortgage value equals the house price or the cost estimation (RAB) of the self-built house minus the BP2BT subsidy and the down payment provided by the MBR.
3. The mortgage interest rate is 10% fixed for 10 years or 9.5% fixed for 5 years, using a gradual payment mortgage method.
4. The funding source for the BP2BT program comes entirely from the implementing bank.
5. The mortgage term is agreed upon by BTN and the MBR, adjusted to the borrower's repayment capacity, with a maximum term of 20 years.

The provisions for the distribution of KPR Tapera is as follows:

1. KPR Tapera shall be provided for Tapera participants who have met certain requirements and participant priority order from BP Tapera.
2. The down payment for KPR Tapera shall be at minimum 0%. according to BTN assessment of the low-income customer (MBR).
3. The Housing Loan interest rate to be paid by the debtors is 5% p.a., inclusive of life insurance. fire insurance. and credit insurance premiums. The interest rate as referred to in item (2) is fixed throughout the tenure of the loan. calculated on an annuity.
4. The tenure for the Housing Loan is agreed upon by BTN and the Low-Income Customer (MBR), which also takes into account the potential debtor's capability to pay the installments within a period of maximum 30 years.
5. The Company shall issue the Asset- Backed Security (EBA) according to the amount of loan realized, in collaboration with a Custodian Bank appointed by BP-Tapera.

Table of Subsidized Housing Loan Product Distribution Value

(in IDR million)

Subsidized Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
KPR BTN Sejahtera Tapak	157,301,634	147,322,000	9,979,634	6.77%
KPR BP2BT	101,939,091	86,489,043	15,450,048	17.86%
KPR BTN Tapera	51,390,502	56,528,288	(5,137,786)	(9.09%)
Other Subsidized Housing	2,207,879	2,428,153	(220,274)	(9.07%)
Total Subsidized Housing Loan Distribution Value	157,301,634	**147,322,000**	**9,979,634**	**6.77%**

The outstanding value of Subsidized Mortgage Loans (KPR Subsidi) in 2025 amounted to IDR157.30 trillion, an increase of 6.77% compared to IDR147.32 trillion in 2024. This increase indicates that demand for subsidized mortgages remains strong, in line with continued Government support programs and the substantial housing needs of low-income communities (MBR). The Company has developed equitable and inclusive financing schemes by enhancing Subsidized Mortgage products, such as New KPR FLPP, KPR Tapera, and the Rent-to-Own mortgage scheme. The Company also continues to strengthen BTN's subsidized mortgage market share by deepening cooperation with institutions and stakeholders in the housing sector, both in terms of financing support (BP Tapera, SMF, and the Ministry of Public Works and Public Housing) as well as from both the supply and demand sides. This includes collaboration with various institutions and associations (developers' associations, market traders' associations, and technology companies such as Gojek, Grab, and others), business process improvements, the adoption of the latest technology, and the expansion of the housing business ecosystem, which are expected to provide a positive impact on the growth of BTN's subsidized mortgage distribution.

Table of Subsidized Housing Loan (KPR) Distribution Value

(in unit)

Subsidized Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
KPR BTN Sejahtera Tapak	951,204	847,184	104,020	12.28%
KPR BP2BT	617,920	633,462	(15,542)	(2.45%)
KPR BTN Tapera	12,855	12,819	36	0.28%
Other Subsidized Housing	45,503	66,194	(20,691)	(31.26%)
Total Subsidized Housing Loan Distribution Volume	1,627,482	**1,559,659**	**67,823**	**4.35%**

In line with the growth in product disbursement value, the volume of Subsidized Mortgage (KPR Subsidi) units in 2025 also increased by 4.35%, or 67,823 units, compared to 1,559,659 units in 2024. The increase in unit volume was mainly contributed by the growth of KPR BTN Sejahtera Tapak in 2025.

Housing Loan-Non Subsidized Housing Loan

Apart from Subsidized Housing, the Company also has various Non-Subsidized KPR services targeting middle to upper income customers with floating interest rates. The maximum term offered is 35 (thirty five) years for Non-Subsidized KPR and a maximum of 15 (fifteen) years for Apartment Ownership Credit (KPA) and Shophouse Loan. BTN Non-Subsidized KPR provides services for purchasing houses from developers or non-developers, both for purchasing new or second-hand houses, purchasing ready to-live-in (ready stock) or unfinished (indent) houses, as well as taking over credit from other banks. Minimum down payment requirement of 15% or in accordance with Bank Indonesia Regulations regarding Loan to Value (LTV) Ratio. BTN distributes NonSubsidized KPR credit through several products, namely KPR BTN Platinum, KPA BTN and Kredit Ruko BTN.

Table of Non Subsidized Housing Loan Product Distribution Value

(in IDR million)

Non Subsidized Housing	2025	2024	Increase/Decrease	
			Nominal	Percentage
KPR BTN Platinum	93,527,897	89,016,072	4,511,825	5.07%
KPA BTN	2,036,459	2,060,058	(23,599)	(1.15%)
Kredit Ruko BTN	542,151	577,111	(34,960)	(6.06%)
Total Non Subsidized Housing Loan Distribution Value	96,106,508	**91,653,241**	**4,453,266**	**4.86%**

The outstanding value of Non-Subsidized Mortgage Loans (KPR Non-Subsidi) in 2025 amounted to IDR96.11 trillion, an increase of 4.86% compared to IDR91.65 trillion in 2024. This growth was driven by an increase in the outstanding balance of KPR BTN Platinum, which rose by IDR4.51 trillion.

Table of Non Subsidized Housing Loan Distribution Volume

(in unit)

Non Subsidized Housing	2025	2024	Increase/Decrease	
			Nominal	Percentage
KPR BTN Platinum	325,686	333,270	(7,584)	(2.28%)
KPA BTN	6,944	7,593	(649)	(8.55%)
Kredit Ruko BTN	1,292	1,450	(158)	(10.90%)
Total Non Subsidized Housing Loan Distribution Volume	333,922	**342,313**	**(8,391)**	**(2.45%)**

The volume of non-subsidized mortgage disbursements in 2025 was 333.922 units, down 14.62% from 342.313 units in 2024. The decline was primarily attributable to several factors, including a strategic shift toward financing with larger ticket sizes. The Company has increasingly focused on the affluent segment and Non-Subsidized Mortgage Loans (KPR Non-Subsidi) valued at>IDR750 million, resulting in a higher average loan ceiling per unit. This strategy was further strengthened by the Company's aggressive expansion of its sales centers, enabling more targeted acquisition of high-value customers. As a result, although the number of units declined, the outstanding loan balance increased by 4.86%.

Housing Loan - Other Housing Loan

Company also offers other types of housing loans and other Consumer Loans according to the customers' needs. Other Housing Loans are Company's endeavor in developing business as well as in helping the customers with residence ownership with high profit and convenience. Company's other Housing Loans are distributed under the following products, namely, Kredit Agunan Rumah (Home Collateral), Kredit Bangun Rumah (Home Building), Bank Cooperation Housing Renovation Loan (Bank Cooperation Home Renovation Loan/PRR-KB) BPJS Ketenagakerjaan.

Table of Other Housing Loan Distribution Value

(in IDR million)

Other Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Kredit Agunan Rumah (Home Collateral)	8,813,607	8,440,305	373,302	4.42%
Kredit Bangun Rumah (Home Building)	31,490	33,811	(2,321)	(6.86%)
PRR-KB BPJS Ketenagakerjaan	207,225	137,380	69,845	50.84%
Total Other Housing Loan Distribution Value	9,052,323	**8,611,496**	**440,826**	**5.12%**

The disbursement value of Other Housing Loans in 2025 amounted to IDR9.05 trillion, an increase of 5.12% compared to IDR8.61 trillion in 2024. The increase was primarily driven by a 4.42% growth in the disbursement value of *Kredit Agunan Rumah* (KAR)/Home Collateral, reflecting rising public demand for funds and the increasing relevance of KAR as a "cash-out" solution. Through this product, customers can monetize their existing residential assets to meet both consumptive and productive needs (such as home renovations, education, healthcare, and working capital), while from the Bank's perspective, KAR remains attractive due to its relatively well-managed risk profile (secured by property collateral) and the potential for a more streamlined processing time.

Table of Other Housing Loan Distribution Volume

(in unit)

Other Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Kredit Agunan Rumah (Home Collateral)	51,488	50,205	1,283	2.56%
Kredit Bangun Rumah (Home Building)	189	248	(59)	(23.79%)
PRR-KB BPJS Ketenagakerjaan	7,833	8,745	(912)	(10.43%)
Total Other Housing Loan Distribution Volume	**59,510**	**59,198**	**312**	**0.53%**

In addition to the increase in value, Kredit Agunan Rumah (KAR) also recorded growth in terms of units, rising by 2.56% from 50,205 units in 2024 to 51,488 units in 2025. This increase indicates strengthening demand for KAR as a collateral-based cash-out product, while also reflecting the Company's more aggressive strategy to expand acquisitions and cross-selling through strengthened sales channels. As a result, KAR growth became one of the main contributors to the increase in the volume of Other Housing Loans in 2025.

Non Housing Loan

Company provides other Consumer Loans apart from the Housing Loans for various needs of the lending customers. Company Non Housing Loans are distributed under the following products, which are Kring BTN, Kring BTN Pensiunan (Pension Loans), Kredit Swadana BTN, and Kredit Pegawai (Employee Loans).

Table of Non Housing Loan Distribution Value

(in IDR million)

Non Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Kring BTN	5,062,273	4,720,484	341,789	7.24%
Kring BTN Pensiunan (Pension Loans)	399,054	425,609	(26,555)	(6.24%)
Kredit Swadana BTN	376,908	578,142	(201,234)	(34.81%)
Kredit Pegawai (Employee Loans)	1,903,566	1,799,231	104,335	5.80%
Total Non Housing Loan Distribution Value	**8,741,802**	**7,523,466**	**218,335**	**2.90%**

The disbursement value of Non-Housing Loans in 2025 amounted to IDR8.74 trillion, an increase of 2.90% compared to IDR7.52 trillion in 2024. The increase was primarily driven by the Company's intensified payroll acquisition strategy, which expanded its base of fixed-income customers (civil servants/ASN, SOEs/Regional-Owned Enterprises, and corporates) and became a key source of consumer loan disbursement. In addition, the growth of Kring BTN was strengthened by cross-selling to existing payroll and mortgage (KPR) customers, streamlined processes and accelerated service level agreements (SLA) through digitalization, as well as the Company's focus on expanding higher-margin non-housing portfolios to enhance yield and income diversification.

Table of Non Housing Loan Distribution Volume

(in unit)

Non Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Kring BTN	55,361	50,867	4,494	8.83%
Kring BTN Pensiunan (Pension Loans)	4,748	5,404	(656)	(12.14%)
Kredit Swadana BTN	367	589	(222)	(37.69%)
Kredit Pegawai (Employee Loans)	8,329	8,948	(619)	(6.92%)
Total Non Housing Loan Distribution Value	**68,805**	**65,808**	**2,997**	**4.55%**

The volume of Non-Housing Loans disbursed in 2025 was 68.805 units, increasing by 4.55% from 65.808 units in 2024. The increase was almost entirely supported by Kring BTN, which rose 8.83% or 4,494 units, from 50,867 units to 55,361 units, in line with intensifying payroll acquisition, resulting in a growing base of fixed-income customers and driving demand for consumer loans. Meanwhile, several other products declined (Kring Pensiunan, Swadana, and Kredit Pegawai/Employee Loans), indicating that overall unit growth was primarily driven by a portfolio shift toward Kring BTN as the main engine of non-housing loan expansion.

CONSUMER SAVINGS PRODUCT

Company provides various deposit products to answer customer's savings need. which are classified into 2 (two), i.e. Savings and Time Deposits. Through the provision of these products, Company seeks to maintain sound liquidity level, low-cost funds that are in line with BTN strategies to maintain competitive and affordable financial composition.

Table of Total Consumer Savings Product

(in IDR million)

Consumer Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Consumer Savings	35.205.036	37.699.994	(2.494.888)	(6,62%)
Time Deposit	29.135.050	29.732.484	(597.434)	(2,01%)
Individual current account	370.747	422.522	(51.775)	(12.25%)
Total Consumer Savings Product	**64.710.833**	**67.854.930**	**(3.144.097)**	**(4,63%)**

The total value of Consumer Savings in 2025 amounted to IDR64.71 trillion, a decrease of 4.63% compared to IDR67.43 trillion in 2024. The decline was primarily attributable to decreases of 6.62% in Savings, 2.01% in Deposits, and 12.25% in Individual Current Accounts.

Table of Total Consumer Savings Accounts

(in account)

Consumer Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Consumer Savings	7,045,749	6,139,468	906,281	14.76%
Time Deposit	85,817	93,017	(7,200)	(7.74%)
Individual current account	31,177	28,857	2,320	8.04%
Total Consumer Savings Product	**7,131,566**	**6,232,485**	**901,401**	**14.40%**

The number of Consumer Savings accounts in 2025 was 7.131.566, increasing by 14.40% compared to 6.232.485 accounts in 2024. The increase was primarily driven by growth in the number of Consumer Savings accounts by 14.76% and Individual Current Accounts by 8.04%.

Consumer Savings

The Consumer Savings owned by BTN provides transactional savings solution with convenient purchase and payment transactions through BTN channels to support the consumers' financial activities. BTN consumer savings are developed through the following products:

1. Tabungan Batara
2. Tabungan Bisnis
3. Tabungan Investa
4. Tabungan eBatara Pos
5. Other Saving Accounts

Table of Total Consumer Saving

(in IDR million)

Consumer Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Tabungan Batara	17,830,534	17,250,326	580,207	3.36%
Tabungan Bisnis	4,457,428	3,603,417	854,011	23.70%
Tabungan Investa	8,432,883	12,052,267	(3,619,384)	(30.03%)
Tabungan eBatara Pos	1,631,900	1,944,082	(312,181)	(16.06%)
Tabungan Lainnya	2,852,290	2,849,902	2,388	0.08%
Total Consumer Savings Funds	**35,205,036**	**37,699,994**	**(2,494,958)**	**(6.62%)**

The total value of Consumer Savings accounts in 2025 was IDR35.21 trillion, a slight decrease of 6.62% compared to IDR37.70 trillion in 2024. This decline was primarily caused by a reduction in Investa Savings funds by IDR3,62 trillion.

Table of Total Consumer Savings Account

(in account)

Consumer Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Tabungan Batara	3,377,926	2,588,725	789,201	30.49%
Tabungan Bisnis	94,493	61,138	33,355	54.56%
Tabungan Investa	6,830	8,080	(1,250)	(15.47%)
Tabungan eBatara Pos	504,979	602,956	(97,977)	(16.25%)
Tabungan Lainnya	3,061,521	2,878,569	182,952	6.36%
Number of Consumer Savings Accounts	**7,045,749**	**6,139,468**	**906,281**	**14.76%**

The number of Consumer Savings accounts in 2025 reached 7.05 million accounts, an increase of 14.76% compared to 6.14 million accounts in 2024. The increase was primarily driven by the growth in the number of Tabungan Batara accounts, which rose by 789,201 accounts.

BTN Ritel Time Deposit

BTN Ritel Time Deposit includes On Bilyet Deposit and e-Depo.

Table of Total Time Deposit

(in IDR million)

Time Deposit	2025	2024	Increase/Decrease	
			Nominal	Percentage
DEPOSITO ON BILYET				
1 month	8,275,816	8,276,804	(988)	(0.01%)
2 months	954,627	1,885,215	(930,589)	(49.36%)
3 months	11,816,924	11,159,587	657,336	5.89%
4 months	1,115,521	444,730	670,791	150.83%
6 months	826,405	2,200,387	(1,373,982)	(62.44%)
> 12 months	487,462	278,385	209,077	75.10%
E-DEPO				
1 month	1,733,905	1,498,342	235,563	15.72%
2 months	115,565	145,020	(29,455)	(20.31%)
3 months	2,221,129	2,044,796	176,333	8.62%
4 months	160,734	246,524	(85,790)	(34.80%)
6 months	1,299,214	1,352,132	(52,918)	(3.91)
12 months	86,708	67,863	18,845	27.77%
Deposito On Call	41,005	132,663	(91,658)	(69.09%)
DHE	35	35	0	0.00%
Total Time Deposit Funds	**26,724,483**	**29,732,484**	**(3,008,001)**	**(10.12%)**

The total Time Deposits in 2025 amounted to IDR26.72 trillion, a decrease of 10.12% compared to IDR29.73 trillion in 2024. The decline was primarily attributable to a 3.17% reduction in Deposito On Bilyet. Nevertheless, e-Deposits recorded growth of 4.90%.

Table of Total Time Deposit Accounts

(in account)

Time Deposit	2025	2024	Increase/Decrease	
			Nominal	Percentage
DEPOSITO ON BILYET				
1 month	30,317	35,642	(5,325)	(14.94%)
2 months	1,047	1,607	(560)	(34.85%)
3 months	16,794	19,641	(2,847)	(14.50%)
4 months	215	193	22	11.40%
6 months	6,269	7,396	(1,127)	(15.24%)
> 12 months	2,447	2,556	(109)	(4.26%)
E-DEPO				
1 month	10,074	9,208	866	9.40%
2 months	878	888	(10)	(1.13%)
3 months	11,112	9,522	1,590	16.70%
4 months	531	889	(358)	(40.27%)
6 months	4,815	4,531	284	6.27%
12 months	1,310	917	393	42.86%
Deposito On Call	6	26	(20)	(76.92%)
DHE	1	1	0	0.00%
Number of Time Deposit Account	**85,816**	**93,017**	**(7,201)**	**(7.74%)**

The number of Time Deposit accounts in 2025 totaled 85,816 accounts, a decrease of 7.74% compared to 93,017 accounts in 2024. The decline was primarily attributable to a 14.84% reduction in the number of Deposito on Bilyet accounts. Nevertheless, the number of e-Deposit accounts increased by 10.57%.

Commercial Product

BTN product portfolio in Commercial Products was divided into 2 (two), namely Commercial Loan Products and Commercial Savings Products.

Table of Commercial Product Value

(in IDR million)

Commercial Product	2025	2024	Increase/Decrease	
			Nominal	Percentage
Commercial Loan Products	75,500,636	58,970,333	16,530,303	28.03%
Commercial Savings Products	314,001,045	264,189,863	49,811,182	18.85%
Total Commercial Product Value	**389,501,681**	**323,160,196**	66,397,483	20.53%

The total value of Commercial Products in 2025 amounted to IDR389.56 trillion, an increase of 20.53% compared to IDR323.16 trillion in 2024. The growth in the commercial segment was driven by strengthened customer acquisition, expansion of the commercial business ecosystem, and optimization of loan–deposit cross-selling through cash management and wholesale digital solutions (VA, H2H, EDC/QRIS). Increased transaction activity enhanced the stickiness of commercial funds, while a stronger commercial financing pipeline supported significant growth in both loans and deposits.

Table of Distribution Volume Commercial Product

Commercial Product	2025	2024	Increase/Decrease	
			Nominal	Percentage
Commercial Loan Products (unit)	34,105	27,643	6,462	23.38%
Commercial Savings Products (account)	181,572	160,196	21,376	13.24%
Total	215,677	**187,839**	**27,838**	**14.82%**

In terms of units, growth in the commercial segment was also clearly evident. Commercial Loan products increased by 23.38% or 6,462 units, from 27,643 units in 2024 to 34,105 units in 2025, indicating increasingly aggressive acquisition of commercial debtors and a stronger financing pipeline. In line with this, Commercial Deposit products rose by 13.24%, or 21,376 accounts, from 160,196 in 2024 to 181,572 in 2025. This reflects the Company's success in expanding its commercial customer base and strengthening cash management and transaction services, thereby enhancing the stickiness of customers' operational funds. The combination of higher loan units and deposit accounts underscores the strengthening of the Company's commercial ecosystem through acquisition strategies, loan–deposit cross-selling, and the activation of wholesale and digital solutions.

COMMERCIAL LOAN PRODUCT

BTN provides commercial banking loans products to provide a variety of solutions for consumers with products consisting of Housing Loans and Non-Housing Loans products. Housing Loans are in the form of Construction Loans, while Non Housing Loans consist of MSME Loans and Commercial Loans (KI, KMK and KMK Contractor).

Table of Commercial Loan Product Distribution Value

(in IDR million)

Commercial Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Housing Loan				
Construction Loans	12,972,836	14,735,852	(1,763,016)	(11.96%)
Non Housing Loan				
MSME Loans	5,354,158	5,075,305	278,853	5.49%
Other Commercial Loan	57,173,642	39,159,176	18,014,466	46.00%
Total Commercial Loans Distribution Value	75,500,636	**58,970,333**	16,530,303	28.03%

The outstanding value of Commercial Loans in 2025 amounted to IDR75.50 trillion, an increase of 28.02% compared to IDR58.97 trillion in 2024. This growth was primarily supported by a strong surge in Other Commercial Loans, which rose significantly by 46.00% or IDR18.01 trillion, reflecting the Company's success in expanding financing to non-housing business segments and meeting the working capital and investment needs of commercial customers.

On the other hand, MSME Loans also recorded positive growth of 5.49% or IDR278.85 billion, in line with the Company's strategy to strengthen financing in productive sectors and promote financial inclusion. This growth indicates deeper penetration into the small and medium enterprise segment as a new source of growth.

Meanwhile, Construction Loans declined by 11.96% or IDR1.76 trillion, indicating adjustments in developers' project pipelines and project completion cycles, as well as the implementation of a more selective financing policy in the construction sector to maintain asset quality.

Table of Commercial Loan Product Distribution Volume

(in unit)

Commercial Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Housing Loan				
Construction Loans	2,626	3,063	(437)	(14.27%)
Non Housing Loan				
MSME Loans	31,015	24,394	6,621	27.14%
Other Commercial Loan	464	186	278	149.46%
Total Commercial Loan Distribution Volume	34,105	**27,643**	6,462	23.38%

The outstanding volume of Commercial Loans in 2025 reached 34,105 units, an increase of 23.38% compared to 27,643 units in 2024. The increase in commercial loan units in 2025 primarily reflects a shift in focus from construction financing to productive non-housing segments, particularly MSMEs and other commercial loans. Although construction loan units declined, the significantly more aggressive expansion in MSME acquisition led to substantial overall growth in disbursements. Consequently, the Company's commercial portfolio has become more diversified and less dependent on construction projects.

Housing Loan – Construction Loans
Housing Loans in Commercial Product is Construction Loans. Company provides various property construction solutions with many facilities and benefits offered. Company provides construction loans to housing developers for working capital purposes which can be used to finance the construction of houses and apartments. For this type of loans, company provides a maximum loans of up to 80% of development or construction costs with floating interest rates. The construction loans facility provides convenience for commercial banking customers to carry out developments in the construction of horizontal and vertical buildings/high rise buildings including their facilities and infrastructure.

Construction Loans play a strategic role in supporting the One Million Houses Program by increasing housing supply. In financing construction loans, Company considers the maturity period based on the estimated construction timeline. Construction Loans are secured by collateral in the form of land and the buildings constructed on it.

Commercial product customers who have received BTN Construction Loans may also obtain Kredit Kepemilikan Lahan (Land Ownership Loans). Company provides loan for the acquisition of land to be used for constructing residences and subsidized apartment, in total up to 70% of the loan cost. The tenure for the loan follows the tenure of the construction loan and guaranteed by the land acquired and the buildings financed, with three years period and secured by collateral in the form of land acquired and buildings financed.

Company distributes Construction Loans through 2 (two) products, namely BTN Construction Loans and Corporate Construction Loans.

Table of Total Construction Loans Distribution Value

(in IDR million)

Construction Loans	2025	2024	Increase/Decrease	
			Nominal	Percentage
BTN Construction Loans	11,273,342	13,220,772	(1,947,430)	(14.73%)
Corporate Construction Loans	1,699,495	1,515,080	184,415	12.17%
Total Construction Loans Distribution Value	12,972,837	**14,735,852**	(1,763,015)	(11.96%)

The disbursement value of Construction Loan products in 2025 amounted to IDR12.97 trillion, a decrease of 11.96% compared to IDR14.73 trillion in 2024. The decline in Construction Loans in 2025 is consistent with the earlier discussion that the Company's commercial portfolio has begun to shift from project-based financing (construction) toward productive non-housing segments, such as MSME loans and other commercial loans.

Table of Construction Loans Distribution Volume

(in unit)

Construction Loans	2025	2024	Increase/Decrease	
			Nominal	Percentage
BTN Construction Loans	2,610	3,047	(437)	(14.34%)
Corporate Construction Loans	16	16	-	0.00%
Total Construction Loans Distribution Volume	2,626	**3,063**	(437)	(14.27%)

In terms of units, Construction Loan disbursements in 2025 declined by 14.27% to 2,626 units, down from 3,063 units in 2024, a decrease of 437 units. The decline was entirely attributable to Construction Loans BTN, which fell by 14.34% from 3,047 units to 2,610 units, a reduction of 437 units, while Corporate Construction Loans remained unchanged at 16 units.

Non-Housing Loans- Small Micro and Medium Enterprises (MSMEs) Loans

Company provides MSME Loans as a solution for Micro, Small and Medium Entrepreneurs (MSME/UMKM) and aims to channel productive business financing. Company distributes MSME Loans through several products, namely Micro Business Loan (KUR), Micro Small Business Loans (KUMK), Working Capital Loans (KMK), MSME Investment Loans, MSME Contractor KMK.

Table of MSME Loans Distribution Value

(in IDR million)

MSME Loans	2025	2024	Increase/Decrease	
			Nominal	Percentage
KUR	3,052,735	2,910,748	141,987	4.88%
KUMK	2,195,249	2,091,016	104,233	4.98%
KMK	77,316	44,345	32,971	74.35%
MSME Investment Loans	10,191	11,469	(1,278)	(11.14%)
MSME Contractor KMK	18,667	17,727	940	5.30%
Total MSME Loans Distribution Value	5,354,158	**5,075,305**	278,853	5.49%

The disbursement value of MSME Loan products in 2025 amounted to IDR5.35 trillion, an increase of 5.49% compared to IDR5.07 trillion in 2024. MSME loan growth in 2025 was driven by a rebalancing from program-based financing (KUR) and investment loans toward working capital/commercial MSME financing (KUMK and KMK). This shift strengthened diversification of non-housing loans while maintaining profitability by shifting to a more productive portfolio mix.

Table of Distribution VolumeProduk MSME Loans

(in unit)

MSME Loans	2025	2024	Increase/Decrease	
			Nominal	Percentage
KUR	28,621	22,408	6,213	27.73%
KUMK	2,352	1,956	396	20.25%
KMK	30	18	12	66.67%

MSME Loans	2025	2024	Increase/Decrease	
			Nominal	Percentage
MSME Investment Loans	6	5	1	20.00%
MSME Contractor KMK	6	7	(1)	(14.29%)
Total MSME Loans Distribution Value	31,015	**24,394**	6,621	27.14%

The volume of MSME Loan disbursements in 2025 totaled 31.015 units, an increase of 27.14% compared to 24.394 units in 2024. The growth in MSME units in 2025 was primarily driven by the increased scale of KUR disbursement and the rapid expansion of KUMK, underscoring the Company's strategy to broaden its MSME debtor base and strengthen non-housing loan growth.

Non Housing Loan – Other Commercial Loan

Company markets Non-Housing Loans in the form of Commercial Loans, apart from providing competitive interest and offering excellent service. Company distributes Commercial Loans through several products, namely Working Capital Loans (KMK), Investment Loan and Contractor KMK.

Table of Other Commercial Loan Distribution Value

(in IDR million)

Other Commercial Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
KMK	21,358,932	10,632,844	10,726,088	100.88%
Investment Loans	24,916,172	23,583,328	1,332,844	5.65%
Contractor KMK	475,118	1,133,305	(658,187)	(58.08%)
TLF	10,423,420	3,809,700	6,613,721	173.60%
Total Other Commercial Loan Distribution Value	57,173,642	**39,159,176**	18,014,465	46.00%

The outstanding value of Other Commercial Loan products in 2025 amounted to IDR57.17 trillion, an increase of 46.00% compared to IDR39.16 trillion in 2024. The growth in Other Commercial Loans was primarily driven by the expansion of KMK and TLF, indicating that the Company's strategy is to enlarge its non-housing commercial portfolio. characterized by more transactional, faster-turnover financing, has been successful while also strengthening income diversification beyond construction and housing financing.

Table of Other Commercial Loan Distribution Volume

(in unit)

Other Commercial Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
KMK	380	321	59	18.38%
Investment Loans	172	163	9	5.52%
Contractor KMK	45	68	(23)	(33.82%)
TLF	27	15	12	80.00%
Total Other Commercial Loan Distribution Volume	624	**567**	57	10.05%

The volume of distribution of Other Commercial Credit in 2025 was 624 units, an increase of 10.05% compared to 2024 which was 567 units. Growth in Other Commercial Loans remained positive and was supported by the expansion of KMK and TLF, resulting in a portfolio shift toward more transactional and faster-turnover financing, while contractor exposure declined in line with the Company's risk rebalancing strategy.

COMMERCIAL SAVINGS PRODUCTS

Company offers funding products and services for the commercial banking segment, including Current Accounts and Institutional Time Deposits.

Table of Total Commercial Savings Funds

(in IDR million)

Commercial Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Commercial Current Account	141,972,871	140,600,964	1,372,907	0.97%
Institutional Term Deposit	172,028,174	123,588,899	48,439,275	39.19%
Total Commercial Savings Funds	314,001,045	**264,189,863**	49,811,182	18.85%

The total funds of Commercial Deposit products in 2025 amounted to IDR314.00 trillion, an increase of 18.85% compared to IDR264.19 trillion in 2024. The growth in commercial loans and deposits was primarily driven by strengthened acquisition of commercial customers and the activation of the business ecosystem (developers–contractors–suppliers–merchants), resulting in higher financing and transaction needs. On the funding side, the largest growth came from Institutional Time Deposits, which increased significantly by 39.19%, indicating the Company's success in attracting institutional and corporate placements (operational funds/idle funds) in line with stronger business relationships and more competitive pricing and product offerings.

Meanwhile, Commercial Current Accounts recorded modest growth of 0.97%, indicating relatively stable operational balances; however, total funds still surged due to a shift in composition toward time deposits. The combination of commercial loan expansion (which drives demand for transaction accounts and cash management services) and increased institutional deposit placements drove significant growth in the commercial segment.

Table of Total Commercial Savings Funds Account

(in account)

Commercial Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Commercial Current Account	170,723	147,316	23,407	15.89%
Institutional Term Deposit	34,229	50,263	(16,034)	(31.90%)
Total Commercial Savings Funds Account	204,952	**197,579**	7,373	3.73%

The number of Commercial Savings accounts in 2025 totaled 204.952 accounts, a 3.73% increase compared to 197.579 accounts in 2024. This increase was primarily driven by the Company's success in expanding its commercial transaction customer base, as reflected in the growth of operational accounts, higher transaction volume, and stronger customer stickiness in cash management services.

Commercial Current Account

Company provides fund saving service through Current Account. i.e, Current Account FLPP and Current Account Non FLPP.

Table of Total Commercial Current Account Funds

(in IDR million)

Commercial Current Account	2025	2024	Increase/Decrease	
			Nominal	Percentage
Current Account Non FLPP	66,983,027	79,362,259	(12,379,232)	(15.60%)
Current Account FLPP	75,416,589	61,661,227	13,755,362	22.31%
Total Commercial Current Account Funds	142,399,616	**141,023,486**	1,376,130	0.98%

The total funds in Commercial Current Accounts reached IDR142.40 trillion in 2025, growing by 0.98% from IDR141.02 trillion in 2024. This increase was driven by the Company's proactive measures to restructure high-cost funds into lower-cost funds, as reflected in the decline in Non-FLPP Current Accounts and the increase in FLPP Current Accounts, with a rate of only 0.05%. This shift in the funding mix has resulted in a more efficient Third-Party Funds (TPF) structure, reducing the TPF cost of funds (CoF) from 4.09% in December 2024 to 3.91% in December 2025.

Table of Total Commercial Current Account Account

(in account)

Commercial Current Account	2025	2024	Increase/Decrease	
			Nominal	Percentage
Current Account Non FLPP	170,583	147,304	23,279	15.80%
Current Account FLPP	12	12	0	0.00%
Total Commercial Current Account Account	170,595	**147,316**	23,279	15.80%

In terms of the number of accounts, Commercial Current Accounts recorded significant growth, with total accounts increasing by 15.80% or 23,279 accounts, from 147,316 in 2024 to 170,595 accounts in 2025. This increase was entirely attributable to Non-FLPP Current Accounts, which also rose by 15.80% or 23,279 accounts, while FLPP Current Accounts remained unchanged at 12 accounts. The implication is that, although the nominal value of Non-FLPP Current Accounts declined in line with the strategy to reduce high-cost funds, the transaction account base continued to expand. This reflects a quality rebalancing, characterized by an increase in operational/transactional accounts with smaller and more efficiently priced average balances. This strategy aligns with the Company's efforts to reduce the cost of funds through active management of current account composition and pricing, while the growth of FLPP Current Accounts, with rates of approximately 0.05%, helps maintain a low-cost funding structure and supports the reduction of the cost of Third-Party Funds (CoF TPF).

Institutional Term Deposit

Company also provides fund savings services in the form of Institutional Term Deposit through Institutional Term Deposit products and Institutional On Call Deposits.

Table of Total Institutional Term Deposit Funds

(in IDR million)

Institutional Term Deposit	2025	2024	Increase/Decrease	
			Nominal	Percentage
Institutional Term Deposit	171,114,693	119,769,907	51,344,786	42.87%
Institutional On Call Deposits	913,481	3,818,992	(2,905,511)	(76.08%)
Total Institutional Term Deposit Funds	172,028,174	**123,588,899**	48,439,275	39.19%

Institutional Time Deposits in 2025 totaled IDR172.03 trillion, a growth of 39.19% compared to IDR123.59 trillion in 2024. This increase remains aligned with BTN's strategy, as growth in institutional deposits has been managed through more efficient pricing (lower rates), as part of the effort to replace high-cost funds with lower-cost funding sources. Accordingly, although the nominal amount of deposits increased, the funding structure became healthier, supported by more competitive and controlled rate management, thereby contributing to a sustainable reduction in the cost of funds.

Table of Total Institutional Term Deposit Account

(in account)

Institutional Term Deposit	2025	2024	Increase/Decrease	
			Nominal	Percentage
Institutional Term Deposit	12,513	10,635	1,878	17.66%
Institutional On Call Deposits	367	214	153	71.50%
Total Time Deposit for Agencies Account	12,880	**10,849**	2,031	18.72%

The number of Institutional Time Deposit accounts in 2025 reached 12.880 accounts, a 18.72% increase compared to 10.849 accounts in 2024. The increase in the number of accounts indicates that the Company is not solely relying on large placements from a limited number of institutions, but is also expanding its base of institutional and corporate depositors. In line with its fund recomposition strategy, the growth of institutional deposits has been managed with more efficient pricing and rates, thereby supporting improvements in the overall cost of funds structure.

Conventional Segment Innovations and Competitive Advantages

As one of the sectors contributing to GDP growth, the property sector, particularly housing, is expected to continue expanding to maintain the current economic growth momentum. This is largely due to the significant housing backlog, the property sector's multiplier effect on 174 other sub-sectors, and its contribution to job creation. According to BPS data from 2021, the property sector has directly employed up to 19 million people.

The vast potential for housing sector development is also reflected in Indonesia's mortgage-to-GDP ratio, which remains around 2.9%–3.0%, significantly lower than other Southeast Asian countries such as Singapore (44.8%), Malaysia (38.4%), Thailand (22.3%), and the Philippines (3.8%). This indicates substantial opportunities to further increase the housing sector's contribution to GDP.

Within the housing ecosystem, Company plays a strategic role as an enabler by providing supply-side financing through construction loans for developers and demandside financing through mortgage loans for the public. Beyond its role in supply and demand financing, Company also contributes to developing the secondary mortgage market through mortgage securitization. In general, Company's role in the national housing ecosystem is illustrated in the following diagram:

Each institution within the housing ecosystem plays a strategic, interconnected role that cannot be separated. BTN's role in the housing ecosystem is highly significant, serving as an enabler and integrator in the housing sector. Key stakeholders involved in the housing ecosystem include regulators, alternative funding providers, housing suppliers, residents or communities, and BTN itself.

Conventional Segment Strategy In 2025

In alignment with the eight strategic themes of the 2025–2029 long-term plan, the Company executed the following steps:

1. **Developing innovative low-cost transactional savings products**
   a. Launching a bundled payroll proposition to increase penetration with existing BTN companies in the ecosystem and New to Bank (NTB) and expanding reach to NTB customers, both payroll employees and key decision-makers, by placing dedicated payroll specialists within a one-Client Service Team (CST) RM coverage model.
   b. Intensifying retail funding sales footprint (through internal and outsourcing) in market areas with high Savings Account (SA) volume and growth potential, targeting mass and mass-affluent NTB customers to increase savings market

share from 1.3% to 2%-3% through increased sales productivity (e.g., training, KPIs, and sales productivity toolkits), branchless formats, and outsourcing.

c. Becoming the primary/secondary bank for first-time homebuyers - with millennial-focused product bundles for Existing to Bank (ETB) and New to Bank (NTB) to increase engagement with SA and debit/credit cards through partnerships with lifestyle retail goods and housing companies.

d. Driving BTN mobile customer acquisition and increasing the number of transacting accounts from 30% to 45%, launching a retail deposit war room with win-back for recently inactive customers and the acquisition of NTB, bundling products based on customer segments and expanding BTN-balé offerings to increase customer loyalty supported by cross-selling and engagement campaigns driven by Advanced Analytics (AA).

e. Expanding wealth proposition penetration to existing and hidden cash-rich customers within the Company's ecosystem, including bundling wealth propositions with payroll products and cash-rich Small and Medium Enterprise (SME) products.

2. **Targeting the Cash-Rich Self-Employed Segment in the Housing Ecosystem**

   a. Launching a needs-based proposition targeting cash-rich self-employed professionals within the housing ecosystem; with the potential to expand to the healthcare, legal, and consulting ecosystems

   b. Launching a merchant proposition targeting MSMEs and food and restaurant retailers through merchant product bundles, strengthening the merchant platform, and offering value-added services (beyond banking) through partnerships with merchant service providers/acquirers.

3. **Optimizing Fee-Based Product Penetration**

   Encouraging registration and utilization of transaction banking products with a single integrated platform, launching sector-specific solutions for cash-heavy and trade-focused priority segments, and activating dormant institutional accounts.

4. **Gaining Full-Wallet Share for SMEs and Wholesale**

   a. Launching a deposit war-room targeting existing SME value chain customers, acquired SME merchants, and wholesale customers to drive CASA penetration with campaigns leveraging AA and segment-specific pricing, targeted rewards, and product bundles for cash-rich sectors. In this regard, the deposit war-room serves as the Company's control center for real-time monitoring and management of third-party fundraising performance, including time deposits, demand deposits, and savings accounts. This facility enables rapid decision-making regarding interest rate adjustments and marketing strategies, enabling BTN to compete effectively in attracting liquidity.

   b. Targeting cross-selling funding into the end-to-end housing ecosystem and value chain acquisitions, for example, in the cement sector, starting from the wholesaler, distributor, retailer, and developer levels.

5. **Growing Non-Subsidized Lending by Enhancing Partnerships**

   a. Primary Housing: Deepening relationships with Top 50 developers by doubling the digital Turn Around Time (TAT), digitalizing back-end processes for RMs, providing a real-time tracking portal for customers and developers, increasing sales intensity, expanding sales centers in areas with high development potential, and providing higher incentives for bulk acquisitions for primary developers.

   b. Secondary Housing: Strengthening acquisition channels through an agent network that provides dual reporting lines from Direct-to-Consumer (D2C) agents within sales centers and a loyalty program for elite agents. Improving the customer experience with instant indicative offers, a one-week "time-to-yes" period, and a two-fold reduction in the overall TAT through a digitalized application process. Increase lead acquisition and generation through digital partners including seamless process integration with BTN property and Online to Offline (O2O) fulfillment journey.

   c. Developing a proposition to reduce churn/repayments with a centralized counter-offering team to reduce prepayment rates and a win-back campaign to target customers who have already switched.

6. **Increasing Penetration in the Housing Value Chain**

   a. Increasing value-chain penetration of corporate anchor clients from one anchor client to at least 15-20 anchor clients with dedicated value-chain specialists under a one-Client Service Team (CST) model with a centralized monitoring system for tracking.

b. Launching sector-specific product bundles for construction and real estate companies across the end-to-end lifecycle, including underwriting, financing, funding, and financial management services, as well as providing tiered programs and a universal annual limit for spokespeople (partners/agents).

7. **Expanding High-Yield Products to All Segments**
   a. Increasing higher-yielding products by expanding KAR/KRING to non-payroll and NTB customer bases by accelerating the deployment of digital application journeys, credit decision support, and highly personalized marketing across owned media channels. Launching new propositions and driving penetration for credit lines.
   b. Optimizing penetration and activation of fee-based income products for credit cards and wealth propositions, combined with savings and lending propositions.
   c. Increasing the volume and profitability of Joint Finance Schemes (B2B) and channeling partnerships.
8. **Expanding KUMK to Leading SME Sectors**
   Expanding KUMK to high-growth SME sectors with lower NPLs, improving the performance and practices of existing RMs, improving credit underwriting and streamlining processes, and launching innovative propositions to enter cash-intensive sectors with cash management offerings and bundled MSME loans. Trade-oriented sectors, namely export/import transaction banking propositions combined with micro, small, and medium enterprises (MSMEs) offerings. Entering high-growth, low-NPL sectors for Micro Business Loan (KUR) through superior credit capabilities and process digitization.

Business Prospects and Conventional Segment Strategies for 2026

Short Term Prospect

Housing loan growth is expected to remain resilient in the short term, supported by a combination of policy incentives and a substantial structural backlog. In the short term, two key factors have the potential to catalyze growth:

- Demand for low-income mortgages (MBR) is expected to remain strong, in line with the continuation of the government's subsidy program. For 2026, the government has set a FLPP quota of approximately 350,000 units nationally, and BTN is targeting/projecting subsidized housing financing of approximately 170,000 units throughout 2026, confirming the company's role as a key driver of subsidized mortgage distribution.
- In the short term, the housing sector remains in a phase of adjustment. The Residential Property Price Survey (SHPR) shows that in the third quarter of 2025, residential property sales in the primary market contracted by 1.29% (yoy), although this represents an improvement compared to the previous quarter's contraction of 3.80% (yoy). This slowdown was primarily driven by public purchasing power, rising building material prices, and more selective consumer preferences.

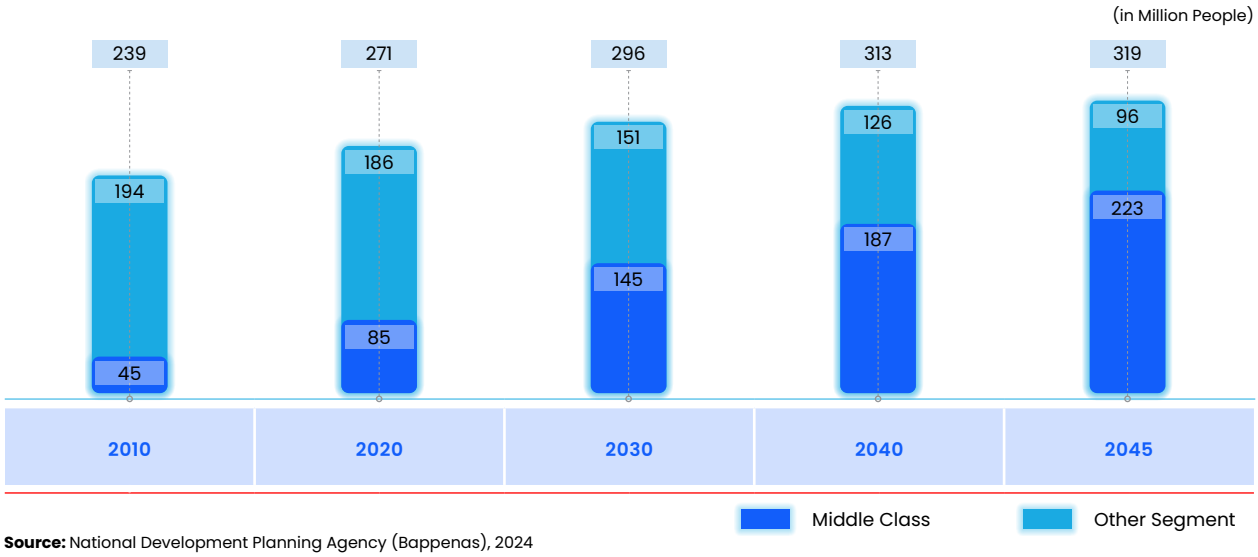
Nevertheless, several driving factors are beginning to form and lay the foundation for future recovery. The government has increased the FLPP mortgage allocation for the low-income segment by approximately 170,000 units specifically for the Company in 2026, which will strengthen demand for affordable housing. On the monetary policy side, the continuation of the LTV/FTV stimulus of up to 100% provides more flexible financing opportunities for the upper-middle class, potentially accelerating demand for non-subsidized property.

From the financing side, mortgages remain dominant, accounting for 74.41% of total home purchase financing sources, confirming the central role of banks, particularly the Company, as a key driver of the housing ecosystem. The improving trend in the IHPR, which continues to grow by 0.84% (yoy), also indicates that interest in property assets remains strong, particularly for small homes.

Medium and Long Term Prospect

The demographic bonus and growth of the middle class population dominated by the millennial generation are also driving the housing finance business in the future, where based on data from the Central Statistics Agency (BPS), currently the number of generation Z and millennial generations dominates the productive age population with generation Z (aged 8 - 23 years) reaching 27.94% and the millennial generation (aged 24 - 39 years) as much as 25.87%, where this portion is predicted to continue to grow for the next 10 (ten) years, which is an opportunity to develop the housing business in the first home buyer segment which is BTN's captive market.

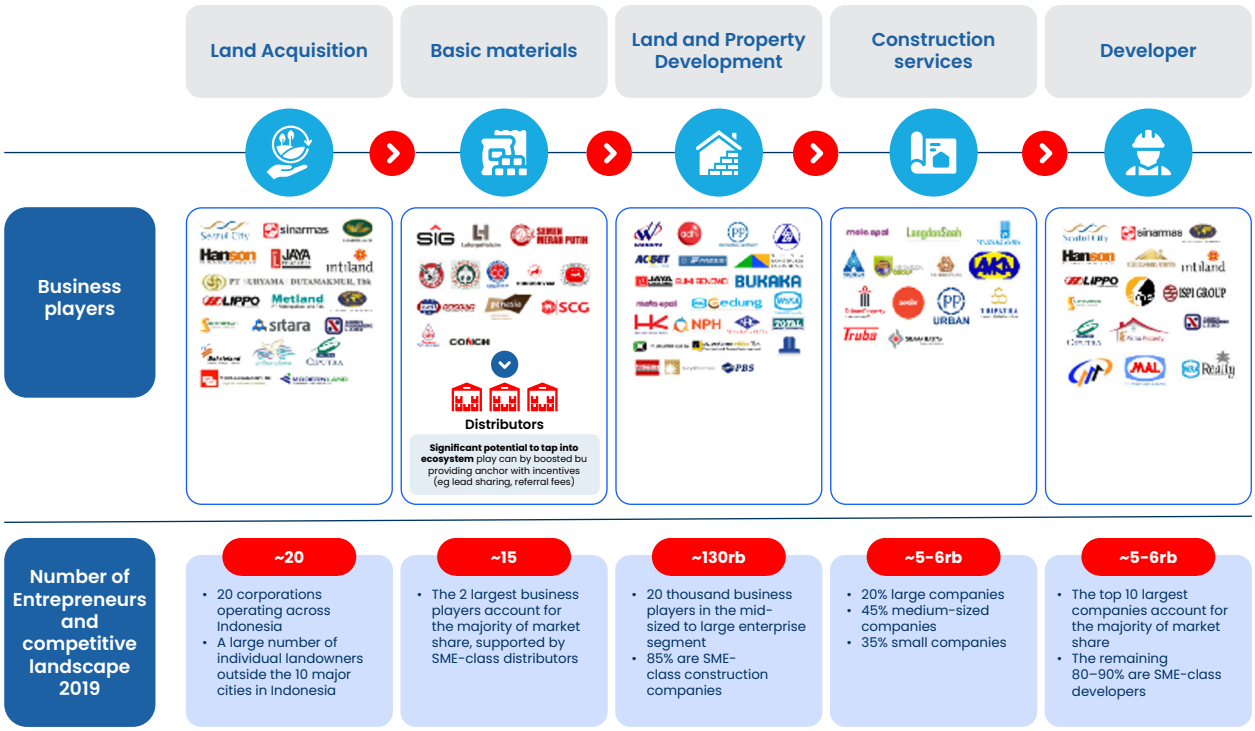
Graph of Indonesia Population Projection



Source: National Development Planning Agency (Bappenas), 2024

Furthermore, as a sector with a multiplier effect on 174 industrial sub-sectors, developing the housing business value chain is also one of the Company's business development strategies. To capture this opportunity, the Company will develop financial products and services targeting the expansion of the construction business value chain, including land acquisition, building materials, land and property development, construction services, and financing for developers.

Picture of Housing Business Value Chain Expansion

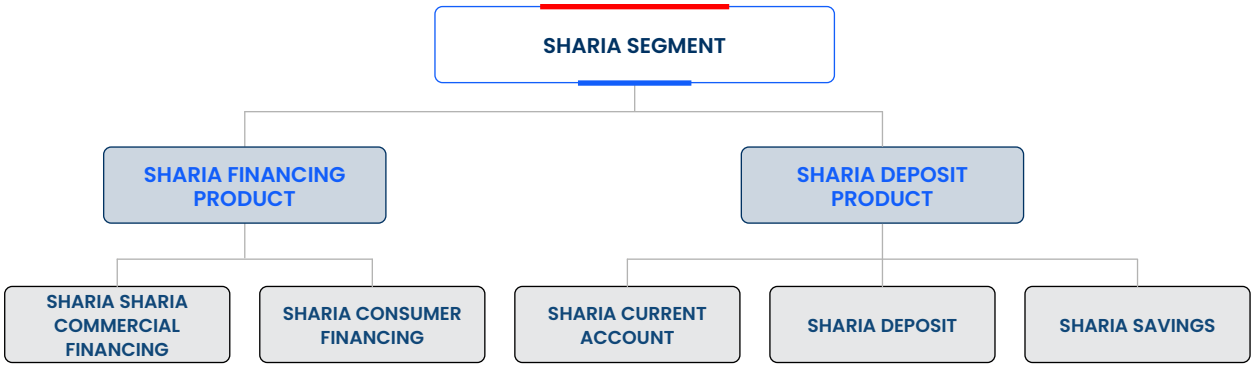


Source: Long-Term Corporate Plan 2025–2029

Sharia Segment

Sharia Segment Explanation and Productivity

Company is also developing a banking model that adheres to the sharia system. The Sharia Business Segment provides savings and financing product in consumer and commercial segment. The product performance of the Sharia Segment is described through 2 (two) products, namely Sharia Financing and Sharia Savings, with each description as follows:



Preview of Sharia Segment performance can be seen in the following table and chart:

Graph of Financing Position and Third Party Funds

(in IDR trillion)

Sharia Financing Products

Company also provides housing and non-housing financing facilities under sharia principle, which are divided into two types, i.e. Consumer and Sharia Commercial Financing. Detailed information regarding the performance of Company Sharia Financing products can be seen in the table and below:

Table of Sharia Financing Value Position

(in IDR million)

Sharia Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
Consumer Financing	51,352,635	41,156,171	10,196,464	24.78%
Sharia Commercial Financing	3,520,527	2,736,656	783,871	28.64%
Total Sharia Financing Value Position	54,873,162	**43,892,827**	10,980,335	25.02%

The total Sharia Financing distribution in 2025 reached IDR54.87 trillion, an increase of 25.02% compared to the 2024 disbursement of IDR43.89 trillion. This increase was due to an increase in growth contributions from Consumer Financing of IDR 10.19 trillion, an increase of 24.78% compared to 2024.

Table of Sharia Financing Volume Position

(in financing unit)

Sharia Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
Consumer Financing	371,435	311,252	60,180	19.34%
Sharia Commercial Financing	1,372	1,461	(89)	(6.09)
Total Sharia Financing Value Position	372,807	**312,713**	60,094	19.22%

Sharia financing successfully disbursed up to 2025 amounted to 372.807 financing units, an increase of 19.22% or 60.094 financing units compared to 2024, which had 312.713 financing units. This increase in financing volume was largely contributed by an increase in Consumer Financing of 60,180 financing units.

SHARIA CONSUMER FINANCING

Sharia Consumer Financing is distributed by Company through the following products:

1. Housing Financing, covering:
   a. BSN KPR Sejahtera disbursed through:
      - KPR BP2BT
      - KPR Sejahtera Tapak
      - KPR Sejahtera Susun
      - KPR SSM Tapak
      - KPR SSM Susun
      - KPR Tapera
   b. BSN Non Subsidized Housing Loan disbursed through:
      - House Ownership
   c. BSN Non KPR disbursed through:
      - House Construction
      - PUM-KB Jamsostek
2. Non-Housing Financing includes:
   a. Motor Vehicles
   b. Gold Pawning
   c. Multi-Services
   d. Multi-Benefits
   e. Gold Installments
   f. Multi-Benefits for Employee

Table of Sharia Consumer Financing Position

(in IDR million)

Sharia Consumer Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
HOUSING FINANCING	**50,857,322**	**40,866,065**	**9,991,257**	**24.45%**
SUBSIDIZED HOUSING LOAN	**33,883,248**	**26,521,953**	**7,361,295**	**27.76%**
KPR BP2BT	513,826	551,863	(38,037)	(6.89%)
KPR Sejahtera Tapak	26,781,550	18,549,858	8,231,692	44.38%
KPR Sejahtera Susun	1,285	1,363	(78)	(5.70%)
KPR SSM Tapak	6,174,606	6,972,292	(797,686)	0.00%
KPR SSM Susun	38,348	43,519	(5,171)	0.00%
KPR Tapera	373,634	403,058	(29,424)	(7.30%)
Non Subsidized Housing Loan	**16,934,646**	**14,303,159**	**2,631,487**	**18.40%**
House Ownership	10,438,214	9,040,139	1,398,075	15.47%
Indent House Ownership	6,496,432	5,263,020	1,233,412	23.44%
Non KPR	**39,428**	**40,953**	**(1,525)**	**(3.72%)**
House Building	36,583	37,172	(589)	(1.58%)
PUM-KB Jamsostek	2,845	3,781	(936)	(24.76%)
NON-HOUSING FINANCING	**495,313**	**198,266**	**297,047**	**149.82%**
Vehicle	924	1,485	(561	(37.80%)
Mortgage	-	-	-	-
Multipurpose Services	25,165	20,904	4,261	20.38%
Multipurpose Goods	223,303	175,877	47,426	26.97%
Gold Installment	17,734	-	17,734	100.00%
Employees Multipurpose	228,188	91839	136,349	148.47%
Total Sharia Consumer Financing Position	**51,352,636**	**41,064,331**	**10,288,305**	**25.05%**

The total Consumer Sharia Financing position in 2025 was IDR51.35 trillion, an 25.05% increase from IDR41.06 trillion in 2024. The increase in financing position was largely contributed by KPR Sejahtera Tapak financing which reached IDR26.78 trillion.

Table of Sharia Consumer Financing Volume Position

(in financing unit)

Sharia Consumer Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
HOUSING FINANCING	**366,584**	**307,580**	**59,004**	**19.18%**
SUBSIDIZED HOUSING LOAN	**304,208**	**250,808**	**53,400**	**21.29%**
KPR BP2BT	6,014	6,144	(130)	(2.12%)
KPR Sejahtera Tapak	212,898	156,941	55,957	35.65%

Sharia Consumer Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
KPR Sejahtera Susun	10	10	-	0.00%
KPR SSM Tapak	82,118	84,533	(2,415)	(2.86%)
KPR SSM Susun	297	305	(8)	(2.62%)
KPR Tapera	2,871	2,875	(4)	(0.14%)
Non Subsidized Housing Loan	61,581	**55,899**	**5,682**	**10.16%**
House Ownership	43,343	40,404	2,939	7.27%
Indent House Ownership	18,238	15,495	2,743	17.70%
Non KPR	795	**873**	**(78)**	**(8.93%)**
House Building	271	310	(39)	(12.58%)
PUM-KB Jamsostek	524	563	(39)	(6.93%)
NON-HOUSING FINANCING	4,851	**3,672**	**1,179**	**32.11%**
Vehicle	10	11	(1)	(9.09%)
Gold Pawn	-	-	-	-
Multipurpose Services	292	296	(4)	(1.35%)
Multipurpose Goods	3,713	3,141	572	18.21%
Gold Installment	336	-	336	100.00%
Employees Multipurpose	500	224	276	123.21%
Total Sharia Consumer Financing Position	371,435	**311,252**	**60,183**	**19.34%**

The volume of Consumer Sharia Financing in 2025 totaled 371.435 financing units, an increase of 19.34% or 60.183 units compared to 311.252 units in 2024. The increase in Consumer Financing volume was due to the growth in the contribution of KPR Sejahtera Tapak financing volume of 55,957 financing units.

SHARIA COMMERCIAL FINANCING

Sharia Commercial Financing is distributed by the Company through several products as follows:

1. Housing Financing
   a. Yasa Griya
2. Non- Housing Financing
   a. Sharia MSMEs
   b. Working Capital
   c. Investment

Table of Sharia Commercial Financing Value Position

(in IDR million)

Sharia Commercial Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
Housing Financing	2,045,644	**2,351,310**	**(305,666)**	**(13.00%)**
Yasa Griya	2,045,644	2,351,310	(305,666)	(13.00%)
NON-HOUSING FINANCING	1,474,883	**385,346**	**1,089,537**	**282.74%**
MSMEs Sharia	-	-	-	-
Working Capital	764,830	312,871	451,959	144.46%

Sharia Commercial Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
Investment	710,054	72,475	637,579	879.72%
Total Position of Sharia Commercial Financing Volume	3,520,527	**2,736,656**	783,871	28.64%

The Sharia Commercial Financing position in 2025 reached IDR3.52 trillion, an increase of IDR783.87 billion or 28.64% compared to 2024. The increase in financing position was due to an increase in Investment financing of IDR637.58 billion.

Table of Sharia Commercial Financing Volume Position

(in financing unit)

Sharia Commercial Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
Housing Financing	1,237	**1,334**	**(97)**	**(7.27%)**
Yasa Griya	1,237	1,334	(97)	(7.27%)
NON-HOUSING FINANCING	135	**127**	**8**	**6.30%**
Sharia MSMEs	-	-	-	-
Working Capital	97	78	19	24.36%
Investment	38	49	(11)	(22.45%)
Total Position of Sharia Commercial Financing Volume	1,372	**1,461**	(89)	(6.09%)

The total Commercial Financing volume in 2025 was 1,372 units, a decrease of 6.09%, or 89 units, compared to 1,461 units in 2024. The decrease in Commercial Financing volume was driven by a decrease of 97 units through the Construction Financing product.

Sharia Savings Product

The Company also collects third-party funds through the Sharia Business Unit through Current Account, Savings and Sharia Time Deposits products.

Table of Funds Position Sharia Savings

(in IDR million)

Sharia Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Berkah Current Account	26,944,158	19,824,690	7,119,468	35.91%
Berkah Savings	8,678,923	7,809,712	869,211	11.13%
Berkah Deposits	23,108,054	21,987,804	1,120,250	5.09%
Total Funds Position Sharia Savings	58,731,135	**49,622,206**	9,108,929	18.36%

The total Sharia Savings Funds in 2025 reached IDR58.73 trillion, an 18.36% increase compared to IDR49.62 trillion in 2024. This increase was largely driven by an increase in Sharia Demand Deposits of IDR7.12 trillion or 35.91%,. Sharia Savings and Sharia Time Deposits also increased by 11.13% and 5.09%, respectively.

Table of Sharia Savings Account Volume Position

(in account)

Sharia Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Berkah Current Account	92,188	76,270	15,918	20.87%
Berkah Savings	1,503,011	1,334,915	168,096	12.59%
Berkah Deposits	11,896	10,820	1,076	9.94%
Total Funds Position Sharia Savings	1,607,095	**1,422,005**	185,090	13.02%

The total volume of Sharia Savings Accounts in 2025 grew by 13.02%, from 1.422.005 accounts in 2024 to 1.607.095 accounts in 2025. Sharia demand deposits (GIRO) products, with 20.87% volume growth, were the largest contributor to the increase in Sharia savings volume. Sharia Savings accounts also saw an increase in account volume, reaching 168,096 accounts, a 12.59% increase compared to 2024.

SHARIA CURRENT ACCOUNT

Sharia Savings in the form of Current Account is provided through 2 (two) products, namely Berkah *Wadiah* Demand Deposit and Berkah *Mudharabah* Demand Deposit.

Table of Sharia Current Account Funds Position

(in IDR million)

Sharia Current Account	2025	2024	Increase/Decrease	
			Nominal	Percentage
Berkah *Wadiah* Demand Deposit	25,147,603	18,882,765	6,264,838	33.18%
Berkah *Mudharabah* Demand Deposit	1,796,554	941,925	854,629	90.73%
Total Berkah Current Account Position	26,944,157	**19,824,690**	7,119,467	35.91%

The total Berkah Current Account position in 2025 increased by 39.91% to IDR26.94 trillion, compared to IDR19.82 trillion in 2024. Both Berkah products experienced increases compared to 2024, with details of Berkah Mudharabah demand deposit increasing 90.73% to IDR1.8 trillion and Berkah Wadiah demand deposit increasing 33.18% to IDR25.14 billion.

Table of Sharia Current Account Account Volume Position

(in account)

Sharia Current Account	2025	2024	Increase/Decrease	
			Nominal	Percentage
Wadiah Berkah Current Account	89,887	74,056	15,831	21.38%
Mudharabah Berkah Current Account	2,301	2,214	87	3.93%
Total Position of Berkah Current Account Volume	92,188	**76,270**	15,918	20.87%

The total number of Sharia Demand Deposit accounts in 2025 was 92.188, an increase of 15.831 accounts or 21.38% compared to 2024. This increase was mainly contributed by the increase in Berkah demand deposit with an increase of 20.87% compared to 2024. Berkah Wadiah is a demand deposit product that has contributed quite significantly to the increase.

SHARIA SAVINGS

Sharia savings are provided through several products, namely Wadiah Berkah Savings, Mudharabah Berkah Savings, Haji dan Umrah Savings, TabunganKu, Qurban Savings, Simpel Savings, Emas Savings.

Table of Sharia Savings Funds Position

(in IDR million)

Sharia Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Wadiah Berkah Savings	1,702,986	1,499,161	203,825	13.60%
Mudharabah Berkah Savings	6,681,558	6,007,489	674,069	11.22%
Haji dan Umroh Savings	250,468	262,504	(12,036)	(4.59%)
TabunganKu	15,731	15,039	692	4.60%
Qurban Savings	8,701	7,334	1,367	18.64%
Simpel Savings	8,358	7,732	626	8.10%
Emas Savings	11,121	10,454	667	6.38%
Total Sharia Savings Funds Position	8,678,923	**7,809,713**	869,210	11.13%

The total Sharia Savings position in 2025 increased by 11.13% to IDR8.68 trillion, compared to IDR7.81 trillion in 2024. The largest contributor to the increase in Sharia Savings funds was the Mudharabah Berkah Savings, which increased by IDR674.01 billion. Mudharabah Berkah Savings is a savings account based on a mudharabah (investment) contract that provides profitable profit sharing to customers. The increase in Mudharabah Berkah Savings also indicates that the Company's Sharia Business Unit performance in 2025 improved and provided optimal profit sharing to customers, thus encouraging customers to entrust more of their funds to the Company's Sharia Business Unit.

Table of Sharia Savings Account Volume Position

(in account)

Sharia Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Wadiah Berkah Savings	891.443	786.936	104.507	13,28%
Mudharabah Berkah Savings	160.812	157.409	3.403	2,16%
Haji dan Umroh Savings	265.530	224.705	40.825	18,17%
TabunganKu	39.221	32.810	6.411	19,54%
Qurban Savings	39.283	30.927	8.356	27,02%
Simpel Savings	93.819	90.489	3.330	3,68%
Emas Savings	12.903	11.639	1.264	10,86%
Total Sharia Savings Funds Position	1.503.011	**1.334.915**	168.096	12,59%

The total volume of Sharia Savings Accounts in 2025 reached 1.50 million accounts, a 12.59% increase compared to 1.33 million accounts in 2024. The largest contributor to the increase in the number of Sharia Savings accounts was the Berkah Wadiah Savings which increased by 104,507 accounts This increase was partly due to the effective implementation of the CASA and retail DPK programs.

SHARIA TIME DEPOSITS

Sharia savings in the form of deposits are provided through 3 (three) products, namely Individual Berkah Deposits , Institutional Berkah Deposits, Berkah Deposits On Call.

Table of Sharia Time Deposits Funds Position

(in IDR million)

Sharia Time Deposits	2025	2024	Increase/Decrease	
			Nominal	Percentage
Berkah Deposits (Individual)	1,682,879	1,472,223	210,656	14.31%
Berkah Deposits (Institution)	20,317,598	19,236,272	1,081,326	5.62%
Berkah On Call Deposits	1,107,577	1,279,309	(171,732)	(13.42%)
Total Sharia Time Deposits Funds Position	23,108,054	**21,987,804**	1,120,250	5.09%

The total Sharia Deposit position in 2025 amounted to IDR23.11 trillion, an increase of 5.09% compared to IDR21.99 trillion in 2024. The number of positions in Individual Berkah Deposits and Institutional Berkah Deposits increased by 14.31% and 5.62%, respectively. This increase in deposit value was contributed by, among other things, special programs offered to depositors, such as special ratios.

Table of Sharia Time Deposits Account Volume Position

(in account)

Sharia Time Deposits	2025	2024	Increase/Decrease	
			Nominal	Percentage
Berkah Deposits (Individual)	10,081	9,007	1,074	11.92%
Berkah Deposits (Institution)	1,753	1,689	64	3.79%
Berkah On Call Deposits	62	124	(62)	(50.00%)
Total Sharia Time Deposits Funds Position	11,896	**10,820**	1,076	9.94%

The total volume of Sharia Deposit accounts in 2025 reached 11,896, a 9.94% increase compared to 10,820 in 2024. This increase was primarily due to the 11.92% growth in Institutional Berkah Deposits, which was in line with the growth in Sharia Deposit funds in 2025.

Sharia Segment Innovations and Competitive Advantages

Some of the competitive advantages and innovations carried out by the Sharia Segment could be described as follows:

1. Opportunities for captive customers with KPR, Kredit Yasa Griya (KYG) and Institutional Funds have the potential to be developed.
2. Become a partner of the Government in the National Housing Program.
3. The excess reserve condition relatively high.
4. Transformation initiatives (Financing Origination System/FOS Collection, collaboration between Tapera and Army Housing Compulsory Savings (TWP AD), digital onboarding, and core banking system upgrade).
5. Development of sharia rent to own products

Sharia Segment Strategy in 2025

The sharia segment strategy for 2025 included financing business development strategy, funding development strategy, capital strategy, financing quality improvement strategy, fee based income strategy, Information Technology (IT) infrastructure strategy which is described as follows:

a. Financing Business Development Strategy

Strategy Theme	Initiative
1. Monetize housing ecosystem at-scale.	a. Optimizing relationships with top developers and partners. b. Strengthening acquisition channels, including the agent network. c. Improving business processes in consumer and commercial financing. d. Optimizing the existing partnerships through integration and synergy with the Funding Unit and expanding collaboration with agencies (payroll/collectives) to expand the pipeline. e. Opening and optimizing the use of BTN Property as a mortgage financing distribution channel. f. Developing integration between the BTN e-loan/sharia business unit system and BP Tapera through Tapera's digital services. g. Optimizing the Company's share of the 2025 FLPP and TAPERA mortgage quotas, targeting the fixed income and state civil apparatus (ASN) segments. h. Developing H2H FLPP (Sikasep, Sikumbang, etc.), H2H PUPR (SBUM and SSM), and H2H Tapera. i. Developing H2H with Insurance Partners to automate the closing of Subsidized Mortgage iB Insurance. j. Strategic programs with all business units related to achieving realization and increasing market share of subsidized mortgages. k. Strengthening the monitoring and evaluation of subsidized mortgage business processes. l. Socialization and education of FLPP mortgages and Tapera financing (mortgages, PRR, PBR) to associations and developers through webinars, developer gatherings, expos, and other media.
2. Transition from mono-bank to full-banking offerings	a. Expanding the non-housing business financing market by enhancing the BTN iB Multijasa portfolio. b. Improving payroll collaboration and non-mortgage financing distribution, as well as promoting non-mortgage products. c. Penetrating the gold pawn and installment market.
3. Expanding credit/financing/ financing for Micro, Small and Medium Enterprise Cooperatives (KUMK) to leading SME sectors	Expanding commercial financing to SME sectors with high growth and lower NPF, launching innovative and sharia-compliant propositions targeting both residential and non-residential sectors.

b. Funding Development Strategy

Strategy Theme	Initiative
1. Reengineering of effective TPF marketing models and product rebranding.	a. Developing effective and integrated marketing communications and rebranding through an umbrella campaign. b. Merchant and partnership promotions that can reach all of Indonesia. a. Organizing events that directly impact business achievements through integrated activities.
2. Strengthening the fundamentals of low-cost funding and focusing on cost-of-funds (CoF) improvements.	a. Increasing Hajj and Umrah savings through collaboration with affiliated third parties b. Increasing non-FLPP Demand deposits deposits from transactional cooperation and cash management of government institutions (Ministries/ Agencies/BLU). c. Recomposition of core customer ratio and optimization of cost of funds by diversifying core customers. d. Increasing retail savings composition through intensified collaboration with individual customers in affiliated institutions. e. Collaborating with Islamic Institutions and Philanthropy f. Implementation of the Serbu program to Hospitals, Health Institutions, Schools, Madrasas, Islamic Boarding Schools, SOEs, Universities and Colleges.
3. Enhancing low-cost transactional savings products	a. Developing a Spider Web Business Ecosystem with a focus on Islamic related, property related, healthcare and education segments. b. Increasing the acquisition and transaction of e-channel services (mobile banking, CMS, QRIS, EDC and virtual accounts) through effective promotions and campaigns. c. Completing the development of digital products (new BTN Sharia mobile banking, new virtual accounts, and opening of E-KYC online accounts) according to the timeline. d. Product collaboration with financing

Strategy Theme	Initiative
4. Strategy to increase CASA fund	a. Increasing CASA with the development of digital banking and e-banking features. b. Increasing transactions with existing captive customers (Non-Subsidized Mortgage, SME, Commercial, and Corporate customers). c. Utilizing e-channels (New Mobile Banking, online account opening with eKYC, and New Virtual Accounts) to encourage transactional checking and savings accounts. d. Optimizing digital banking services through online customer account opening without the need for customers to visit the outlet. e. Increasing CASA funds through marketing activities such as investor gatherings, property expos, and individual engagement.
5. Expanding wealth proposition penetration by launching needs-based propositions for priority sharia customers.	a. Improving service to certain customers by providing special attention and exclusive facilities to priority Sharia customer segments. b. Adding products and establishing bancassurance provisions. c. Establishing infrastructure for a Wealth Management Transaction System. d. Establishing priority service outlets.

c. Capital Strategy

To support the distribution of business development strategies. sufficient capital was required by taking into account meeting the minimum capital requirements according to Basel III. In line with these provisions, UUS BTN plans to have a capital position of IDR3.81 trillion in 2025. So that the spin-off could be implemented in 2025. Efforts to strengthen capital in 2025 were focused on increasing profits/profitability.

d. Financing Quality Improvement Strategy

Strategy Theme	Initiative
1. Strengthen the collection management system.	a. Strengthening the Collection Management System - Consumer Segment. b. Strengthening the Collection Management System - Commercial Segment c. Aligning KCS organizational structure with SHAD organizational structure. d. Acceleration of completion of main documents and monitoring to accelerate litigation. e. Improving the quality of customer data. f. Optimization of collection business processes at Branch Offices (improving desk call functions). g. Implementation of FOS Collection - Consumer Segment
2. Improve Outsourcing (TAD) management.	a. Evaluation of TAD collection performance (engagement, workload, and others) a. Monitoring productivity of TAD collection, icoll usage and contact rating
3. Accelerate the sale of Non-Performing Loans assets.	a. Bulk sale of non-performing financing assets through investor cooperation. b. Expanding non-performing financing sales channels through the affordable housing portal and e-commerce partnerships in the property sector. c. Project assets sales to accelerate the recovery of non-performing loan.
4. Massive Improvement in Quality of Sharia Commercial Financing.	5. Updating data on NPF and passive commercial financing profiling. 6. Coaching and mentoring for RM in KCS regarding commercial collection.
5. Expanding the network to third parties in an effort to resolve financing problems.	Approach the State Property and Auction Services office (KPKNL) and the Religious Courts as well as expand cooperation with property agents, BLS, advocates, developer associations and contractors.
6. Expand policy relaxation and reward provision.	Providing policies to expedite the financing settlement process as well as providing rewards and operational assistance.

e. Fee Based Income Strategy

Strategy Theme	Initiative
1. Increase in Bank administration income.	a. Increasing the contribution of financing administration costs. a. Optimizing the imposition of administration fees for Third Party Funds.
2. Increase in fee/ujroh income for Bank services.	a. Optimization of fees/ujroh on bancassurance. b. Bancassurance product development c. Increase fees/ujroh for payroll transactions. d. Optimization of fees/ujroh for other banking services

Strategy Theme	Initiative
3. Increase transaction-based fees.	a. Increase in e-channel users (Mobile Banking, CMS, VA, SMS Notification, ATM). b. Increase in e-channel transaction (Mobile Banking, CMS, VA, SMS Notification, ATM). c. Development and improvement of e-channel features. a. Increase Virtual Account (VA) based partnership collaboration.

f. Information Technology (IT) Infrastructure Strategy

IT development at UUS Bank BTN in 2025 was carried out by Company Headquarter in order to support corporate plans and the aspirations of the Directors' General Policy for 2025 in the areas of loans/financing and loans/financing quality, funding and office networks, fee-based income, and expenses overheads. The 2024 IT development plan is broadly in line with the main RSTI 2025-2029 Initiative, as follows:

Strategy Theme	Initiative
1. Enhancement of sharia business process support applications.	a. KCS access to GL mutations by request b. Special ratio approval c. Automatic closing of dormant accounts d. *Chart of account* e. Deposit advice f. Transaction details on individual customer checking accounts g. Financial Nostro h. Hajj customer flagging i. Inventory Information j. FOS integration with the collection dashboard for real-time collectibility and available balances k. Loan transaction correction menu l. Automation of non-ARO deposits m. Separating large and medium-sized customer flagging in the system for performance monitoring n. CDC development related to notary performance o. E-loan development to display guarantee fund reports p. E-loan development to display LPA and appraisal track reports q. E-loan development to display OTS income and collateral visit track reports r. FOS-related developments s. Removal of stamp duty flags on demand deposit products t. Enhancement of Change Data Capture (CDC) related to Latency (LAT)/Data Accuracy (DAT) based on developer segmentation. u. Murabahah installment data improvements v. Deposit data improvements w. Deposit and loan data improvements x. TPF Retail data improvements y. Write-off data improvements z. Customer write-off account statement improvements aa. Write-off transaction improvements bb. NPF shifts on the collection dashboard can move in real time, such as from Column 2 to Current (Column 1). cc. Data remapping and changes to the regulatory reporting architecture
2. *Digital banking strategy*	a. Cloning OLOB system b. *Customer Relationship Management* (CRM) c. *Point and reward* d. Spekta points and cashback system e. QRIS *merchant* f. Soft token for cash management system g. Digital gold savings
3. Automating front-end and back-end processes to improve operational efficiency	a. Performance dashboard application (performance management review) b. Sharia policy management application c. H2H life insurance closing d. H2H guarantee insurance closing e. H2H SSM mortgage billing and settlement reports f. Host-to-host Sharia i-loans with the insurance broker portal g. Host-to-host Sharia i-loans with the insurance broker portal PT Proteksi Jaya Mandiri h. Host-to-host Sharia i-loans with PT Binasentra Purna and PT AA Pialang Asuransi i. Integration of BTN Properti with FOS and Sharia i-loans j. Implementation of PSAK 413: Impairment

Strategy Theme	Initiative
	k. Development of an application to centralize collateral documents (monitoring the completion of PPJB documents and the progress of indent mortgage construction) l. Development of a non-mortgage financing business process through Sharia i-loans m. Development of a Financing Originating System (FOS) for monitoring commercial financing n. Use of the OTS (CLAPS) application (as in conventional BTN) for on-site verification o. Simplification of CIF p. Systemization of the 3 Pillars KK and KK Monitoring q. *Treasury System* r. AIDP and Istisna Term Report s. CS End-of-Day Report t. Outlet OPH End-of-Day Report u. Outlet Own Transaction End-of-Day Report v. TB Anomaly Report w. GL Anomaly Balance Data Report x. Daily Accounting Report y. Deposit Reconciliation Report z. Reconciliation Report of TPF Savings and Demand Deposit aa. SDB Occupancy Report bb. Financing Write-Off Report cc. *Report stock inventory* dd. Systemization of RBH/PBH ee. Tapera digital service phase 2 ff. KLS Users
4. Infrastructure and License App	a. *Hardware Security Module* (HSM) b. Pentaho Enterprise Procurement c. Repository server to centralize collateral documents d. API Management application server e. Sharia Business Unit internal portal application server f. Banking Integration System (BIS) development physical server g. Banking Integration System (BIS) production physical server

In addition to IT development, Company will conduct evaluations and updates of IT policies in accordance with regulatory requirements, internal bank policies, and best practices. To enhance the capacity and capability of the IT team, Company will provide training and certification tailored to the specific needs of each team member.

IT Security Strategy
IT development related to security has been outlined in the Information Technology Strategic Plan (RSTI) 2025–2029, which adopts the theme Security by Design to enhance the security of the Company's systems and applications, including improvements in cybersecurity, implementation of identity and access management, and enhancement of infrastructure security. In line with these initiatives, the planned activities include compliance with Law No. 27 of 2022 concerning Personal Data Protection, infrastructure security availability, technology refreshment, fulfillment of regulatory compliance, governance of data and user access, as well as mitigation of fraud and transaction misuse (money laundering and gambling activities).

g. Risk and Compliance Implementation Strategy

UUS risk and compliance implementation strategy will be executed in 2025 through BTN Induk, focusing on the following key areas:

Strategy Theme	Initiative
1. Improving the quality of risk management implementation.	a. Developing digital risk and IT management capabilities through fraud detection and cybersecurity. b. Optimizing IT risk management by strengthening the three lines of defense in IT and digital areas. c. Risk awareness fraud. d. Implementing risk monitoring through standardization, digitalization, guideline and tool development, and improvement of risk culture.
2. Enhancing corporate governance standards.	a. Improving the bank's governance rating. b. Increasing employee awareness regarding corporate governance.

Strategy Theme	Initiative
3. Strengthening the role of AML, APU, and PPT based on compliance with mandatory regulations.	a. Anti-Money Laundering (AML) Creative Campaign. b. Workshops and training on Anti-Money Laundering (AML) Program, CounterTerrorism Financing (CFT), and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (PFWMD). c. Branch visit regarding AML, CFT, and PFWMD d. Enhancing the Bank's Anti-Bribery Management System. e. Increasing employee awareness regarding gratuities and Good Corporate Governance (GCG).
4. Enhancing the capability and quality of audit implementation.	a. Conducting ISO 9001:2015 Quality Management System surveillance audits. b. Updating the General Audit Policy in accordance with regulations and standards. c. Developing a Quality Assurance Policy in accordance with regulations and standards. a. Optimizing the implementation of ISO 9001:2015/Standard Operating Procedure (SOP)/Implementation Guidelines (Juklak) workshops.
5. Compliance with regulatory requirements	a. Fulfilling regulatory requirements related to the Annual Report, Sustainability Report, Sustainable Finance Action Plan (RAKB), and Environmental, Social, and Governance (ESG). a. Implementing Corporate Social and Environmental Responsibility (TJSL) in accordance with the four pillars of sustainable development: social, economic, environmental, and legal governance.

h. Human Resource (HR) Development Strategy

In 2024, BTN's parent company established a division focused on managing digital and operational risks, namely the Digital & Operational Risk Management Division (DORD), which previously managed digital and operational risks under the Enterprise & ESG Risk Management Division. The establishment of DORD is one of the Company's strategies to balance the speed of the Company's digital product development with managing digital and operational risks so that the Company can achieve its business objectives. DORD consists of 8 (eight) departments: the Digital Risk Management Department, the Operational Risk Management Department, the Fraud Risk Management Department, the Regional Operational Risk Control Department, and 4 Operational Risk Control Departments that oversee the Company's Directorates. This division also participates in managing the Company's sharia business unit risks.

Throughout 2024, DORD focused on strengthening its position as a new division and accelerating its stabilization process to ensure optimal contribution to achieving the Company's goals. This initiative was based on three key pillars: People, Process, and Technology, including:

1. Developing a framework and operating model for digital and operational risk management governance, particularly through the addition of risk controller and fraud risk management functions.
2. Developing the necessary human resources (HR) capacity based on workload analysis and HR capacity development.
3. Developing a Fraud Detection System (FDS) solution to enhance fraud detection and prevention capabilities across customer onboarding applications (both manual and digital) and transactions.
4. Establishing a risk register for all Divisions at Head Office and conducting periodic risk control self-assessments.
5. *Diagnostic assessment internal control over financial reporting* (ICoFR).
6. Improvements to the Business Continuity Management (BCM) framework and the establishment of a Business Impact Analysis (BIA).
7. Strengthening IT project delivery through the implementation of IT project assurance.
8. Developing the existing third-party risk management framework in the areas of information security and data privacy.
9. Strengthening the IT, digital, and cyber risk profile components to align with OJK Circular Letter 29 of 2022 concerning Cyber Resilience and Security for Commercial Banks.
10. Strengthening risk awareness through the implementation of periodic risk control self-assessments.

i. Current Digital and Operational Risk Management Implementation Strategy

For 2025, DORD focused on strengthening the risk management foundation for sustainable funding through the implementation of the following strategic initiatives:

1. Strengthening the capacity and capabilities of the Digital and Operational Risk Management Division to effectively respond to the increasing complexity of digital and operational risks.
2. Strengthening internal control governance, particularly related to financial reporting (ICOFR).
3. Strengthening data privacy risk management in collaboration with the Compliance Business Unit.
4. Strengthening the business continuity management (BCM) framework and strategy.

5. Strengthening end-to-end third-party risk management to ensure proper oversight and risk mitigation from external entities.
6. Strengthening zero-trust architecture governance and cybersecurity for AI-based, mobile, and cloud computing applications.
7. Strengthening the risk framework to support payroll transactions and bundled propositions.
8. Real-time fraud detection system for retail, SME, and wholesale fraud applications.

j. Medium-Term Digital and Operational Risk Management Strategy (2025-2027)

The DORD's medium-term (2025-2027) strategic initiative focuses on strengthening the risk management foundation for sustainable funding and optimizing risk management for housing ecosystem monetization, product expansion, and cross-selling through the implementation of the following initiatives:

1. Strengthening the capacity and capabilities of the Digital and Operational Risk Management Division to effectively respond to the increasing complexity of digital and operational risks.
2. Strengthening internal control governance, particularly related to financial reporting (ICOFR).
3. Strengthening data privacy risk management in collaboration with the Compliance Business Unit.
4. Strengthening the business continuity management (BCM) framework and strategy.
5. Strengthening end-to-end third-party risk management to ensure proper oversight and risk mitigation from external entities.
6. Strengthening zero-trust architecture governance and cybersecurity for AI-based, mobile, and cloud computing applications.
7. Strengthening the risk framework to support payroll transactions and bundled propositions.
8. A real-time fraud detection system for retail, SME, and wholesale fraud applications.
9. Improving data sharing protocol governance and utilizing Data Loss Prevention (DLP) using AI-based analytics.
10. Strengthening the risk framework to support the acquisition of secondary homes and construction products.
11. Implementing AI-based transaction fraud monitoring and collaborating with external agencies.
12. Implementing agile risk management to support the speed of digital development.
13. Integrating all risk domains, including digital, operational, and fraud risks, into a single, effective platform to provide comprehensive visibility.
14. Integrating anti-fraud into the merchant platform.

k. Human Resource (HR) Development Strategy

Considering that UUS BTN is still classified as a Sharia Business Unit, its role as a liaison means that the human resource development strategy of UUS BTN follows the Human Resource Development strategy formulated by Company Induk. The Human Resources Development Strategy aims to support business development and realize the aspiration to "Become a home for the best Indonesian talent." The HR development strategy's direction is "Developing the 3Ps (Productive, Prominent, and Prosperous) of Globally Oriented Talent, namely developing human resources to achieve high productivity (productive), superior and competitive capabilities (prominent), competitive well-being (prosperous), and broad and global insight (globally oriented).

In 2025, the Human Capital theme was "Build a Strong HC Learning and Development Engine and Optimize the HC Advisory Function to Support Business Strategy and Sustainable Funding." In 2025, Human Capital development focused on developing sales capabilities, particularly funding, through the development of the learning and development pillar and the HC Business Partner function. The human resources development strategy for 2025 was as follows: strategi pengembangan sumber daya manusia pada tahun 2025 adalah sebagai berikut:

1. Optimizing the role of Human Capital Business Partner as a strategic business partner.
1. Re-inventing BTN DNA (for all BTN employees and leadership roles).
2. Refining sales KPIs to make them more focused.
3. Developing sales productivity measurement.
4. Implementing personal cost planning, phase 1: HC cost as a baseline productivity measurement and CIR components in self-funded incentives.

Business Prospects and Conventional Segment Strategies for 2025

Short Term Prospect

Credit/financing growth in the housing sector is predicted to continue to grow in line with credit/financing growth. In the short term, there are two main factors that will drive credit growth in the housing sector:

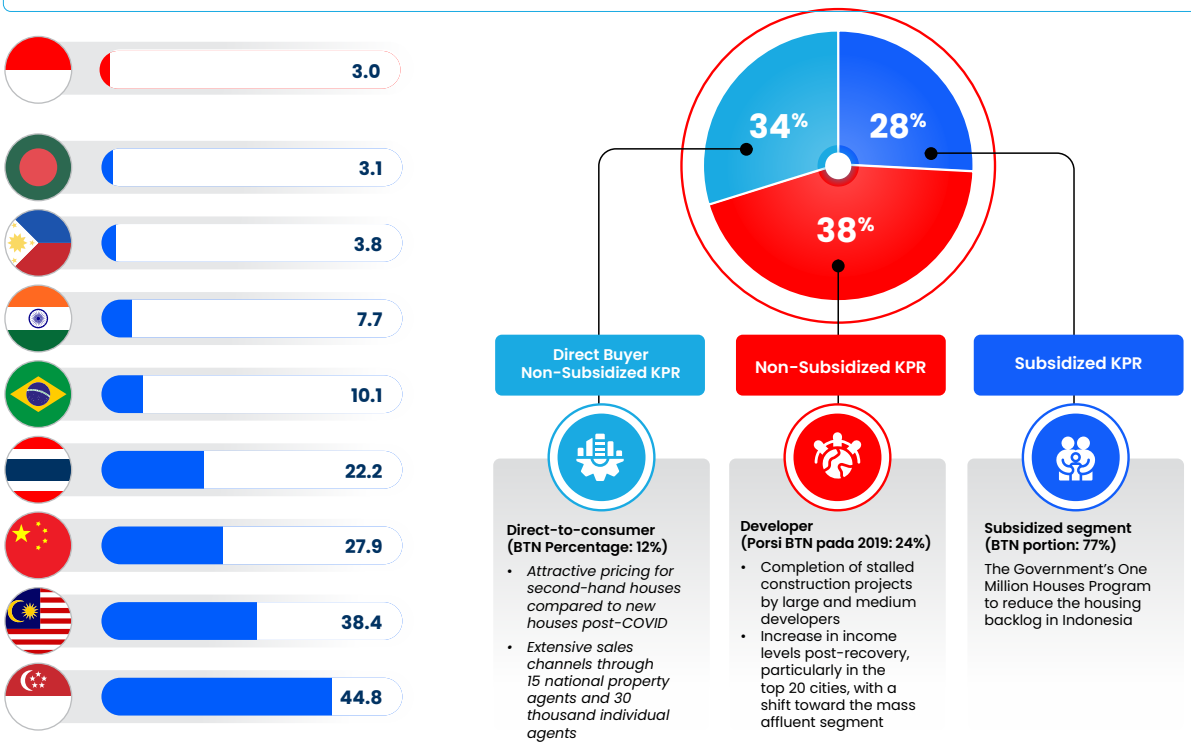
1. The first factor is the potential increase in Home Ownership Credit (KPR) for the Low-Income Community (MBR) segment, contributed by the increased allocation of Government-Subsidized KPR. In 2025, the Government allocated a Housing Ownership Liquidity Facility (FLPP) mortgage loan with a potential of 400,000 units.

2. The second factor is Bank Indonesia's policy to extend the Loan to Value (LTV)/Financing to Value (FTV) regulation up to 100%, which will remain in effect until the end of 2025. The Residential Property Price Index (IHPR) growth in the third quarter of 2025 was recorded at 0.84% (yoy), lower than the 1.46% (yoy) growth in the third quarter of 2024. This was due to a slowdown in price growth across all housing types, particularly large-scale housing, which grew 0.72% (yoy), compared to the 0.70% (yoy) growth in the second quarter of 2025. The price index for small and medium-sized housing types fell to 0.71% (yoy) and 1.18% (yoy), respectively, down from 1.04% (yoy) and 1.25% (yoy) in the previous quarter.

Medium and Long Term Prospect

The low ratio of Home Ownership Credit (KPR) to Gross Domestic Product (GDP) also presents an opportunity for Company to expand its housing business in the future. In the fourth quarter of 2024, Indonesia's mortgage to GDP ratio was 3.00%, which was still smaller compared to other Southeast Asian countries, such as: the Philippines (3.80%), Thailand (22.23%), Malaysia (38.40%), and the highest was Singapore (44.80%).

Picture of Housing Loan (KPR) Business Development Prospect



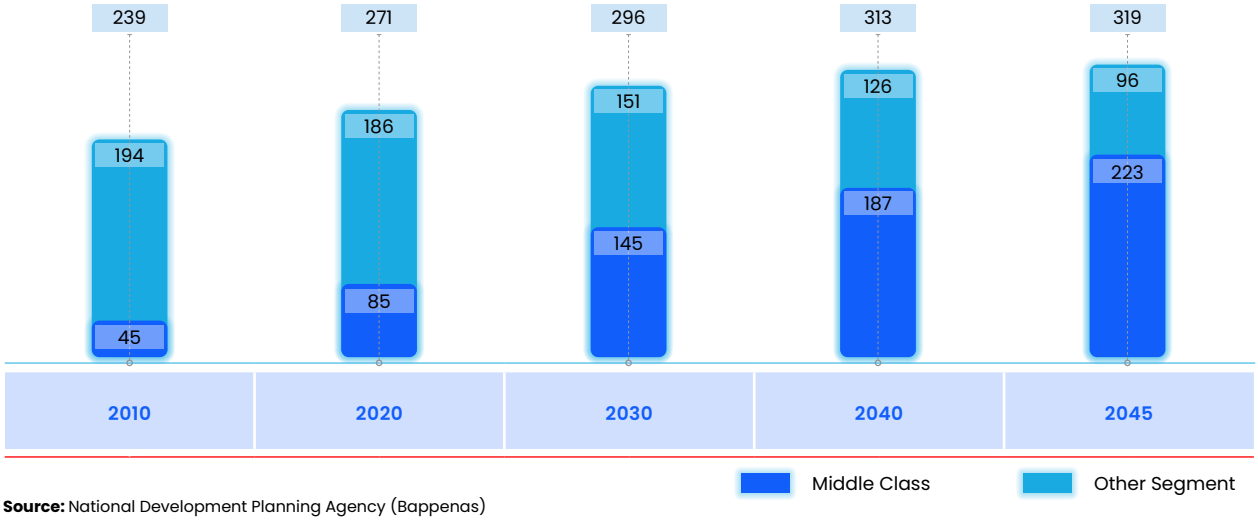
Source: Bank BTN Corporate Plan 2021-2025

With the commitment to sustainability of the Government's Three Million Houses Program and the increasing middle income population dominated by the millennial generation and emerging affluent segment, Company taken into consideration for expanding its focus in developing the housing business in the future, especially in increasing market share in the millennial and emerging affluent segments. To capture this growth potential, next year Company will increase sales of Non-Subsidized KPR by targeting top developers and direct selling KPR to consumers (direct to consumer) through collaboration with national property agents and individuals.

The demographic bonus and growth of the middle class population dominated by the millennial generation are also driving the housing finance business in the future, where based on data from the Central Statistics Agency (BPS), currently the number of generation Z and millennial generations dominates the productive age population with generation Z (aged 8-23 years) reaching 27.94% and the millennial generation (aged 24-39 years) as much as 25.87%, where this portion is predicted to continue to grow for the next 10 (ten) years, which is an opportunity to develop the housing business in the first home buyer segment which is BTN's captive market.

Graph of Indonesia Population Projection

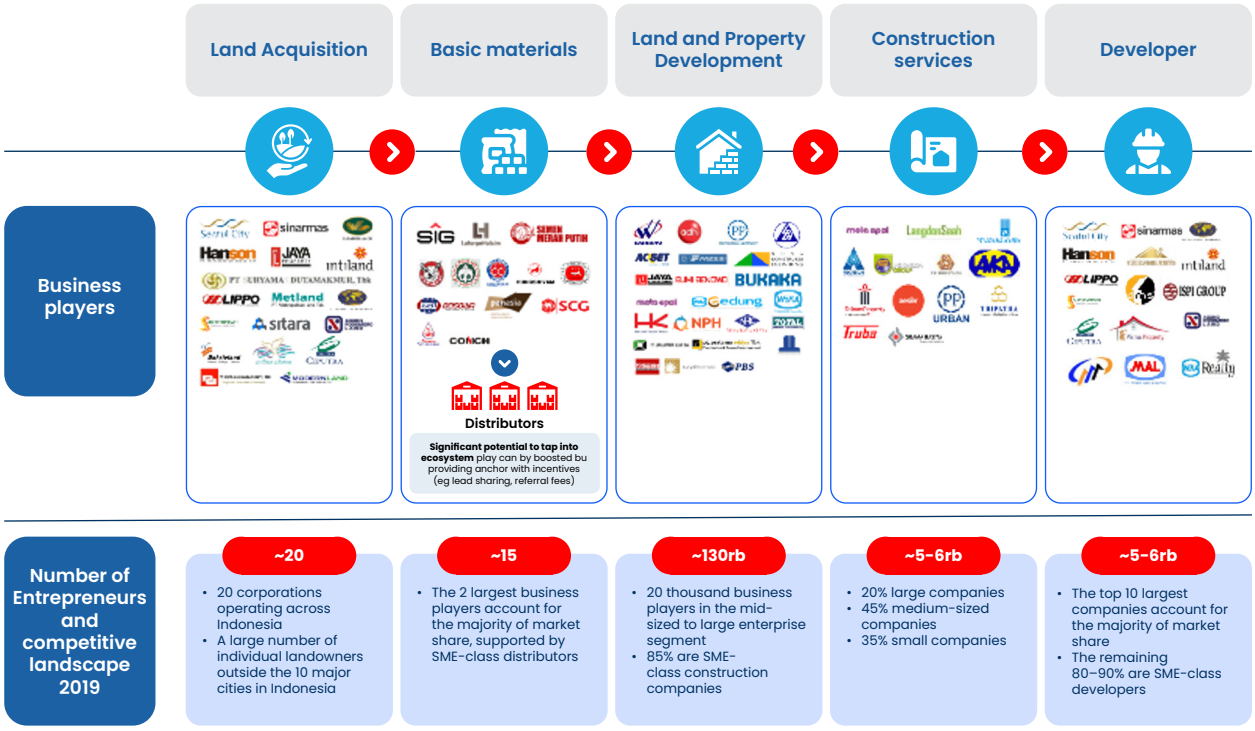
(in Million People)



Source: National Development Planning Agency (Bappenas)

Furthermore, as a sector with a multiplier effect on 174 industrial sub-sectors, developing the value chain of the housing business is also one of the business development strategies that Company will pursue. To seize this opportunity, Company will develop financial products and services targeting the expansion of the construction business value chain, including land acquisition, building materials, land and property development, construction services, and financing for developers.

Picture of Housing Business Value Chain Expansion



Source: The Company Long-Term Plan 2025-2029

As a company that prioritizes housing finance as its core business, BSN contributes to the success of the government's Three Million Homes Program, contributing more than 17% annually. Furthermore, to accelerate the resolution of the housing backlog, BSN is expanding its role beyond its role as a financing institution to include a partner for all housing stakeholders, both on the supply and demand sides, to expand affordable housing financing for the Low-Income Community (MBR) segment.

To increase its contribution to the housing sector and support the Ministry of State-Owned Enterprises' transformation roadmap, BSN established a vision to become a Blessed and Trustworthy Family Finance Partner by 2025. BSN aspires to become the #2 True Indonesian Sharia Bank. To achieve this aspiration, six strategic themes have been established in BSN's 2025-2029 Long-Term Plan:

1. Preferred Islamic Proposition to provide wealth management services and business solutions based on Sharia principles for emerging affluent and underserved affluent segments.
2. Provincial Strategy to accelerate growth in provinces with a large conformist base through Islamic financial solutions.
3. B2B2C to connect Islamic institutions, SMEs, and non-housing corporations/communities with Sharia financial services.
4. Dominant in Housing to strengthen BUS's dominant position in housing finance through the BSN ecosystem.
5. Digital Acquisition to accelerate funding (CASA) through fast, personalized, and easily accessible banking services.
6. Sharia-specific hooks to encourage the adoption of Sharia products.

In alignment with the six strategic themes of the BSN long-term plan for 2025-2029, the following strategic steps will be taken:

1. **Preferred Islamic Proposition**
   a. Encouraging the acquisition of priority customers through a relationship manager (RM) approach. RMs will actively participate in networking events, particularly Islamic-related forums.
   b. Developing the BSN Prospera and Wealth value proposition by providing Islamic lifestyle privileges for priority customers.
   c. Enhancing capabilities and develop partnerships to support Prospera and Wealth products by offering premium Sharia investment products, collaborating with financial institutions and premium Sharia brands, and developing internal capacity through Sharia product consultancy services.
   d. Improving the customer experience through BSN's digital transformation by introducing features that make digital interactions more personalized, informative, and easily controlled by customers.
2. **Provincial Strategy**
   a. Establishing BSN's position as a Sharia Bank with a strong foundation in the premium retail segment, focusing on three main products: Non-Subsidized Sharia Mortgages, Wadiah Savings, and Gold Ownership Solutions.
   b. Entering potential markets through low-capex channels and O2O models with local institutions. BSN focuses on areas with high Muslim populations, providing Sharia-compliant banking products and services in mini markets and modern retail outlets, and conducting Sharia financial literacy programs in educational institutions.
   c. Optimizing the main branch network in strategic areas, which also serve as integrated Sharia service centers in the regions.
3. **B2B2C (Ecosystem Play)**
   a. Establishing acquisition points through partnerships with Sharia businesses. Acquiring business through dedicated B2B RMs to foster strong relationships and open new business opportunities, and expanding reach through strategic ecosystem partnerships by collaborating with government agencies and national programs, Muslim communities, and business associations.
   b. Optimizing B2C acquisition with payroll offers and attractive deals through third-party merchants.
4. **Dominant in Housing**
   a. Developing Sharia-compliant transaction-linked CASA (Cash Asset Management) programs, such as integrated rewards into every non-subsidized mortgage financing transaction.
   b. Cross-selling personal financing products to existing financing customers to increase product holdings.
   c. Optimizing penetration of the housing ecosystem through financing and funding businesses. BSN will expand its reach not only to buyers (retailers) but also to developers, contractors, and related businesses.
   d. Transforming the customer experience from retail to corporate. This will be achieved by digitizing the financing application and approval process and integrating mortgage platforms into the BSN Sharia mortgage ecosystem.

5. **Digital Acquisition**
   a. Developing a digital funding journey, starting with account opening, OLOB, and digital account management.
   b. Developing a digital financing journey by digitizing the end-to-end process for housing financing, CCPL, and SME financing.
   c. Developing digital transactions and payments by enhancing capabilities such as QRIS, BI-Fast, multi-currency, and bill payment.
   d. Transforming existing mobile banking into a super app, envisioned as a one-stop solution for digital Sharia services.
   e. Developing hyper-personalization capabilities by leveraging data analytics to deliver highly personalized product and service offerings.
   f. Developing omni-channel customer service capabilities by adapting to each customer's interaction preferences, such as through mobile apps and internet banking, contact centers and live chat, OLOB and offline outlets, and chatbots.
6. **Sharia-Specific Hooks**
   a. Repackaging Sharia-compliant products with exclusive differentiation compared to conventional products.
   b. Providing gold ownership solutions to become a "Bullion Bank" by offering comprehensive offerings ranging from savings and financing to gold investments.
   c. Acquiring customers through financial platforms, offering exclusive rewards, and referrals. This multi-channel strategy is also implemented in conjunction with community-based awards.

Subsidiary Segment

Bank Syariah Negara (BSN)

Overview and Productivity

The subsidiary segment constitutes part of the Company's business activities conducted through its subsidiary, Bank Syariah Negara (BSN). Through this entity, the Company develops and operates banking services based on Islamic sharia principles.

Table of Productivity – BSN

(in million of Rupiah)

Description	2025	2024	Increase/Decrease	
			Nominal	Percentage
Loans	**54,873,163**	**43,892,827**	**10,980,336**	**25.02%**
KPR	50,820,739	40,828,893	9,991,846	24.48%
Non KPR	531,896	327,277	204,619	62.52%
Commercial	3,520,527	2,736,656	783,871	28.65%
Deposits	**58,731,134**	**49,132,750**	**9,598,384**	**19.53%**
Savings	8,678,923	7,809,712	869,211	11.13%
Current Accounts	26,944,158	19,824,690	7,119,468	35.91%
Time Deposits	23,108,054	21,498,347	1,609,707	7.49%

As part of transparency and accountability in portfolio management, the following outlines the performance developments of each BSN product, reflecting growth and strengthening business positioning across each business line

- **Loans**
  In 2025, total loans amounted to IDR54.87 trillion, an increase of IDR10.98 trillion or 25.02% compared to IDR43.89 trillion in 2024. This growth reflects strong acceleration in financing expansion, in line with the strategy to reinforce core business and monetize the housing ecosystem.
- **KPR**
  Mortgage Loans (KPR) increased from IDR40.83 trillion in 2024 to IDR50.82 trillion in 2025, representing a growth of 24.48%. KPR remained the primary

contributor to loan growth, accounting for the largest share of the total portfolio. This increase indicates sustained demand for housing financing as well as the effectiveness of market penetration strategies and collaboration with developers.

- **Non KPR**
  The Non-KPR segment recorded significant growth of 62.52%, increasing from IDR327.28 billion in 2024 to IDR531.90 billion in 2025. Although still relatively small in nominal terms, this growth reflects efforts to diversify the financing portfolio and strengthen income sources beyond the core KPR business.
- ***Commercial***
  Commercial Loans grew by 28.65%, from IDR2.74 trillion to IDR3.52 trillion in 2025. This growth indicates increased financing to productive sectors and business players, particularly those linked to the housing value chain, thereby indirectly supporting KPR growth through an ecosystem-based approach.
- **Deposits**
  Total deposits increased by 19.53% to IDR58.73 trillion, compared to IDR49.13 trillion in the previous year. This increase reflects sustained customer confidence and the Company's ability to mobilize funds to support credit expansion.
- **Savings**
  Savings grew by 11.13%, from IDR7.81 trillion to IDR8.68 trillion. This growth demonstrates stability in retail funding and contributes to strengthening low-cost funds (CASA).
- **Current Accounts**
  Current Accounts recorded the highest growth at 35.91%, increasing from IDR19.82 trillion to IDR26.94 trillion. This increase strengthens the Company's low-cost funding structure and has the potential to reduce the overall cost of funds.
- **Time Deposits**
  Time Deposits grew by 7.49%, from IDR21.50 trillion to IDR23.11 trillion. Although the growth was more moderate compared to current accounts and savings, time deposits remain a stable source of funding in maintaining the liquidity balance.

Competitive Advantages and Innovation

BSN's competitive advantage is anchored in its positioning as a Sharia bank focused on ecosystem-based housing financing. Support from the parent company provides access to a captive mortgage (KPR) market, an established developer network, and a well-segmented existing customer base. This synergy enables BSN to build a more targeted financing portfolio with measurable risk.

From a business model perspective, BSN adopts an ecosystem-based financing approach, delivering integrated financing solutions from developers and contractors to end-users through Sharia schemes. This creates a closed-loop value chain that strengthens asset quality while increasing cross-selling opportunities.

In terms of innovation, BSN develops more flexible, competitive Sharia-compliant products, including Murabahah and Musyarakah Mutanaqisah (MMQ) schemes, alongside digital onboarding initiatives to accelerate financing processes. The digitalization of underwriting processes and integration with the parent company's data systems serve as key differentiators in enhancing operational efficiency and customer experience. In addition, BSN leverages the spin-off momentum to establish a more optimal capital structure, independent governance, and greater agility in business decision-making, enabling it to compete effectively with other national Sharia banks.

Strategy in 2025

In 2025, BSN's primary focus was operational stabilization following the spin-off and strengthening its business foundation. The key strategies included:

1. Consolidating the organizational structure and strengthening Sharia governance.
2. Optimizing the housing financing portfolio based on Sharia contracts.
3. Strengthening funding through the growth of low-cost funds (Sharia CASA).
4. Enhancing synergy with the parent company in customer acquisition and developer ecosystem financing.
5. Improving asset quality through prudent underwriting and risk-based pricing.

The year 2025 marked a transition and foundation-building phase, with objectives to establish a healthy balance sheet structure, maintain financing quality, and reinforce brand positioning as a Housing Specialist Sharia Bank.

Business Prospects and Strategy in 2026

Entering 2026, BSN moves into an accelerated growth phase. Its business prospects are increasingly promising, supported by:

1. Growing demand for Sharia-based housing financing.
2. Rising public preference for products based on Sharia principles.
3. Potential expansion of MSME financing within the housing ecosystem.

BSN's strategy in 2026 is directed toward:

1. Selective and sustainable expansion of Sharia housing financing.
2. Product diversification, including renovation financing, Sharia refinancing, and construction financing.
3. Enhancement of digital channels for retail customer acquisition.
4. Strengthening capital structure to support the expansion of productive assets.
5. Development of strategic partnerships with developers, educational institutions, and Sharia communities.

With the foundation established in 2025, BSN is expected to grow more aggressively yet prudently, while making a significant contribution to the Group's overall performance consolidation.

Income and Profitability Per Business Segment

A description of the income and profitability of the business segments is presented as follows:

Table of Business Segments Income and Profitability

Description	2025				
	Conventional	Sharia	Total	Subsidiary Entity	
Segment Income	31,879,842	4,132,105	36,011,947	2,727,499	
Segment Expense	(15,910,603)	(2,118,945)	(18,029,548)	(1,304,727)	
Segment Income-Net	15,969,239	2,013,160	17,982,399	1,422,772	
Other Operating Income	3,925,205	172,358	4,097,563	108,161	
Provision for impairment losses on financial assets and non-financial assets	(5,731,988)	(423,538)	(6,155,526)	(203,128)	
Reversal for allowance for estimated losses from commitment & contingencies	2,947	-	2,947	-	
Other operating expenses	(10,613,068)	(1,053,953)	(11,667,021)	(794,964)	
Income from Operational	3,552,335	708,027	4,260,362	532,841	
Non-operating income (expenses) - net	28,126	(218)	27,908	(141)	
Tax benefit/(expense)	(863,379)	-	(863,379)	(26,483)	
Income for the year	2,717,082	707,809	3,424,891	506,217	
Total Asset	462,462,651	-	462,462,651	73,069,148	
Total Liabilities and Temporary Syirkah Fund	426,096,737	-	426,096,737	66,564,463	

(in IDR million)

			2024			
	Adjustment and Elimination	Consolidation	Conventional	Sharia	Elimination	Total
	(2,398,578)	36,340,868	25,472,625	4,068,967	-	29,541,592
	1,211,956	(18,122,319)	(16,113,935)	(1,935,005)	-	(18,048,940)
	(1,186,622)	18,218,549	9,358,690	2,133,962	-	11,492,652
	(97,752)	4,107,972	4,760,640	151,115	(335,836)	4,575,919
	179,985	(6,178,669)	(1,853,801)	(127,694)	-	(1,981,495)
	-	2,947	195	-	-	195
	667,223	(11,794,762)	(9,313,293)	(1,285,101)	335,836	(10,262,558)
	(437,166)	4,356,037	2,952,431	872,282	-	3,824,713
	(1,840)	25,927	(51,993)	121	-	(51,872)
	9,052	(880,810)	(765,513)	-	-	(765,513)
	(429,954)	3,501,154	2,134,925	872,403	-	3,007,328
	(7,738,379)	527,793,420	416,184,631	60,560,957	(7,131,086)	469,614,502
	(1,078,073)	491,583,127	384,480,961	59,692,738	(7,131,086)	437,042,613

Table of Business Segments Growth 2024-2025

Description	Nominal Growth 2024-2025			Percentage Growth 2024-2025		
	Parent Entity	Subsidiary Entity	Total	Parent Entity	Subsidiary Entity	Total
Segment Income	6,470,355	328,921	6,799,276	21.90%	100.00%	18.71%
Segment Expense	19,392	(92,771)	(73,379)	(0.11%)	100.00%	0.40%
Segment Income-Net	**6,489,747**	**236,150**	**6,725,897**	**56.47%**	**100.00%**	**36.92%**
Other Operating Income	(478,356)	10,409	(467,947)	(10.45%)	100.00%	(11.39%)
Provision for impairment losses on financial assets and non-financial assets	(4,174,031)	(23,143)	(4,197,174)	210.65%	100.00%	67.93%
Reversal for allowance for estimated losses from commitment & contingencies	2,752	-	2,752	1.411.28%	0.00%	93.38%
Other operating expenses	(1,404,463)	(127,741)	(1,532,204)	13.69%	100.00%	12.99%
Income from Operational	435,649	95,675	531,324	11.39%	100.00%	12.20%
Non-operating income (expenses) - net	79,780	(1,981)	77,799	(153.80%)	100.00%	300.07%
Tax benefit/(expense)	(97,866)	(17,431)	(115,297)	12.78%	100.00%	13.09%
Income for the year	**417,563**	**76,263**	**493,826**	**13.88%**	**100.00%**	**14.10%**
Total Asset	**(7,151,851)**	**65,330,769**	**58,178,918**	**(1.52%)**	**100.00%**	**11.02%**
Total Liabilities and Temporary Syirkah Fund	**(10,945,876)**	**65,486,390**	**54,540,514**	**(2.50%)**	**100.00%**	**11.09%**

Segment Revenue

The Company recorded total net segment revenue of IDR 18.22 trillion in 2025, representing an increase of 36.92% compared to IDR 11.49 trillion in 2024. This achievement was attributable to the Company's net interest income of IDR 18.22 trillion, which increased by 58.52% year-on-year. This was in line with the Company's loan disbursement, which grew by double digits at 10.07% year-on-year to IDR 345.70 trillion, while industry growth reached 9.6% in 2025.

Segment Profitability

Profitability remained resilient in 2025, with total segment profit growing by 14.10% from IDR 3.01 trillion in 2024 to IDR 3.50 trillion in 2025, reflecting the Company's ability to sustain business expansion and its customer base. Continued revenue growth and improving efficiency provided a solid foundation to drive recovery and sustainable profitability improvement going forward, in line with the stabilization of asset quality and normalization of the cost of risk.

National Strategic Project (PSN) or Other Assignments

Information regarding other assignments mandated by the Government to the Company is as follows:

Table of Other Assignment

No.	Assignment Basis/Rules	Program Name	Program Explanation	Government Mandated Quota Amount	Total of Distribution/ Realization
1.	Letter from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, Deputy for Coordination of Management and Development of State-Owned Enterprises No. PK.KUR/240/D.I.M.EKON/12/2024 on December 31, 2024 regarding the 2025 BTN KUR Distribution Target.	People's Business Loan (KUR)	KUR is a working capital and/or investment credit provided by the Bank to debtors engaged in business sectors that according to their scale have the status of Micro, Small and Medium Enterprises (MSMEs) in productive and feasible business sectors but do not yet have additional collateral or the additional collateral is not sufficient	Rp3,3 triliun	Rp1,07 triliun. Company developed IT for the KUR digitalization process via smartphones and the availability of a decision engine and credit scoring to accelerate the KUR.
2.	Letter from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, Deputy for Coordination of Management and Development of State-Owned Enterprises No. PK.KUR/183/D.I.M.EKON/10/2025 dated October 8, 2025 regarding the Stipulation of the 2025 Mortgage Program (KPP) Limit of PT Bank Tabungan Negara (Persero) Tbk.	Mortgage Program (KPP)	Investment loans and/or working capital loans provided to micro, small and medium enterprises, such as individuals or business entities, were conducted to support the achievement of priority programs in the housing sector.	Rp9.5 trillion	Rp2,65 triliun
3.	Cooperation Agreement between the Public Housing Savings Management Agency and PT Bank Tabungan Negara (Persero) Tbk regarding the Distribution of Housing Financing Liquidity Facility Funds Through Prosperous Home Ownership Credit for Low-Income Communities. a. Cooperation Agreement No. 11/PKS/BP/TPR/IV/12/2024 b. Cooperation Agreement No. 54/PKS/DIR/2024 Memorandum of Understanding between the Ministry of Housing and Settlement Areas with the Public Housing Savings Management Agency (BP TAPERA) and PT Bank Tabungan Negara. a. No : 094/HK0201/M/VI/2025 b. No : 18/MOU/BPT-TPR/6/2025 c. No : 10/MOU/DIR/2025	KPR FLPP Distribution by BTN	KPR FLPP is a support for housing financing liquidity facilities landed houses or flats for Low Income Communities (MBR).	• Conventional: 122,834 Units • Sharia: 35,467 Units This provision was subsequently amended on June 18, 2025, as follows: • Conventional: 160,000 Units • Shariah: 60,000 Units	• Conventional: 132.744 Units • Sharia: 59.469 Units

No.	Assignment Basis/Rules	Program Name	Program Explanation	Government Mandated Quota Amount	Total of Distribution/ Realization
4.	Cooperation Agreement between the Public Housing Savings Management Agency and PT Bank Tabungan Negara (Persero) Tbk concerning the Distribution of Housing Financing Liquidity Facility Funds through the Prosperous Home Ownership Credit Program for Low-Income Communities. a. Cooperation Agreement No. 49/PKS/BP-TPR/IV/2024 b. Cooperation Agreement No. 56/PKS/DIR/2024	KPR Tapera Distribution by BTN	KPR Tapera is a loan provided for the purchase of a first home specifically for civil servants (PNS) participating in Tapera.	-	71 Unit
5.	Cooperation Agreement between the Business Unit of the Directorate General of Governance and Risk Control and Public Housing and PT Bank Tabungan Negara (Persero) Tbk regarding the Distribution of Housing Down Payment Assistance Subsidies at PT Bank Tabungan Negara (Persero) Tbk in 2023. a. Cooperation Agreement 01/PKS-SBUM/SATKER DJTKPR/2025 b. Cooperation Agreement 28/PKS/DIR/2025	Down-Payment Assistance Subsidies by BTN	SBUM is a housing financing facility provided by the government for lowincome people. The assistance provided is in the form of fulfilling part or all of the down payment for the purchase of a house.	• Conventional: 160,000 Units • Sharia: 60,000 Units	• Konvensional: 132.744 Unit • Syariah: 59.469 Unit

Note: *) The quota for distributing Tapera mortgages is not specifically determined

FINANCIAL **REVIEW**

The financial review outlined herein refers to the Financial Statements for the year ended on December 31, 2025 as presented in this Annual Report. The Financial Statements have been audited by the Public Accounting Firm Purwanto, Susanti & Surja, and received A Fair Opinion in All Material Respects, the consolidated financial position of PT Bank Tabungan Negara (Persero) Tbk (the Bank) and its subsidiaries (hereinafter collectively referred to as the Group) as of December 31, 2025, and their consolidated financial performance and cash flows for the year ended on such date, in accordance with Indonesian Financial Accounting Standards.

Financial Performance

Company's financial performance consisted of the performance of the Statement of Financial Position, the Statement of Profit and Loss and Other Comprehensive Income as well as the Cash Flow Statement which was presented as followed:

Statement of Financial Position

Table of Statement of Financial Position

(in IDR million)

Description	2025	2024	Growth	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
ASSET				
Cash	**2,154,839**	**2,105,620**	**49,219**	**2.34%**
CURRENT ACCOUNTS WITH BANK INDONESIA	**33,797,873**	**22,739,920**	**11,057,953**	**48.63%**
CURRENT ACCOUNTS WITH OTHER BANKS				
Third parties	1,355,738	886,415	469,323	52.95%
Related parties	1,160,233	5,065,331	(3,905,098)	(77.09%)
	2,515,971	5,951,746	(3,435,775)	(57.73%)
Allowance for impairment losses	(2,050)	(2,571)	521	(20.26%)
	2,513,921	5,949,175	(3,435,254)	(57.74%)
PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS				
Third parties	12,929,938	4,661,043	8,268,895	177.40%
Related parties	-	61	(61)	(100.00%)
	12,929,938	4,661,104	8,268,834	177.40%
SECURITIES				
Third parties	16,588,868	19,874,205	(3,285,337)	(16.53%)
Related parties	5,464,153	5,489,205	(25,052)	(0.46%)
	22,053,021	25,363,410	(3,310,389)	(13.05%)
Allowance for impairment losses	(52)	(787)	735	(93.39%)
	22,052,969	25,362,623	(3,309,654)	(13.05%)
GOVERNMENT BONDS				
Related parties	38,106,638	35,475,529	2,631,109	7.42%

Description	2025	2024	Growth	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
SECURITIES PURCHASED UNDER AGREEMENT TO RESELL				
Third parties	1,412,460	175,625	1,236,835	704.25%
Related parties	271,380	-	271,380	100.00%
	1,683,840	175,625	1,508,215	858.77%
LOANS AND SHARIA FINANCING/RECEIVABLES				
Loans				
Third parties	312,576,503	286,144,106	26,432,397	9.24%
Related parties	33,126,421	27,935,999	5,190,422	18.58%
	345,702,924	314,080,105	31,622,819	10.07%
Allowance for impairment losses	(13,959,557)	(11,727,934)	(2,231,623)	19.03%
	331,743,367	302,352,171	29,391,196	9.72%
Sharia financing/receivables				
Third parties	53,552,470	43,681,345	9,871,125	22.60%
Related parties	1,320,693	211,482	1,109,211	524.49%
	54,873,163	43,892,827	10,980,336	25.02%
Allowance for impairment losses	(1,354,679)	(1,329,253)	(25,426)	1.91%
	53,518,484	42,563,574	10,954,910	25.74%
	385,261,851	344,915,745	40,346,106	11.70%
DERIVATIVE RECEIVABLES				
Third parties	-	102,843	(102,843)	(100.00%)
ACCEPTANCES RECEIVABLES				
Third parties	420,439	508,190	(87,751)	(17.27%)
Related parties	154,462	433,708	(279,246)	(64.39%)
Allowance for impairment losses	(124)	(1,987)	1,863	(93.76%)
	574,777	939,911	(365,134)	(38.85%)
PREMISES AND EQUIPMENT				
Cost/revaluation value	15,950,513	14,059,957	1,890,556	13.45%
Accumulated depreciation	(5,441,785)	(4,883,826)	(557,959)	11.42%
	10,508,728	9,176,131	1,332,597	14.52%
INTANGIBLE ASSETS				
Cost/revaluation value	792,084	137,531	654,553	475.93%
Accumulated depreciation	(66,521)	(15,522)	(50,999)	328.56%
	725,563	122,009	603,554	494.68%
INTEREST RECEIVABLES	**12,222,824**	**11,518,574**	**704,250**	**6.11%**
DEFERRED TAX ASSETS - NET	**1,323,347**	**2,286,038**	**(962,691)**	**(42.11%)**
PREPAID EXPENSES	**1,232,769**	**985,821**	**246,948**	**25.05%**
PREPAID TAXES	**981,970**	**754,095**	**227,875**	**30.22%**
OTHER ASSETS	**1,721,573**	**2,343,739**	**(622,166)**	**(26.55%)**
TOTAL ASSETS	**527,793,420**	**469,614,502**	**58,178,918**	**12.39%**

Description	2025	2024	Growth	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY				
LIABILITIES				
LIABILITIES DUE IMMEDIATELY	**1,887,329**	**2,275,949**	**(388,620)**	**(17.08%)**
DEPOSITS FROM CUSTOMERS				
Demand deposits				
Third parties	113,480,993	89,112,534	24,368,459	27.35%
Related parties	28,817,269	51,910,728	(23,093,459)	(44.49%)
	142,298,262	141,023,262	1,275,000	0.90%
Wadiah Demand deposits				
Third parties	23,285,531	15,853,349	7,432,182	46.88%
Related parties	1,862,072	3,029,417	(1,167,345)	(38.53%)
	25,147,603	18,882,766	6,264,837	33.18%
	167,445,865	159,906,028	7,539,837	4.72%
Saving deposits				
Third parties	34,562,225	36,825,185	(2,262,960)	(6.15%)
Related parties	643,032	874,964	(231,932)	(26.51%)
	35,205,257	37,700,149	(2,494,892)	(6.62%)
Wadiah Savings Deposit				
Third parties	1,726,107	1,520,491	205,616	13.52%
Related parties	969	1,441	(472)	(32.76%)
	1,727,076	1,521,932	205,144	13.48%
	36,932,333	39,222,081	(2,289,748)	(5.84%)
Time Deposit				
Third parties	139,829,959	92,959,773	46,870,186	50.42%
Related parties	61,291,574	60,349,598	941,976	1.56%
	201,121,533	153,309,371	47,812,162	31.19%
Total deposits from customers	**405,499,731**	**352,437,480**	**53,062,251**	**15.06%**
DEPOSITS FROM OTHER BANKS				
Third parties	96,481	70,035	26,446	37.76%
SECURITIES SOLD WITH A PROMISE TO REPURCHASE				
Third parties	349,076	2,446,384	(2,097,308)	(85.73%)
Related parties	-	963,042	(963,042)	(100.00%)
	349,076	3,409,426	(3,060,350)	(89.76%)
ACCEPTANCES PAYABLE				
Third parties	168,480	251,423	(82,943)	(32.99%)
Related parties	406,421	690,475	(284,054)	(41.14%)
	574,901	941,898	(366,997)	(38.96%)

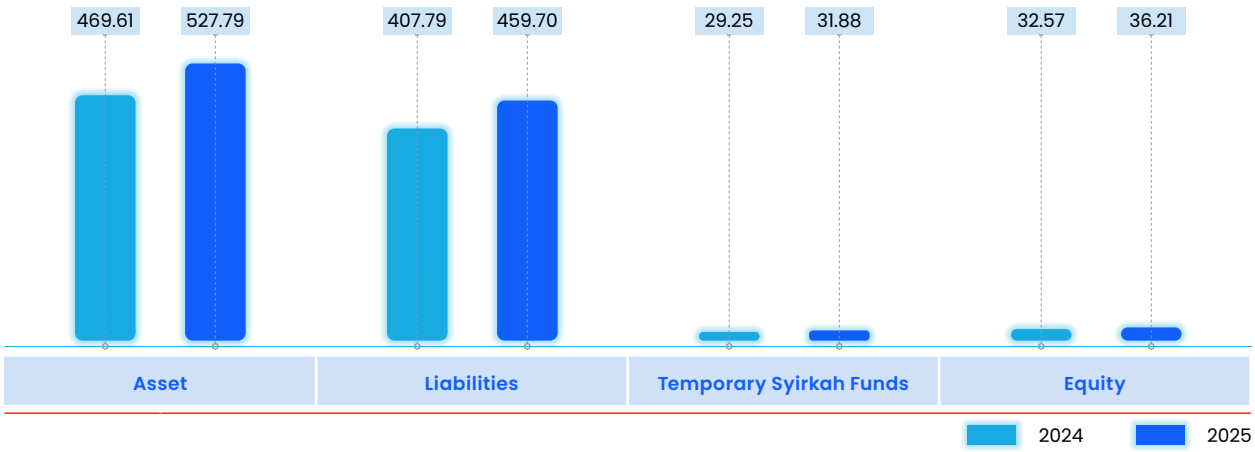
Description	2025	2024	Growth	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
TAX PAYABLE	**140,082**	**368,473**	**(228,391)**	**(61.98%)**
SECURITIES ISSUED				
Third parties	2,476,014	2,880,741	(404,727)	(14.05%)
Related parties	1,509,069	2,563,783	(1,054,714)	(41.14%)
	3,985,083	5,444,524	(1,459,441)	(26.81%)
FUND BORROWINGS				
Third parties	10,240,697	10,132,859	107,838	1.06%
Related parties	27,751,154	23,352,225	4,398,929	18.84%
	37,991,851	33,485,084	4,506,767	13.46%
INTEREST PAYABLE	**497,893**	**658,070**	**(160,177)**	**(24.34%)**
ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES	**438**	**3,385**	**(2,947)**	**(87.06%)**
EMPLOYEE BENEFITS AND OTHER LIABILITIES	**2,552,651**	**1,745,282**	**807,369**	**46.26%**
SUBORDINATED LOANS AND SECURITIES				
Third parties	1,795,858	4,828,105	(3,032,247)	(62.80%)
Related parties	3,696,275	1,500,000	2,196,275	146.42%
	5,492,133	6,328,105	(835,972)	(13.21%)
OTHER LIABILITIES	**633,000**	**626,886**	**6,114**	**0.98%**
TOTAL LIABILITIES	**459,700,649**	**407,794,597**	**51,906,052**	**12.73%**
TEMPORARY *SYIRKAH* FUNDS				
DEPOSITS FROM CUSTOMERS				
Mudharabah current accounts				
Third parties	1,046,837	929,940	116,897	12.57%
Related parties	749,717	11,985	737,732	6.155.46%
	1,796,554	941,925	854,629	90.73%
Mudharabah saving deposits				
Third parties	5,645,501	6,161,887	(516,386)	(8.38%)
Related parties	1,306,347	125,893	1,180,454	937.66%
	6,951,848	6,287,780	664,068	10.56%
Mudharabah time deposits				
Third parties	18,113,035	15,129,659	2,983,376	19.72%
Related parties	4,994,605	6,857,408	(1,862,803)	(27.16%)
	23,107,640	21,987,067	1,120,573	5.10%
Total deposits from customers	**31,856,042**	**29,216,772**	**2,639,270**	**9.03%**
DEPOSITS FROM OTHER BANKS				
Mudharabah current accounts				
Third parties	6,145	9,214	(3,069)	(33.31%)
Mudharabah saving deposits				
Third parties	19,991	21,730	(1,739)	(8.00%)

Description	2025	2024	Growth	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Mudharabah time deposits				
Third parties	300	300	-	0.00%
Total deposits from other banks	**26,436**	**31,244**	**(4,808)**	**(15.39%)**
TOTAL TEMPORARY SYIRKAH FUNDS	31,882,478	29,248,016	2,634,462	9.01%
EQUITY				
Issued and fully paid capital	7,017,222	7,017,222	-	0.00%
Additonal paid-in capital	4,418,900	4,418,900	-	0.00%
Unrealized net gains and allowance for impairment losses on securities and government bonds are measured at fair value through other comprehensive income after deferred tax.	(530,198)	(1,107,982)	577,784	(52.15%)
Remeasurement of Defined Benefit Plan - net of deferred tax	(579,201)	(424,015)	(155,186)	36.60%
Effective portion of the cash flow Hedge	-	(44,082)	44,082	(100.00%)
Revaluation surplus of premises and equipment	3,988,158	3,565,773	422,385	11.85%
Retained earnings *				
Appropriated	18,237,500	15,982,004	2,255,496	14.11%
Unappropriated	3,657,894	3,164,069	493,825	15.61%
Total Retained earnings	21,895,394	19,146,073	2,749,321	14.36%
Total equity attributable to owners of the parent entity	36,210,275	32,571,889	3,638,386	11.17%
Non-controlling interests	18	-	18	100.00%
TOTAL EQUITY	**36,210,293**	**32,571,889**	**3,638,404**	**11.17%**
TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY	**527,793,420**	**469,614,502**	**58,178,918**	**12.39%**

***)** Deficit balance as of IDR14.226.290 had been eliminated due to reorganization quasi on May 31, 2007.

Chart of the Statement of Consolidated Financial Position

(in trillion Rupiah)



Total Asset

Total assets in 2025 were IDR527.79 trillion, an increase of 12.39% compared to IDR469.61 trillion in 2024. The total assets increase was primarily driven by growth in loan and financing distribution, an increase in demand deposit with Bank Indonesia, and an increase in placements with Bank Indonesia and other banks in line with the strategy of liquidity management and measured business expansion.

Current Asset

CASH

The Company's 2025 cash balance was IDR2.15 trillion, an increase of 2.34% compared to 2024 as of IDR2.11 trillion. The increase reflected the Company's sufficient operational cash to support daily transaction activities, consisting of cash in the treasury and ATM cash in both Rupiah and foreign currencies.

CURRENT ACCOUNTS WITH BANK INDONESIA

Bank Indonesia's 2025 demand deposit significantly improved to IDR33,80 trillion, or growing 48,64% compared to 2024 as of IDR22,74 trillion. The increase was in line with the Company's strategy to maintain liquidity and satisfaction of the provisions of Statutory Reserve (GWM) in accordance with Bank Indonesia regulation.

CURRENT ACCOUNTS WITH OTHER BANKS

The 2025 demand deposits in other banks was recorded at IDR2.51 trillion, a decrease of 57.74% compared to IDR5.95 trillion in 2024. This decrease was primarily due to the normalization of fund placements in other banks, in accordance with the optimization of the Company's internal liquidity management.

PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

The Company's 2025 placements with Bank Indonesia and other banks recorded IDR12.93 trillion, a sharp increase of 177.40% compared to IDR4.66 trillion in 2024. This increase reflected more optimal short-term liquidity placement to maintain funding flexibility and mitigate liquidity risk.

SECURITIES PURCHASED WITH A COMMITMENT TO RESALE

In 2025, securities purchased under agreements to resell increased by 858.77% to IDR1.68 trillion from IDR175.63 billion in 2024, reflecting the utilization of money market instruments in short-term liquidity management.

DERIVATIVE RECEIVABLES

In 2025, the Company did not record derivative receivables balance, compared to IDR102.84 billion in 2024. This was in line with the Company's reduced derivative transaction exposure.

ACCEPTANCES RECEIVABLES

The 2025 acceptance receivables were recorded at IDR574.78 billion, a decrease of 38.85% compared to IDR939.91 billion in 2024. This decrease was in line with the reduced volume of domestic SKBDN transactions during the current period.

Non-Current Asset

SECURITIES

The securities value in 2025 was recorded at IDR22.05 trillion, a decrease of 13.05% compared to IDR 25.36 trillion in 2024. This decrease was primarily due to the realization of securities sales and adjustments to the Company's investment portfolio.

GOVERNMENT BONDS

The 2025 government bond ownership increased by 7.42% to IDR38.11 trillion compared to IDR 35.48 trillion in 2024. It was in line with the strategy of funds placements in low-risk and liquid instruments.

LOAN AND SHARIA FINANCING/RECEIVABLES

The Company's 2025 loan and financing distribution grew solidly to IDR385.26 trillion, an increase of 11.70% compared to IDR344.92 trillion in 2024. This growth was primarily driven by an increase in mortgage, particularly subsidized mortgages, and the continuous growth of sharia-compliant financing.

PREMISES AND EQUIPMENT

In 2025, net fixed assets increased to IDR10.51 trillion, or growing 14.52% compared to IDR9.18 trillion in 2024. This increase was in line with the Company's investments in the development of its office network, information technology infrastructure, and operational facilities.

INTANGIBLE ASSETS

The 2025 intangible assets increased to IDR725.56 billion, representing an increase of 494.68% compared to IDR122.01 billion in 2024. This increase was primarily driven by the accelerated development and enhancement of the Company's applications/digital platforms, including feature additions, system upgrades, service integrations, and strengthening technological capabilities, which were capitalized as intangible assets. The more applications to be built and upgraded, the more increasing value of IT investments that met capitalization criteria, so it drove a surge in intangible assets.

INTEREST RECEIVABLES
The 2025 interest receivables were recorded at IDR12.22 trillion, an increase of 6.11% compared to 2024 of IDR 11.52 trillion. It was in line with the increase in loan distribution and productive asset portfolio.

DEFERRED TAX ASSETS-NET
In 2025, deferred tax assets decreased by 42.11% to IDR1.32 trillion compared to IDR2.29 trillion in 2024, in line with temporary differences between commercial and fiscal financial statements.

PREPAID EXPENSES
The 2025 prepaid expenses were recorded at IDR1.23 trillion, an increase of 25.05% compared to 2024, which was IDR985.82 billion. This was influenced by an increase in advance payments for operational expenses and short-term service contracts, including rent, system maintenance, as well as technology and administrative costs paid at the beginning of the period to support more expansive operational activities.

PREPAID TAX
In 2025, prepaid taxes were recorded at IDR981.97 billion, an increase of 30.22% compared to 2024 of IDR754.09 billion. This was influenced by increased operational activities, which led to higher advance tax payments, adjustments to estimated tax liabilities, and the timing of fiscal payments in accordance with prevailing tax regulations.

OTHER ASSETS
Other assets in 2025 were recorded at IDR1.72 trillion, a decrease of 26.55% compared to IDR2.34 trillion in 2024, primarily derived from prepaid tax and other operational assets.

Total Liabilities

Total liabilities in 2025 amounted to IDR459.70 trillion, an increase of 12.73% compared to 2024 which amounted to IDR407.79 trillion. The increase in liabilities was mainly due to the growth of third-party funds and optimization of long-term funding.

Short-Term Liabilities

LIABILITIES DUE IMMEDIATELY
Company recorded immediate liabilities in 2025 of IDR1.89 trillion, down 17.08% compared to IDR2.28 trillion in 2024. This decrease reflected a deduction in very short-term liabilities to third parties and optimization of operational liability management. This movement also demonstrated more efficient liquidity management in satisfying maturing obligations.

DEPOSITS FROM CUSTOMERS
The 2025 total deposits from customers (Third Party Funds/TPF) reached IDR405.50 trillion, an increase of 15.06% compared to IDR352.44 trillion in 2024. This growth was primarily driven by a significant increase in time deposits, increasing by 31.19% to IDR201.12 trillion, and an increase of 33.18% in wadiah demand deposits. The composition of CASA (demand deposits and savings, including wadiah) remained a focus for strengthening the funding structure. Despite a decline in conventional savings, the increase in demand deposits and wadiah demand deposits demonstrated the Company's strategy to maintain funding stability and liquidity.

DEPOSITS FROM OTHER BANKS
In 2025, deposits from other banks were recorded at IDR96.48 billion, an increase of 37.76% compared to IDR70.04 billion in 2024. This increase reflected the optimization of interbank relationships and the flexibility of short-term funding, though its contribution to total liabilities remained relatively small.

ACCEPTANCES PAYABLE
The Company's 2025 acceptance liabilities recorded IDR574.90 billion, a decrease of 38.96% compared to IDR941.90 billion in 2024. This decrease was in line with reduced exposure to Domestic Letters of Credit (SKBDN) and related party trade finance transactions.

SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE
The 2025 repo liabilities were recorded at IDR349.08 billion, a significant decrease of 89.76% compared to IDR3.41 trillion in 2024. This decrease reflected the Company's reduced reliance on short-term money market-based funding and a shift in its funding strategy to more stable sources, such as deposits and bilateral loans.

TAX PAYABLE
Tax payable in 2025 was IDR140.08 billion, a decrease of 61.98% compared to IDR 368.47 billion in 2024. This decline was attributable to higher tax payments during the current period, tax planning optimization, and adjustments to tax liability calculations based on realized profits and fiscal reconciliation at the end of the reporting period.

Long Term Liabilities

SECURITIES ISSUED

The amount of Securities Issued in 2025 is IDR3.99 trillion, down 26.81% compared to 2024 which was IDR5.44 trillion. The decline was mainly due to the existence of instruments that had matured and the strategy of reducing outstanding capital market instruments.

FUND BORROWINGS

The Company's 2025 fund borrowings increased to IDR37.99 trillion, an increase of 13.46% compared to IDR33.49 trillion in 2024. This increase was primarily due to increased related party loans, which supported loan expansion and strengthened the medium-term funding structure.

INTEREST PAYABLE

Interest payable in 2025 was recorded at IDR497.89 billion, a decrease of 24.34% compared to IDR658.07 billion in 2024. This decrease was in line with the management of interest-bearing liabilities and changes in the composition of funding sources.

ESTIMATION OF COMMITMENT AND CONTINGENCY LOSSES

The 2025 estimated losses on commitments and contingencies were IDR438 million, a decrease of 87.06% from IDR3.39 billion in 2024. This decrease reflected improvements in the quality of administrative commitment exposures and firmed risk management.

EMPLOYEE BENEFITS AND OTHER LIABILITIES

In 2025, employee benefits and other liabilities increased to IDR2.55 trillion, representing an increase of 46.26% compared to IDR1.75 trillion in 2024. This increase was primarily driven by the establishment of reserves for employee benefits and other operational liabilities.

SUBORDINATED LOAN AND SECURITIES

The amount of Company Subordinated Loans and Subordinated Securities in 2025 amounted to IDR5.49 trillion, down 13.21% compared to 2024 which amounted to IDR6.33 trillion. The decline was mainly influenced by the maturity of some subordinated instruments, though they remained a significant part of the Company's capital structure.

OTHER LIABILITIES

Other liabilities in 2025 were IDR633.00 billion, relatively stable compared to IDR626.89 billion in 2024. This item reflected other routine operational obligations and had not experienced significant changes.

Temporary Syirkah Funds

The 2025 temporary syirkah funds increased to IDR31.88 trillion, representing an increase of 9.01% compared to IDR29.25 trillion in 2024. This growth was primarily driven by increases in mudharabah demand deposits and mudharabah deposits from customers.

Deposits from Customers

The Company's 2025 deposits from customers of temporary syirkah funds, consisting of mudharabah demand deposits, mudharabah savings, and mudharabah time deposits, were recorded at IDR31.86 trillion, an increase of 9.03% compared to IDR29.22 trillion in 2024. This increase was primarily driven by the growth of mudharabah demand deposits by 90.73% to IDR1.80 trillion, as well as an increase in mudharabah time deposits by 5.10% to IDR23.11 trillion. On the other hand, mudharabah savings also grew by 10.56% to IDR6.95 trillion. This growth reflects increasing customer trust in sharia-based products and the Company's strategy to strengthen sharia fundraising as part of its sustainable sharia business development.

Deposits from Other Banks

The 2025 total temporary syirkah deposits from other banks were recorded at IDR26.44 billion, a decrease of 15.39% compared to IDR31.24 billion in 2024. This decrease was primarily due to a deduction in the placements of demand deposits and mudharabah savings deposits from other banks. Despite the decrease, the portion of deposits from other banks in total temporary syirkah funds remained relatively small and did not have a material impact on the Company's overall sharia funding structure.

Total Equity

The Company's equity in 2025 was recorded at IDR36.21 trillion, an increase of 11.17% compared to IDR32.57 trillion in 2024. The increase in equity was primarily driven by an increase in net profit for the current year and a strengthening of retained earnings, reflecting the Company's solid and sustainable operational performance.

Issued and Fully Paid Capital

The Company recorded issued and fully paid capital stock in 2025 of IDR7,02 triliun, tidak mengalami perubahan dibandingkan tahun 2024. Hal ini menunjukkan bahwa sepanjang tahun 2025 tidak terdapat aksi korporasi berupa penerbitan saham baru maupun perubahan struktur permodalan inti Perseroan.

Additonal Paid-In Capital

The 2025 additional paid-in capital was recorded at IDR4.42 trillion, the same as the 2024 position. This stability reflected the absence of transactions affecting share premium or other additional capital during the current period.

Unrealized Net Gain (Loss) and Allowance for Impairment Losses on Securities and Government Bonds After Deferred Tax of Fair Value Through Other Comprehensive Incomes After Deferred Tax

In 2025, the unrealized net gain (loss) and allowance for impairment losses on securities and government bonds, measured at fair value through other comprehensive income (after deferred tax), was recorded at IDR530.20 billion, up from IDR1.11 trillion in 2024. This improvement was primarily driven by an increase in the fair value of the securities portfolio in line with market conditions and more optimal investment portfolio management.

Remeasurement of Defined Benefit Plan - Net or Deferred Tax

In 2025, the Company did not record a remeasurement of defined benefit programs after deferred tax of IDR579.20 billion, an increase compared to IDR424.02 billion in 2024. This change was primarily influenced by actuarial assumptions and the recalculation of employee benefit obligations in accordance with PSAK 24, which impacted other comprehensive income components.

Effective Portion of Cash Flow Hedge

The Company did not record an effective portion of its cash flow hedges balance in 2025, compared to IDR44.08 billion in 2024. This change reflected the termination or settlement of hedging transactions that previously affected other comprehensive income.

Revaluation Surplus of Premises and Equipment

In 2025, the revaluation surplus on premises and equipment was recorded at IDR3.99 trillion, an increase of 11.85% compared to IDR3.57 trillion in 2024. This increase reflected fair value adjustments to the Company's fixed assets, which added to the equity component.

Retained Earnings

The 2025 retained earnings were IDR21.90 trillion, an increase of 14.36% compared to IDR19.15 trillion in 2024. This increase was in line with the current year's profit growth and the profit retention policy to strengthen the capital structure and support sustainable business expansion.

Statement of Profit or Loss and Other Comprehensive Income

Table of Consolidated Statement of Profit or Loss and Other Comprehensive Income

(in IDR million)

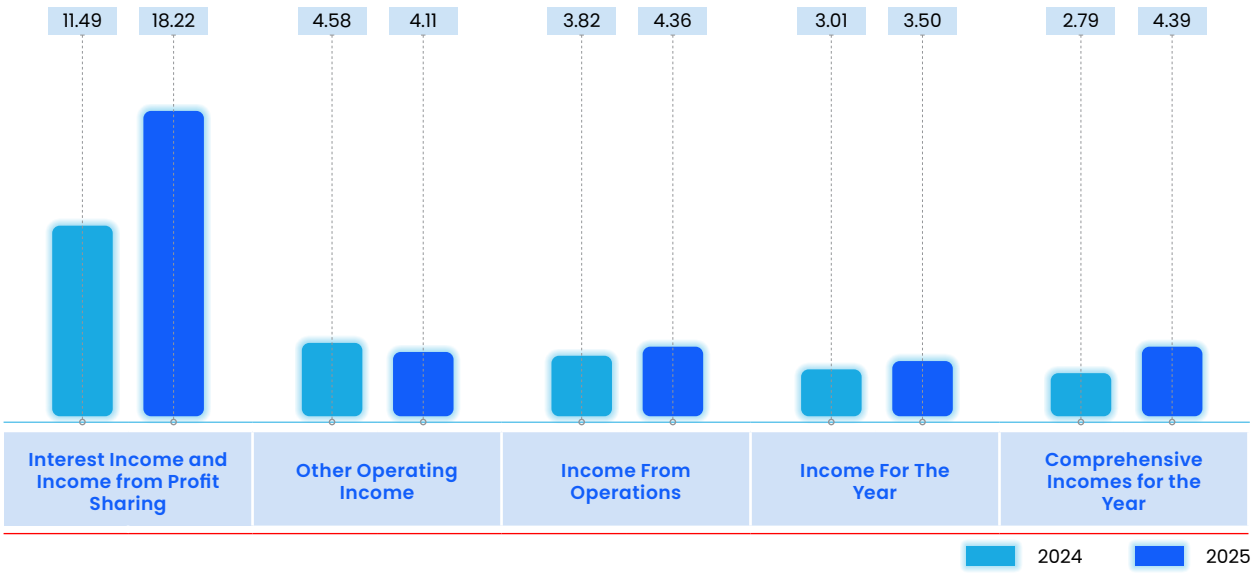
Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
INCOME AND EXPENSES FROM OPERATIONS				
Interest Income and Income from Profit Sharing				
Interest	31,879,842	25,472,625	6,407,217	25.15%
Profit sharing and margin from sharia unit	4,461,026	4,068,967	392,059	9.64%
Total Interest Income and Income from Profit Sharing	**36,340,868**	**29,541,592**	**6,799,276**	**23.02%**
Interest, Profit Sharing and Bonus Expenses				
Interest	(15,702,025)	(15,913,459)	211,434	(1.33%)
Other financing expenses	(208,578)	(200,476)	(8,102)	4.04%
Wadiah Bonus	(263,760)	(153,446)	(110,314)	71.89%

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Third parties' share on return of *Mudharabah*	(1,947,956)	(1,781,559)	(166,397)	9.34%
Total Interest, Profit Sharing and Bonus Expenses	**(18,122,319)**	**(18,048,940)**	**(73,379)**	**0.41%**
Interest Income and Income from Profit Sharing-Net	**18,218,549**	**11,492,652**	**6,725,897**	**58.52%**
Other Operating Income				
Administration fees and penalties in deposits and loans	1,080,319	1,072,304	8,015	0.75%
Income from recovery of loans written-off	1,024,936	1,338,753	(313,817)	(23.44%)
Gain on sale of securities-Net	1,118,772	932,900	185,872	19.92%
Gain on sale of government bonds-Net	178,444	49,049	129,395	263.81%
Unrealized gain on changes in fair value of securities - net	46,906	30,175	16,731	55.45%
Others	658,595	1,152,738	(494,143)	(42.87%)
Total Other Operating Income	**4,107,972**	**4,575,919**	**(467,947)**	**(10.23%)**
Provision for impairment losses on financial and non-financial assets	(6,178,669)	(1,981,495)	(4,197,174)	211.82%
Reversal of estimated losses on Commitment and Contingencies	2,947	195	2,752	1411.28%
Other operating expenses				
General and administrative	(5,263,420)	(4,456,861)	(806,559)	18.10%
Salaries employee	(5,004,271)	(4,445,575)	(558,696)	12.57%
Premium on government's guarantee program	(846,272)	(729,685)	(116,587)	15.98%
Unrealized losses on changes in fair value of government bonds - net	(6,893)	(40,444)	33,551	(82.96%)
Others	(673,906)	(589,993)	(83,913)	14.22%
Total Other operating expenses	**(11,794,762)**	**(10,262,558)**	**(1,532,204)**	**14.93%**
INCOME FROM OPERATIONAL	**4,356,037**	**3,824,713**	**531,324**	**13.89%**
Non-operating income (Expenses) - net	25,927	(51,872)	77,799	(149.98%)
INCOME BEFORE TAX EXPENSE	**4,381,964**	**3,772,841**	**609,123**	**16.14%**
TAX EXPENSE	**(880,810)**	**(765,513)**	**(115,297)**	**15.06%**
INCOME FOR THE YEAR	**3,501,154**	**3,007,328**	**493,826**	**16.42%**
Other Comprehensive Income:				
Items that will not be reclassified to profit or loss				
Fixed Asset Revaluation	422,385	-	-	100.00%
Remeasurement of defined benefit plan	(191,589)	168,301	(359,890)	(213.84%)
Income tax related to items that will not be reclassified to profit or loss	36,403	(31,977)	68,380	(213.84%)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Items that may be reclassified to profit or loss				
Efffective part of hedging-cash flow	54,423	(14,490)	68,913	(475.59%)
Net unrealized gain (loss) on changes in value and allowance for impairment losses of securities and government bonds classified as fair value through other comprehensive income	708,453	(421,538)	1,129,991	(268.06%)
Income tax related to Items that may be reclassified to profit or loss	(141,010)	85,311	(226,321)	(265.29%)
Total Comprehensive Incomes (loss) for the year	**4,390,219**	**2,792,935**	**1,597,284**	**57.19%**
INCOME FOR THE YEAR ATTRIBUTABLE TO:				
Holding entity owner	3,501,154	3,007,328	493,826	16.42%
Non-controlling interest	-	-	-	-
	3,501,154	3,007,328	493,826	16.42%
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:				
Holding entity owner	4,390,219	2,792,935	1,597,284	57.19%
Non-controlling interest	-	-	-	-
	4,390,219	2,792,935	1,597,284	57.19%
Basic Earnings Per Share (full amount)	**249**	**214**	**35**	**16.36%**

Graph of Consolidated Statement of Profit or Loss and Other Comprehensive Income

(in IDR trillion)



Income and Expenses from Operations

Interest Income and Income from Profit Sharing

The 2025 interest income and income from profit sharing interest was recorded at IDR36.34 trillion, an increase of 23.02% compared to IDR29.54 trillion in 2024. This increase was primarily due to a 25.15% growth in interest income to IDR31.88 trillion, in line with loan expansion and optimization of the composition of productive assets. Furthermore, profit sharing income and margins from the sharia unit also increased by 9.64% to IDR 4.46 trillion, reflecting the continued solid growth of sharia financing. Overall, the growth in interest income and profit sharing demonstrated the Company's ability to maintain intermediation growth momentum and effectively manage asset yields amidst interest rate dynamics.

Interest, Profit Sharing and Bonus Expenses

Total interest, profit sharing, and bonus expenses in 2025 were recorded at IDR18.12 trillion, relatively stable with a limited increase of 0.41% compared to IDR18.05 trillion in 2024. This stability reflected the effectiveness of cost of funds management despite growth in third-party funds. Interest expense decreased by 1.33% to IDR15.70 trillion, indicating an improvement in the funding structure. However, there was an increase of 71.89% in wadiah deposit bonuses and 9.34% in third-party rights to mudharabah profit sharing, in line with the growth in sharia-compliant funds. Overall, cost of funds remained manageable, supporting margin improvement.

Interest Income and Income from Profit Sharing-Net

In 2025, net interest and profit sharing income increased significantly to IDR18.22 trillion, an increase of 58.52% compared to IDR11.49 trillion in 2024. This substantial increase was driven by strong interest income growth and stable interest expenses. This performance reflected an improved Net Interest Margin (NIM) and a more optimal asset and liability management strategy. With continued expansive loan growth and controlled cost of funds, the Company could generate margin increases that directly impacted profitability.

Other Operating Income

Total other operating income in 2025 was recorded at IDR4.11 trillion, a decrease of 10.23% compared to IDR4.58 trillion in 2024. This decrease was primarily due to a reduction in written-off loan proceeds and a decrease in other income. However, there was a significant increase in the gain on the sale of government bonds, increasing by 263.81% and the gain on the sale of securities, increasing by 19.92%. It demonstrated the Company's ability to capitalize on opportunities in the securities market. Overall, the composition of other operating income remained stable in contributing to total revenue.

Provision for Impairment Losses on Financial Assets and Non-Financial Assets

In 2025, provisions for impairment losses on financial and non-financial assets were recorded at IDR6.18 trillion, a significant increase of 211.82% compared to IDR1.98 trillion in 2024. This increase in provisions reflected the Company's prudential approach to strengthening loan risk buffers amidst the growth of its financing portfolio. This strategy demonstrated management's commitment to maintaining asset quality and strengthening the balance sheet's resilience to potential future economic risks.

Reversal of Estimated Losses on Comitement and Contingies

The 2025 estimated reversal of impairment losses on commitments and contingencies was recorded at IDR2.95 billion, a significant increase compared to IDR195 million in 2024. This increase in reversals indicated an improvement in the quality of exposures to commitments and contingencies, including unwithdrawn loan/financing facilities and outstanding LC/SKBDN. This reflected improved risk management and a reduced need for reserves for potential risks from the Company's administrative commitments.

Other Operating Expenses

Other operating expenses in 2025 were recorded at IDR11.79 trillion, an increase of 14.93% compared to IDR10.26 trillion in 2024. This increase was primarily due to an increase of 18.10% in general and administrative

expenses and 12.57% in employee salaries and benefits, which was in line with business expansion and operational infrastructure strengthening. Furthermore, the premium of the government guarantee program also increased and was in line with the growth of the loan portfolio. Despite the increase in operating expenses, the Company maintained operational efficiency through measurable cost controls.

Income From Operational

The Company recorded an income from operations of IDR4.36 trillion in 2025, an increase of 13.89% compared to Rp3.82 trillion in 2024. This increase was driven by significant growth in interest income and net profit sharing, which offset increases in operating expenses and increased risk reserves. This performance demonstrated that the Company's growth strategy continues to generate added value despite dynamic market conditions.

Non-Operating Income (Expenses) - Net

The Company's 2025 net non-operating income (expenses) recorded IDR25.93 billion, a reversal from net non-operating expenses of IDR51.87 billion in 2024. This improvement was primarily driven by gains on foreign exchange and other non-operating transactions. This position also contributed positively to income before tax.

Income Before Tax Expense

The 2025 income before tax was IDR4.38 trillion, an increase of 16.14% compared to IDR3.77 trillion in 2024. This increase reflected solid operating income growth and positive contributions from non-operating components. This performance demonstrated the Company's ability to maintain income growth momentum despite increased risk provisions and operating expenses.

Tax Expense

The 2025 tax expenses were IDR880.81 billion, an increase of 15.06% compared to IDR765.51 billion in 2024. The increase in the tax expenses was in line with the growth in pre-tax profit for the year. This also reflected an improved profitability structure and a greater contribution to state tax revenue.

Income for the Year

The Company recorded income for the year of IDR3.50 trillion in 2025, an increase of 16.42% compared to IDR3.01 trillion in 2024. This increase reflected improvements in operational fundamentals and the Company's ability to manage margins and cost efficiency.

Other Comprehensive Income

Other comprehensive income in 2025 showed a significant increase from (IDR214.39) billion in 2024 to IDR889.07 billion in 2025, primarily driven by net unrealized gains on changes in the value of securities and government bonds as measured through other comprehensive income of IDR708.45 billion, and a fixed asset revaluation surplus of IDR422.39 billion. This change reflected improvements in the fair value of the securities portfolio and optimization of fixed asset management.

Comprehensive Income for the Year

The 2025 total comprehensive income for the year was recorded at IDR4.39 trillion, a significant increase of 57.19% compared to IDR2.79 trillion in 2024. This increase was driven not only by the increase in income for the year but also by significant improvements in other comprehensive income components. All of this comprehensive income was attributable to owners of the holding entity.

Earnings Per Share

In 2025, the basic earnings per share was IDR249, an increase of 16.36% compared to IDR214 in 2024. This increase in earnings was in line with the increase of earnings for the year in 2025.

Consolidated Statement of Cash Flows

Table of Consolidated Statement of Cash Flow

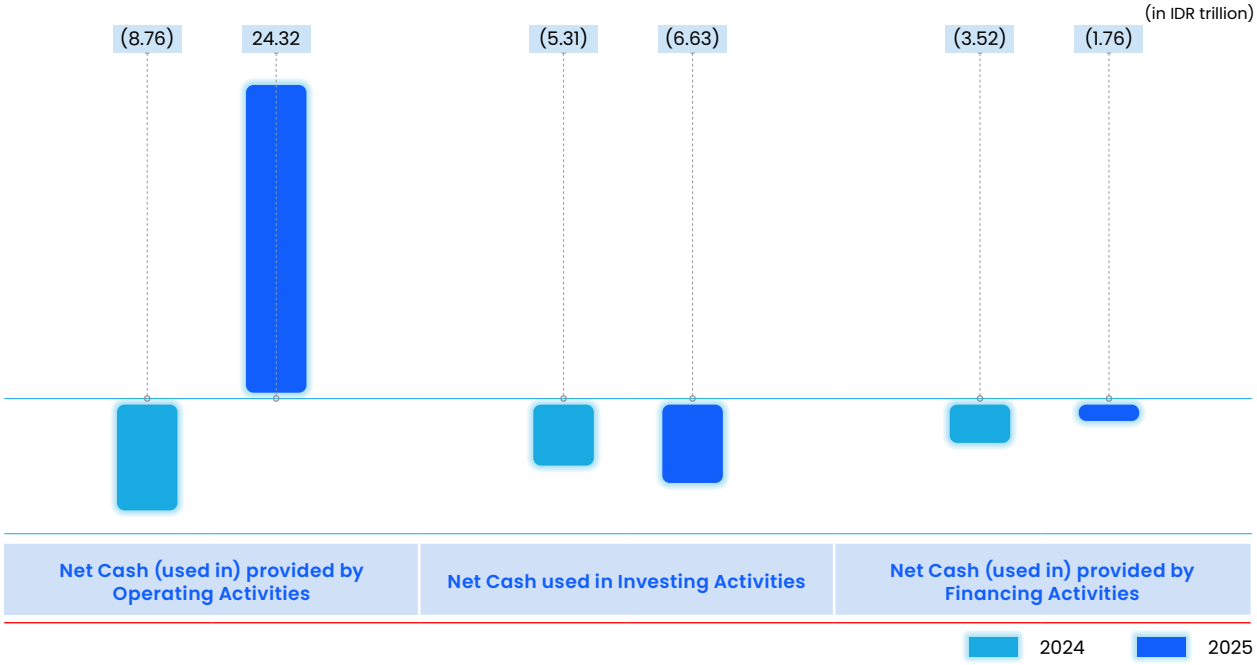
(in IDR million)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
CASH FLOWS FROM OPERATING ACTIVITIES				
Interest, profit sharing, and margin	31,416,682	29,689,639	1,727,043	5.82%
Recoveries from loan debts written-off	1,024,936	1,421,221	(396,285)	(27.88%)
Interest and bonus, fees and commissions paid	(18,234,167)	(17,973,763)	(260,404)	1.45%
Corporate income tax paid	(393,150)	(912,208)	519,058	(56.90%)
Other operating income	3,153,456	3,213,023	(59,567)	(1.85%)
Other operating expenses - net	(11,151,094)	(9,585,564)	(1,565,530)	16.33%
Other non-operating (expenses) income-net	25,951	(63,538)	89,489	(140.84%)
Cash receipts before changes in operating assets and liabilities	5,842,614	5,788,810	53,804	0.93%
Changes in operating assets and liabilities:				
Decrease (increase) in operating assets:				
Fair value through profit or loss securities	3,763,859	(18,286,677)	22,050,536	(120.58%)
Fair value through profit or loss government bonds	174,072	490,445	(316,373)	(64.51%)
Acceptance receivable	366,997	(397,331)	764,328	(192.37%)
Derivatives receivable	146,925	(70,666)	217,591	(307.91%)
Loans and sharia financing/receivables	(42,240,730)	(27,739,554)	(14,501,176)	52.28%
Other assets	594,910	(136,021)	730,931	(537.37%)
Increase (Decrease) in operating liabilities:				
Liabilites due immediately	(485,935)	(441,930)	(44,005)	9.96%
Deposits from customer				
Demand Deposits	1,275,000	11,653,971	(10,378,971)	(89.06%)
Wadiah Demand deposits	6,264,837	5,443,299	821,538	15.09%
Savings deposits	(2,494,892)	(22,012)	(2,472,880)	1.1234.24%
Wadiah Savings	205,144	245,340	(40,196)	(16.38%)
Time Deposit	47,812,161	12,615,733	35,196,428	278.99%
Deposit from other banks	26,445	(21,277)	47,722	(224.29%)
Acceptance payables	(366,997)	397,331	(764,328)	(192.37%)
Other liabilities	806,055	(416,997)	1,223,052	(293.30%)
Temporary syirkah funds	2,634,462	2,141,920	492,542	23.00%
Net Cash Provided by Operating Activities	**24,324,927**	**(8,755,616)**	**33,080,543**	**(377.82%)**

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
CASH FLOW FROM INVESTING ACTIVITIES				
Subsidiaries Entity Acquisition with Cash	(1,540,067)	-	(1,540,067)	100.00%
Acquisitions of premises and equipment	(1,874,406)	(1,634,521)	(239,885)	14.68%
(Purchase) receipt in fair value through other comprehensive income securities	(579,617)	(31,199)	(548,418)	1.757.81%
Purchase in fair value through other comprehensive income government bonds	(9,161,824)	(1,163,910)	(7,997,914)	687.16%
Receipt of amortized cost government bonds	7,821,715	562,232	7,259,483	1.291.19%
Receipt (purchase) from matured amortized cost securities	189,716	(2,878,561)	3,068,277	(106.59%)
Placement of securities purchased under agreement to resell	51,039,138	20,704,263	30,334,875	146.52%
Placement of securities purchased under agreement to resell	(52,522,635)	(20,867,689)	(31,654,946)	151.69%
Sales of premises and equipment	1,155	3,045	(1,890)	(62.07%)
Net Cash gained (used for) from Investing Activities	**(6,626,825)**	**(5,306,340)**	**(1,320,485)**	**24.89%**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds of securities issued	300,000	680,913	(380,913)	(55.94%)
Payment of matured securities issued	(1,754,979)	(3,572,500)	1,817,521	(50.88%)
Receipt of securities sold under agreement to repurchase	51,431,824	143,153,604	(91,721,780)	(64.07%)
Payment of matured securities sold under repurchase agreement	(54,544,966)	(139,744,766)	85,199,800	(60.97%)
Dividend payments	(751,833)	(700,198)	(51,635)	7.37%
Proceeds from fund borrowings	7,499,533	11,144,193	(3,644,660)	(32.70%)
Payment of fund borrowings	(3,020,603)	(11,385,262)	8,364,659	(73.47%)
Proceeds from subordinated securities	4,000,000	-	4,000,000	100.00%
Payment of lease liabilities	(88,347)	(93,408)	5,061	(5.42%)
Payment of matured borrowings and subordinated securities	(4,828,500)	(3,000,000)	(1,828,500)	60.95%
Net Cash used for Financing Activities	**(1,757,871)**	**(3,517,424)**	**1,759,553**	**(50.02%)**
NET (DECREASE)/INCREASE CASH AND CASH EQUIVALENTS	**15,940,231**	**(17,579,380)**	**33,519,611**	**(190.68%)**
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	**35,458,390**	**53,037,770**	**(17,579,380)**	**(33.15%)**
CASH AND CASH EQUIVALENTS AT END OF YEAR	**51,398,621**	**35,458,390**	**15,940,231**	**44.95%**
The details of cash and cash equivalents at end of year are as follows:				
Cash	2,154,839	2,105,620	49,219	2.34%
Demand deposit with Bank Indonesia	33,797,873	22,739,920	11,057,953	48.63%

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Demand deposit with other banks	2,515,971	5,951,746	(3,435,775)	(57.73%)
Placements with Bank Indonesia and other banks maturing within three months or less since the acquisition date	12,929,938	4,661,104	8,268,834	177.40%
Total	**51,398,621**	**35,458,390**	**15,940,231**	**44.95%**

Graph of Consolidated Statement of Cash Flow



Cash Flows from Operating Activities

In 2025, the Company recorded net cash earned from operating activities of IDR24.32 trillion, a significant turnaround compared to 2024, which recorded the utilized net cash of IDR8.76 trillion. This improvement was primarily driven by a significant increase in fundraising, particularly time deposits, which grew by IDR35.20 trillion and positive changes in securities measured at fair value through profit or loss. In contrast, the increased loan disbursement of IDR14.50 trillion remained a factor in cash utilization. Overall, improvements in funding structure and liquidity management drove operating cash flow, returning to a positive position in 2025.

Cash Flow from Investing Activities

The Company's 2025 net cash booking for investment activity was (IDR6.63 trillion), increased compared to 2024 as of (IDR5.31 trillion). The increase in cash utilization was influenced by the government bonds purchasing, measured at fair value through other comprehensive revenues (FVOCI), fixed assets earnings, subsidiary entity acquisition with cash of IDR1.54 trillion. In addition, the securities placement activity with reselling undertakings also contributed to investment cash flow. It was reflected from the Company's strategy in optimizing investment portfolio and conducting a selectively anorganic expansion.

Cash Flows from Financing Activities

In 2025, the Company's net cash recording for funding activity was (IDR1.76 trillion), lower than in 2024 of (IDR3.52 trillion). The improvement was influenced by the subordinated securities issuance of IDR4.00 trillion and the declining of the received lending payment, though the payment for lending and the mature securities remained available. The 2025 funding structure displayed the Company's efforts in maintaining equilibrium of capital affirmation and a structured obligations management.

Ability to Pay Debt and Collectability of Accounts Receivable

Ability To Pay Debt

Bank BTN's ability to pay its liabilities or debt can be measured by using the liquidity ratio, solvency and profitability ratios. These ratios become the parameters in calculating the Bank BTN's ability to allocate liquidity reserves. With regard to issued bonds, the company's ability to meet its debt obligations is reflected in the timely payment of interest and the credit rating of the issued securities.

Creditor Rights Protection

The objective of the said policy is to ensure the fulfillment of rights and to maintain creditor confidence in the Company. This policy covers considerations in entering into agreements, as well as follow-up actions for the fulfillment of the Company's obligations to creditors. The policy on the basic rights of creditors includes the receipt of principal repayment and interest payments at the agreed time; the right to late payment penalties on principal and interest; and the right to request clarification, information, and documents, as well as to inspect the Company's books of accounts. In 2025, the Company's creditors consisted of bilateral loan providers and investors in debt securities and/or sukuk (EBUS).

The Company is subject to Articles 1131 and 1132 of the Indonesian Civil Code, which stipulate that Social Bonds are not secured by specific collateral, but are secured by the Company's entire assets, both movable and immovable, existing or future, which serve as a guarantee for the Social Bondholders. The Company does not provide any guarantee or protection for Subordinated Debt in accordance with Article 19, Section (1) Point F of the Financial Services Authority Regulation Number 34/POJK.03/2016 on September 22, 2016, regarding the Amendment to POJK No. 11/POJK.03/2016 concerning the Minimum Capital Adequacy Ratio for Commercial Banks, as most recently amended by POJK No. 27 of 2022 on December 16, 2022, regarding the Second Amendment to POJK No. 11/POJK.03/2016 concerning the Minimum Capital Adequacy Ratio for Commercial Banks. Meanwhile, bilateral loans are loans granted on a clean basis, or without collateral.

Nonetheless, the Company continuously endeavors to ensure the protection of creditor rights by establishing policies on disclosure and transparency obligations, enabling external parties (including creditors and investors) to assess the bank's condition and policies regarding capital management (objectives, policies, and processes), a summary of quantitative capital data, compliance with capital requirements, and the Capital Adequacy Ratio (CAR). Furthermore, the Company maintains policies to prevent liquidity stress by adhering to the Liquidity Coverage Ratio (LCR) maintenance requirement of ≥100%, including mechanisms for liquidity condition analysis, coordination, and reporting to the regulator in the event of potential non-compliance.

The Company continuously ensures the protection of creditor rights transparently, including:

1. The right to obtain information regarding products and their characteristics via the Bank's official website, annual report, brochures, etc.
2. The right to receive information concerning changes to the Bank's product terms and conditions through the Bank's official website or other social media platforms.
3. The right to receive timely repayment of principal and interest in accordance with the agreement and prevailing laws and regulations.
4. The right to obtain all relevant banking information as stipulated in the agreement and prevailing laws and regulations.
5. The right to access banking services, both at branch offices and through e-banking services, in accordance with the agreement and prevailing laws and regulations.
6. The right to obtain settlement solutions for all customer complaints at branch offices or through e-banking services in accordance with the agreement and prevailing laws and regulations.
7. The right to be informed of changes in the composition of the Board of Directors/Commissioners and/or Shareholders through the Bank's official website, annual report, or circulating newspapers, as per the agreement and prevailing laws and regulations.

8. The right to the protection of confidential creditor information in accordance with the agreement and prevailing laws and regulations.

Ability To Pay Short-Term Debt (Bank Liquidity)

One way to know the ability to pay short-term debt is through the liquidity ratio. Company used several liquidity parameters, namely the Macroprudential Liquidity Buffer Ratio (PLM) and Minimum Statutory Reserves (GWM), Loan to Deposit Ratio (LDR) and Macroprudential Intermediation Ratio (RIM).

Macroprudential Liquidity Buffer Ratio (PLM) and Minimum Reserve Requirements (GWM)

The Statutory Reserves (Demand Giro Wajib Minimum - GWM) serve as a key indicator for maintaining liquidity ratios. Company ensures that its GWM requirements, both in Rupiah and foreign currency (Valas), comply with the regulations set by the authorities. In addition to meeting the GWM requirements, Company also maintains the Macroprudential Liquidity Buffer Ratio (Penyangga Likuiditas Makroprudensial - PLM). This ratio represents the minimum liquidity reserves in Rupiah that Commercial Banks (Bank Umum Conventional - BUK) must maintain in the form of eligible securities as per regulatory requirements.

Table of PLM and GWM Ratio

(in %)

Category	Currency	2025	2024	Increase/Decrease
Conventional	IDR:			
	Primary (GWM)	9.39	5.38	4.01
	PLM	12.93	12.73	0.2
	US Dollar	4.02	4.18	(0.16)
Sharia	IDR	2.60	4.70	(2.10)

The Statutory Reserve (GWM) threshold that Commercial Bank (BUK) must maintain in accordance with regulatory provisions is 9%. In 2025, BTN Conventional maintained Rupiah GWM at 9.39%, an increase of 4.01% compared to 2024 which was recorded at 5.38%. This increase occurred because large amounts of funds were coming in and these funds were saved as GWM to anticipate customer fund withdrawals and credit realization needs.

At the end of 2025, BTN Conventional received a GWM incentive from Bank Indonesia of 3,2%, a decrease compared to the end of 2024, which was 4%. Overall, in December 2025 the Company was able to maintain optional levels of Rupiah liquidity and GWM in accordance with regulatory provisions, while supporting smooth operations and customer transactions during the Christmas and New Year 2025 period.

In 2025, the foreign currency GWM was maintained at 4.02%, which is kept lower than in 2024 at 4.18%. This policy was implemented to optimize excess foreign currencies liquidity in order to increase income, while still meeting the provisions set by the regulator.

The Macroprudential Liquidity Buffer (PLM) ratio in 2024 was 12.73% and would increase to 12.93% in 2025. This increase is influenced by the increase in the ownership of securities which is included in the securities category which is taken into account in the PLM provisions. The Company consistently maintains the position of these securities at an optimal level. Fulfillment of PLM refers to Regulation of Members of the Board of Governors Regulation Number 23 of 2025 concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units (PADG RIM PLM).

The statutory reserve for BSN based on the provisions is 7.5%, the Company received a GWM incentive from Bank Indonesia of 4.90%, so the obligation to fulfill the minimum Sharia GWM is 2.60%.

Macroprudential Intermediation Ratio (RIM)

RIM was a form of strengthening of the Loan to Funding Ratio (LFR). RIM was the ratio of loans extended to third parties in Rupiah and foreign currencies, excluding loans to other banks plus securities owned, to:

1. Third party funds which included current accounts, savings and time deposits in Rupiah and foreign currencies, did not include interbank funds.
2. Securities in Rupiah and foreign currencies that met certain requirements issued by Company.

In accordance with Bank Indonesia Regulation (PBI) Number 20/4/ PBI/2018 dated March 29, 2018, concerning "Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units" as amended by PBI Number 21 /12/PBI/2019 dated November 25, 2019, PBI Number 22/17/PBI/2020 dated September 30, 2020, and PBI Number 24/16/PBI/2022 dated November 1, 2022. Banks had to maintain a Macroprudential Intermediation Ratio (RIM) ratio of 84% to 94%. In 2025, the Company's RIM was 85.93%, a decrease compared to 2024, which was 90.40%.

Company also manages liquidity reserves in the form of High Quality Liquid Assets (HQLA) which was also a liquidity component, which was determined at an optimal amount in the range above the minimum HQLA limit every day to support the Company's liquidity needs and maintenance of GWM and PLM as determined by Bank Indonesia . The Company's secondary reserve position is always maintained above the minimum secondary reserve limit throughout 2025.

Loan To Deposit Ratio (LDR)

The Loan-to-Deposit Ratio (LDR) is a key parameter for measuring a bank's liquidity health. It represents the proportion of loans disbursed to third parties compared to third-party funds (customer deposits). In 2025, Company's LDR stood at 91.28%, a decrease from 95.79% in 2024. This decline reflects BTN's strategy of balancing credit disbursement with third-party fund collection to maintain bank liquidity.

Ability To Pay Long-Term Debt (Bank Solvability)

The capital ratio was one of the parameters used in measuring the solvency ratio. In accordance with its commitment to run the banking business with prudent principles and in accordance with applicable regulations, Company ensured that the Capital Adequacy Ratio (CAR) was able to meet credit risk, market risk and operational risk.

In accordance with Bank Indonesia (BI) regulations, the Minimum Capital Requirement (KPMM)/CAR set for banks with a risk profile of "2" is 9.25%. The amount of capital for credit risk consists of Core Capital (Tier I) and Supplementary Capital (Tier II). The Company's total capital in 2025 reached Rp32.85 trillion, consisting of core and supplementary capital amounting to Rp28.77 trillion and Rp4.08 trillion, respectively. The Company's total Risk-Weighted Assets (RWA) in 2025 amounted to Rp173.37 trillion, and the CAR ratio in 2025 was 18.95%.

Ability to Pay Debt of Securities Issued

The ability to pay debt could also be reflected based on the rating of the securities issued by the Bank, namely bonds. Securities issued regularly were assessed by a rating agency to support the eligibility of securities. The quality of securities was largely determined by the ability of the securities issuing company to pay its securities at maturity and its ability to pay interest or coupons during the term of the securities issuance.

Table of Ability to Pay Debt from Securities Issued

Information	Rating	
	2025	2024
Sustainable BBTN II Phase I 2015 Series D*	AA+(idn)	AA+(idn)
Sustainable BBTN III Phase I 2017 series D	AAA(idn)	AA+(idn)
Junior Global Bond Bank BTN (USD)*	Ba3	Ba3
Sustainable BBTN IV Phase I 2020 series C*	AA+(idn)	AA+(idn)
Sustainable BBTN IV Phase II 2022 series A*	AA+(idn)	AA+(idn)
Sustainable BBTN IV Phase II 2022 series B	AAA(idn)	AA+(idn)
BBTN with a Sustainable Social Insight I Phase I in 2025	$_{id}$AAA	-
BBTN Continuous Subordination I Phase I 2025	$_{id}$AA	-

Note:
- Rating for domestic securities issued outstanding in 2025 used rating from Pefindo.
- The rating of outstanding domestic securities in 2025 uses a rating from Fitch.
- The rating for Bank BTN's Junior Global Bond (USD), which will be paid off in 2025, uses a rating from Moody's

* Securities that are fully paid (mature) in 2025

Table of Security Rank Meaning

Rating Agency	Rating	Rating meaning
Pefindo	$_{id}$AAA	The '$_{id}$AAA National Rating is the highest rating on PEFINDO's national scale. This rating reflects the very strong ability of the issuer or debt instrument to meet its long-term financial obligations compared to all other issuers or instruments in the territory of the Republic of Indonesia. The inherent default risk is rated very low and is at the safest level on the national rating scale. There are no other level categories above this level. The 'AAA' rating indicates that the issuer's financial, business and management factors are at their strongest and most stable, thereby providing the highest level of protection for investors in the domestic context. This rating also does not use the modifier "+" or "–", because it reflects the highest position in the PEFINDO rating system.
Pefindo	$_{id}$AA	The '$_{id}$AA' National Rating reflects the very strong ability of the issuer or debt instrument to meet its long-term financial obligations compared to most issuers or other instruments within the territory of the Republic of Indonesia. The inherent default risk is assessed as very low, although slightly higher compared to the highest rating ($_{id}$AAA). However, this ranking still indicates a very high level of security on the national rating scale. The 'AA' rating indicates that the issuer's financial, business and management factors are in a very strong and stable condition, with excellent capacity to face adverse changes in economic and business conditions. Differences with the highest ratings are very small and are generally associated with slightly higher sensitivity to changes in the business environment. This rating is 2 notches lower than the corporate rating because this bond is subordinated.
Fitch Ratings Indonesia	AAA(idn)	The National Rating 'AAA(idn)' is the highest rating on Fitch's national scale. This rating reflects a very low expected default risk, and indicates that the issuer or bond has the strongest credit quality compared to all other issuers or instruments in the same country or monetary union. The inherent risk of default is very small and is at the safest level on the national rating rating. No other category is above this ranking. In contrast to other rating categories, the 'AAA(idn)' rating does not use the modifier "+" or "–", because this rating already represents the highest position in Fitch's rating class.
Moodys	Ba3	Issuers rated Ba have speculative, or independent, intrinsic financial strength and are subject to substantial credit risk in the absence of possible support from affiliates or the Government.

Receivable Collectibility

Bank collectibility is reflected from the Non-Performing Loan (NPL) ratio. NPL ratio is a benchmark to assess the amount of problem loans or loss out of all loans distributed to customers. The smaller the NPL ratio, the better the collectibility and loan quality.

Table of Collectability

(in IDR million)

Description	2025		2024	
	Minus Sharia Segment	Plus Sharia Segment	Minus Sharia Segment	Plus Sharia Segment
Total Loans/Financing	345,702,924	54,873,163	314,080,105	43,892,827
Performing Loan (PL)	334,760,539	53,458,241	**304,022,694**	**42,632,236**
Current	300,755,197	49,918,935	273,060,967	39,536,826
Special Mention	34,005,342	3,539,306	30,961,727	3,095,410
Non Performing Loan (NPL)	10,942,385	1,414,922	**10,057,411**	**1,260,591**
Substandard	334,251	280,091	605,276	266,796

Description	2025		2024	
	Minus Sharia Segment	Plus Sharia Segment	Minus Sharia Segment	Plus Sharia Segment
Doubtful	650,189	218,665	1,748,284	191,485
Loss	9,957,945	916,166	7,703,851	802,310
PL	96.83%	97.42%	96.80%	97.13%
NPL Gross	3.17%	2.58%	3.20%	2.87%
NPL Net	1.85%	0.70%	1.91%	1.71%

Gross NPL with the sharia segment in 2025 was 3.17%, a decrease compared to 2024 which was 3.20%. This condition is due to the majority of financing credits having matured and repaid.

Table of Credit Written-Off

(in IDR million)

Description	2025		2024	
	Number of Debtors	Write-off Value (in IDR milliions)	Number of Debtors	Write-off Value (in IDR milliions)
Konvensional	12,916	3,253,317	16,761	3,200,092
Syariah	3,149	507,579	2,102	281,309
Jumlah	**16,065**	**3,760,896**	**18,863**	**3,481,401**

Several activities or programs that can encourage increased collectibility 2 performance in 2026 including

01 New Scheme Credit Restructuring
Implementation of the new restructuring scheme **Tiered Installment Rescheduling (PUAB)**

02 Early Asset Sales Program
The PL's troubled asset sales program focuses on recurring debtors & handover of Corporate Plan

03 Implementation of New Monoline & Coll System
The implementation of new monoline and collection management system in stages (hybrid)

04 Implementation of QRIS on the Smartcoll App
The reward program for special debtors who pay installments before the due date

05 New Incentive Scheme and OPD
The incentive scheme based on amount collect & rollback/stay, OPD by KM used

06 Implementation of Late Charges
The implementation of fines for late payment of installments

07 HC Collection Development Program
Increasing Collection Human Resource (SDM) through recruitment, capacity, capability & talent-career path

08 Use of EDC/Installment Payment App
The use of EDC/App collector as a tool for receiving installments

09 AI Tools for Verifying Telephone & Visit Results
The use of AI tools to check input results for telephone & visit results

Activities or programs that can encourage increased NPL (Non-Performing Loan) and passive performance in 2026 include the following:

01 Internal Appraisal for Auctions
The internal Appraisal to accelerate the auction of Non-Corporate problematic assets

02 BTN Cheap House portal features
Cheap House Revamp Redesign & Development of BTN

03 Development of iColl for RAS
Development of the iColl application for RAS as an asset monitoring tool for

04 Host-to-Host with Asuradur Kredit
Host-to-host integration with Asuradur Kredit to facilitate insurance claims

05 Terms Cessie Review
Terms Cessie Review

06 Restruct iLoan Development
Restruk iLoan application development to add new schemes & features

07 Development of the Asset Buyback System
Development of a system for monitoring debtor asset portfolios carried out by the Buyback

Other Financial Ratio

To measure the profitability and efficiency of the Company's performance, financial ratios used by banking were Profit before tax to Assets or Return On Assets (ROA), Profit after tax to Equity or Return On Equity (ROE), Net Interest Margin (NIM) and the ratio of Operating Expenses to Operating Income (BOPO).

Table of Other Financial Ratio

(parent entity, in %)

Description	2025	2024	Increase/ Decrease
Return On Assets (ROA)	0.89%	0.83%	7.23%
Return On Equity (ROE)	11.57%	10.76%	7.53%
Net Interest Margin (NIM)	4.20%	2.86%	46.85%
Operating Expenses to Operating Income (BOPO)	89.04%	88.70%	0.38%

In 2025, the ROA, ROE and NIM values are 0.89%, 11.57% and 4.20% respectively, indicating an increase compared to 2024. This is mainly due to a decrease in the percentage of the Company's cost of funds or interest expense on third party funds as a result of fund recomposition. The Operating Expenses to Operating Revenues (BOPO) value in 2025 can be maintained at 89.04%, an increase from 2024 of 88.70%. The increase in BOPO is in line with the increase in operational expenses, but the increase is still maintained at 0.38%.

Fund Interest Rate

Information on interest rates for bank deposits, savings and current accounts as of December 31, 2024 was as follows:

Table of Indonesia Rupiah Savings Interest Rates

Product Type	Balance Strata	Interest Rates
Tabungan Investa	Up to IDR10 million	0.00%
	> IDR10 million - IDR100 million	0.50%
	> IDR100 million - IDR500 million	2.00%
	> IDR500 million - IDR1 billion	2.25%
	> IDR1 billion - IDR10 billion	2.64%
	> IDR10 billion - IDR50 billion	3.48%
	> IDR50 billion	3.75%
Tabungan Investa Plus	≥ 50 million - 500 million	2.15%
	> 500 million - 1 billion	2.25%
	> 1 - 5 billion	2.75%
	> 5 billion	3.00%
Tabungan BTN Batara	< IDR1 million	0.00%
	IDR1 million - < IDR50 million	0.05%
	IDR50 million - < IDR500 million	0.10%
	IDR500 million - IDR1 billion	0.25%
	> IDR1 billion	0.50%
Tabungan BTN Bisnis	< IDR1 million	0.00%
	≥ IDR1 million - < IDR50 million	0.25%
	≥ IDR50 million - < IDR500 million	0.50%
	≥ IDR500 million - < IDR1 billion	1.00%
	≥ IDR1 billion	1.25%
Tabungan BTN Junior	≤ IDR50 thousand	0.00%
	> IDR50 thousand	0.50%
TabunganKu	≤ IDR500 thousand	0.00%
	> IDR500 thousand - IDR1 million	0.10%
	> IDR1 million	0.25%

Product Type	Balance Strata	Interest Rates
Tabungan SiMuda RumahKu	≤ IDR1 million - IDR10 million	1.00%
	> IDR10 million - IDR25 million	1.15%
	> IDR25 million - IDR50 million	1.25%
	> IDR50 million - IDR100 million	1.35%
	> IDR100 million - IDR250 million	1.50%
	> IDR250 million	2.00%
Tabungan BTN Siap!	< IDR1 million - IDR10 million	1.00%
	> IDR10 million - IDR25 million	1.15%
	> IDR25 million - IDR50 million	1.25%
	> IDR50 million - IDR100 million	1.35%
	> IDR100 million - IDR250 million	1.50%
	> IDR250 million	2.00%
Tabungan BTN e'BataraPos	< IDR1 million	0.00%
	≥ IDR1 million - IDR50 million	0.05%
	IDR50 million - < IDR500 million	0.10%
	> IDR500 million - IDR1 billion	0.25%
	> IDR1 billion	0.50%
Tabanas Batara Kantor Pos	Across all tiers	0.00%

Table of Indonesia Rupiah Current Account Interest Rates

Product Type	Balance Strata	Interest Rates
Giro Rupiah	≤ IDR10 million	0.00%
	> IDR10 million - IDR100 million	0.25%
	> IDR100 million - IDR500 million	0.75%
	> IDR500 million	1.00%

Table of Indonesia Rupiah Deposit Interest Rate

Product Type	Balance Strata	Tenor (months)						
		1	2	3	4	6	12	24
Deposito BTN Rupiah	< IDR5 million	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	≥IDR5 million - < IDR10 million	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	≥IDR10 million - < IDR100 million	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%
	≥IDR100 million - < IDR500 million	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%
	IDR500 million - IDR2 billion	2.25%	2.25%	2.75%	2.75%	2.75%	2.75%	2.75%
	> IDR2 billion	2.25%	2.25%	2.75%	2.75%	3.00%	3.00%	3.00%

Table of Indonesia Rupiah e-Deposito Interest Rates

Product Type	Balance Strata	Tenor (months)						
		1	2	3	4	6	12	24
e-Deposito BTN Rupiah	IDR1 million - < IDR5 million	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	IDR5 million - < IDR100 million	2.60%	2.75%	3.00%	3.00%	3.00%	3.00%	3.00%
	IDR100 million - < IDR500 million	2.65%	2.75%	3.25%	3.25%	3.25%	3.25%	3.25%
	IDR500 million - < IDR2 billion	3.50%	3.50%	3.50%	3.50%	3.50%	3.40%	3.40%
	IDR2 billion - < IDR5 billion	3.75%	3.75%	3.75%	3.75%	3.75%	3.40%	3.40%
	IDR5 billion - < IDR10 billion	3.75%	3.75%	3.75%	3.75%	3.75%	3.50%	3.50%
	≥ IDR10 billion	3.75%	3.75%	3.75%	3.75%	3.75%	3.60%	3.60%

Table of Foreign Currency Savings Interest Rate

Product Type	USD			SGD		AUD / CNY		JPY	
	Balance Strata	Interest Rate		Balance Strata	Interest Rate	Balance Strata	Interest Rate	Balance Strata	Interest Rate
		Offline (via KC)	Online (via Balé)						
Tabungan BTN Felas	< USD1,000	0.00%	0.00%	All tiering	0.10%	All tiering	0.05%	All tiering	0.00%
	USD1,000 - < USD10,000	0.15%	0.15%						
	USD10,000 - < USD100,000	0.35%	0.35%						
	≥ USD100,000	0.50%	0.50%						

Table of Foreign Currency Deposit Interest Rate (USD)

Product Type	Balance Strata	Tenor (months)			
		1	3	6	12
BTN USD deposits	All strata	4.00%			

Table of Foreign Currency Deposit Interest Rate (SGD)

Product Type	Balance Strata	Tenor (months)					
		1	3	4	6	12	24
Deposito BTN SGD	All strata	0,10%					

Table of Foreign Currency Deposit Interest Rate (AUD, CNY)

Product Type	Balance Strata	Tenor (months)				
		1	3	6	12	24
AUD/CNY deposits	All strata	0.10%				
JPY deposits	All strata	0.00%				

Table of Foreign Currency e-Deposit Interest Rate (USD)

Product Type	Balance Strata	Tenor (months)			
		1	3	6	12
BTN USD e-deposits	All strata	4.00%			

Table of Foreign Currency Current Account Interest Rate (USD, EURO)

Product Type	Balance Strata	Interest rate
BTN USD Current Account	Up to USD100,000	0.00%
	> USD100,000	0.10%
BTN Euro Current Account	All strata	0.00%

Prime Lending Rate

On a periodical basis, Company renews its Prime Lending Rate (PLR/SBDK) in accordance with the benchmark interest rate updates from Bank Indonesia. PLR becomes the basis for establishing the Bank's lending rate to be charged to Customer. PLR has not estimated the risk premium which depends on Company's assessment on each debtor or debtor group's risk. Therefore, the lending rate to be charged to debtors may not necessarily be the same as the PRL .

Table of Prime Lending Rate Interest Rate

Description	PRL per Business Segment						
	Non-MSME Loans		MSME Loans			KPR/KPA	Non KPR/ KPA
	Corporate	Retail	Medium	Small	Micro		
Prime Lending Rate (PLR) 2025	8.76%	8.90%	9.90%	10.48%	13.75%	8.04%	10.80%
Prime Lending Rate (PLR) 2024	8.76%	9.25%	10.17%	11.00%	14.03%	8.04%	11.80%
Prime Lending Rate (PLR) 2023	8.05%	8.30%	n/a	n/a	n/a	7.30%	8.80%
Prime Lending Rate (PLR) 2022	8.00%	8.25%	n/a	n/a	n/a	7.25%	8.75%
Prime Lending Rate (PLR) 2021	8.00%	8.25%	n/a	n/a	n/a	7.25%	8.75%

Productive Assets Quality Analysis

The assessment or provision of productive assets is aimed at providing funds in order to obtain income, whether in the form of credit, securities, interbank fund placement, repo/reverse repo, or other equivalent forms of providing funds. Based on asset quality data, the position of productive assets in the Current (L) category in 2025 was recorded at IDR 417.45 trillion, relatively stable compared to 2024 which was IDR 423.20 trillion. Although there was growth in several portfolios such as credit and sharia financing, the aggregate current position experienced adjustments in line with the dynamics of securities composition and interbank placements. On the other hand, the total credit and financing provided in 2025 will reach IDR 404.80 trillion with a current composition of IDR 326.65 trillion. Shifts between collectibility categories remain controlled, and reserves (CKPN) are strengthened to maintain asset quality.

Overall, the Company continues to maintain the quality of its productive assets with the majority being in the current category and supported by strengthening reserves for impairment losses. This shows that credit risk management and productive asset portfolio management are carried out in a prudent and measurable manner.

Table of Productive Assets Quality (Parent Entity)

(in IDR million)

Description	2025					
	Current (L)	Special Mention (DPK)	Substandard (KL)	Doubtful (D)	Loss (M)	Total
Placement with other banks	2,513,736	-	-	-	2,043	2,515,779
Spot and Derivative Receivables/ Forward	-	-	-	-	-	-
Securities Owned	53,229,660	32,929	2,869	4,543	50,576	53,320,577
Securities Sold under Repurchase Agreement (Repo)	413,096	-	-	-	-	413,096
Receivables from Securities Purchased under Agreement to Resell (Reverse Repo)	1,683,840	-	-	-	-	1,683,840
Acceptance receivable	574,901	-	-	-	-	574,901
Loans	300,755,198	34,005,341	334,251	650,189	9,957,945	345,702,924
Capital Investment	7,188,001	-	-	-	-	7,188,001
Other Receivables	-	-	-	-	-	-
Commitments and Contingencies	24,791,084	522,296	-	10,000	111,774	25,435,154
Foreclosed Collatera	-	-	-	-	-	-

(in IDR million)

Description	2024					
	Current (L)	Special Mention (DPK)	Substandard (KL)	Doubtful (D)	Loss (M)	Total
Placement with other banks	5,950,058	-	-	-	1,749	5,951,807
Spot and Derivative Receivables/ Forward	102,843	-	-	-	-	102,843
Securities Owned	57,236,892	42,859	4,360	5,369	50,159	57,339,639
Securities Sold under Repurchase Agreement (Repo)	3,499,300	-	-	-	-	3,499,300
Receivables from Securities Purchased under Agreement to Resell (Reverse Repo)	175,625	-	-	-	-	175,625
Acceptance receivable	941,898	-	-	-	-	941,898
Loans	312,597,792	34,057,137	872,074	1,939,769	8,506,160	357,972,932
Capital Investment	-	-	-	-	-	-

Description	2024					
	Current (L)	Special Mention (DPK)	Substandard (KL)	Doubtful (D)	Loss (M)	Total
Other Receivables	-	-	-	-	-	-
Commitments and Contingencies	18,533,250	269,983	6,293	10,565	182,854	19,002,945
Foreclosed Collatera	-	-	-	-	-	-

Table of Allowance for Impairment Losses and Allowance for Asset Quality Assessment

(in IDR million)

Pos-Pos	2025				
	Stage 1	Stage 2	Stage 3	General	Specific
Placement with other banks	4	-	2,043	25,137	2,043
Spot and Derivative Receivables/ Forward	-	-	-	-	-
Securities Owned	52	-	-	62,516	54,925
Securities Sold under Repurchase Agreement (Repo)	-	-	-	3,282	-
Receivables from Securities Purchased under Agreement to Resell (Reverse Repo)	-	-	-	16,830	-
Acceptance receivable	124	-	-	5,732	-
Loans and Financing	1,604,155	4,387,132	7,968,270	2,847,340	4,803,646
Capital Investment	-	-	-	72,661	-
Other Receivables	-	-	-	-	-
Commitments and Contingencies	431	7	-	61,753	111,774

(in IDR million)

Pos-Pos	2024				
	Stage 1	Stage 2	Stage 3	General	Specific
Placement with other banks	822	-	1,749	59,501	1,749
Spot and Derivative Receivables/ Forward	-	-		1,028	-
Securities Owned	787	-	-	63,607	55,591
Securities Sold under Repurchase Agreement (Repo)	-	-	-	-	-
Receivables from Securities Purchased under Agreement to Resell (Reverse Repo)	-	-	-	1,756	-
Acceptance receivable	1,987	-	-	9,419	-
Loans and Financing	2,965,797	3,564,534	6,526,856	3,073,878	9,135,653
Capital Investment	-	-	-	-	-
Other Receivables	-	-	-	-	-
Commitments and Contingencies	3,385	-	-	57,249	13,500

Fee Based Income Growth Acceleration

To increase profitability, Company's Business Plan was focused on increasing Other Operating Income (POL) which was mostly generated from fee-based income, especially from new sources based on transactions and services. To achieve this target, the strategic initiatives carried out in the short and medium term are as follows:

1. Increasing fees from treasury and forex transactions.
2. Increasing fee-based income from credit business (syndication, insurance kick-back, and credit administration outside of subsidized mortgages).
3. Increasing fee-based income from digital transactions and wholesale banking by:
   a. Accelerating the implementation of online acquiring features.
   b. Accelerating the implementation of the Quick Response Code Indonesian Standard (QRIS) Border and QRIS Customer Presented Mode.
   c. Developing Visa Paywave to increase retail customer transactions and fee based.
4. Developing fee based from new sources through:
   a. Development of e-Guarantee to increase fee based in the wholesale Banking segment.
   b. Increasing fee-based priority banking services through product development, including National Securities (SBN), insurance products, and mutual funds.
   c. Increasing fees sourced from Bank Guarantees (BG), Domestic Letters of Loans (SKBDN), Supply Chain Financing (SCF), Cash Management System (CMS) in the Corporate segment and wholesale.

Digital Transaction Volume Growth

To develop new sources of growth, Company accelerated the development of digital services, especially those targeting retail transactions through the Balé by BTN acquisition and utilization program. With various programs run, the number of digital banking transactions increased rapidly to 2.36 billion transactions, or an increase of 77% yoy. In line with the increase in the number of transactions, the volume of digital service transactions also increased to IDR176 trillion, or grew 12% yoy. To support the development of digital transactions, Company carried out various digital innovations including the rebranding of the Bale by BTN Superapp and intensifying the acquisition of BTN merchants. In 2024, the number of BTN QRIS merchants increased rapidly to 250.371 QRIS merchants or an increase of 100% YoY with a total merchant balance reaching IDR3.29 trillion. In addition, Company also expanded the BTN Properti application and portal as a digital housing ecosystem.

In 2025, the Balé Properti portal and application will have 986 thousand members, 19,990 developers and 1 million housing stock ready for mortgages. The company carries out technological innovations, one of which is the BTN Open API and Sandbox. By the end of 2025, the number of partners who have integrated BTN Open API will reach 35 partners with a total hit in 2025 of 4,975,384 hits.

Bank Capital Structure

Management Policy on Capital Structure and Policy Determination Basis

The Company's Capital Plan is based on the latest economic developments, despite a review and assessment of the required capital adequacy requirements. In terms of developing its Risk Management policies and strategies, the Board of Directors has established a Risk Appetite Statement (RAS) and other risk limits. The RAS is reviewed annually or at any time, considering changes in the Company's business plans and objectives, as well as changes in the business environment. Furthermore, the Board of Directors and the Board of Commissioners conduct an annual review to ensure that the Company's capital structure and liquidity remain aligned with its strategic objectives and risk appetite.

The purpose of management's policy on capital is to ensure that Company's capital is strong and able to create a strong capital structure to support the development strategy for current business expansion and maintain the continuity of development going forward. In addition, the determination of the capital policy is intended to meet the capital adequacy provisions set by the regulator and ensure that Company's capital structure has been efficient.

Based on OJK Regulation Number 11/POJK.03/2016 as amended by OJK Regulation No. 27 of 2022 concerning the Second Amendment to OJK Regulation Number 11/POJK.03/2016 concerning the Minimum Capital Adequacy Requirement for Commercial Banks, BTN's capital consists of:

1. Core Capital, which consists of Common Equity Tier - CET1 and Additional Tier 1 (AT1). Core capital includes paid-in capital and disclosed reserves. Disclosed reserves consists of additional factors (agio, general reserves, previous year's profit, profit for the year and stock options) and the deducting factors (other comprehensive losses and financial asset transactions classified as available for sale, difference of Allowance for Uncollectible Accounts (PPA) on earning assets with Allowance for Impairment Losses and nonearning PPA).
2. Supplementary Capital (Maximum 100% of Core Capital) which consists of general reserves of PPA for productive assets that must be calculated with a maximum amount of 1.25% of RWA for Credit Risk and Reserves.

The total core capital (Tier I) of the Company (BTN and BSN) in 2025 was IDR 39.56 trillion, higher than in 2024 of IDR 29.83 trillion. Meanwhile, the amount of the Company's supplementary capital (Tier II) in 2024 was IDR 4.27 trillion, higher than the supplementary capital in 2024 of IDR 2.43 trillion, this was because there was additional Subordinated Securities.

Capital Structure Details

Company has strong capital capabilities to support business growth. Below is the details of Company's capital structure.

Table of Capital Structure Details

(in IDR million)

Description	2025 (Consolidated)	2024
I. CORE CAPITAL (TIER 1)	**35.289.292**	**29.834.471**
1. Common Equity Tier - CET 1	33.289.292	29.834.471
0.1 Paid-up Capital (minus Treasury Stock)	7.017.222	7.017.222
0.2 Disclosed Reserves	28.871.679	25.103.287
0.3 Calculable Non-Controlling Interest	-	-
0.4 Common Equity Tier 1 Regulatory Adjustment	(2.599.610)	(2.286.038)
2. Additional Tier - AT 1	2.000.000	-
2.1 Instruments meeting AT-1 requirements	2.000.000	-
2.2 Agio/Disagio	-	-
2.3 Additional Tier 1 Regulatory Adjustment	-	-
II. SUPPLEMENTARY CAPITAL (TIER 2)	**4.276.886**	**2.438.559**
1. Capital instruments in shares or others meeting Tier 2 requirements	2.216.667	549.605
2. Agio/Disagio	-	-
3. General reserves of mandatory productive asset Allowance for Uncollectible Accounts (max. 1.25% of Credit Risk RWA)	2.060.219	1.888.954
4. Supplementary Capital Regulatory Adjustment	-	-
TOTAL CAPITAL	**39.566.177**	**32.273.030**
RISK-WEIGHTED ASSETS (RWA)		
RWA for Credit Risk	163.844.282	149.287.750
RWA for Operational Risk	20.388.527	19.055.594
RWA for Market Risk	4.900.688	6.101.634
Total RWA	**189.133.497**	**174.444.978**

Description	2025 (Consolidated)	2024
Capital Adequacy Ratio (CAR) according to Risk Profile	**9,25%**	**9,25%**
Common Equity Tier 1 (CET 1)	17,60%	17,10%
Tier 1 Ratio	18,66%	17,10%
Tier 2 Ratio	2,26%	1,40%
Capital Adequacy Ratio (CAR)	**20,92%**	**18,50%**

Material Commitments for Capital Investment

In 2025 and 2024, Company made material commitments with related parties for capital investments. Some material commitments with significant values are presented in the following table:

Table of Material Commitments for Capital Investment

Name of Parties under Commitments	Type of Commitment	Commitment Value (in IDR million)
2025		
PT Usaha Gedung Mandiri	Tangerang branch (KC) Renovation Contractor Services	7,395
PT Binayasa Putrabatara	Bank BTN branch (KC) Pondok Indah Building Construction Work Contractor Services	40,700
PT Binayasa Putrabatara	Work Space Renovation Contractor Services (TRSD), Floor 25, Tower 2 BTN	10,495
PT Neocelindo Intibeton	Advanced Work Contractor Services for the Construction of the Cibubur branch (KC) Building	9,198
PT Neocelindo Intibeton	Continued Work Contractor Services Renovation and Relayout Work for All Floors of the Bekasi branch (KC) Building	9,050
PT Binayasa Putrabatara	Way Halim- branch (KC) Bandar Lampung Renovation Work Contractor Services (KCP)	5,100
PT Mitra Niaga Madani	Medan Records Center Renovation Work Contractor Services	9,919
PT Mitra Niaga Madani	Tanah Abang Renovation Work Contractor Services (KCS)	6,150
PT Soludia	Procurement of Roll O Pack for BTN Ecopark Gandul Records Center Building	43,624
PT Usaha Gedung Mandiri	Jambi branch (KC) Renovation Work Contractor Services	9,395
PT Binayasa Putrabatara	Renovation of Sharia Commercial Bank (BUS) Work Space at BTN Tower	13,975
PT Gunnebo Indonesia Distribution	Procurement of Roll O Pack for Medan Records Center	8,691
PT Binayasa Putrabatara	BUS-Tanah Abang Work Space Renovation and Relayout Contractor Services	9,300
PT Binayasa Putrabatara	Continued Work on Building a Learning Center on Ciburial Land, Dago Pakar, Bandung (Phase 1)	33,500
PT Neocelindo Intibeton	Contractor Services for Renovation of the Directors' Workspace on the 22nd Floor of BTN Tower	10,380
PT Pawit Jaya Utama	BTN Tower Relayout Work Contractor Services, 7-FAD Floor	5,300
PT Pembangunan Perumahan (Persero) Tbk	Contractor Services for Construction of Sports Facilities and Foodcourts in the BTN Eco Park Gandul Area	16,300
PT Binayasa Putrabatara	BTN Tower Chiller Replacement Contractor Services	35,600

Name of Parties under Commitments	Type of Commitment	Commitment Value (in IDR million)
PT Multipolar Technology Tbk.	Modernization of Core Banking Servers and Supporting Devices	206,607
PT Logistik Teknologi Indonesia	Network Detection and Response Solutions	11,850
PT NTT Indonesia Technology	Privilege Access Management Solution for IT Devices	12,890
PT Neptus Teknologi	Renewal Upgrade Maintenance MSDAP	31,322
PT NTT Indonesia Technology	Bank BTN Replacement Switch Outlet	17,695
2024		
PT Binayasa Putrabatara	Contractor Services for Renovation Work at Jakarta Kuningan branch (KC) and Jakarta II Regional Office at BTN Tower 2.	18,000
PT Binayasa Putrabatara	Contractor Services for Renovation of Conventional Banking Hall, Private Banking, SDB Room, and Basic Document Room for the Use of Jakarta Kuningan branch (KC) in BTN Tower 2.	22,700
PT Binayasa Putrabatara	BTN Branch (KC) Pematangsiantar Building Construction Work Contractor Services.	42,300
PT Brantas Abipraya	Learning Center Construction Work Contractor Services on Ciburial Land, Dago Pakar, Bandung (Phase 1).	100,500
PT Brantas Abipraya	BTN Branch (KC) Kebon Jeruk Construction Contractor Services.	121,500
PT Casa Prima Indonesia	KCS Lhokseumawe Renovation Work Contractor Services.	10,500
PT Casa Prima Indonesia	Banjarmasin branch (KC) Relayout Renovation Work Contractor Services.	11,100
PT Casa Prima Indonesia	Tanjungpinang branch (KC) Renovation Work Contractor Services.	13,280
PT Casa Prima Indonesia	KCS Surabaya Renovation Work Contractor Services.	13,700
PT Casa Prima Indonesia	Meruya Official Residence Construction Work Contractor Services.	20,300
PT Casa Prima Indonesia	Contractor Services for the Construction of the Record Center Building, KCP and Official Homes on Soekarno Hatta Land, Bandung.	41,150
PT Casa Prima Indonesia	BTN Branch (KC) Kupang Building Construction Work Contractor Services.	47,550
PT Grafindo Triutama	Jakarta Harmoni Non Banking Hall Branch (KC) Renovation Work Area Contractor Services.	10,010
PT Integra Dayacipta Grahatama	Regional Office Construction Work Contractor Services I.	53,500
PT Neocelindo Intibeton	BTN branch (KC) Cibubur Building Construction Work Contractor Services.	47,280
PT Neocelindo Intibeton	Office Construction Contractor Services in region 6.	61,500
PT Nindya Karya	BTN Branch (KC) Kelapa Gading Square Building Construction Work Contractor Services.	132,001
PT Pembangunan Perumahan	BTN Eco Park Gandul Construction Work Contractor Services (Phase 1).	322,899
PT Usaha Gedung Mandiri	Contractor Services for Meeting Room Works on Floors 30 and 32 of Tower 2 BTN.	11,785
PT Victory Utama Karya	BTN Tower 2 Division Workspace Renovation Work Contractor Services.	26,930
PT Metrocom Global Solusi	Procurement of x86 Servers for Conventional and Sharia Internet Banking and Cash Management System.	10,940
PT Multipolar Technology Tbk.	Procurement of Desktop PC and Notebook Devices in 2024.	43,243
PT Praweda Ciptakarsa Informatika	Procurement of a Security Intelligence Platform to detect potential cyber attacks, detect data and user credential breaches and response to security incidents.	41,272

Name of Parties under Commitments	Type of Commitment	Commitment Value (in IDR million)
PT IDX Consulting	Procurement of *Fraud Detection System* (FDS) applications.	30,878
PT Mastersystem Infotama	Procurement of Web Application Firewall (WAF), DNS Security and Loan Balancer (HA Critical Appliccation Firewall) devices.	13,470
PT Metrocom Global Solusi	Procurement of Database Server for Internet Banking and CMS.	19,980
PT Truslogic Mitra Teknologi	Procurement of Security Tools in the DevSecOps Toolchain.	12,165
PT Multipolar Technology Tbk	Data Lake Development Procurement.	11,751
PT Intikom Berlian Mustika	Modernization of the Branch Delivery System.	89,995
PT Multipolar Technology Tbk	Procurement of HA Authentication, Authorization, Auditrail and Network Access Control (NAC) solutions for BTN Head Office and Branch Offices.	28,600
PT Indonesia Comnets Plus	Procurement of Modernization of Pinpad Machines equipped with IKD and eKTP Reader.	30,000

Company makes material commitments for investment in goods and capital with the aim of supporting Company's operational activities. The source of funds used by Bank Company in carrying out material commitments comes from Company's internal funds. Because the currency used as the denomination for capital goods investment is only IDR or Rupiah and the procurement value stated in the cooperation agreement between the Company and the supplier is also set in Rupiah, there is no need for planned steps to protect against risks from foreign currency positions.

Capital Investment

BTN invested in capital goods in the form of land, buildings/office, other buildings, computer hardware, machinery, vehicles, office equipment, fixed assets and other inventory. In 2025, the total investment in capital goods will be IDR 15.14 trillion. This number increased compared to 2024 due to the revaluation of fixed assets, the purchase of land for offices, construction and renovation of office buildings, vehicles and various office equipment to support the Company's operations.

In 2025, the Company will invest in capital goods, mostly in the form of construction of buildings intended for the Dago Pakar Bandung Learning Center, BTN Eco Park Gandul Depok, Regional Offices and Branch Offices. Apart from that, renovation work was also carried out on office buildings, including renovations on the work space of the BTN Tower building, Sharia Center Tanah Abang, and BTN Tower 2 BTN. For investment in capital goods in computer hardware, the Company centralizes the procurement of personal computers (PCs) and notebooks/laptops using the seat management method.

Table of Capital Goods Investment

(in IDR million)

Type	Investment Purpose	Investment Value	
		2025	2024
Land	Company Business Operations	5,896,312	5,367,787
Office Buildings/Rooms	Company Business Operations	3,327,386	2,622,305
Other Buildings	Company Business Operations	846,623	551,074
Computer Hardware	Company Business Operations	3,740,366	3,471,025
Machineries	Company Business Operations	526,425	473,383
Vehicles	Company Business Operations	54,212	50,428
Office Supplies	Company Business Operations	702,309	655,769
Fixed Assets and Other Inventories	Company Business Operations	43,201	40,280
Total		15,136,834	**13,232,051**

The value stated in the Capital Goods Investment Table is a combination of the value of the Conventional Bank (Company) and the Sharia Business Unit (UUS) which on December 22 2025 officially became operational as PT Bank Syariah Nasional (BSN).

Company through the Procurement and Fixed Asset Management Division (PFAD) in 2025 procured and managed fixed assets as follows:

1. In collaboration with the Sharia Business Division (SHAD), procurement was carried out in the form of purchasing land on June 3 2025 worth IDR 38,101 million for the expansion of the Sharia Center Tanah Abang located on Jalan KH Mas Mansyur No. 86 Tanah Abang, Central Jakarta.
2. In collaboration with the Sales and Distribution Division (SDD), procurement was carried out in the form of purchasing land on June 30 2025 worth IDR 30,027 million for the construction of the Gresik Branch Office building.
3. In collaboration with the Sales and Distribution Division (SDD), procurement was carried out in the form of purchasing land on September 19 2025 worth IDR 32,036 million for the construction of the Cikarang Branch Office building.
4. The inauguration and start of operation of new buildings which are fixed assets belonging to the Company, in the form of the BTN Ecopark Gandul Depok building, Regional Offices, Branch Office buildings and Sub-Branch Office buildings, namely:
   a. Central Java Regional Office Building and Yogyakarta Special Region (Central Java and DIY Regional Offices) in December 2025.
   b. BTN Ecopark Gandul Depok Building, consisting of the Dormitory Building, Record Center Building, and Sports Field along with supporting facilities therein in December 2025.
   c. Kelapa Gading Square Branch Office Building in December 2025.
   d. Cikembar Sukabumi Sub-Branch Office Building in July 2025.
   e. Kupang Branch Office Building in February 2025.
   f. Cibubur Branch Office Building in February 2025.
   g. Pematangsiantar Branch Office Building in February 2025.
5. The Company carried out a revaluation of fixed assets for land assets for a 3 (three) year period and recorded an increase in the value of these assets amounting to IDR 412,555 million.
6. For assets that have been included in the neglected category, the Company has optimized their use so that they can support the company's operations, namely:
   a. Land assets located on Jalan Gandul Raya, Cinere, Depok City, which was built as the BTN Ecopark area.
   b. Land assets located on Soekarno Hatta street No. 443-445 Bandung which has been operational as a Record Center Building and Official House for the West Java Regional Office.
7. In managing fixed assets, Company implemented fixed asset write-offs for fixed assets that technically and economically no longer had any benefits for Company. With the implementation of the write-offs, Company could optimize and be more efficient in the use of inventory storage/warehouse space, as well as the reconciliation of fixed asset databases to be cleaner and clearer.

Commitments and Contingencies

The balances of Commitments and Contingencies as of December 31, 2025 and 2024 were as follows:

Table of Commitments and Contingencies

(in IDR million)

Description	2025	2024
COMMITMENTS		
Commitments Payable		
Unused loan facility commitments	17,990,697	15,614,895
Irrevocable L/C on progres	211,017	249,694
Commitments – Net	**18,201,714**	**15,864,589**
CONTINGENCIES		
Contingent receivables		
Interest income on non-performing assets	6,664,026	3,550,319

Description	2025	2024
Contingent payables		
Guarantees issued	(5,742,151)	(3,124,003)
Contingencies - Net	921,875	**426,316**

Significant Agreements

Throughout 2025 and 2024, Company made significant agreements including:

1. On December 31, 2025, the Company entered into an agreement with PT Mitra Niaga Madani regarding KCPS Kelapa Gading Renovation Work Contractor Services with a contract value of IDR 3,520 million.
2. On December 23 2025, the Company entered into an agreement with PT Metro Alam Selaras regarding the KCP Leuwiliangi KCP Renovation and Relocation Work Contractor Services with a contract value of IDR 2,590 million.
3. On December 19 2025, the Company entered into an agreement with PT Jasun Putra Pandawa regarding the Renovation Work Contractor Services for KCP Unnes and Digital Branch KC Semarang with a contract value of IDR 2,475 million.
4. On December 15 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding Banking Synergy in the SDI Sector (Human Capital) with a contract value of IDR Nil.
5. On December 15, 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding Commercial Bank Sharia Service Synergy with a contract value of IDR Nil.
6. On December 15 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding the Synergy of Activities in the BTN Group Business Ecosystem with a contract value of IDR Nil.
7. On December 15 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding Synergy of Operational Activities with a contract value of IDR Nil.
8. On November 28 2025, the Company entered into an agreement with PT Mitra Niaga Madani regarding the DBSD Workspace Renovation Contractor Services on Floor 28, Tower 2 BTN with a contract value of IDR 2,730 million.
9. On November 28 2025, the Company entered into an agreement with PT Metro Alam Selaras regarding the Menteng Branch (KC) Renovation Work Contractor Services with a contract value of IDR 3,295 million.
10. On November 26 2025, the Company entered into an agreement with PT Casa Prima Indonesia regarding KCP Mendalo Renovation Work Contractor Services with a contract value of IDR 2,331 million.
11. On November 26 2025, the Company entered into an agreement with PT Casa Prima Indonesia regarding KCP Selincah Renovation Work Contractor Services with a contract value of IDR 2,690 million.
12. On November 24 2025, the Company entered into an agreement with PT Taruna Bangun Bersama regarding KCP Karangayu Renovation Work Contractor Services with a contract value of IDR 2,700 million.
13. On November 14 2025, the Company entered into an agreement with PT Pembangunan Perumahan (Persero) Tbk regarding Contractor Services for the Construction of Sports Facilities and Foodcourts in the BTN Eco Park Gandul Area with a contract value of IDR 16,300 million.
14. On November 21 2025, the Company entered into an agreement with PT Casa Prima Indonesia regarding the KCS Tangerang Relocation Renovation Work Contractor Services with a contract value of IDR 8,340 million.
15. On October 24 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the Continued Work on the Construction of the Learning Center on Ciburial Land, Dago Pakar, Bandung with a contract value of IDR 33,500 million.
16. On October 20 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding Banking Synergy for Office Building Utilization.
17. On October 15 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding Synergy for the Provision of Information Technology Services with a contract value of IDR 40,473 million.
18. On October 8 2025, the Company entered into an agreement with PT Neocelindo Intibeton regarding Contractor Services for the Renovation of the Directors' Workspace on the 22nd Floor of the BTN Tower with a contract value of IDR 10,380 million.

19. On October 6 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the Renovation and Relayout Work Space Contractor Services for Sharia Commercial Banks (BUS) in Tanah Abang with a contract value of IDR 9,300 million.
20. On October 1 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the Continued Work on the Construction of the Pematangsiantar KC Building with a contract value of IDR 8,180 million.
21. On September 22 2025, the Company entered into an agreement with PT Gunnebo Indonesia Distribution regarding the procurement of a Roll O Pack for the Medan Records Center with a contract value of IDR 8,961 million.
22. On September 8 2025, the Company entered into an agreement with PT Kharismakreati Lugas regarding KCP Alam Sutera Renovation Work Contractor Services with a contract value of IDR 2,540 million.
23. On September 8 2025, the Company entered into an agreement with PT Usaha Gedung Mandiri regarding the Procurement of Continued Renovation and Relayout Work for the Depok Branch (KC) with a contract value of IDR 4,670 million.
24. On September 8 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the renovation of the Sharia Commercial Bank (BUS) Workspace at BTN Tower with a contract value of IDR 13,975 million.
25. On September 8 2025, the Company entered into an agreement with PT Kharismabuat Lugas regarding KCP Hang Tuah Renovation Work Contractor Services with a contract value of IDR 2,550 million.
26. On September 2 2025, the Company entered into an agreement with PT Ciriajasa Cipta Mandiri regarding Construction Management Consultant Services (MK) for the Kendari Branch (KC) and Parepare Branch (KC) Development Works with a contract value of IDR 4,655 million.
27. Pada tanggal 29 Agustus 2025, Perseroan mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCPS Binjai dengan nilai kontrak sebesar Rp2.325 juta.
28. On August 29 2025, the Company entered into an agreement with PT Casa Prima Indonesia regarding the Tenggarong KCPS Renovation Work Contractor Services with a contract value of IDR 2,220 million.
29. On August 25 2025, the Company entered into an agreement with PT Usaha Gedung Mandiri regarding Jambi KC Renovation Work Contractor Services with a contract value of IDR 9,395 million.
30. On August 11, 2025, the Company entered into an agreement with PT Usaha Gedung Mandiri regarding KCPS Bungo Renovation Contractor Services with a contract value of IDR 2,438 million.
31. On August 11 2025, the Company entered into an agreement with PT Soludia regarding the procurement of Roll O Pack for the BTN Ecopark Gandul Records Center Building with a contract value of IDR 43,624 million.
32. On August 6 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding BTN Tower Chiller Replacement Contractor Services with a contract value of IDR 35,600 million.
33. On August 6 2025, the Company entered into an agreement with PT Mitra Niaga Madani regarding KCS Tanah Abang Renovation Work Contractor Services with a contract value of IDR 6,150 million.
34. On July 31, 2025, the Company entered into an agreement with PT Nuanza Karya Selaras regarding KCPS Batoh Renovation Contractor Services with a contract value of IDR 2,254 million.
35. On July 25 2025, the Company entered into an agreement with PT Mitra Niaga Madani regarding Medan Records Center Renovation Work Contractor Services with a contract value of IDR 9,918 million.
36. On July 23 2025, the Company entered into an agreement with PT Kanta Karya Utama regarding Construction Management Consultant Services (MK) for the construction of the Panakkukang Branch (KC) Building with a contract value of IDR 2,410 million.
37. On July 11 2025, the Company entered into an agreement with PT Primega Saniyya Lestari regarding Construction Management Consultant Services (MK) for the construction of the Jababeka Branch (KC) Building with a contract value of IDR 2,050 million.
38. On July 7 2025, the Company entered into an agreement with PT Metro Alam Selaras regarding CBC Raya Jakarta Renovation Contractor Services with a contract value of IDR 2,384 million.
39. On June 18 2025, the Company entered into an agreement with PT Bank Victoria Syariah in connection with Perbankan Sinergi.
40. On June 17 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the KCP Way Halim KCP Renovation Contractor Services with a contract value of IDR 5,100 million.
41. On May 19 2025, the Company entered into an agreement with PT Neoceindo Intibeton regarding the Continuation of Renovation and Relayout Contractor Services for All Floors of the Bekasi Branch (KC) Building with a contract value of IDR 9,050 million.

42. On April 29 2025, the Company entered into an agreement with PT Casa Prima Indonesia regarding the KCP Rawalumbu Renovation Work Contractor Services with a contract value of IDR 7,200 million.
43. On April 21 2025, the Company entered into an agreement with PT Neoceindo Intibeton regarding Advanced Work Contractor Services for the Construction of the Cibubur Branch (KC) Building with a contract value of IDR 9,198 million.
44. On February 19 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding TRSD Work Space Renovation Contractor Services for Floor 25, Tower 2 BTN with a contract value of IDR 10,495 million.
45. On February 11 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the procurement of BTN Tower 2 Building Management with a contract value of IDR 49,500 million.
46. On January 22 2025, the Company entered into an agreement with PT Binayasa Putrabatara in connection with Bank BTN Branch (KC) Pondok Indah Building Construction Work Contractor Services with a contract value of IDR 40,700 million.
47. On January 7 2025, the Company entered into an agreement with PT Usaha Gedung Mandiri regarding Tangerang Branch (KC) Renovation Contractor Services with a contract value of IDR 7,395 million.
48. On December 12 2024, the Company entered into an agreement with PT Nindya Karya regarding Bank BTN Branch (KC) Kelapa Gading Square Building Construction Contractor Services with a contract value of IDR 132,001 million.
49. On November 20, 2024, the Company entered into an agreement with PT Brantas Abipraya regarding the Kebon Jeruk Branch (KC) Construction Contractor Services with a contract value of IDR 121,500 million.
50. On November 5 2024, the Company entered into an agreement with PT Pembangunan Perumahan regarding BTN Eco Park Gandul Development Work Contractor Services (phase 1) with a contract value of IDR 322,899 million.
51. On October 29 2024, the Company entered into an agreement with PT Binayasa Putrabatara regarding the BTN Kuningan Tower 2 Renovation Contractor Services with a contract value of IDR 22,700 million.
52. On October 28, 2024, the Company entered into an agreement with PT Casa Prima Indonesia regarding Tanjungpinang Branch Office (KC) Renovation Contractor Services with a contract value of IDR 13,280 million.
53. On October 14 2024, the Company entered into an agreement with PT Brantas Abipraya regarding the Bandung Learning Center Construction Work Contractor Services (Phase 1) with a contract value of IDR 100,500 million.
54. On October 2 2024, the Company entered into an agreement with PT Casa Prima Indonesia regarding Surabaya Branch Office (KC) Renovation Contractor Services with a contract value of IDR 13,700 million.
55. On September 24 2024, the Company entered into an agreement with PT Neocelindo Intibeton regarding Regional Office Construction Contractor Services 6 with a contract value of IDR 61,500 million.
56. Pada On July 26, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding the Contractor Services for the Banjarmasin Branch Office Relayout Renovation Work with a contract value of IDR11,100 million.
57. On July 8, 2024, the Bank signed an agreement with PT Patroon Arsindo regarding the Consultant Services for Planning Detail Engineering Design (DED), RAB, BQ and RKS for Phase 1 Development of BTN Eco Park Gandul with a contract value of IDR17,700 million.
58. On June 24, 2024, the Bank signed an agreement with PT Victory Utama Karya regarding the Contractor Services for the Renovation Work of BTN Tower 2 Division with a contract value of IDR26,930 million.
59. On June 24, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Contractor Services for the Renovation Work of the Jakarta Kuningan Branch Office and Regional Office jakarta II at BTN Tower 2 with a contract value of IDR18,000 million.
60. On May 31, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding the Contractor Services for the Construction Work of the BTN Kupang branch office Building with a contract value of IDR47,550 million.
61. On May 23, 2024, the Bank signed an agreement with PT Usaha Gedung Mandiri regarding the Contractor Services for Meeting Room Work on 30th and 32nd Floors of BTN Tower 2 with a contract value of IDR11,785 million.
62. On May 14, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding the Contractor Services for the Renovation Work of Lhokseumawe branch office with a contract value of IDR10,500 million.
63. On May 2, 2024, the Bank signed an agreement with PT Integra Dayacipta Grahatama regarding the Contractor Services for the Construction of Regional Office I with a contract value of IDR53,500 million.

64. On February 20, 2024, the Bank signed an agreement with PT Neocelindo Intibeton regarding Contractor Services for the Construction Work of BTN Cibubur branch office Building with a contract value of IDR47,280 million.
65. On January 12, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding Contractor Services for the Construction of the Record Center Building, KCP, and Official Residence on the Soekarno Hatta Land in Bandung with a contract value of IDR41,150 million.
66. On January 11, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Contractor Services for the Construction of BTN Pematangsiantar branch office building with a contract value of IDR42,300 million.
67. On January 10, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Centralization of Building Management Procurement for Regional Office VI with a contract value of IDR56,850 million.
68. On January 10, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Centralization of Building Management Procurement for Regional Office IV with a contract value of IDR91,500 million.
69. On January 10, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Centralization of Building Management Procurement for Regional Office I with a contract value of IDR176,246 million.

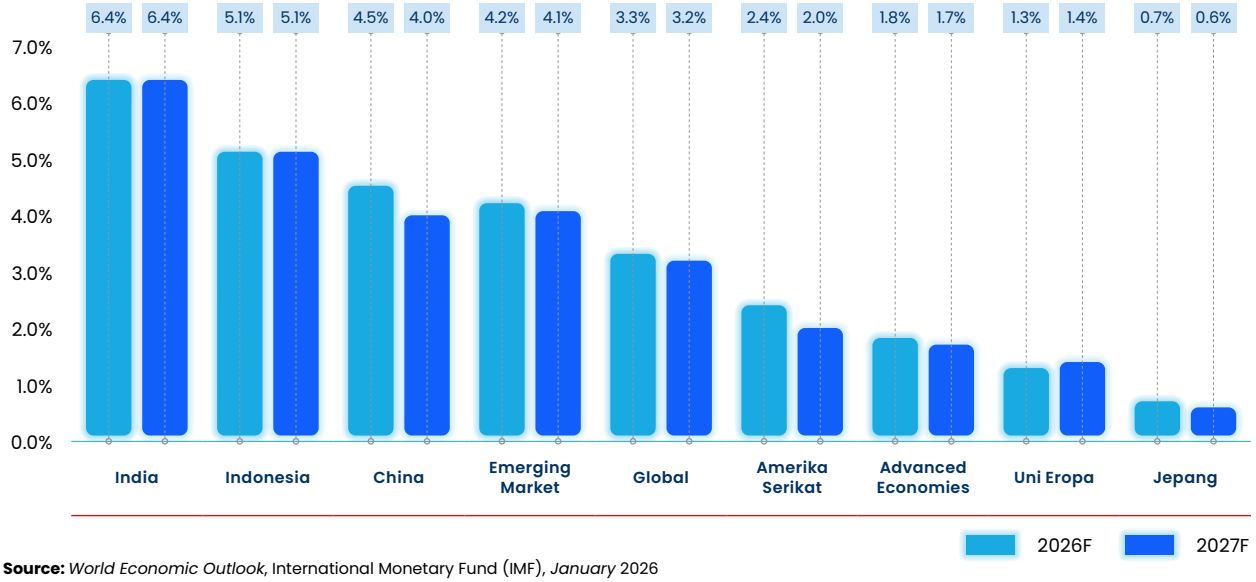
Material Information and Facts After Accounting Report Date

Until the end of the preparation of the Annual Report, there were no significant events after the accountant's report date, including their impact on future performance and business risks.

Business Prospects and Future Strategies

Taking recent developments into account, in January 2026, the IMF projected global economic growth for 2026 at 3.3%, before moderating to 3.2% in 2027. In 2026, the economies of emerging countries such as Indonesia are expected to improve slightly compared to 2025. China's economy is also projected to slow in 2026. Meanwhile, advanced economies such as the United States are expected to record slightly higher growth compared to 2025.

Graph of Global Economic Growth Projections for 2025 and 2027



Source: *World Economic Outlook*, International Monetary Fund (IMF), *January* 2026

National economic growth remained positive in 2025 despite the global economic slowdown, driven by strong household consumption, incoming investment, and stable export performance. Bank Indonesia predicts that economic growth in 2026 will remain strong and positive, within a range of 4.9%-5.7%.

The inflation in 2026 is expected to remain within Bank Indonesia's target range of 2.5%+_ 1% year-on-year (yoy). To achieve this level of inflation, the government and Bank Indonesia will implement a mix of fiscal, monetary, and real sector policies. Meanwhile, the average exchange rate of the Indonesian Rupiah against the United States Dollar (USD) is projected to remain stable and trend toward appreciation in 2026, while still taking into account uncertainties in global financial markets, including the Fed's monetary policy, global geopolitical dynamics, and the potential escalation of trade wars. Bank Indonesia's benchmark interest rate is expected to decline at a more gradual pace in 2026.

The financial services sector, particularly banking, is expected to maintain its performance and strengthen compared to 2025. Bank Indonesia projects that in 2026, Third-Funds (DPK) will grow within a range of 8.0%- 10.0%, while bank lending is expected to grow by 8.0%- 12.0%.

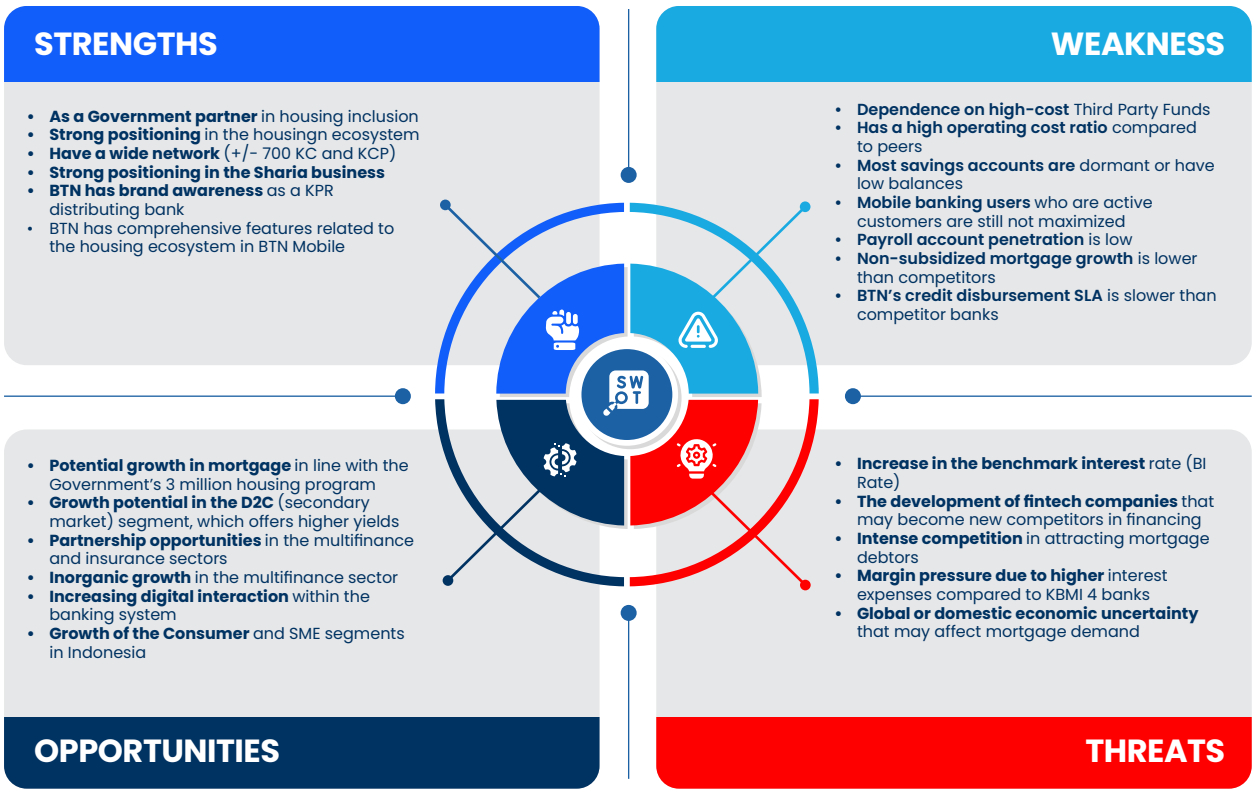
For 2026, the housing sector is predicted to strengthen compared to previous years. The housing sector is projected to continue growing positively and contribute to reducing the housing backlog, driven by several factors, including:

1. The Three Million Housing Program, which is one of President Prabowo Subianto's priorities.
2. The FLPP quota in 2026 is set at 350,000 units, unchanged from 2025.
3. The Government-Borne VAT Incentive (DTP) extended by the Government until December 2026.
4. The Loan-to-Value (LVT) policy for property is extended until the end of 2026.
5. The abolition of several housing-related taxes, including the Land and Building Rights Acquisition Fee (BPHTB) and the Building Approval (PBG).

To achieve the Three Million Housing target, collaboration among all stakeholders is essential, including the Central and Regional Governments, Associations, Developers, Banks, and the Community. This collaboration is needed to address challenges such as land availability, licensing, bureaucracy, and public purchasing power.

Source:
- World Economic Outlook, International Monetary Fund (IMF), October 2025
- Annual Bank Indonesia Meeting (PTBI), November 2025

Considering developments in macroeconomic dynamics, the banking industry and the housing industry, Company conducted a competitive analysis through Strength, Weakness, Opportunity, Threat (SWOT) analysis as follows:



Taking into account the SWOT analysis, the Threat Opportunity Weakness Strength (TOWS) matrix was prepared as follows:

STRENGTH STRATEGY

MAXIMIZE OPPORTUNITY

STRENGTHS-OPPORTUNITIES (SO-STRATEGY)

- Utilizing the increasing transaction frequency in BTN Mobile to take advantage of digital interaction opportunities.
- Optimizing credit process improvements to capture secondary market opportunities (D2C) with higher yields.
- Expansion into the multifinance sector with the support of digital transformation that has been carried out.
- Potential for KPR Distribution to support the Government's 3 million housing unit program.
- Cross-selling to existing customers for funding, lending, and banking transaction products.

STRENGTHS-THREATS (ST-STRATEGY)

- Leverage experience in annual short-term initiatives to accelerate loan disbursement SLAs.
- Maintain Subsidized Mortgage market share by improving the quality of existing loan portfolios. Increase CASA ratio to offset high interest expense and declining margins.

WEAKNESSES-OPPORTUNITIES

- Increase payroll account penetration to support low-cost DPK growth opportunities.
- Increase active mobile banking customers to capture opportunities for using digital interactions.
- Optimize dormant accounts and low-balance accounts to support new sales model opportunities.

WEAKNESSES-THREATS

- Reduce dependence on high-cost third-party funds by increasing payroll account penetration.
- Increase mobile banking and non-subsidized mortgage customer penetration to avoid takeover by competitors.
- Increase non-subsidized mortgage growth to prevent further loss of market shore. By using this TOWS matrix, BTN can identify strategies that can help leverage strengths and opportunities, while addressing weaknesses and avoiding threats.

MINIMIZE RISK

RECOVERY STRATEGY

Based on the matters outlined above, Company believes it has outstanding business prospects in the future. To enhance its contribution to the housing sector and support the State-Owned Enterprise (BUMN) Ministry's transformation roadmap, Company has set a vision to become the Primary Partner in Empowering Indonesian families Financially by 2025. The aspirations to be achieved by 2029 are as follows:

Build a sustainable savings account engine to capture IDR120 Trillion

Capturing 3% of SA from top 20 largest provinces, launching innovative propositions for value-chain payroll, first-time home buyers and cash-rich self- employed professionals, and becoming transactional bank for customers and businesses through enhanced transaction banking capabilities

Empower Indonesia families in disbursement enabling their dream of home ownership with IDR450 Trillion in disbursement

Supporting -1.2mn subsidized mortgage and ~290k non-subsidized mortgage customers; empowering ~27k housing related SMEs through propositions across the life-cycle

Become a financial partner for consumers and businesses providing full suite of everyday banking solutions

Increasing consumer product ownership through high-margin loans (targeting 8% of loan portfolio), investment and payment solutions; expanding non-housing loan portion (targeting 20% of loan portfolio) and increasing FBI (~20% of revenue); and increasing conversion of new mortgage customers to full banking service users (mostly as primary bank).

Building a high-quality portfolio with operational efficiency

Building digital and efficient operations (CIR <50%) and strengthened customer service culture across the bank; Maintaining low NPL (<2.3%) rate across economic cycles powered by advanced-AI driven underwriting and collections process.

Expand offerings through 3 subsidiaries

Becoming true #2 Syariah banking contender in Indonesia; launching and scaling multi-finance (>2.5 Trillion loan disbursement) and insurance subsidiaries (>2 Trillion GWP) to have full-suite of banking offerings.

Referring to the 8 (eight) strategic themes of BTN's 2025–2029 Long-Term Plan, the strategic initiatives to be undertaken by the Company in 2026 are as follows:

1. **Developing Low-Cost Transactional Savings Product Innovations**
   a. Launching bundled payroll propositions to enhance penetration within existing BTN ecosystem companies and New-to-Bank (NTB) segments, while expanding outreach to NTB customers, including payroll employees and key decision-makers, by assigning dedicated payroll specialists within the one-Client Service Team (CST) Relationship Manager (RM) coverage model.
   b. Intensifying the retail funding sales footprint (through internal resources and outsourcing) in market areas with high savings account (SA) volumes and strong growth potential, targeting mass and mass-affluent NTB customers to increase savings market share from 1.3% to 2–3% through improved sales productivity (e.g., training, KPIs, and sales productivity toolkits), branchless formats, and outsourcing.
   c. Becoming the primary/secondary bank for first-time homebuyers through bundled product offerings focused on millennials, targeting both Existing to Bank (ETB) and New to Bank (NTB) customers to enhance engagement in savings accounts (SA) and debit/credit cards through partnerships with lifestyle retail and housing companies.
   d. Driving acquisition of BTN Mobile customers and increasing the proportion of transacting accounts from 30% to 45%, launching a retail deposit war room with win-back initiatives for recently inactive customers and NTB acquisition, implementing segment-based product bundling, and expanding the balé by BTN proposition to strengthen customer loyalty, supported by cross-selling campaigns and engagement driven by Advanced Analytics (AA).
   e. Expanding wealth proposition penetration among existing cash-rich customers and hidden affluent segments within the BTN ecosystem, including bundling wealth propositions with payroll products and cash-rich small and medium enterprise (SME) products..
2. **Targeting Cash-Rich Entrepreneur Segments within the Housing Ecosystem**
   a. Launching needs-based propositions targeting "cash-rich" self-employed professionals within the housing ecosystem, with potential expansion into the healthcare, legal, and consulting ecosystems.
   b. Launching merchant propositions targeting MSMEs, food retail, and restaurants through merchant product bundling, strengthening the merchant platform, and offering value-added services (beyond banking) through partnerships with merchant service/acquiring providers.
3. **Deepening Penetration of Fee-Based Products**
   Encouraging registration and utilization of transaction banking products through a single integrated platform, launching sector-specific solutions for priority cash-heavy segments with a focus on trade, and activating dormant institutional accounts.
4. **Achieving Full-Wallet Share for SME and Wholesale**
   a. Launching a deposit war room targeting existing SME value chain customers, newly acquired SME merchants, and wholesale customers to drive CASA penetration through campaigns leveraging AA and segment-specific strategies, including targeted pricing, tailored rewards, and product bundling for cash-rich sectors. In this context, the deposit war room serves as BTN's centralized command center to monitor and manage Third-Party Funds performance in real time, including time deposits, current accounts, and savings. This facility enables rapid decision-making on interest rate adjustments and marketing strategies, allowing BTN to compete effectively to attract liquidity.
   b. Driving cross-selling of funding products across the housing ecosystem end-to-end and acquiring value chain customers, for example, in the cement sector, ranging from wholesalers, distributors, and retailers to developers.
5. **Growing Non-Subsidized Lending through Enhanced Partnerships**
   a. Primary Housing: Deepening relationships with the Top 50 developers by doubling digitalization in Turn Around Time (TAT), implementing digital back-end processes for RMs, providing real-time tracking portals for customers and developers, intensifying sales activities, expanding sales centers in high-potential development areas, and offering higher incentives for bulk acquisition from key developers.
   b. Secondary Housing: Strengthening acquisition channels through agent networks by establishing a dual-reporting line from Direct-to-Consumer (D2C) agents within sales centers and implementing loyalty programs for elite agents. Enhancing the customer experience through instant indicative offers, achieving a "time-to-yes" within 1 week, and reducing overall TAT by 2x through fully digitized application processes. Increasing acquisition and lead generation through digital partners, including seamless process integration with BTN Properties and an Online-to-Offline (O2O) fulfillment journey.
   c. Building propositions to reduce churn and repayments through a centralized counter-offering team aimed at lowering pre-payment rates and conducting win-back campaigns targeting customers who have switched.

6. **Enhancing Penetration within the Housing Value Chain**
   a. Increasing value-chain penetration of corporate anchor clients from 1 anchor client to at least 15–20 anchor clients by assigning dedicated value-chain specialists within the one-Client Service Team (CST) model, supported by a centralized monitoring system for tracking performance.
   b. Launching sector-specific product bundles for construction and real estate companies across the entire end-to-end lifecycle, including guarantees, financing, funding, and financial management services; providing tiered programs and annual universal limits for spokes (partners/agents).
7. **Enhancing High-Yield Products Across All Segments**
   a. Expanding higher-yield products by broadening KAR/KRING to non-payroll and New to Bank (NTB) customer bases through accelerated deployment of digital application journeys, strengthened credit decision support systems, and highly personalized marketing across owned media channels. Launching new propositions and driving deeper penetration across credit product lines.
   b. Deepening penetration and activation of fee-based income products, including credit cards and wealth propositions, integrated with savings and lending propositions.
   c. Increasing volume and profitability of Joint Finance Schemes (B2B) and channeling partnerships.
8. **Expanding KUMK into Priority SME Sectors**
   Expanding KUMK into high-growth SME sectors with lower NPL levels by enhancing performance and best practices among existing RMs, strengthening credit underwriting, and improving process efficiency. Launching innovative propositions to enter cash-intensive sectors through bundled offerings of cash management services and KUMK loans. For trade-oriented sectors, introducing export/import transaction banking propositions integrated with KUMK offerings. Entering high-growth, low-NPL sectors for KUR through strengthened credit capabilities and further digitalization of processes.

Achievement of Targets and Future Targets

Target Achievement 2024

Comparison of Production/Operational Targets and Realization

Several indicators of operational target achievement may be demonstrated by the achievement of some targets, namely lending and financing targets and Third Party Funds (DPK) collection targets.

Table of Comparison of Production/Operational Targets and Realization

(Consolidation, in IDR million)

Description	2025 Realization	2025 Target	Achievement
1	2	3	4=2/3
LOANS AND FINANCING			
Housing Loan	275,484	280,267	98.29%
Non Housing Loan	70,219	62,383	112.56%
Total Loans	345,703	342,650	100.89%
Total Financing	54,872	50,991	107.61%
Total Loans and Financing	400,576	393,641	101.76%
THIRD PARTY FUND			
Current Account	169,242	181,284	93.36%
Savings	43,884	51,499	85.21%
Time Deposit	224,271	187,838	119.40%
Total Third Party Fund	437,398	420.621	103.99%

Housing loans in 2025 totaled IDR275.48 trillion, achieving 98.29% of the 2025 target of IDR280.26 trillion. The growth in housing loans reflects the Company's consistent focus on financing the housing sector, in line with its business strategy to support national housing programs while maintaining sustainable credit quality growth.

Overall, total loans and financing disbursed in 2025 reached IDR400.58 trillion, achieving 101.76% of the 2025 target of IDR393.64 trillion. This achievement was driven by non-housing loans, which reached 112.56% of the target, and by financing, which reached 107.61%. Credit growth continued to be managed prudently, taking into account liquidity conditions, the direction of interest rate policy, and the Company's credit risk management framework.

From a funding perspective, Third-Party Funds (TPF) in 2025 amounted to IDR437.40 trillion, achieving 103.99% of the 2025 target of IDR420.62 trillion. This performance was primarily supported by an increase in Time Deposits, which reached IDR224.27 trillion or 119.40% of the target.

Meanwhile, Savings in 2025 amounted to IDR43.88 trillion, achieving 85.21% of the target. This aligns with the Company's strategy to optimize its funding structure through active management of fund composition to maintain cost-of-funds efficiency amid tight banking liquidity conditions and relatively high interest rates.

Comparison of Financial Targets and Realization

Financial achievement can be seen from the achievement of financial position, financial ratios, income and profit.

Table of Comparison of Financial Targets and Realization

(Consolidation, in IDR million)

Description	2025 Realization	2025 Target	Achievement
1	2	3	4=2/3
FINANCIAL POSITION			
Asset	527,793	510,095	103.47%
Liabilities	491,583	475,545	103.37%
Equity	36,210	33,971	106.59%
INCOME AND PROFIT			
Interest Income	36,339	35,287	102,98%
Income from operations	4,499	4,499	99.99%
Net Income	3,501	3,504	99.92%
FINANCIAL RATIO (parent entity, %)			
CAR	19.02%	18.19%	104.56%
NPL	3.17%	3.14%	100.96%
ROA	0.89%	0.90%	98.89%
ROE	11.57%	11.60%	99.74%
NIM	4.20%	4.01%	104.74%

In 2025, the Company recorded a sustained strengthening of its financial position. Total assets increased to IDR527.79 trillion, achieving 103.47% of the 2025 target of IDR510.09 trillion. In line with asset growth, liabilities were recorded at IDR491.58 trillion, achieving 103.37%, while equity increased to IDR36.21 trillion or 106.59% of the target, reflecting a solid capital structure.

In terms of income and profitability, interest income in 2025 reached IDR36.34 trillion, achieving 102.98% of the 2025 target. Meanwhile, net profit amounted to IDR3.50 trillion, achieving 99.92%. This was primarily attributable to lower-than-assumed non-interest income (fee-based income) and other income in the RKAP, in line with non-recurring income as well as a decline in recovery/write-off income contribution compared to the previous year. On the other hand, the Company continued to implement prudent cost and risk management policies, thereby maintaining its profitability performance.

From a financial ratio perspective, the Company successfully maintained its capital adequacy level, with the Capital Adequacy Ratio (CAR) increasing to 19.02%, higher than the 2025 target of 18.19%. Asset quality continued to improve, as reflected in the decline in Non-Performing Loans (NPL) to 3.08%, compared to the target of 3.14%. In line with improved profitability, Return on Assets (ROA) increased to 0.89% and Return on Equity (ROE) rose to 11.57%. In addition, the Net Interest Margin (NIM) recorded a significant increase to 4.20%, reflecting improvements in the funding structure and more optimal management of earning assets.

Comparison of Target and Realization of Capital Structure

Achievement of the capital structure in 2025 is described as follows:

Table of Comparison of Targets and Realization of Capital Structure

(Consolidation, In IDR million)

Description	2025 Realization	2025 Target	Achievement
1	2	3	4=2/3
Core Capital (Tier 1)	35,290	22,976	153.59%
Main Core Capital (Common Equity Tier - CET 1)	33,290	22,976	144.89%
Additional Core Capital (Additional Tier - AT 1)	2,000	0	-
Supplementary Capital (Tier 2)	4,277	11,826	36.17%
Total Capital	39,567	34,802	113.69%
Risk Weighted Assets (RWA)	189,133	191,347	98.84%
Minimum Capital Adequeacy Requirement (KPMM)	20.92%	18.19%	115.01%

In 2025, the Company maintained a strong and adequate capital structure to support sustainable business growth. Core Capital (Tier 1) was recorded at IDR35.29 trillion, reaching 153.59% of the 2025 target of IDR22.98 trillion, in line with capital management dynamics and the need to optimize the Company's capital structure. Meanwhile, Supplementary Capital (Tier 2) a decrease significantly to IDR4.28 trillion, reaching 36.18% of the 2025 target of IDR11.82 trillion.

Overall, the Company's total capital in 2025 amounted to IDR39.57 trillion, achieving 113.70% of the 2025 target. Risk-Weighted Assets (RWA) were recorded at IDR189.13 trillion, relatively stable at 101.08% of the 2025 target, reflecting prudent risk profile management. With this capital structure, the Company remained able to meet the Minimum Capital Adequacy Ratio (KPMM) requirements under regulatory provisions, while maintaining sufficient capital buffers to support loan growth and preserve capital resilience amid evolving economic dynamics.

Comparison of Marketing Target and Realization

The public's brand awareness (the level of bank awareness) of the Company's brand was an indicator of marketing strategy achievement in 2025. The method used to obtain the public perception index ranking of the Company's brand was through direct surveys of respondents in 9 (nine) large cities in Indonesia by an independent survey institution, with consideration of the bank's image bankwide, savings products and e-channels, resulted in the following:

Table of Bank Rapid Reaction Monitor (BRRM) – 9 (nine) Cities

Awareness Levels	2025	2024
	Rating (Score)	
Bankwide	6 (40)	6 (39)
Savings	6 (16)	5 (21)
E-Channel (balé by BTN)	5 (18)	6 (16)

Based on the results of the study, it can be concluded that the Company's brand has experienced an increase in awareness ranking both bankwide and for Savings products and e-channels (balé by BTN).

Comparison of Targets and Realization of HR Development

The achievements of human capital development are shown by the number of trainings and the costs spent throughout the current year.

Table of Comparison of Human Resources Development Targets and Realization

Description	2025 Realization	2025 Target	Achievement
1	2	3	4=2/3
Human Capital Development Cost (IDR million)	131,435	133,000	98.82%
Number of Trainings (trainings)	268	250	107.20%
Number of Training Participants (person)	432,959	325,000	133.22%

Throughout 2025, the Company has carried out human resource development through learning and development programs for all employees using Classroom, Virtual Classroom and Self Learning methods. The achievement percentage for the number of learning and development participants until December 2025 reached 133.22% or above the predetermined target.

Future Targets (Projection)

Company has set future targets in accordance with the 2026 Company Work and Budget Plan document. This target setting was based on several macro assumptions as follows:

Table of Assumptions in Preparing Projections

Assumptions	2026
Growth PDB (% yoy)	5.20
BI 7 Days Reverse Repo Rate (%)	4.00
Inflation (%)	3.10
Exchange Rate (IDR/USD)	16500
Loan Growth(%)	12.00
Third Party Fund Growth (%)	9.00

Source: BTN Chief Economist Analysis

Production/Operational Projection

Production/operational projections for 2026 are as follows:

Table of Production/Operational Projection

(in %)

Description	2026 Growth Projection
LOANS AND FINANCING	
Housing Loan	4.42%
Non Housing Loan	28.17%
Total Loans	8.96%

Description	2026 Growth Projection
THIRD PARTY FUND	
Current Accounts	15.58%
Savings	13.47%
Time Deposit	(2.06%)
Total Third Party Fund	6.13%

Financial Projection

The financial projections for 2026 are as follows:

Table of Financial Projection

(in %)

Description	2026 Projection Growth
FINANCIAL POSITION	
Asset	10.90%
Liabilities	11.06%
Equity	9.06%
INCOME AND PROFIT	
Interest income	5.23%
Income from operations	18.14%
Net Income	20.28%
FINANCIAL RATIO	
CAR	17.00% - 18.00%
NPL	< 3.00%
ROA	0.90% - 1.00%
ROE	12.00% - 13.00%
NIM	3.50% - 4.00%

Capital Structure Projection

The projected capital structure for 2026 is as follows:

Table of Capital Structure Projection

Description	2026 Projection Growth
Core Capital (Tier 1)	±IDR31 trillion - IDR32 trillion
Supplementary Capital (Tier 2)	±IDR3.5 trillion - IDR3.8 trillion
Total Capital	±IDR34 trillion - IDR35 trillion
Risk Weighted Assets (RWA)	IDR195 trillion - IDR198 trillion

Dividend Policy Projection

Dividend policy projection information is as follows:

Table of Dividend

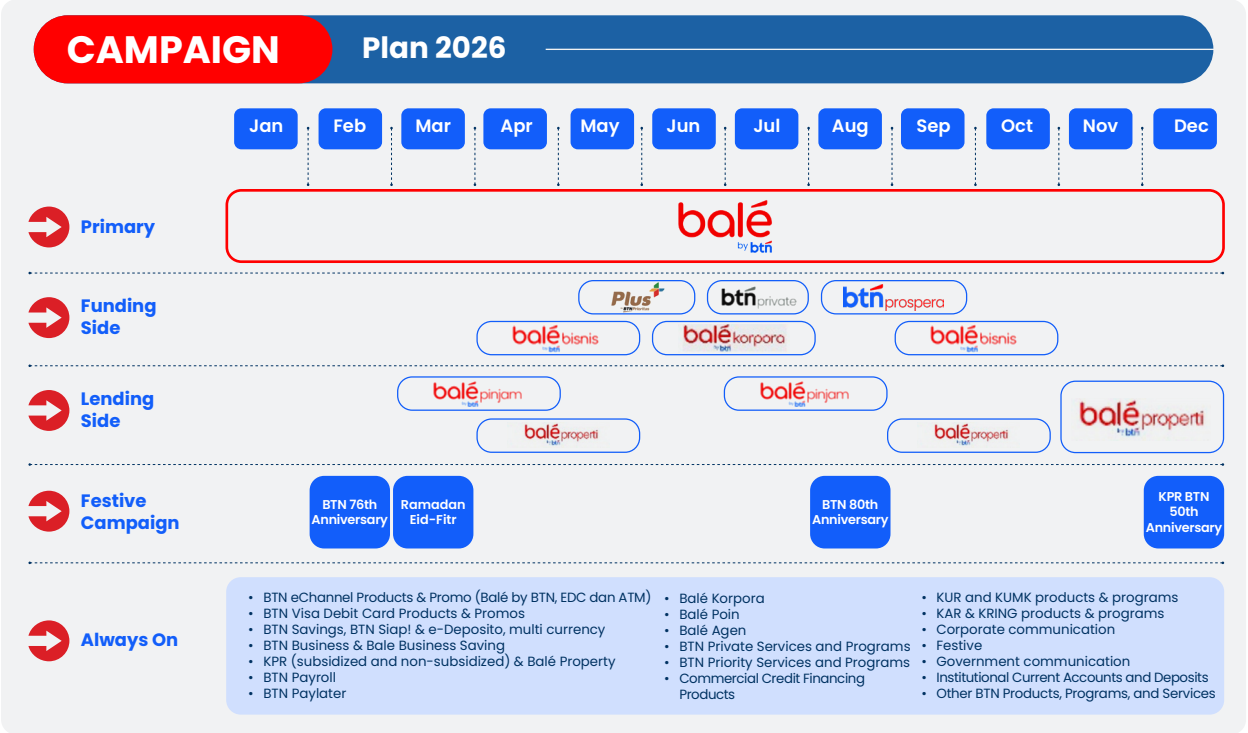
Description	2026 Projection
Net Income	IDR4,465 billion
Dividend Pay Out (DPO)	±IDR900 billion-IDR1,100 billion
DPO Ratio	20%-25%

The basis of the dividend distribution policy is based on the decision of the Annual General Meeting of Shareholders (AGMS) or Extraordinary General Meeting of Shareholders (EGMS) based on Law No. 40 of 2007 concerning Limited Liability Companies. Factors that are taken into consideration in determining the amount and payment of dividends include the level of financial health, the level of capital adequacy, and the need for funds for further business expansion, without reducing the rights of the Company GMS to determine otherwise in accordance with the provisions of the articles of association. The amount of Company dividend will be determined at the General Meeting of Shareholders (GMS). Management plans to distribute dividends with a payout ratio of 20%–25%, provided that there is a cash surplus from operating activities after allocations have been made for reserves, financing activities, capital expenditure plans, and the Company's working capital requirements. Company receives dividends from the distribution of net income. The amount of dividends depends on the dividend policy implemented .

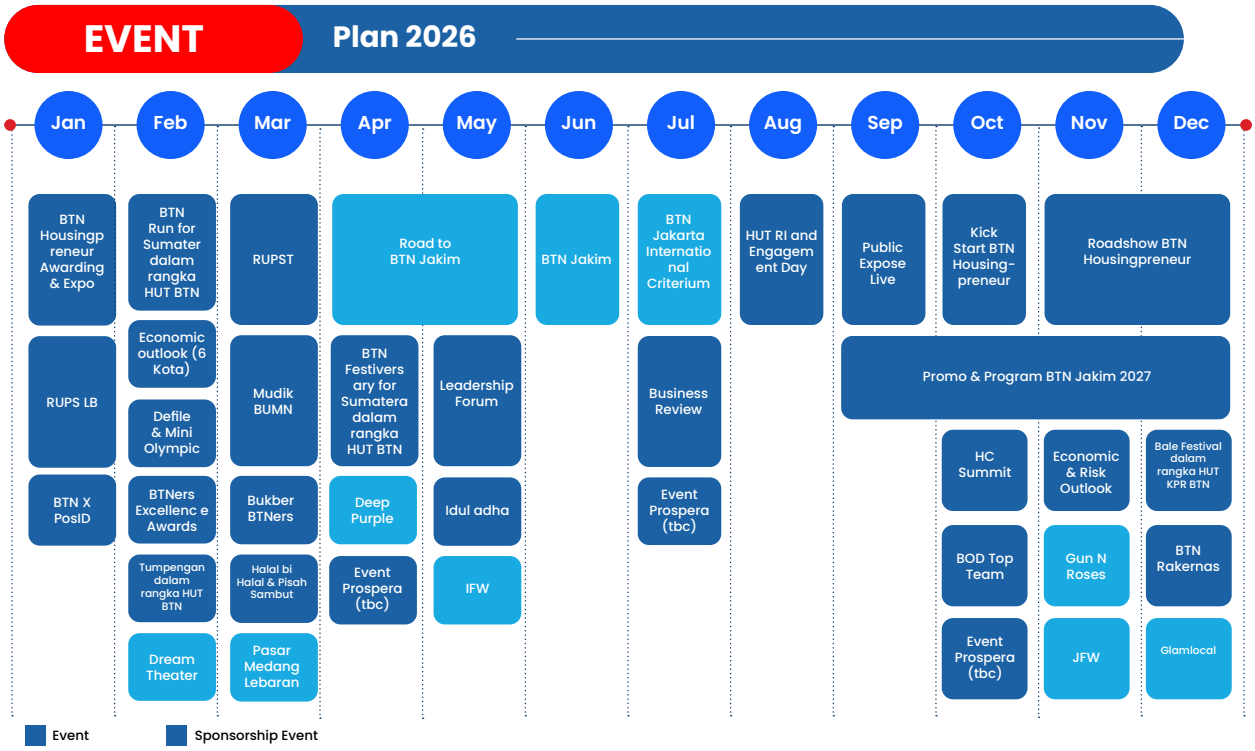
Marketing Projection

In 2026, BTN's campaign strategy will continue to focus on Balé by BTN as BTN's SuperApp, serving as the Hero Campaign for all BTN programs and promotions, such as Balé Be Free, Balé Ayu, Balé Ngopi, Balé Unlock Your World, and others. This strategy aims to increase activation and transaction activities on Balé by BTN, thereby driving the growth of Third-Party Funds (TPF), particularly CASA (Current Account Savings Account), both in terms of increasing the Number of Accounts (NoA) and Volume of Accounts (VoA), through the optimization of a 360° campaign strategy. As a result, this approach is also expected to reduce the cost of funds.

In addition, BTN Prospera, BTN Prioritas, BTN Private, the Plus by BTN Prioritas application, BTN Payroll, BTN Paylater, as well as KPR BTN (Subsidized and Non-Subsidized), are included in the 2026 campaign plan as part of efforts to increase the realization of Third-Party Funds (both retail and institutional) and to drive growth in loans and financing.



Campaign activation will also be carried out through the organization and sponsorship of events throughout 2026, targeting activities that are closely aligned with people's lifestyles, such as BTN Expo, BTN Festiversary, BTN Jakarta International Marathon, BTN Jakarta International Criterium, BTN Indonesia Fashion Week, various concerts, and others. These initiatives are expected to further position Balé by BTN as a comprehensive transaction and financial platform for Indonesian families.



Human Resource Development Projection

The 2026 Human Resource Development (HRD) projection is as follows:

Table of Human Resource Development (HRD)

Description	2026 Projection
HRD Development Cost (IDR million)	124,159
Number of Trainings (sessions)	270
Number of Training Participants (people)	450,000

Evaluation of Long Term Plans (RJP)

The Company's previous Long-Term Plan (RJPP), prepared in 2020, covered the period from 2021 to 2025. Company has set a vision to become The Best Mortgage Bank in Southeast Asia by 2025. There are two key factors to achieving this aspiration: growth and profitability. Company must become the fastest-growing and most sustainable company, with a CAGR of 13% from 2019 to 2025, outperforming peer mortgage banks. BTN must have the highest ROE among peer mortgage banks, with a target of 20%.

Comparative Projection of BTN with Similar Banks

By 2025, BTN to be one of the fastest growing and most profitable mortgage banks globally

- *Cut off USD 10 Miliar di Asia Tenggara, India, Cina, Brazil, Nigeria, AS, Inggris, Rusia*

xx% CAHR >13% ROF >16%

	Mortgage % dari aset pinjaman	Mortgage, 2019 USD Miliar	CAGR, 17-19	ROE, 2019
Nationwide Building Society	94	246	3.2%	5.0%
LIC HFL	90	25	10.6%	15.9%
SCB	85	35	8.4%	15.6%
Santander	81	216	3.4%	4.6%
HDFC	73	91	10.4%	17.0%
LLOYDS BANK	68	403	0.6%	6.1%
btn	67	12	13%[1]	20%[1]
CAIXA	67	84	3.7%	17.5%
JPMorgan Chase & Co.	44	431	-8.8%	14.1%
PUBLIC BANK	37	29	8.3%	12.8%
中国建设银行	35	760	12.2%	12.7%
RHB	35	25	11.1%	10.1%

	Mortgage % dari aset pinjaman	Mortgage, 2019 USD Miliar	CAGR, 17-19	ROE, 2019
WELLS FARGO	34	325	-0.1%	10.4%
中国农业银行	31	596	15.3%	11.7%
ICBC 中国工商银行	31	756	12.5%	10.4%
SCB ไทยพาณิชย์	31	22	1.6%	10.3%
中国银行 BANK OF CHINA	31	573	14.2%	10.9%
CIMB NIAGA	29	26	8.9%	8.1%
Maybank	27	40	9.9%	10.5%
UOB	26	51	2.5%	11.2%
OCBC Bank	23	46	-1.9%	10.9%
SBER	21	74	17.0%	21.9%
DBS	20	55	0.2%	12.6%
State Bank of India	20	65	15.6%	1.4%

1. Angka BTN sebagai bagian dari aspirasi 2025

The achievement of each Corporate Plan aspiration indicator for Company up to December 2025 is mostly on track. While some indicators have yet to reach the 2025 aspiration targets, the majority have already shown improvements compared to 2019 achievements.

Targets and Realization of the 2025 Corporate Plan

As of December 2025, the cumulative mortgage (KPR) disbursement reached 931,453 units, making a significant contribution to the Government's One Million Houses Program. However, there is still a gap of 250,569 units, due to several factors, including the prolonged Covid-19 pandemic, which lasted for three years (2020-2022), fluctuation in the allocation quota for subsidized mortgages (Subsidized Housing Loan), challenges in housing supply and demand. From a profitability perspective, the Return on Equity (REO) ratio has not yet reached the 2024 Corporate Plan Target. This is due to the rights issue and State Capital Injection (PMN) in 2022, which significantly increased equity, impacting the REO ratio.

Policy, Announcements and Payment of Dividend

Dividend Policy

The dividend distribution policy is internally regulated under PT.9-AD.2 concerning the Organization of the General Meeting of Shareholders (RUPS). The dividend policy is evaluated annually, taking into account Company's historical performance as well as future business and economic potential.

The policy includes the following provisions:

1. Considerations for Dividend Distribution:
   a. Dividend distribution considers Company's historical performance and future business and economic potential.
   b. The dividend payout ratio is determined based on the fairness of profitability performance from business activities and contributions to shareholders. The ratio is analyzed and proposed by the Strategic Planning Division, taking into account reserve funds, funding activities, capital expenditure plans, and Company's working capital.
   c. The dividend distribution plan is based on fulfilling shareholders' rights, prioritizing the Bank's interests, and is incorporated into BTN's business plan..
2. The dividend distribution approval mechanism is through the GMS by complying with the Bank's Articles of Association and regulatory provisions.
3. The proposed dividend distribution amount has been submitted to the Board of Directors and the Board of Commissioners.
4. The dividend distribution schedule includes the following key dates:
   a. Publication of the dividend distribution plan, which is announced alongside the Summary of RUPS Minutes;
   b. Cum Dividend in the Regular and Negotiated Markets, which occurs two trading days before the recording date;
   c. Ex-Dividend in the Regular and Negotiated Markets, which takes place one trading day after Cum Dividend in the Regular and Negotiated Markets;
   d. Cum Dividend in the Cash Market, which coincides with the recording date;
   e. Ex-Dividend in the Cash Market, which takes place one trading day after Cum Dividend in the Cash Market;
   f. Recording Date of eligible shareholders, which occurs eight trading days after the RUPS;
   g. Dividend Payment, which is made no later than 30 days after the publication of the Summary of RUPS Minutes.
5. The requirements for dividend distribution are as follows:
   a. The use of net profit, including the determination of the amount allocated for reserves, was decided by the General Meeting of Shareholders (RUPS).
   b. All net profit, after deducting the reserve allocation, was distributed to shareholders as dividends, unless otherwise determined by the AGMS.
   c. Dividends can only be distributed if Company has a positive retained earnings balance.
   d. If the Annual General Meeting of Shareholders (RUPST) approves the distribution of cash dividends, Company must disburse the dividends to eligible shareholders no later than 30 days after the decision is made, following applicable regulations.
   e. Dividend payments were processed by the Central Operation (CEOD) and Treasury (TRSD) divisions under their respective authorities. The Corporate Secretary Division provided details regarding the purpose and allocation of the dividend payments..
6. The procedures for dividend distribution are as follows:
   a. Cash dividends were distributed to shareholders whose names were recorded in Company's Shareholder Register on the recording date and/ or shareholders with Company shares in subsecurities accounts at PT Kustodian Sentral Efek Indonesia (KSEI) at the close of trading.
   b. For shareholders whose shares were held in collective custody at KSEI, cash dividend payments were processed through KSEI and distributed on the dividend payment date published by the Bank. The dividends were credited to the Customer Fund Account (RDN) at the securities company and/or custodian bank where the shareholder had an investment account. Meanwhile, for shareholders whose shares were not held in KSEI's collective custody, the cash dividends were transferred directly to their registered bank accounts.
   c. Cash dividends were subject to taxation under applicable tax regulations
   d. Under Indonesian tax regulations, Corporate Taxpayers (WP Badan DN) were exempt from tax on dividends, and Company did not withhold income tax on dividends paid to corporate taxpayers. Individual taxpayers (WPOP DN) were also exempt from tax, provided that the dividends were reinvested within Indonesia. If an individual taxpayer does not meet the reinvestment requirement, the received dividends will be subject to income tax (PPh). The individual must self-report and pay the applicable tax according to tax laws.

Announcement and Payment of Dividends

Information regarding the announcement and payment of dividends for the 2023-2024 financial year is presented as follows:

Table of Announcement And Payment Of Dividends For Fiscal Year 2023-2024

Description	Fiscal Year 2024	Fiscal Year 2023
Net Income (IDR)	3,007,327,693,837,86	3,500,987,620,258,75
Cash Dividend	751,831,923,459,47	700,197,524,051,75
Non Cash Dividend *)	-	-
Number of Shares (qty)	14,034,444,413	14,034,444,413
Cash Dividend per Share (IDR)	53.57	49.90
Non Cash Dividend per Share *	-	-
Dividend Payout Ratio (%)	25%	20
Tanggal Keputusan RUPS	March 26, 2025	March 6, 2024
Announcement Date	March 27, 2025	March 7, 2024
Cash Dividend Payment Date	April 25, 2025	April 5, 2024
Non Cash Dividend Payment Date*	-	-

Note: *) Company does not have Non-Cash dividends

Announcement and Payment of Dividends for Fiscal Year 2024

In 2025, Company distributed cash dividends for the 2024 financial year in accordance with the results of the 2025 Annual GMS decision on March 26, 2025. Based on the 2025 Annual GMS, Shareholders decided to approve and determine the use of Company's net profit for the 2023 financial year amounting to IDR 3,007,327,693,837.86 (three trillion seven billion three hundred twenty seven million six hundred ninety three thousand eight hundred thirty seven point eight six rupiah) as follows:

1. An amount of 25% (twenty-five percent), or IDR751,831,923,459.47 (seven hundred fifty-one billion eight hundred thirty-one million nine hundred twenty-three thousand four hundred fifty-nine point four seven Rupiah), or IDR53.57048 (fifty-three point five seven zero four eight Rupiah) per share, was determined as cash dividends. The payment was carried out under the following provisions:
   a. The portion of dividends allocated to the Government of the Republic of Indonesia amounting to IDR451,099,154,086.39 (four hundred fifty-one billion ninety-nine million one hundred fifty-four thousand eighty-six point three nine Rupiah) was paid to an account designated by the Minister of State-Owned Enterprises.
   b. The dividends for the fiscal year 2043 were distributed proportionally to each shareholder whose name was recorded in the Shareholder Register on the recording date.
   c. The Board of Directors was granted the authority and power, with the right of substitution, to:
      - Determine the schedule and procedures for dividend distribution for Fiscal Year 2024 the applicable regulations.
      - Deduct dividend taxes in compliance with prevailing tax laws
      - Handle other technical matters related to dividend distribution as per the applicable rules and regulations.
2. 75% (seventy five percent) or a total of IDR2,255,495,770,378.40 (two trillion two hundred fifty five billion four hundred ninety five million seven hundred seventy thousand three hundred seventy eight point four zero rupiah) is used as retained earnings balance.

The Company paid dividends on April 25, 2025, to shareholders (with or without banknotes) whose names were recorded in the Company's shareholder register or on the recording date of April 16, 2025. The company did not share the interim dividends for the 2024 fiscal year.

Announcement and Payment of Dividends for Fiscal Year 2023

In 2024, Company distributed cash dividends for the 2023 financial year in accordance with the results of the 2024 Annual GMS decision on March 7, 2024. Based on the 2024 Annual GMS, Shareholders decided to approve and determine the use of Company's net profit for the 2023 financial year amounting to IDR3,500,987,620,258.75 (three trillion five hundred billion nine hundred eighty seven million six hundred twenty thousand two hundred fifty eight point seven five rupiah) as follows:

1. 20% (twenty percent) or an amount of IDR700,197,24,051.75 (seven hundred billion one hundred ninety seven million five hundred twenty four thousand fifty one point seven five in IDR) or IDR49.89136 (forty nine point eight nine one three six in IDR) per share is determined as Cash Dividend. The payment is carried out with the following provisions:
   a. Dividends of the Republic of Indonesia's share amounting to IDR420,118,514,441.03 (four hundred twenty billion one hundred eighteen million five hundred fourteen thousand four hundred and forty one point zero three in IDR) were deposited into the State General Cash Account.
   b. Dividends for the 2023 Financial Year are paid proportionally to each Shareholder whose name is recorded in the Shareholder Register on the recording date.
   c. The Board of Directors is given authority and power with the right of substitution to carry out:
      - Determination of the schedule and procedures for distribution related to the payment of Dividends for the 2023 Financial Year in accordance with applicable provisions.
      - Dividend tax deductions in accordance with applicable tax regulations.
      - Other technical matters in accordance with applicable provisions.
2. 80% (eighty percent) or an amount of IDR2,800,790,096,207.00 (two trillion eight hundred billion seven hundred ninety million ninety-six thousand two hundred and seven in IDR) is used as retained earnings balance.

The Company paid dividends on April 5, 2024, to shareholders (with or without banknotes) whose names are recorded in the Company's shareholder register or on the recording date of March 20, 2024. The company did not share the interim dividends for the 2023 fiscal year.

Realization of the Use of Public Offering Funds

In 2025, the Company conducted a Public Offering under the Sustainable Public Offering (PUB) framework for Sustainable Social Bonds I Phase I Year 2025 and Sustainable Subordinated Bonds I Phase I Year 2025.

Table of Public Offering Results Report

No.	Type of Public Offering	Type of Bonds	Effective Date	Realized Proceeds from Public Offering		
				Total Proceeds from Public Offering	Public Offering Expenses	
1	2	3	4	5	6	
1	Public Offering of Debt Securities and/or Sukuk	Sustainable Subordinated Bonds I Bank BTN Phase I Year 2025	December 04, 2025	2,000,000,000,000	7,909,075,000	
2	Public Offering of Debt Securities and/or Sukuk	Sustainable Social Bonds I Bank BTN Phase I Year 2025	December 04, 2025	300,000,000,000	5,195,362,000	
Total				2,300,000,000,000	13,104,437,000	

Material Information Regarding Investment, Expansion, Divestment, Business Merger/Merger, Acquisition, Debt and Capital Restructuring

Company has rules and procedures governing acquisitions, takeovers, and extraordinary transactions, such as mergers and the sale of substantial corporate assets, as outlined in BTN's Articles of Association and General Policy Number KU.4 on the Management of Subsidiaries and Sharia Business Units. These policies ensure that transactions are conducted transparently, under fair conditions, and in a manner that protects the rights of all shareholders according to their respective classes.

Investment

As one of the business activities in the banking industry, the Company invests in the form of debt securities, both issued by the Government and corporations. Below are details of investments in the form of debt securities made by Company as of December 31, 2025 and 2024.

		Planned Use of Proceeds as Stated in the Prospectus		Realization of Use of Proceeds as Stated in the Prospectus		Remaining Proceeds from Public Offering
	Net Proceeds	Planned Credit Disbursement	Total	Realized Credit Disbursement	Total	
	7 = 5-6	8	9 = 8	10	11 = 10	12 = 9-11
	1,992,090,925,000	1,992,090,925,000	1,992,090,925,000	1,992,090,925,000	1,992,090,925,000	-
	294,804,638,000	294,804,638,000	294,804,638,000	294,804,638,000	294,804,638,000	-
	2,286,895,563,000	2,286,895,563,000	2,286,895,563,000	2,286,895,563,000	2,286,895,563,000	-

Table of Securities Investment

(in IDR million)

Description	Nilai	
	2025	2024
Fair value through profit or loss	18,726,497	21,207,876
Fair value through other comprehensive income	22,317,224	15,291,478
Amortized cost	12,276,856	20,825,986
Total Securities	53,320,577	57,325,340

The total securities held by the Company in 2025 experienced a slight decrease compared to 2024, due to the following:

- The enactment of PADG Number 11 of 2025 concerning the Eighth Amendment to Board of Governors Member Regulation Number 21/22/PADG/2019 regarding the Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Islamic Commercial Banks, and Sharia Business Units, which stipulates a change in the fulfillment requirement of the Macroprudential Liquidity Buffer (PLM) from 5% to 4% effective June 1, 2025.
- The maturity of securities portfolio (securities held) in 2025.
- A decrease in the Bank Indonesia Securities portfolio at the end of 2025.

On the other hand, throughout 2025, the Sharia Business Unit (UUS), which conducted a spin-off on December 22, 2025, made investments in the form of bonds with a total accumulated amount of IDR 837.169 billion and in the form of Bank Indonesia Sukuk amounting to IDR 312.098 trillion. In the same year, the Bank Indonesia Sukuk investment that matured or was liquidated amounted to IDR 309.260 trillion.

Expansion

In 2025, the Company expanded its branch network by opening 18 Conventional Sub-Branch Offices (KCP) and 8 Sharia Sub-Branch Offices (KCPS). In total, as of 2025, the Company's branch network comprised 4 Functional Offices (KF), 8 Regional Offices, 82 Conventional Branch Offices, 35 Sharia Branch Offices (KC Syariah), 548 Conventional Sub-Branch Offices, and 83 Sharia Sub-Branch Offices (KCP Syariah).

The Company also upgraded its branch network by transforming conventional offices into digital stores to support digitalization and facilitate customer access to self-service banking solutions. In 2025, BTN upgraded 23 offices into digital stores, bringing the total number of BTN digital store offices to 24.

Table of Office Network Expansion

Office Network	Addition of Office Network	Operated Date
Conventional Sub-Branch Office (KCP)	KCP KIM	December 30, 2025
	KCP Sahid Sudirman Center	May 23, 2025
	KCP Tokyo Hub PIK 2	April 28, 2025
	KCP DPR RI	June 20, 2025
	KCP Alam Sutera	December 10, 2025
	KCP Ancol	December 29, 2025
	KCP Central Park Mall	December 31, 2025
	KCP Supermal Karawaci	December 29, 2025
	KCP Telkom Landmark Tower	June 10, 2025
	KCP Bursa Efek Indonesia	August 25, 2025
	KCP Sequis Center	May 2, 2025
	KCP Wisma Mulia I	April 28, 2025
	KCP The East Tower	May 19, 2025
	KCP Pakuwon Tower	August 11, 2025
	KCP Lippo Mall Kemang	December 31, 2025
	KCP Pondok Indah Mall	November 25, 2025
	KCP Blok M	December 31, 2025
	KCP KIT Batang	April 29, 2025

Office Network	Addition of Office Network	Operated Date
Sharia Sub-Branch Office (KCPS)	KCPS Pamekasan	July 28, 2025
	KCPS Klaten	November 3, 2025
	KCPS Kisaran	November 13, 2025
	KCPS Batoh	October 17, 2025
	KCPS Bungo	November 19, 2025
	KCPS Binjai	November 14, 2025
	KCPS Tenggarong	November 24, 2025
	KCPS Pemalang	October 27, 2025

Table of Digital Store Office Network Upgrade 2025

Office Network	Office Name
Branch Office (KC)	KC Agung Sedayu
	KC Bumi Serpong Damai
	KC Bintaro Jaya
	KC Jakarta Cabang
	KC Jakarta Kebon Jeruk
	KC Kelapa Gading Square
	KC Jakarta Melawai
Sub-Branch Office (KCP)	KCP DPR RI
	KCP Bursa Efek Indonesia
	KCP ITB Bandung
	KCP Unesa Lidah Wetan
	KCP Pondok Indah Mall
	KCP Karangayu
	KCP Alam Sutera
	KCP Unnes
	KCP Supermal Karawaci
	KCP Ancol
	KCP Universitas Indonesia
	KCP Central Park
	KCP Lippo Mall Kemang
	KCP Blok M
	KCP Hos Cokroaminoto
	KCP Pondok Indah *)

***)** The Pondok Indah Sub-Branch Office (KCP) received OJK approval for a status upgrade and relocation in January 2026; however, the physical development and operational readiness had been completed in 2025.

Divestment

Throughout 2025, Company did not carry out divestment activities.

Business Merger/Consolution

Throughout 2025, Company did not carry out business merger/ consolidation activities.

Acquisition

Table of Information on the Acquisition of PT Bank Victoria Syariah

Transacting Parties and Nature of Relations	:	PT Bank Tabungan Negara (Persero) Tbk as Buyer PT Bank Victoria International Tbk as Seller
Transaction Date	:	June 5, 2025
Transaction Value	:	IDR1,627,930,964,909
Transaction Object	:	1,059,982,683 shares or 99.99% ownership in Bank Victoria Syariah
Rationale for the Transaction and Compliance with Relevant Requirements	:	Pursuant to Article 68 paragraph (1) of the Sharia Banking Law and Article 59 paragraph (1) of POJK 12/2023, a Conventional Commercial Bank that has a Sharia Business Unit (UUS) is required to separate into a Sharia Commercial Bank (BUS) if the UUS assets have reached 50% of the parent's assets and/or at least IDR50 trillion. The Company's UUS has met this requirement with assets amounting to IDR54.29 trillion as of December 2023 and increased to IDR60.56 trillion as of December 2024. Accordingly, the Company is required to carry out the UUS separation no later than February 12, 2026. In accordance with POJK 12/2023, the separation may be conducted through the establishment of a new BUS or the transfer of rights and obligations of the UUS to an existing BUS. In order to fulfill this obligation more efficiently and accelerate operational readiness, the Company selected the strategy of acquiring Bank Victoria Syariah (BVIS) as the recipient BUS of the separation. This step is aligned with the Company's Bank Business Plan (RBB) and supports the strengthening of the Company's position in the Sharia banking industry, while also encouraging the consolidation of the national Sharia banking sector.

The Board of Directors and the Board of Commissioners appointed an independent party (a Public Appraisal Firm/ KJPP) to conduct a fairness assessment of the proposed acquisition of PT Bank Victoria Syariah in accordance with the applicable laws and regulations. Based on the analysis performed, the KJPP concluded that the transaction was fair.

Table of Information on the Asset Transfer Process of BTN Sharia Business Unit

Transacting Parties and Nature of Relations	:	PT Bank Tabungan Negara (Persero) Tbk as UUS Owner PT Bank Syariah Nasional as Recipient of UUS Assets
Transaction Date	:	December 22, 2025
Transaction Value	:	IDR5,560,070,000,000
Transaction Object	:	Assets and Liabilities of the Company's UUS
Rationale for the Transaction and Compliance with Relevant Requirements	:	In line with the plan, following the completion of the acquisition of Bank Victoria Syariah (BVIS) and the receipt of regulatory approval, the next stage is the implementation of the spin-off of the Company's Sharia Business Unit by transferring all rights and obligations of the Company's UUS to BVIS as the recipient Sharia Commercial Bank. This process includes the transfer of financing portfolios, assets and liabilities, service networks, as well as the integration of operational systems and human resources related to sharia business activities. Through this mechanism, BVIS will be transformed into a Sharia Commercial Bank entity strengthened by the Company's UUS business, enabling it to operate independently with a larger business scale. The Company, as the parent entity, will continue to maintain strategic control over the resulting entity while ensuring service continuity for customers and more optimal development of the sharia business. Thus, this spin-off process is not only intended to comply with regulatory requirements but also to strengthen the Company's position in developing the national Islamic banking ecosystem.

On June 5, 2025, the Company effectively completed the acquisition of Bank Victoria Syariah as an initial step in implementing the spin-off of its Sharia Business Unit (SBU). This corporate action was carried out in accordance with POJK No. 12/POJK.03/2020 concerning Commercial Bank Consolidation and POJK No. 23/POJK.03/2023 concerning Sharia Business Units, which regulate the mandatory spin-off of an SBU upon meeting certain criteria related to asset thresholds, capital requirements, and the implementation timeline in line with the regulator's roadmap.

On December 9, 2025, based on OJK Letter No. SR-511/PB.02/2025, the Company and BSN obtained OJK approval for the spin-off of the Company's SBU, which became effective on December 22, 2025, following the approval of the Minister of Law on the amendment to BSN's Articles of Association, as stated in the Ministry of Law Letter No. AHU-AH.01-446 of 2025 dated December 15, 2025.

The spin-off process was completed on December 22, 2025, resulting in the following:

1. All assets and liabilities of the Company's Sharia Business Unit (SBU) were legally transferred to the Subsidiary as the receiving entity, thereby becoming the Subsidiary's rights, liabilities, and obligations.
2. All operations, businesses, and activities of the Company's SBU were legally transferred to be conducted under the benefits, risks, and responsibilities of the Subsidiary.
3. All rights, claims, authorizations, and liabilities of the Company's SBU arising from any agreements, actions, or matters made, undertaken, or occurring on or prior to the effective date of the spin-off, including but not limited to the designated list of SBU assets and liabilities as well as all legal relationships between the Company's SBU and third parties, were legally transferred to be carried out under the benefits, risks, and responsibilities of the Subsidiary.

The composition of shareholders based on Deed No. 21 dated November 20, 2025, concerning the Statement of Resolutions of the Extraordinary General Meeting of Shareholders of PT Bank Syariah Nasional is as follows:

- The Company holds 6,620,052,683 (six billion six hundred twenty million fifty-two thousand six hundred eighty-three) shares with a total nominal value of IDR6,620,052,683,000 (six trillion six hundred twenty billion fifty-two million six hundred eighty-three thousand Rupiah), representing 99.999%.
- Balai Harta Peninggalan (BHP) Jakarta holds 17,317 (seventeen thousand three hundred seventeen) shares with a total nominal value of IDR17,317,000 (seventeen million three hundred seventeen thousand Rupiah), representing 0.001% of the Company's total issued and paid-up capital.

Accordingly, the total number of shares amounted to 6,620,070,000 (six billion six hundred twenty million seventy thousand) shares, with a total nominal value of IDR6,620,070,000,000 (six trillion six hundred twenty billion seventy million rupiah).

The acquisition forms part of the Company's transformation strategy to establish an independent Sharia Commercial Bank entity with adequate capital, independent governance, and greater flexibility and focus in its expansion capacity. With a separate institutional structure, the Company will be able to enhance its focus on Sharia business development, strengthen risk management, and drive product and service innovation in accordance with Sharia principles in a more agile and competitive manner.

Strategically, this initiative is also intended to strengthen the national housing ecosystem through Sharia-based financing. The spin-off entity will focus on housing financing based on Sharia contracts, such as Murabahah, Musyarakah Mutanaqisah (MMQ), and Ijarah Muntahiyah Bittamlik (IMBT), to support both subsidized and non-subsidized home financing, developer construction financing, and home ownership schemes for fixed-income earners and informal sector workers.

The strengthening of Sharia financing within the housing ecosystem is expected to enhance financial inclusion, expand access to affordable housing for younger generations and first-time homebuyers, and support government programs in providing national housing. In addition to complying with regulatory requirements, this corporate action further reinforces the Company's positioning as a financial institution that actively contributes to the development of an integrated and sustainable housing ecosystem grounded in Sharia principles.

Debt and Capital Restructuring

Throughout 2025, Company did not carry out debt and capital restructuring activities.

Information on Material Transactions Containing Conflicts of Interest, Affiliated Transactions, and Related Transactions

Material Transactions were any transactions made by public companies or controlled companies that met the transaction value limit equal to 20% (twenty percent) or more of the Public Company's equity (OJK Regulation Number 17/POJK.04/2020 Concerning Material Transactions and Changes in Business Activities.

Transactions Containing Conflicts of Interest

In accordance with the provisions of the OJK Regulation Number 42/POJK.04/2020 Concerning Affiliated Transactions and Conflicts of Interest Transactions, a conflict of interest was the difference between the economic interests of a public company and the personal economic interests of members of the board of directors, members of the board of commissioners, major shareholders or controllers who can be detrimental to the said public company.

Company's business activities are inseparable from the relationships and interactions between individuals within Company and with other parties, there is a potential conflict of interest that may be unavoidable between one party and another, so that it can affect the decision-making process and the performance of the decision. which can be detrimental to Company. Company realizes the importance of a firm attitude towards controlling and handling conflicts of interest that occur within Company, so that effective business management can be created in achieving Company's goals, free from all forms of corruption, collusion and nepotism (KKN) and harmonious relationships with all stakeholders.

Company's always complied with the applicable provisions in terms of transactions that contained conflicts of interest, as stated in the OJK Regulation Number 42/POJK.04/2020 Concerning Affiliated Transactions and Transactions with Conflicts of Interest and OJK Circular Letter Number 13/SEOJK. 03/2017 concerning Implementation of Governance for Commercial Banks. From an internal standpoint, BTN had a Transaction Policy Containing Conflicts of Interest as stipulated in the Guidelines and Work Procedures for the Board of Directors and the Board of Commissioners. The policy of providing funds to related parties that contained conflicts of interest was contained in a separate Directors Regulation which stipulated that Company was prohibited from providing funds to related parties without the approval of the Board of Commissioners.

In the event of a conflict of interest between Company and shareholders, members of the Board of Commissioners, members of the Board of Directors, Executive Officers and/ or other parties related to Company, members of the Board of Commissioners, members of the Board of Directors and Executive Officers were prohibited from taking actions that might harm or reduce profits of Company and had todisclose the conflict of interest in every decision. Company also properly documented every disclosure in accordance with applicable regulations. Disclosure of conflict of interest was set forth in the minutes of meeting at least including the name of the party having the conflict of interest, the main issue of the conflict of interest and the basis for consideration for making the decision.

In principle, every Company employee avoided making decisions that had situations and conditions where there was a conflict of interest. Lending to the Directors, Board of Commissioners and employees of Company was carried out based on reasonable limits and in accordance with applicable Company regulations without differentiating it from other customers (arm's length basis).

Throughout 2025, there were no transactions containing conflicts of interest.

Table of Transactions Containing Conflicts of Interest

Name	Position	Decision Maker	Transaction Type	Transaction Value	Information
Nil	Nil	Nil	Nil	Nil	Nil

Affiliated Transactions

Based on the provisions of the OJK Regulation Number 42/ POJK.04/2020 Concerning Affiliated Transactions and Transactions with Conflicts of Interest, Affiliates are:

1. Family relations by marriage and descent to the second degree, both horizontally and vertically;
2. The relationship between the party and the employee, director or commissioner of the party;
3. Relationship between 2 (two) companies where there is 1 (one) or more members of the same Board of Directors or Board of Commissioners;
4. The relationship between the Company and the Party, either directly or indirectly, controls or is controlled by the company;
5. Relationship between 2 (two) companies that are controlled, either directly or indirectly, by the same party; or
6. Relationship between the Company and Major Shareholders.

Furthermore, Affiliate transactions are any activities and/ or transactions carried out by public companies or controlled companies with Affiliates of public companies or Affiliates of Members of the Board of Directors, Members of the Board of Commissioners, Major Shareholders, or Controlling, including any activities and/or transactions carried out by Public Company or Controlled Company for the benefit of Affiliates of Public Companies or Affiliates of members of the Board of Directors, Members of the Board of Commissioners, Major Shareholders, or Controllers.

Disclosure of Affiliated Transactions

The disclosure of affiliated transactions that comply with Article 4 of OJK Regulation 42/2020 is as follows:

Table of Disclosure of Affiliated Transaction

Transaction Date	Transaction Object	Transaction Value	Parties Involved	Nature of the affiliation relationship
March 21, 2025	The construction of the Dago Learning Center located at Jalan Bukit Pakar Timur RT 004 RW 012, Cibural Village, Cimenyan District, Bandung Regency, West Java Province, was carried out by PT BA	IDR100,500,000,000 (One Hundred Billion Five Hundred Million Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Brantas Abipraya (Persero)	BTN and PT BA are affiliated parties as both are directly controlled by the same party, namely the Government of the Republic of Indonesia.
April 9, 2025	A parcel of land located at Jl. Raya Gandul RT 007/RW 008, Cinere District, Depok City, West Java, constructed by PT PP.	IDR322,899,000,000 (Three Hundred Twenty-Two Billion Eight Hundred Ninety-Nine Million Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Pembangunan Perumahan (Persero) Tbk.	BTN and PT PP are affiliated parties as both are directly controlled by the same party, namely the Government of the Republic of Indonesia.
July 21, 2025	A parcel of land located at Jl. Panjang Arteri Kelapa Dua RT 002/013, Kebon Jeruk, West Jakarta, constructed by PT BA.	IDR121,500,000,000 (One Hundred Twenty-One Billion Five Hundred Million Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Brantas Abipraya (Persero)	BTN and PT BA are affiliated parties as both are directly controlled by the same party, namely the Government of the Republic of Indonesia.
July 21, 2025	The construction of the BTN Kelapa Gading Square Branch Office Building, located at Jl. Boulevard Raya Block XC No. 1-A, Kelapa Gading District, North Jakarta, constructed by PT NK.	IDR132,001,000,000 (One Hundred Thirty-Two Billion One Million Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Nindya Karya (Persero).	BTN and PT NK are affiliated parties due to the common ownership of Series A Dwiwarna shares by the Government of the Republic of Indonesia.
December 22, 2025	The Spin-Off of the Company's Sharia Business Unit.	IDR5,560,070,000,000 (Five Trillion Five Hundred Sixty Billion Seventy Million Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Bank Syariah Nasional	BTN and BSN are affiliated parties as BTN is the Controlling Shareholder of BSN.

Transaction Date	Transaction Object	Transaction Value	Parties Involved	Nature of the affiliation relationship
December 23, 2025	Shareholder Loan from PT DAM to BTN, categorized as Additional Tier 1 (AT1) capital of BTN.	IDR2,000,000,000,000 (Two Trillion Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Danantara Asset Management (Persero)	BTN and PT Danantara Asset Management (Persero) are affiliated parties, as both are directly controlled by the same party: the Government of the Republic of Indonesia.

In 2025, there were no affiliated transactions requiring approval from the GMS.

Affiliated Transactions Report

BTN has submitted the Affiliated Transactions Report in compliance with Article 6 of OJK Regulation 42/2020 to the Financial Services Authority (OJK) within the deadline, which is by the end of the second business day following the transaction date.

Affiliated Transactions as Business Activities Conducted in the Framework of Generating Business Income and Executed Routinely, Repeatedly, and/or Continuously

In accordance with Article 8 and Article 9 OJK Regulation 42/2020, there were Affiliated Transactions which became business activities carried out in order to generate business income and were carried out routinely, repeatedly and/or continuously. BTN has recorded these transactions, which are disclosed in Note 46 of the Financial Statements.

Transaction Fairness

Transactions with affiliated parties are conducted in accordance with general business practices, adhering to the arm's length principle. The Company complies with the provisions of OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions that for transactions above IDR5 billion, the Company appoints an Appraisal Service Office (KJPP) to ensure that the transactions are carried out fairly and at market prices

Compliance With Related Regulations

BTN has ensured that its transactions comply with OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions at the time these transactions were carried out.

Board of Directors' Statement on Affiliated Transactions

The Board of Directors declares that affiliated transactions have undergone proper procedures, are conducted in line with general business practices, comply with the arm's length principle, and adhere to prevailing laws and regulations. This Board of Directors' Statement is also included in every disclosure of information regarding affiliate transactions.

Role of The Board of Commissioners and Audit Committee In Affiliated Transactions

The Board of Commissioners, together with the Audit Committee and/or other committees under the Board of Commissioners, plays a strategic role in ensuring that affiliated transactions are carried out according to general business practices. The Board is responsible for ensuring adequate procedures to assess and oversee these transactions to ensure compliance with the arm's length principle. This includes reviewing transaction value fairness, completeness of requirements, and compliance with regulations to prevent conflicts of interest that may harm BTN and its stakeholders. Thus, the Board actively upholds transparency, integrity, and accountability in implementing Good Corporate Governance.

Related Parties Transaction

In conducting its business activities, the Company engages in transactions with related parties as defined under PSAK No. 224 on "Related Party Disclosures." A party is considered related to the Company if:

a. A party that directly, or indirectly through one or more intermediaries, a party (i) controls, or is controlled by, or is under common control with, the Group; (ii) has significant influence over the Group; or (iii) has joint control over the Group;
b. A party that is in the same business group as the Bank;
c. A party that is a joint venture where the Bank is the venturer;

Name of the Transacting Parties and Nature of Relations

Related parties conducting transactions with BTN are listed in the following table:

Table of Related Parties

Related Parties	Type (Nature) of Relationship	Related Party Transaction Elements
Government of the Republic of Indonesia (RI)	The majority shareholder is through the Indonesian Ministry of Finance	Government Bonds, Loans and Sharia Financing/Receivables, and Capital stock
PT Danantara Asset Management (Persero)	Majority Shareholder.	Capital stock
PT Bank Mandiri (Persero) Tbk	Under the same control through the Central Government of the Republic of Indonesia	Current Accounts with Other Banks, Placements with Bank Indonesia and Other Banks, Securities, Acceptance Liabilities, Borrowings, and Securities Issued.
PT Bank Negara Indonesia (Persero) Tbk	Under the same control through the Central Government of the Republic of Indonesia	Current Accounts with Other Banks, Placements with Bank Indonesia and Other Banks, Securities, Securities Issued, and Acceptance Liabilities.
PT Bank Rakyat Indonesia (Persero) Tbk	Under the same control through the Central Government of the Republic of Indonesia	Current Accounts with Other Banks, Placements with Bank Indonesia and Other Banks, Securities, and Securities Issued.
PT Bank Syariah Indonesia Tbk	Under the same control through the Central Government of the Republic of Indonesia	Current Accounts with Other Banks and Placements with Bank Indonesia and Other Banks.
PT Bank Mandiri Taspen	Subsidiaries of State-Owned Enterprises (BUMN)	Deposits from Other Banks and Securities.
PT Bank Raya Tbk (dahulu PT Bank Rakyat Indonesia Agroniaga Tbk)	Subsidiaries of State-Owned Enterprises (BUMN)	Placements with Bank Indonesia and Other Banks, Deposits from Other Banks, and Securities Issued.
Lembaga Pembiayaan Ekspor Indonesia	Under the same control through the Central Government of the Republic of Indonesia	Placements with Bank Indonesia and Other Banks and Securities.
PT Hutama Karya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables and Acceptance Receivables.
Perum Perumnas	Under the same control through the Central Government of the Republic of Indonesia	Securities and Loans and Sharia Financing/ Receivables.
PT PP Properti Tbk	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Wijaya Karya Bangunan Gedung Tbk	Subsidiaries of State-Owned Enterprises (BUMN)	Guarantees Issued.
Perum Percetakan Negara Republik Indonesia (Perum PNRI)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables.
PT Danareksa Investment Management	Subsidiaries of State-Owned Enterprises (BUMN)	Securities and Securities Issued.
PT Adhi Karya (Persero) Tbk	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables.
PT Angkasa Pura II (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables.
PT Dok Dan Perkapalan Surabaya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables.
PT HK Realtindo	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Indah Karya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables.
PT Jasamarga Bali Tol	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Mandiri Manajemen Investasi	Subsidiaries of State-Owned Enterprises (BUMN)	Securities and securities issued.

Related Parties	Type (Nature) of Relationship	Related Party Transaction Elements
PT Patra Jasa	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Permodalan Nasional Madani	Subsidiaries of State-Owned Enterprises (BUMN)	Securities, Loans and sharia financing/ receivables
PT Amarta Karya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Kredit yang diberikan dan pembiayaan/ piutang syariah.
PT Perusahaan Pengelola Aset (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and sharia financing/receivables
PT Taspen (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Securities issued.
PT Virama Karya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables and Guarantees Issued.
PT Waskita Bumi Wira	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Waskita Karya Realty	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT PPA Finance	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Waskita FIM Perkasa Realti	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Pertamina (persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables and Securities.
PT Yodya Karya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables and Guarantees Issued.
PT Adhi Persada Properti	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Perumnas Jakabaring	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Perumnas Sentraland	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Perumnas TOD Tanjung	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Adhi Commuter Properti	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables and Other Receivables.
PT Angkasa Pura I (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables and Securities.
PT Reasuransi Nasional Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Tugu Reasuransi Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Asuransi Kredit Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Securities Issued and Guarantees Issued.
PT Asuransi Jasa Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Asuransi Jasa Raharja	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Perusahaan Listrik Negara (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Securities.
PT Nindya Karya (Persero)	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Guarantees Issued.
PT Centurion Perkasa Iman	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Guarantees Issued.
PT Energi Pelabuhan Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Guarantees issued.

Related Parties	Type (Nature) of Relationship	Related Party Transaction Elements
Perum Jaminan Kredit Indonesia	Under the same control through the Central Government of the Republic of Indonesia	Securities issued.
PT Daya Mitra Telekomunikasi	Subsidiaries of State-Owned Enterprises (BUMN)	Securities.
PT Industri Kereta Api	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT AXA Mandiri Financial Services	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Penjaminan Infrastruktur Indonesia (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Securities issued.
PT Reasuransi Indonesia Utama (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Securities issued.
PT Tugu Pratama Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Sarana Multigriya Finance (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Securities, Borrowings, Subordinated Loans and Subordinated Securities.
PT PP Properti Jababeka Residence	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Bahana Pembinaan Usaha Indonesia (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Securities and Income from Recovery of Written-Off Loans.
PT Pegadaian	Subsidiaries of State-Owned Enterprises (BUMN)	Securities.
PT BNI Asset Management	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued and securities.
PT Waskita Karya (Persero) Tbk	Under the same control through the Central Government of the Republic of Indonesia	Securities.
Peruri Properti	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and sharia financing/receivables and Guarantees issued .
PT BRI Manajemen Investasi	Subsidiaries of State-Owned Enterprises (BUMN)	Securities.
PT Pos Indonesia (Persero)	Subsidiaries of State-Owned Enterprises (BUMN)	Guarantees issued
PT Telkom Satelit Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Guarantees issued
Badan Pengelola Tabungan Perumahan Rakyat	Under the same control through the Central Government of the Republic of Indonesia	Subordinated Loans and Securities.
PT PP Urban	Subsidiaries of State-Owned Enterprises (BUMN)	Guarantees Issued, Other Receivables, Loans, and Sharia Financing/Receivables.
PT Aviasi Pariwisata Indonesia (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and sharia financing/receivables.
PT PAL Indonesia (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and sharia financing/receivables and Guarantees issued.
PT Pengembangan Pariwisata Indonesia (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and sharia financing/receivables.
PT Wika Realty	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and sharia financing/receivables.
PT Bahana TCW Investment Management	Subsidiaries of State-Owned Enterprises (BUMN)	Securities.

Fairness of Transactions and Reasons for Conducting Transactions

Related party transactions occur due to the Company's business needs. All transactions were carried out normally and fairly (arm's length transaction) as transactions with other parties. BTN guarantees that all transactions are free from conflicts of interest and have complied with applicable laws and regulations. The Company appoints the Public Appraisal Service Office (KJPP) to ensure that transactions are carried out fairly and at market prices.

Realization of Related Party Transactions

The following are details of the realization of related party transactions due to ownership relationships with the Government of the Republic of Indonesia and related party transactions with Key Management.

Table of Related Party Transactions Due to Ownership Relationships with the Government of the Republic of Indonesia

(in IDR million)

Description	Desember 31, 2025	Desember 31, 2024
ASSET		
Current accounts in other banks - Net	1,160,233	5,065,331
Placements with Bank Indonesia and other banks	-	61
Securities	5,464,153	5,489,205
Government Bonds	38,106,638	35,475,529
Securities purchased under agreement to resell	271,380	-
Loans and sharia financing/receivables	34,348,775	28,063,700
Acceptance receivable	154,462	433,708
Other bills	269,797	418,004
Total assets for related parties	79,775,438	**74,945,538**
Allowance for impairment losses from related parties	(1,517,864)	(835,954)
Total assets for related parties - net	78,257,574	**74,109,584**
LIABILITIES		
Deposits from customers	92,499,557	129,719,962
Acceptance payables	406,421	690,475
Securities issued	1,509,069	2,536,783
Loans received	27,751,154	23,352,225
Securities sold under repurchase agreements	-	963,042
Subordinated loans and subordinated securities	3,696,275	1,500,000
Total Liabilities for related parties	125,862,476	**158,762,487**
Percentage of total related party liabilities to total liabilities	27.38%	**38.93%**
TEMPORARY *SYIRKAH* SUNDS		
Mudharabah current accounts	749,717	11,985
Mudharabah saving deposits	1,302,511	118,667
Deposito *Mudharabah*	4,984,916	6,845,866
Total of Temporary *Syirkah* Funds For Related Parties	7,037,144	**6,976,518**
Percentage of Temporary *Syirkah* Sunds for related parties	22.07%	**23.85%**

Description	Desember 31, 2025	Desember 31, 2024
INTEREST INCOME AND INCOME FROM PROFIT SHARING		
Placements with Bank Indonesia and other banks	202,062	191,171
Securities	170,007	431,876
Government Bonds	1,233,239	1,187,847
Loans and sharia financing/receivablessyariah	547,450	1,875,653
Other receivables	21,400	-
Total interest income and profit sharing from related parties	2,174,158	**3,686,547**
INTEREST, PROFIT SHARING AND BONUS EXPENSES		
Deposits from customer	2,150,670	3,431,600
Deposit from other banks	3,173	4,142
Securities issued	173,496	321,755
Loans received	1,027,223	754,484
Securities sold under repurchase agreements	6,449	19,314
Subordinated loan and securities	122,139	286,327
Mudharabah current accounts	3,389	133
Mudharabah saving deposits	37,817	973
Deposito Mudharabah	136,167	240,631
Total interest expenses and bonuses from related parties	3,660,523	**5,059,359**
Percentage of total interest expense, profit sharing and bonuses	20.20%	**28.03%**
COMMITMENTS AND CONTINGENCIES ON ADMINISTRATIVE ACCOUNTS		
Warranty provided	1,995,473	1,072,600
On-going Irrevocable L/C	187,436	52,513
Total commitments and contingencies in off-balance sheet accounts from related parties	2,182,909	**1,125,113**
Percentage of total commitments and contingencies in off-balance sheet accounts	33.39%	**35.52%**

Table of Related Party Transactions with Key Management

(in IDR million)

Uraian	31 Desember 2025	31 Desember 2024
ASSET		
Loan and Sharia receivables/financing	98,339	83,781
Allowance for impairment losses from related parties	(13,290)	(350)
Total assets for related parties-net	85,049	**83,431**
Percentage of total assets of related parties to total assets	0.01%	**0.02%**
LIABILITIES		
Deposits from customers	115,359	44,387
Employee benefits liabilities	282,437	271,959
Total Liabilities from key management	397,796	**316,346**
Percentage of total Liabilities	0.08%	**0.08%**

Uraian	31 Desember 2025	31 Desember 2024
TEMPORARY *SYIRKAH* FUNDS		
Mudharabah current accounts	0	0
Mudharabah saving deposits	3,836	7,226
Deposito *Mudharabah*	9,689	11,575
Total *syirkah* funds for related parties	13,525	**18,801**
Percentage of *syirkah* fund for related parties	0.04%	**0.06%**
INTEREST INCOME AND INCOME FROM PROFIT SHARING		
Loans and Sharia Financing/receivables	22,910	5,149
Percentage of total interest income and profit sharing	0.12%	**0.02%**
INTEREST, PROFIT SHARING AND BONUS EXPENSES		
Customer savings	2,546	1,010
Syirkah Funds	863	336
Total interest expense, profit sharing and bonuses	3,409	**1,346**
Percentage of total interest expense, profit sharing and bonuses	0.02%	**0.01%**
SHORT-TERM EMPLOYEE BENEFITS:		
Director	84,434	199,832
Board of Commissioner	26,284	76,260
Other Key Employen	218,150	265,859
POST-EMPLOYMENT BENEFITS		
Other Key Employen	202,609	196,004
OTHER LONG-TERM REWARDS		
Other Key Employen	79,828	75,955
Total	611,305	**813,910**
Percentage of total employee salary and benefits expenses	12.21%	**18.31%**

Disclosure References in Financial Statements

Details of the names of parties related to the realization (value) of related party transactions are presented in the notes to Financial Report No. 44 attached to this Annual Report. These related transactions are business activities carried out in order to generate business income and are carried out routinely, repeatedly and/or continuously.

Transaction Review Mechanism Policy

All transactions have undergone a review mechanism in accordance with their respective transaction types. Each transaction was subject to feasibility analysis, including credit analysis for lending transactions to related parties. Likewise, investment transactions were also subject to investment feasibility analysis. Similarly, other related party transactions, such as issued guarantees and placements with other banks, have undergone the appropriate review process. The review process was conducted from the planning stage through to the realization of the transaction. Such reviews were carried out by the transaction-executing work unit, the risk management work unit, and other relevant work units in accordance with their respective duties, functions, and authorities. Through this mechanism, all transactions were conducted on an arm's length basis and in the best interest of the Company.

Approval Mechanism Policy for Related Party Transactions

In terms of related party transactions, such as loan, the loan approval mechanism is performed in accordance with the loan approval threshold involving the Business Unit and Risk Unit as regulated in KK.1-Q concerning the Credit Approval Limit (BWMK) for Corporate, Commercial and Small Medium Enterprise (SME) Credit or Financing and KK.1-W concerning the Implementation of the Four Eyes Principle in Credit or Financing Management, as well as for related parties as regulated in POJK 32 of 2018 concerning the Legal Lending Limit (BMPK) must obtain permission from the Board of Commissioners in accordance with KK.6-H concerning Guidelines for Conflict of Interest Management.

Board of Directors' Statement on Related Party Transactions

The Board of Directors stated that the related party transaction has gone through adequate procedures to ensure that the transaction is carried out in accordance with generally accepted business practices, including by fulfilling the arm's length principle. The Board of Directors is required to report the results of the Credit Committee Meeting Decision for certain debtor threshold values to the Board of Commissioners on a monthly basis. The provisions for debtor threshold values are as follows:

- Single debtor ≥ IDR350 billion
- Group debtor ≥ IDR500 billion

In 2025, there were no related-party transactions requiring approval from the General Meeting of Shareholders (GMS).

Role of The Board of Commissioners and Audit Committee in Related Party Transactions

The Board of Commissioners, together with the Audit Committee and/or other committees under the Board of Commissioners, ensures that related party transactions are conducted in line with general business practices. The Board guarantees adequate procedures to evaluate and supervise such transactions, ensuring they comply with the arm's length principle, transaction value fairness, and all legal requirements, while avoiding potential conflicts of interest. This ensures transparency, integrity, and accountability within Good Corporate Governance.

Compliance with Related Regulations and Conditions

The Company is always committed to running a prudent business. All transactions have complied with applicable rules and regulations. There were no cases of non-compliance with laws, regulations, and provisions related to material transactions with related parties in the last three years.

Loan Policy for Board of Commissioners/Directors

Loans granted to Directors and Commissioners are categorized as fund provisions to related parties in accordance with OJK Regulation No. 38/POJK.03/2019, amending OJK Regulation No. 32/POJK.03/2018 regarding Legal Lending Limit (BMPK) and Large Fund Provision for Commercial Banks. Such loans are provided under market rates and on an arm's length basis, adhering to prudent banking principles.

Maximum Limit on Credit Provision and Large Funding

Limitations on the provisions of funds to related parties were implemented in accordance with Financial Services Authority of the Republic of Indonesia Regulation Number 32 /POJK.03/2018 concerning the Maximum Limit on Credit Provision and Large Funding for Commercial Banks and POJK Number 38 /POJK.03/2019 concerning Amendments to POJK Number 32/POJK.03/2018 on the Maximum Limit on Credit and large Funding for Commercial Banks.

The Company provides funds to related parties and large exposures which are made with the approval of the Company's Board of Commissioners. The Company has never violated the Legal Lending Limit (BMPK) during 2025. The Compliance Director through the Compliance Unit constantly monitors the Company's compliance with the BMPK provisions and reports it to the Financial Services Authority every semester. The implementation of the provision of funds by the Company to related parties and/or the provision of large exposure always takes into account the precautionary principle as well as the applicable laws and regulations and has complied with Bank Indonesia regulations regarding BMPK.

Table of BMPK Violations and Exceedances

BMPK	Related Parties	Unrelated Parties	Non-Related Parties (Borrower Group)	SOEs
BMPK Violations	Nil	Nil	Nil	Nil
BMPK Exceedances	Nil	Nil	Nil	Nil

Table of Provision of Funds to Related Parties and Provision of Large Funds

No	Fund Provider	Amount in 2025		Amount in 2024	
		Debtor	Amount (IDR million)	Debtor	Amount (IDR million)
1	To Related Parties	48	8.911	21	5.247
2	To Core Debtors: a. Individual b. Group	 28 113	 10,848,459 40,867,676	 34 86	 11,567,988 23,372,916

Changes in Legislation and Regulations and Their Impact on the Company

Description of changes to statutory regulations in 2024 and their impact on the Company are explained as follows:

Table of Changes in Legal Regulations

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
1	Law No. 1 of 2025	Third Amendment to Law No. 19 of 2003 concerning SOEs	1. Addition of new regulators and controlling shareholders of the Bank as an SOE, namely the Daya Anagata Nusantara Investment management Agency and the Operational Holding. 2. Members of the Board of Directors, Board of Commissioners, Supervisory Board, and employees of SOEs are no longer classified as state officials. 3. Provisions governing the Bank's acquisition, spin-off, and restructuring. 4. Amendments to the Articles of Association, including: a. Change in the majority hooker of Series B shares from the Ministry of SOEs to the Operational Holding. b. Adjustment of the special rights attached to Series A Dwiwarna shares. c. Adjustment to multiple directorship provisions for the Board of Directors and Board of Commissioners. d. Adjustment of the approval of the Corporate Work Plan and Budget (RKAP) to be subject to the General Meeting of Shareholders (GMS). e. Addition of supervisory duties of the Board of Commissioners. f. Adjustment to the implementation of loan write-offs subject to approval by BPI Danantara.	No impact on the Financaial Statements
2	Law No. 16 of 2025	Fourth Amendment to Law No. 19 og 2003 concerning SOEs	1. Adjustment to the Threshold for actions of the Board of Directors requiring approval. 2. Revocation of the provisions stating that members of the Board of Directors, Board of Commissioners, Supervisory Board, and employees of SOEs are not classified as state officials. 3. Amendments to the Articles of Association, including: a. Changes in the ownership composition of Series A Dwiwarna shares and the majority Series B shares. b. Adjustment of the special rights attached to Series A Dwiwarna shares. c. Adjustment of the eligibility requirements for members of the Board of Directors and the Board of Commissioners. d. Adjustment of the terms of office of the Board of Directors and Board of Commissioners. e. Adjustment of the provisions regarding concurrent positions of the Board of Commissioners. f. Adjustment of the provisions concerning termination of the term of office of the Board of Directors and Board of Commissioners. g. Adjustment of the authority of the Board of Directors.	No impact on the Financaial Statements
3	Government Regulation No. 15 of 2025	Addition of the Republic of Indonesia's State Capital Injection into Share Capital of PT Biro Klasifikasi Indonesia (Persero) for the Establishment of an Operational Holding	Transfer of the majority holder of Series B shares from the Ministry of SOEs to PT Biro Klasifikasi Indonesia (Persero) (currently renamed PT Danantara Asset Management (Persero)) as the Operational Holding	No impact on the Financaial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
4	POJK No. 18 of 2025	Transparency and Pub,ication of Bank Reports	This regulation revokes and replaces POJK No. 37/POJK.03/2019, which is deemed no longer aligned with international standards and legal developments. In essence, the Bank is required to prepare, publish, and submit Disclosure reports, including: • Financial Statements and Financial Performance Reports (Monthly, Quarterly, Semi-Annual, Annual). • Risk Exposure and Capital Reports (Quarterly and Annual). • Material Information or Facts Reports (Incidental, in the event of significant occurrences). • Prime Lending Rate Reports (applicable to conventional banks). • Sustainability Reports, Integrated Governance Reports, and Annual Reports (where applicable). However, this regulation will be effective six months after its promulgation in February 2026.	No impact on the Financaial Statements
5	POJK No. 24 of 2025	Account Management at Commercial Banks	Adjustment of the classification and criteria for Active Accounts, Inactive Accounts, and Dormant Accounts at the Bank, including corresponding adjustments to management mechanism, procedures, and policies.	No impact on the Financaial Statements
6	Board of Governor Regulation Number 20 of 2025	Rupiah Monetary Operation	Introduction of a new securities and new transaction type for the Bank in the form of BI Floating Rate Note (BI FRN), which is rupiah-denominated securities issued by Bank Indonesia as short-term debt instruments with floating interest rates.	No impact on the Financaial Statements
7	Board of Governor Regulation Number 1 of 2025	Amendment to the Board of Governors Regulation Number 17 of 2023 concerning the Implementation of Bank Indonesia-Fast Payment	As a Participant, the Bank is encouraged to enhance risk management and transaction security, not withstanding additional administrative and operational burdens. The Bank is at least required to: a. Follow up on alerts, which may include delaying subsequent transactions by the Sending Bank or delaying the forwarding of funds by the Receiving bank to customers; b. Submit reports on the implementation of the proactive risk manager feature to the Operator in accordance with BI's prescribed reporting format; c. Maintain a fraud management system that includes fraud detection technology at both account and transaction levels.	No impact on the Financaial Statements
8	Board of Governors Regulation Number 10 of 2025	Amendment to Board of Governors Regulation Number 24/21/Padg/2022 concerning Implementing Provisions for Current account at Bank Indonesia	This amendment focuses on technical arrangements for foreign currency current accounts to facilitate transaction settlement and minimize liquidity risk through the elimination of end-of-day balances. The key amendment is the addition of paragraph (2a) to Article 9: Bank holding foreign currency current accounts for "other purposes" (e.g., settlement of BI foreign currency securities or BI foreign currency sukuk) are required to zero out the balance of such accounts at the end of each day. *Other purposes include activities such as settlement of SVBI (Bank Indonesia Foreign Currency Securities) and SUVBI (Bank Indonesia Foreign Currency Sukuk).	No impact on the Financaial Statements
9	PADG Number 14 of 2025	Second Amendment to Board of Governors Regulation Number 17 of 2023 concerning the Implementation of BI-FAST Payment	This amendment focuses on changes to the Bank's primary obligations as a BI-FAST Participant, as stipulated under Article 18, covering Internal policy and Audit, System and Technology Security, Incident and Fraud handling, and Operations and Compliance. There is also a specific provision regarding the implementation of information technology infrastructure protection (Article 26C paragraph (1) letter a), which must be fulfilled no later than January 1, 2026.	No impact on the Financaial Statements
10	PADG Number 16 of 2025	Amendment to the Board of Governors Regulation Number 13 of 2024 concerning Money Market Transactions	This amendment introduces the development of money market transaction types through a Money market Transaction matchmaking mechanism, which matches buy and sell offers from money market participant using a method determined by BI. In this context, the Bank participates in the matchmaking process and acts as a submitting party of transaction offers, which cannot be revoked once submitted.	No impact on the Financaial Statements
11	PADG Number 18 of 2025	Criteria, Requirements, and Utilization of Securities in Monetary Operations	This amendment establishes standards for securities used in Bank Indonesia's Monetary Operations; enhances transparency, prudence, and accountability in the implementation of monetary policy; mitigates market risk through regulations on pricing, haircuts, and maturities of securities; and supports the deepening of the money market and foreign exchange market as stipulated in Articles 9 to 32 of this regulation.	No impact on the Financaial Statements
12	PADG Number 22 of 2025	Amendment to Board of Governors Regulation Number 21 of 2023 concerning Implementing Provisions for Short-Term Liquidity Loans for Conventional Commercial Banks	Amendment to the implementation of Short-Term Liquidity Loans (PLJP) for Conventional Commercial Banks (BUK), expanding the types of eligible collateral, including BI-FRN and other highly rated securities, to provide flexibility for banks experiencing short-term liquidity difficulties.	No impact on the Financaial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
13	PADG Number 23 of 2025	Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial banks, and Sharia Business Units	1. Obligation for Conventional Commercial Banks (BUK) to fulfill the RIM Current Account requirement if the RIM falls outside the range of 84%-94% 2. Obligation for Sharia Commercial Banks Kewajiban (BUS) and Sharia Business Unit (UUS) to place a Sharia RIM Current Account if the Sharia RIM falls outside the range of 84%-94% 3. Obligation for BUK to meet the Macroprudential Liquidity Buffer (PLM) requirement by holding securities equivalent to 4% of Rupiah Third-Party Funds (DPK) 4. Obligation for BUS to meet the Sharia Macroprudential Buffer (PLM Sharia) requirement by holding securities equivalent to 2.5% of Rupiah Third-Party Funds (DPK) 5. Obligation for the Bank to appoint a reporting officer to Bank Indonesia	No impact on the Financaial Statements
14	PADG Number 24 of 2025	Implementation of Immediate Funds Settlement through the Bank Indonesia -Real Time Gross Settlement	This regulation governs governance, operations, reporting, and supervision of immediate funds settlement through the BI–RTGS System. Key provisions requiring the Bank's attention include the obligation to report the use of the BI-RTGS (Articles 86 and 88) and the obligation to conduct aninformation system audit annually (Article 15 paragraph (2)) January 1, 2026	No impact on the Financaial Statements
15	PADG Number 26 of 2025	Financial Derivative with Underlying assets in the Form of Money Market and Foreign Exchange Market Products	This regulation governs the Bank's governance framework in tis capacity as a custodian in Money Market and Foreign Exchange Derivative (PUVA) transactions, including, among others, the obligation to open segregated accounts (Article 72)	No impact on the Financaial Statements
16	PADG Number 27 of 2025	Implementing Regulation on Macroprudential Liquidity Incentive Policy	This regulates the mechanism for granting liquidity incentives to banks through reductions in the Statutory Reserve Requirement (GMW), including related reporting obligations.	No impact on the Financaial Statements
17	PADG Number 31 of 2025	Fourth Amendment to Board of GOvernors Regulation Number 24/8/Padg/2022 concerning Implementing Provisions for the fulfillment of Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial banks, Sharia Commercial Banks, and Sharia Business Units	1. Change the GWM calculation from focusing solely on current balances at BI to also include BI-FAST funds and other funds as determined by BI. 2. BI may determine components of Third-Party Funds (DPK) that are excluded. 3. Introduction of provisions regarding remuneration on Excess Reserves for Banks. 4. Adjustment of sanctions for BUS/UU PUAS rate of return.	No impact on the Financaial Statements
18	PADG Number 30 of 2025	Seventh Amendment to Board of Governors Regulation Number 21/25/PADG/2019 concerning Loan-to-Value Ratios for Property Loans, Financing-to-Value Ratios for Property Financing, and Down Payments for Motor Vehicle Loans or Financing	The principal amendment extends the relaxation period for LTV, FTV, and down payment ratios, previously set to expire on 31 December 2025, to 31 December 2026. This macroprudential policy aims to encourage credit growth in the property and automotive sectors.	No impact on the Financaial Statements
19	Peraturan Menteri Perdagangan Republik Indonesia Nomor 26 Tahun 2025	Revocation of Four Regulations of the Minister of Trade in the Field of Domestic Trade	The revoked Ministerial Regulations are as follows: 1. Number 36/M-DAG/PER/9/2007 concerning the Issuance of Trade Business Licenses (including its amendments). 2. Number 22/M-DAG/PER/3/2016 concerning General Provisions on Goods Distribution (including its amendments). 3. Number 25 of 2020 concerning Annual Corporate Financial Reports. 4. Number 4 of 2023 concerning the Procurement and Distribution of Subsidized Fertilizers of the Agricultural Sector.	No impact on the Financaial Statements
20	Government Regulation of the Republic of Indonesia Number 43 of 2025	Financial Reporting	1. Establishment of a Standards Committee to formulate and set Financial Reporting Standards. 2. Implementation of a Shared Financial Reporting Platform (PBPK) for the submission of financial reports through a single platform. 3. Financial statements for general purposes must be submitted through the PBPK. 4. Submission of reports through the PBPK by issuers and public companies must be completed no later than 2027, with the first submission covering the 2026 financial year.	No impact on the Financaial Statements
21	Presidential Regulation of the Republic of Indonesia Number 105 of 2025	State-Owned Enterprises Regulatory Agency	1. Establishment of the SOE Regulatory Agency (BP BUMN) to replace the Ministry of SOEs in its regulatory function to formulate policies, regulate, guide, coordinate, and supervise the management of SOEs, reporting directly to the President. 2. Management of dividends from Series A Dwiwarna shares to be carried out by BP BUMN subject to the President's approval.	No impact on the Financaial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
22	POJK Number 14 of 2025	Implementation of General Meetings of Shareholders, Bondholders Meetings, and Sukukholders Meetings through Electronic Means.	1. Conduct of RUPS, RUPO, and RUPSu electronically in accordance with POJK provisions to enhance efficiency and effectiveness while safeguarding the rights of shareholders, bondholders, and sukukholders. 2. Electronic implementation through e-RUPS, e-RUPO, and e-RUPSu systems provided by a System Provider (Central Securities Depository or other Indonesian legal entity appointed by OJK) and/or the Issuer or Public Company. 3. Preparation of electronic GMS minutes in the form of a notarial deed and submission of its summary to OJK and the public. 4. Electronic announcement and convening of the GMS. 5. Obligation of issuers to ensure confidentiality of electronic voting and validity of meeting attendance.	No impact on the Financaial Statements
23	POJK Number 19 of 2025	Facilitation of Access to Financing for Micro, Small, and Medium Enterprises	This regulation implements the mandate of the Financial Sector Development and strengthening Law UU P2SK (Article 249 paragraph (3)), requiring Banks and Non-Bank Financial Institutions (LKNB) to provide easier access to financing for MSMEs while maintaining prudential principles. Key provisions for the Bank include reporting obligations (Article 9), acceleration of business processes (Article 14), and procedures for loan write-off/write-off recovery (Article 24).	No impact on the Financaial Statements
24	POJK Number 2 of 2025	Procedures for the Collection of Levies in the Financial Services Sector and Other Revenues	Provides technical arrangements regarding OJK's function as a partner of the non-tax state revenue management authority in administering levies and other revenues in the financial services sector, including types of levies, payment procedures, administrative sanctions, and settlement of outstanding receivables. The types of levies regulated include: a. Fees for licensing, approval, registration, ratification, and review of corporate action plans. b. Annual fees for regulation, supervision, inspection, and research conducted by OJK.	No impact on the Financaial Statements
25	POJK Number 20 of 2025	Obligation to Fulfill the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) for Sharia Commercial Banks and Sharia Business Units	This regulation impacts the Bank's operations, particularly with respect to: • Liquidity Management: Requirement to maintain HQLA and stable funding in accordance with Basel III standards. • Reporting: Adjustments to OJK reporting systems (daily, monthly, quarterly). • Internal Policies: Updates to liquidity policies, ILAAP, and NSFR compliance action plans. • IT and Data: Integration of LCR/NSFR calculations into treasury and risk management systems. The implementation deadlines generally fall no later than 2026 and 2028	No impact on the Financaial Statements
26	POJK Number 32 of 2025	Implementation of Buy Now Pay Later	Regulates the implementation of the BNPL financing business model for Commercial Banks and other financing companies. 1. Banks implementing BNPL may cooperate with other parties, subject to compliance with consumer information disclosure requirements. 2. Obligation to report BNPL implementation to OJK	No impact on the Financaial Statements
27	POJK Number 40 of 2025	Utilization of proceeds from Public Offering	This regulation principally governs the following matters where the Bank conducts a Public Offering: • Preparation and periodic disclosure of the Report on teh Realization of the Use of Proceeds (LRPD) until the proceeds are fully utilized (Article 2 paragraph (1); Article 3 paragraph (1); Article 5; Article 25). • Limitation of fund utilization to a maximum of four tires of fund flow (Issuer → subsidiary → sub-subsidiary → lower-tier/other affiliated entities) (Article 9). • Obligation to disclose the target timeframe for utilization of proceeds in the Prospectus and to provide disclosure in the event of changes to such target (Article 12).	No impact on the Financaial Statements
28	SEOJK Number 10/ SEOJK.04/2025	Electronic Submission of Reports on Share Ownership or Changes in Share Ownership of Public Companies and reports on Share Pledging Activities of Public Companies	Provide technical arrangements for the electronic reporting of share ownership or any changes in share ownership of Public Companies, as well as share pledging activities, in accordance with POJK 4/2024 Parties required to submit reports: a. Directors or Commissioners holding shares with voting rights. b. Parties holding ≥5% of shares with voting rights c. Controlling shareholders holding shares with voting rights. d. Shareholders whose ownership decreases to <5% e. Shareholders pledging their shares	No impact on the Financaial Statements
29	PADG Number 7 of 2025	Third Amendment to Board of Governors Regulation Number 11 of 2023 concerning Implementing Provisions for the Macroprudential Liquidity Incentive Policy	This regulation primarily impacts the Bank through the granting of incentives for credit disbursement to specific sectors, thereby enhancing the Bank's liquidity and lending capacity.	No impact on the Financaial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
30	PBI Number 10 of 2025	Payment System Industry Regulation	Regulates aspects of the payment system industry, including industry structure, infrastructure, governance and risk management, business conduct, consumer protection, data and/or information management, supervision, termination, and coordination and cooperation. This regulation also imposes reporting obligations on the Bank in its capacity as a Payment System Provider (PSP/PJP).	No impact on the Financaial Statements
31	PADG Number 8 of 2025	Third Amendment to Board of Governors Regulations Number 24/8/PADG/2022 concerning Implementing Provisions for the Fulfillment of Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units	The principal amendment relates to the regulation of Statutory Reserve Requirement as stipulated under Article 7 and 23.	No impact on the Financaial Statements
32	PBI Number 9 of 2025	Macroprudential Liquidity Incentive Policy	Re-establishes provisions concerning liquidity incentive policies for banks through reduction in the Statutory Reserve Requirement (GWM) to enhance lending capacity. The Macroprudential Liquidity Incentive (KLM) is granted to banks that extend credit/financing and undertake supporting activities, subject to the obligation to report credit/financing disbursement plans to BI, LBUT, and other reports as required by BI. This regulation may affect GWM obligations, RIM Current Accounts, and related incentives/remuneration.	No impact on the Financaial Statements
33	Regulation of the OJK Board of Commissioners Number 37/ PADK.08/2025	Provision and Disclosure of Information for the Marketing of Financial Products and Services	Adjustment of the criteria and procedures for the provision and disclosure of marketing information relating to financial products and services.	No impact on the Financaial Statements
34	Regulation of the Minister of Law of the Republic of Indonesia Number 2 of 2025	Verification and Supervision of Corporate Beneficial Owners	This regulation aims to enhance compliance in reporting and the accuracy of corporate beneficial ownership data to support the prevention of money laundering (AML) and terrorism financing (CTF), and to impose effective sanctions on corporations. Accordingly, the Bank must understand the stages of corporate verification to determine the ultimate beneficial owner. This regulation revokes Minister of Law and Human Rights Regulation No. 21 of 2019, and has been effective since February 4, 2025	No impact on the Financaial Statements
35	Regulation of the Minister of Manpower of the Republic of Indonesia Number 1 of 2025	Amendment to Minister of manpower Regulation Number 5 of 2021 concerning Procedures for the Implementation of the Work Accident Insurance, Death Benefit, and Old-Age Security Program	Adjustment of participant eligibility criteria, provision of benefits for work accidents and occupational diseses, and reporting requirements in the administration of the social programs.	No impact on the Financaial Statements
36	Regulation of the Minister of Manpower of the Republic of Indonesia Number 12 of 2025	Second Amendment to Minister of Manpower Regulation Number 35 of 2016 concerning Procedures for Granting, Requirements, and Types of Additional Service benefits under the Old-Age Security Program	This amendment aims to facilitate home ownership for workers through additional service benefits under the Old-Age Security (JHT) Program, as stipulated under Articles 9 and 11. Accordingly, the Bank must understand the new manpower provisions to be complied with by corporations, particularly those relating to interest subsidies. This regulation has been effective since November 10, 2025.	No impact on the Financaial Statements
37	Regulation of the Minister of Manpower of the Republic of Indonesia Number 2 of 2025	Amendment to Minister of Manpower Regulation No. 15 of 2021 concerning Procedures for Granting Job Loss Benefit (JKP).	Adjustment of procedures for granting JKP benefits, particularly regarding cash benefits, eligibility requirements for pension benefits, reporting of termination of employment, BPJS Employment verification, disbursement of cash benefits, contribution arrears for employers/banks, job training, and criteria for loss of benefit entitlement.	No impact on the Financaial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
38	Regulation of the Minister of Manpower of the Republic of Indonesia Number 3 of 2025	Amendment to Minister of Manpower Regulation No. 7 of 2021 concerning Participant Registration Procedures and Contribution Recomposition in the Job Loss Benefit (JKP) Program.	Adjustments in line with Government Regulation No. 6 of 2025 and Government Regulation No. 37 of 2021. Key amendments include: 1. JKP participant criteria 2. JKP contribution rates 3. Changes to JKK contribution rates 4. Contribution recomposition 5. Contribution payment processing 6. recomposition processing Banks must comply with the updated contribution rates. This regulation is effective since February 7, 2025.	No impact on the Financaial Statements
39	Minister of Finance Regulation of the Republic of Indonesia No. 15 of 2025	Tax Audit	This is issued to align with Government Regulation No. 50 of 2022 on Taxation. It regulates the implementation of tax audit activities conducted by the Director General of Taxes on taxpayers. Banks, as taxpayers, must understand their rights and obligations in the event of a tax audit. This has been effective since February 10, 2025.	No impact on the Financaial Statements
40	Minister of Finance Regulation of the Republic of Indonesia Number 65 of 2025	Procedures for Implementing Interest Subsidy/Margin Subsidy Activities for Housing Credit Programs	This regulation affects banks distributing subsidized mortgages (KPR), including planning and fulfillment of distribution targets, cooperation and credit guarantees, accuracy of subsidy claims, refund of overpayments, and compliance with subsidy billing limits.	No impact on the Financial Statements
41	SEOJK Number 14/ SEOJK.03/2025	Implementation of Governance for Commercial Banks	This regulation establishes governance assessment and reporting mechanisms as the technical implementation of POJK No. 17 of 2023 and POJK No. 2 of 2024. It serves as the basis for banks' governance self-assessment. This has been effective June 24, 2025.	No impact on the Financial Statements
42	SEOJK Number 20/SEOJK.08/2025	Publication of Complaint Handling and Complaint Service Reports	This regulation provides guidance to PUJK regarding the publication of brief complaint service procedures and complaint handling, as well as the reporting format and procedures for completing complaint service reports. 1. Banks are required to publish a brief complaint service procedure to consumers through the bank's official media. 2. Banks are required to public information on complaint handling received by the bank in the annual report and/or through the bank's official media 3. Banks must appoint a responsible Director. 4. Banks are required to prepare and submit complaint service reports to the OJK.	No impact on the Financial Statements
43	SEOJK Number 26/SEOJK.03/2025	Internal Liquidity Adequacy Assessment Process (ILAAP) for Commercial Banks	This regulation aims to govern the implementation of the Internal Liquidity Adequacy Assessment Process (ILAAP) in accordance with POJK provisions on LCR and (NSFR), and to ensure that banks have internal processes to assess liquidity adequacy under various normal and stress scenarios. However, the implementation deadline is December 2026 for banks classified as KBMI 3.	No impact on the Financial Statements
44	SEOJK Number 29/SEOJK.03/2025	Transparency and Publication of Reports of Conventional Commercial Banks	Adjustment of the types of reports that must be prepared by banks and the reporting timelines, effective starting February 9, 2026.	No impact on the Financial Statements
45	SEOJK Number 31/ SEOJK.03/2025	Reporting of Conventional Commercial Banks through the Financial Services Authority Reporting System	Adjustment of the periodic reporting system (daily, monthly, quarterly, semi-annual, annual) and incidental reporting by BUK to the OJK through the OJK Reporting System (APOLO).	No impact on the Financial Statements
46	SEOJK Number 32/SEOJK.03/2025	Transparency and Publication of Reports of Sharia Commercial Banks and Sharia Business Units	Adjustment of the submission of publication reports by BUS and UUS to the public and/or OJK,effective starting February 9, 2026.	No impact on the Financial Statements
47	SEOJK Number 33/SEOJK.03/2025	Reporting of Sharia Commercial Banks and Sharia Business Units through the Financial Services Authority Reporting System	Adjustment of the periodic reporting system (daily, monthly, quarterly, semi-annual, annual) and incidental reporting by BUS and UUS to OJK through the OJK Reporting System (APOLO).	No impact on the Financial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
48	SEOJK Number 5/ SEOJK.04/2025	Guidelines for Reporting by Mutual Fund Selling Agents and Commercial Banks as Custodians	Regulates reporting guidelines for Mutual Fund Selling Agents (APERD) and Custodian Banks, consisting of Periodic Reports and Incidental Reports. With the enactment of this Circular Letter, the previous circular letters are revoked: SEOJK No. 7/SEOJK.04/2017, SEOJK No. 4/SEOJK.03/2017, SEOJK No. 26/SEOJK.03/2020, SEOJK No. 27/SEOJK.03/2020. This regulation becomes effective 9 months after promulgation (May 9, 2025).	No impact on the Financial Statements
49	SEOJK Number 6/ SEOJK.04/2025	Guidelines for Reporting and Contracts for Borrowing and Lending of Mutual Funds	Adjustment of reporting standards for borrowing and lending activities of mutual funds by Investment Managers. Relevant to banks if the bank acts as Custodian Bank or Lender.	No impact on the Financial Statements
50	Circulation Letter of the Danantara Investment Management Agency Number S-063/DI-BP/ VII/2025	Provision of Tantiem, Incentives, and/or Other Income to the Board of Directors and Board of Commissioners of SOEs and Their Subsidiaries	Regulates the granting of tantiem and incentives for Directors and Commissioners of State-Owned Enterprises (SOEs) and their subsidiaries as follows: • Board of Directors of SOEs and Their Subsidiaries: a. The granting of tantiem, incentives (performance-based, special, long-term), or other income must be based on accurate financial statements. b. It must not originate from accounting manipulation (for example, premature revenue recognition or failure to record expenses). c. "One-off" gains (such as asset revaluation, asset sales, or quasi-reorganization) or windfall profits must be excluded from the calculation. • Board of Commissioners of SOEs and Their Subsidiaries: They are prohibited from receiving tantiem, incentives, or other income linked to company performance Accordingly, the Bank needs to pay attention to the provisions regarding the granting of tantiem and incentives to the Board of Directors and Board of Commissioners, considering the differences from previous regulations. This provision is effective starting from the 2025 financial year	No impact on the Financaial Statements
51	Circular Letter of the Indonesia Deposit Insurance Corporation Number SE-1/ ADK1/2025	Guidelines, Format Preparation, and Procedures for Submission of Customer-Based Deposit Insurance Data Reports for Commercial Banks	Technical provisions regarding the format for submitting customer-based deposit insurance data reports to LPS. With the issuance of this LPS Circular Letter, banks are required to maintain and be responsible for the accuracy of SCV data, and to submit reports covering: a. Customer-based deposit data b. Deposit insurance participation reports c. Data change reports d. Additional reports if requested by LPS for evaluation and supervisory purposes	No impact on the Financial Statements
52	POJK Number 22 of 2025	Reporting by Commercial Banks through the Financial Services Authority Reporting System	This POJK regulates the obligation for Commercial Banks to submit reports online through the OJK reporting system, covering both periodic reports and incidental reports. In addition, it governs the appointment of reporting officers, reporting periodicity, reporting procedures, the consolidation of several pieces of information/ reports into a master report, and the elimination of certain reports as part of reporting simplification for Commercial Banks. It also stipulates that banks are required to submit published financial reports and annual financial performance information accompanied by a management letter.	No impact on the Financial Statements
53	POJK Number 7 of 2025	Reports of Commercial Banks Acting as Custodians	This POJK was issued to improve service quality and reporting efficiency for Commercial Banks acting as Custodians. Its objective is to simplify the number and format of reports and to integrate the online reporting system with the Financial Services Authority (OJK). The required reports consist of Periodic Reports and Incidental Reports.	No impact on the Financial Statements
54	Circular Letter of the Financial Transaction Reports and Analysis Center Number 7 of 2025	Indicators of Suspicious Financial Transactions Related to Misuse of Funds in the Free Nutritious Meal Program	Adjustment of suspicious transaction indicators, particularly concerning potential irregularities in the implementation of the Free Nutritious Meal (MBG) program. With the issuance of this PPATK Circular Letter, banks are required to: a. Conduct customer profiling and understand the MBG program mechanism b. Establish robust AML (Anti-Money Laundering / APU) policies and procedures c. Monitor transaction activities, particularly those conducted through VA and joint SPPG accounts d. Implement the indicators outlined in the Circular Letter into the Bank's monitoring system e. Conduct further examination if unusual transactions are identified f. Observe the maximum limitation of 10 SPPG per foundation, except for the 15 foundations specifically specified.	No impact on the Financial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
55	Letter of PT Danantara Asset Management (Persero) Number S-063/DI-HO.CS/VI/2025	Request for Submission of Important Information Regarding SOE Financial Statements	This letter is addressed to all State-Owned Enterprises (SOEs). In essence, Danantara Asset Management (DAM) requests the submission of important financial statement information to support monthly financial management and reporting. The required reports are: 1. Monthly Financial Statements: • Statement of profit or loss • Statement of financial position • Statement of cash flows • Statement of changes in equity • Notes to the financial statements 2. Quarterly Financial Statements: • Same components as the monthly financial statements • Related party transaction reporting package • Year-end financial statement projections 3. *Management Report* The reporting deadline is the 20th of each month following the closing of the respective month/quarter.	No impact on the Financial Statements

Changes In Accounting Policies

Description of information on changes to accounting policies as follows:

Table of Changes in Accounting Policies

No	Changes in Accounting Policies	Reasons for Changes in Accounting Policies	Quantitative Impact of Changes in Accounting Policies on the Financial Statements	Explanation of Consequences and Adjustments Made
1.	Amendment to PSAK No. 211 "The Effects of Changes in Foreign Exchange Rates" The amendment became effective on January 1, 2025, in accordance with the effective date stipulated in Amendment to PSAK No. 211 concerning "The Effects of Changes in Foreign Exchange Rates." The amendment provides additional guidance on determining exchange rates when currency exchange restrictions occur, requiring entities to adjust their accounting policies in line with the provisions effective as of that date.	The amendment to PSAK 211 resulted from the implementation of the Statement of Financial Accounting Standards (PSAK) as part of the adoption of the International Financial Reporting Standards (IFRS), which was approved by the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK-IAI) and became effective on January 1, 2025. The amendment was prompted by conditions in certain countries experiencing currency exchange restrictions or the unavailability of freely accessible exchange rates. Such circumstances create uncertainty in determining the appropriate exchange rate for measuring foreign currency transactions and balances, potentially leading to differences in accounting policy application across entities. Therefore, clearer guidance was required to ensure that financial statements remain consistent, relevant, and reflective of the underlying economic conditions.	The amendment to PSAK No. 211 did not result in any substantive changes to the Company's accounting policies and did not have a material impact on the consolidated financial statements for the current or prior year.	Updating the Company's internal accounting policies in accordance with the requirements set forth in the amendment.

Bank Soundness Level

The level of bank soundness reflects the results of an assessment of the company's condition regarding the bank's risks and performance which can be seen from the final ranking of the assessment results based on OJK Regulation No. 04/POJK.03/2016 Dated January 26, 2017 concerning Assessment of the Soundness Level of Commercial Banks and OJK Circular Letter No. 14/SEOJK.03/2017 Dated March 17, 2017 Concerning Assessment of the Soundness Level of Commercial Banks Using a Risk Approach (Risk-Based Bank Rating) which includes 4 (four) factors, namely Risk Profile, Governance, Profitability (Earnings) and Capital (Capital).

Table of Company Soundness Level Position December 31, 2025 and December 31, 2024 Individually (*Self Assessment*)

Rating Factors	Rating as of December 31, 2025	Rating as of December 31, 2024
	Rating	Rating
Risk Profile	2	2
Governance	2	2
Profitability (Earnings)	2	2
Capital (Capital)	2	2
Bank Soundness Level Rating Based on Risk	2	**2**

Table of Consolidated Bank Soundness Level as of December 31, 2025 and December 31, 2024 (Self Assessment)

Rating Factors	Rating as of December 31, 2025	Rating as of December 31, 2024
	Rating	Rating
Risk Profile	2	-
Governance	2	-
Profitability (Earnings)	2	-
Capital (Capital)	2	-
Bank Soundness Level Rating Based on Risk	2	**-**

The Bank Soundness Level as of December 31,2025 (Self Assessment) for both individuals and consolidated was at a Composite Rating of 2 (PK2), reflecting the Bank's generally healthy condition, which is assessed as capable of facing significant negative influences from changes in business conditions and other external factors.

Apart from that, assessing the level of soundness using rankings is also regulated in the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State Owned Enterprises. The State Owned Enterprise Soundness rating as assessed by the National Rating Agency as of December 31, 2025 was AAA, classified as "Very Healthy". Detailed information regarding the Soundness Rating Report is provided in the Appendix of this Annual Report.

Business Continuity Information

Details of Issues Arising During the Financial Year that Affect Business Activities

In 2025, the Indonesian economy demonstrated resilience and sustained growth amidst ongoing global dynamic uncertainties. National economic growth remained stable at approximately 5%, supported by improving domestic demand, solid household consumption, and

relatively positive export performance. The recovery of economic activity was also reflected in increased public mobility and sustainability of investment, particularly in strategic sectors.

At the global level, emerging economies, including Indonesia and India, continued to record relatively better growth compared to developing countries. Nonetheless, external risks still need to be monitored, including global inflationary pressures, the direction of United States monetary pressures, the directions of United States monetary policy, as well as international financial market volatility. In its projection, the International Monetary Fund estimates Indonesia's economic growth at approximately 5.1% in 2025, reflecting strong economic fundamentals.

In 2025, the national banking sector demonstrated an improvement in performance, in line with the increase in economic activities. Growth in loans and Third Party Funds strengthened once again, reflecting the increasing financing needs and public confidence in the banking system. Specifically in the housing sector, demand for Mortgage Loans remained high, supported by the continuity of government stimulus, including housing sector policies that encourage access to home ownership for the public.

From the monetary policy perspective, Bank Indonesia began making more accommodative interest rate adjustments in early 2025, with a reduction of the BI7DRRR to 5.75%, in response to inflation stability and the Rupiah exchange rate. Going forward, the direction of monetary policy will remain data dependent, focusing on maintaining macroeconomic and financial system stability. The Rupiah exchange rate against the US Dollar also remained relatively stable, reflecting the effectiveness of Bank Indonesia's policies in maintaining external stability.

The Company's business in 2025 remained focused on the housing related sectors, considering this sector still possesses significant growth potential in line with the high national housing needs. Based on the 2024 BPS National Socioeconomic Survey (Susenas) data, the housing ownership backlog reached approximately 9.9 million units, representing a significant market potential for the banking industry. Furthermore, Indonesia's mortgage to GDP ratio, which remains at around 3%, indicates that the housing financing penetration level is still relatively low compared to other countries in the ASEAN region, thus leaving ample room for growth in the housing sector.

In response to global uncertainty and the high interest rate period throughout 2024, the Company entered 2025 with a more adaptive and measured strategy. Throughout 2024, the BI7DRRR was at the 6.00% level, which placed pressure on the Company's interest expense and cost of funds. Nevertheless, such pressure remained relatively contained, and in 2025, performance is expected to improve in line with the decrease in the benchmark interest rate and improving liquidity conditions.

On the liquidity side, tight banking conditions in 2024 due to the implementation of Bank Indonesia's new open market operation instruments, such as SRBI, SVBI, dan SUVBI, drove an increase in the cost of funds and pressured the Net Interest Margin. Entering 2025, the Company continues to adjust its funding strategy to maintain cost of funds efficiency and margin stability.

In facing these challenges, the Company was still able to maintain positive and sustainable performance. Growth in loans and financing significantly increased again in 2025, driven by the acceleration of housing sector loan disbursements and loans with more optimal yields. Additionally, fee-based income continues to be strengthened as an alternative income source to reduce dependency as an alternative income. On the efficiency side, the Company continued its efforts to control operating expenses and optimize the funding structure by shifting the fund composition toward retail funds and operational current accounts, thereby supporting the sustainable improvement of the cost of funds structure.

Potentially Influential Significant to Business Continuity

In 2025, the Indonesian economy continued to demonstrate resilience and sustained growth amidst global dynamic uncertainties, including geopolitical tensions and international financial market volatility. National economic growth remained stable at approximately 5%, supported by strong domestic demand, stable household consumption, as well as the performance of the MSME and manufacturing sectors which remained in an expansionary phase. These conditions were reflected in the Consumer Confidence Index at an optimistic level and the Purchasing Managers' Index which consistently remained above the 50 level through 2025.

In line with these macroeconomic conditions, national banking intermediation in 2025 continued to show improvement with adequate resilience levels. National loan growth remained maintained in line with increasing

economic activities and support from Government and regulatory policies. The housing sector, particularly Mortgage Loans, remained one of the main drivers of the loan growth, supported by the continuity of subsidized housing programs and various housing sector stimulus policies. This sector also continued to receive support through the Macroprudential Liquidity Incentive Policy, which contributed positively to the availability of banking liquidity.

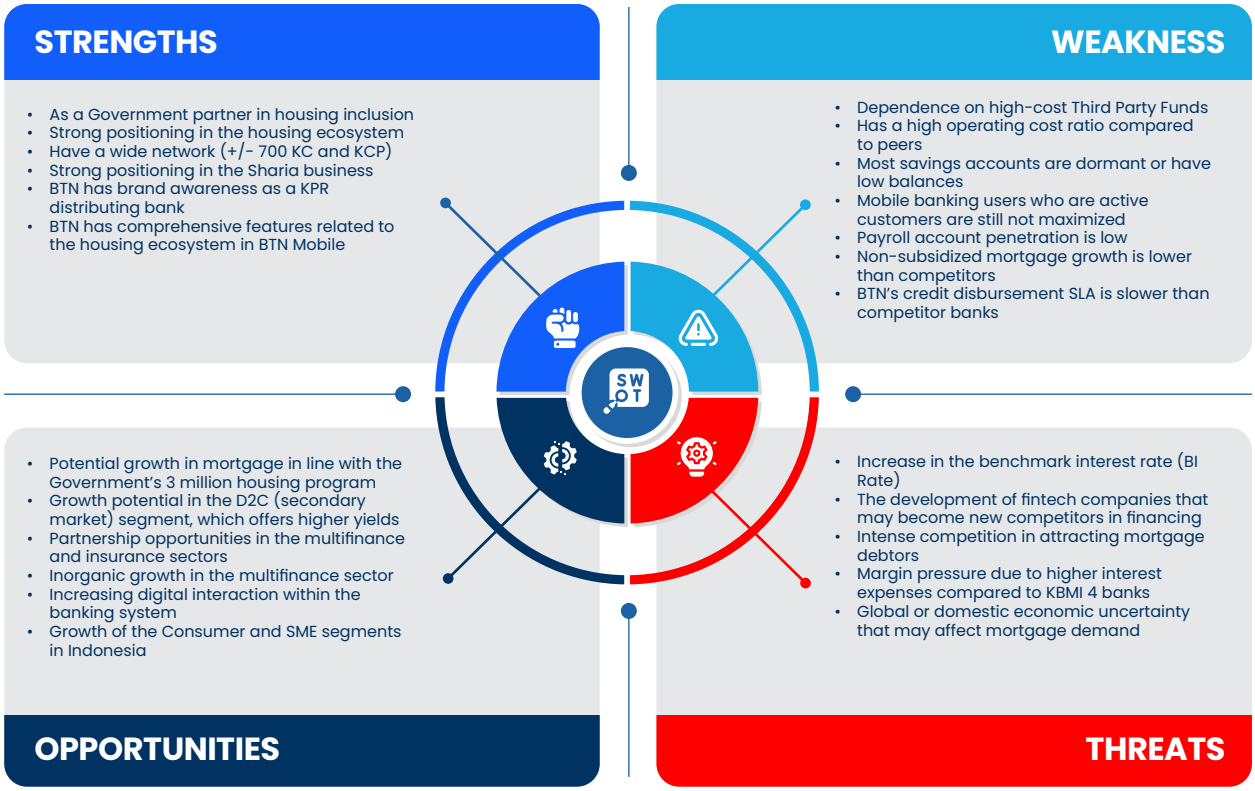
From the policy perspective, the Government continued to implement coordinated fiscal and monetary policy mixes to maintain national economic stability. Fiscal policy was directed at strengthening social and economic resilience, including through the continuity of social assistance programs and controlling the impact of global commodity price volatility. On the monetary side, Bank Indonesia adopted a more accommodative policy in 2025 by lowering the BI 7-Day Reverse Repo Rate to 5.75%, in line with inflation rate to be within the range of 2.5% – 3.5%, while continuing to maintain Rupiah exchange rate stability amidst the global dynamics.

The Company responded to these dynamics by maintaining strong financial fundamentals, prudent risk management, and the execution of adaptive and sustainable business strategies. The Company's capital level remained at an adequate level to support business growth and absorb potential risks. Furthermore, the Company continuously carried out product innovation, strengthening operational efficiency, and optimizing the funding structure to maintain profitability and liquidity.

Based on the evaluation of the Company's external and internal conditions, there are no material uncertainties that may cast significant doubt on the Company's ability to maintain its going concern. Accordingly, the Company's business continuity is believed to remain maintained on a sustainable basis.

Assessment Management of Items that Have a Significant Influence on Business Continuity

The assessment is conducted by considering various factors, both financial and non-financial, including an analysis of the strength of financial conditions, performance achievements, and the Company's business products. Furthermore, the Company also performs a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis as part of a comprehensive evaluation process of business sustainability. Based on the result of the SWOT analysis, the Company subsequently develops a Threats, Opportunities, Weaknesses, and Strengths (TOWS) matrix to formulate appropriate strategies in responding to internal and external environmental dynamics, as well as maximizing opportunities and mitigating potential risks faced.



In the view of the SWOT analysis, the Threats, Opportunities, Weaknesses, and Strengths (TOWS) matrix is developed as follows:

STRENGTH STRATEGY

MAXIMIZE OPPORTUNITY

STRENGTHS-OPPORTUNITIES (SO-STRATEGY)

- Utilizing the increasing transaction frequency in BTN Mobile to take advantage of digital interaction opportunities.
- Optimizing credit process improvements to capture secondary market opportunities (D2C) with higher yields.
- Expansion into the multifinance sector with the support of digital transformation that has been carried out.
- Potential for KPR Distribution to support the Government's 3 million housing unit program.
- Cross-selling to existing customers for funding, lending, and banking transaction products.

STRENGTHS-THREATS (ST-STRATEGY)

- Leverage experience in annual short-term initiatives to accelerate loan disbursement SLAs.
- Maintain Subsidized Mortgage market share by improving the quality of existing loan portfolios. Increase CASA ratio to offset high interest expense and declining margins.

WEAKNESSES-OPPORTUNITIES

- Increase payroll account penetration to support low-cost DPK growth opportunities.
- Increase active mobile banking customers to capture opportunities for using digital interactions.
- Optimize dormant accounts and low-balance accounts to support new sales model opportunities.

WEAKNESSES-THREATS

- Reduce dependence on high-cost third-party funds by increasing payroll account penetration.
- Increase mobile banking and non-subsidized mortgage customer penetration to avoid takeover by competitors.
- Increase non-subsidized mortgage growth to prevent further loss of market shore. By using this TOWS matrix, BTN can identify strategies that can help leverage strengths and opportunities, while addressing weaknesses and avoiding threats.

MINIMIZE RISK

RECOVERY STRATEGY

Based on the overall assessment results, the Company's Management has evaluated the Bank's ability to maintain its business continuity and is confident that the Company has adequate resources to continues its business in the future. Furthermore, the Company's Management has not identifies any material uncertainties that may cast significant doubt on the Company's ability to maintain its business continuity.

Assumptions Used by Management in Conducting the Assessment

The assumptions used by the management in conducting the assessment include, among others, the 2025 macroeconomic conditions, Government Program Support, the Strengthening of the Company's Business Focus, as well as the Company's Fundamentals and Financial Performance.

1. **Macroeconomic Conditions of 2025**
   At the end of 2025, macroeconomic conditions demonstrated the following:
   a. Indonesia's Gross Domestic Product (GDP) growth was in the range of approximately 5.0% - 5.1% (yoy), supported by consistently strong domestic demand and stable household consumption.
   b. The benchmark interest rate, BI 7-Day Reverse Repo Rate, stood at 5.75%, in line with Bank Indonesia's more accommodative monetary policy while maintaining macroeconomic stability.
   c. The inflation rate was within the range of 2.5% - 3.5%, reflecting maintained price stability in accordance with Bank Indonesia's target.
   d. The Rupiah exchange rate against the US Dollar was in the range of Rp15.700-Rp16.200 per USD, reflecting Bank Indonesia's efforts to maintain exchange rate stability amidst global dynamics.
   e. Banking loan growth was in the range of 10.0% - 12.0% (yoy), in line with the increase in economic activities and financing demand.
   f. Third Party Funds (DPK) growth was in the range of 8.0% - 10.0% (yoy), reflecting maintained public confidence in the banking system.
2. **Government Program Support**
   The Government continues to carry out various strategic programs, particularly in the housing sector, as part of its efforts to drive economic growth and maintain public purchasing power. These programs encompass business incentive policies, health programs, the strengthening of corporate and MSME businesses, and social protection.

3. **Strengthening the Company's Business Focus**
   The Company is strengthening its positioning as a housing-focused bank and developing potential across the entire housing ecosystem to capture the substantial growth opportunities remaining in the sector.
4. **The Company's Fundamentals and Financial Performance**
   The Company is supported by solid and sustainable financial performance over the last five years, as reflected in asset growth, maintained credit quality, adequate capital, and the ability to generate consistent profits. These conditions serve as the primary foundation for the Company in executing its business strategies on a sustainable basis.

Disclosure of the Governance Framework, Management and Control of Taxation Aspects

BTN committed to making its contribution to the country while fulfilling its obligations related to taxation. As a domestic corporate taxpayer, the Company is entitled to receive incentives from the Government in the form of tax relief. This is in accordance with the provisions of Article 17 paragraph (2b) of Law Number 7 of 1983 concerning Income Tax as amended several times, most recently by Law Number 7 of 2021 concerning Harmonization of Tax Regulations which states that domestic taxpayers:

1. Formed as a Public Company;
2. With the total number of paid-up shares traded on the stock exchange in Indonesia at most slightly 40%; And
3. Meet certain requirements.

Based on the above provisions, Bank Tabungan Negara is eligible for a 3% lower rate than the 22% rate applied in the 2022 tax year, resulting in a corporate income tax rate of 19% used in the tax calculation.

Tax payments are a manifestation of BTN obligations and role in participating in supporting the rate of national growth. BTN's approach to taxes is based on compliance with all applicable tax regulations. BTN has developed tax policies and strategies which are approved and reviewed by the Director of Finance in reporting the Annual Corporate Income Tax SPT. This tax strategy is reviewed annually by the Director of Finance. In implementing tax governance, BTN has established a comprehensive and structured process, such as:

1. The official responsible for determining the tax strategy is the Finance Director.
2. Compliance with tax provisions is outlined through Bank BTN's tax policy accompanied by the development of tax applications as well as regular training and outreach.
3. The process of managing, monitoring and reviewing the implementation of tax obligations is carried out by the Taxation Department and regularly monitored by the Compliance, Internal Audit and External Audit Divisions (Public Accounting Firm).

In its operational activities, BTN has implemented Good Corporate Governance (GCG) which is carried out transparently and accountably in accordance with applicable regulations. The most important stakeholder in tax matters is the government through the tax office. For this reason, BTN always maintains good relations with the tax authorities and never delays payment of tax obligations, which is one of BTN manifestations of maintaining harmony and obligations and complying with all applicable tax regulations. The company only operates in Indonesia, therefore tax reporting is only done for Indonesia. The Company has not received any adverse ruling from the highest tax court in relation to any tax matter during the past three years. BTN has never made changes to its fiscal year. The following is BTN contribution through tax payments in 2024-2025.

Table of Contributions to the State

(in IDR millions)

	Type of Tax	Tahun 2025	Tahun 2024
A	TAX		
1.	Income Tax (PPh	3,584,869	3,715,115
2.	Value Added Tax (VAT) and Luxury Goods Sales Tax (PPnBM)	16,172	25,904
3.	Import/Export Duties, Customs, and Stamp Duty	3,946	9,353

	Type of Tax	Tahun 2025	Tahun 2024
4.	Land and Building Tax for Plantations, Forestry, Mining (PBB P3)	14,831	13,434
5.	Other Central Government Taxes (e.g., Carbon Tax	-	-
6.	Regional Taxes and Levies (PDRD), including PBB P2 (Urban and Rural)	-	-
	Total Tax Contribution (Total A)	3,619,818	**3,763,806**
B	NON-TAX STATE REVENUE (PNBP)		
1.	Dividends	451,099	420,119
2.	Other Non-Tax State Revenue	-	-
	Total PNBP Contribution (Total B)	451,099	**420,119**
	Total Contribution to the State (Total A and B)	4,070,917	**4,183,925**

Response to Changes in Monetary Policy Direction

Throughout 2025, global economic developments were influenced by the disinflation process in the United States, which brought inflation closer to the target level of approximately ±2%. This condition prompted The Federal Reserve to continue its monetary policy easing, proceeding with the interest rate cut cycle that commenced in late 2024. Throughout 2025. The Fed Funds Rate decreased by 100 bps to 3.75% through four interest rate cuts.

On the domestic side, the Indonesian economy remained stable. Inflation in 2025 was recorded at an increase to 2.92% from 1.57% in 2024, yet it remained within the Government's inflation target of 2±1%. Economic growth was also maintained at 5.04% in the third quarter of 2025, with a 2025 growth outlook of 5.20%.

In line with the direction of global policies and considering domestic conditions and exchange rate stability, Bank Indonesia lowered the benchmark interest rate (BI-Rate) five times with a total reduction of 125 bps. At the end of 2025, the BI 7-Day Reserve Repo Rate stood at 4.75%. The reduction in benchmark interest rates, by both the Federal Reserve and Bank Indonesia, had a positive impact on the securities market. The 10 year Indonesian Government Bond (SBN) yield decreased from 7.02% at the beginning of the year to 6.07% at the end of 2025.

In the foreign exchange market, this was reflected in the movement of the US Dollar Index (DXY), which historically declined from above 103 at the beginning of the year and moved within the range of Rp16.200 - Rp16.480 per USD at the beginning of the year, although in the second half of 2025, its movement experienced a weakening to the level of Rp16.200 - Rp16.780 per USD.

In response to the changes in monetary policy direction throughout 2025, the Company optimized its performance with the following strategies:

1. Reinvesting in securities that have matured and will mature to maintain the Company's liquidity ratio and capitalize on the momentum of declining securities yields.
2. Investing in monetary operation instruments with placements at optimal yields.
3. Increasing the volume and frequency of transactions with customers for both securities and foreign exchange (forex) products.
4. Managing foreign exchange positions prudently, by maintaining the net open position at a level of ≤9% of core capital, in accordance with internal risk appetite and regulatory requirements.

Spot Transactions and Derivative Transactions

Spot transactions and derivative transactions for the period 2024 - 2025 are as follows:

Table of Spot Transaction and DerivativeTransaction Report

(dalam jutaan Rupiah)

No	Transaction	BANK				
		2025				
		Notional Value	Tujuan		Receivables and Derivative Liabilities	
			Trading	Hedging	Bill	Obligation
A.	RELATED TO EXCHANGE RATES					
1.	Spot	-	-	-	-	-
2.	Forward	-	-	-	-	-
3.	Option a. Selll b. Buy	-	-	-	-	-
4.	Future	-	-	-	-	-
5.	Swap	-	-	-	-	-
6.	Others (CCS)	-	-	-	-	-
B.	RELATED TO INTEREST RATE					
1.	Forward	-	-	-	-	-
2.	Option a. Selll b. Buy	-	-	-	-	-
3.	Future	-	-	-	-	-
4.	Swap	-	-	-	-	-
5.	Others	-	-	-	-	-
C.	OTHERS					
	Total	-	-	-	-	-

No	Transaction	BANK				
		2024				
		Notional Value	Tujuan		Receivables and Derivative Liabilities	
			Trading	Hedging	Bill	Obligation
A.	RELATED TO EXCHANGE RATES					
1.	Spot	-	-	-	-	-
2.	Forward	-	-	-	-	-
3.	Option a. Sell b. Buy	-	-	-	-	-
4.	Future	-	-	-	-	-
5.	Swap	-	-	-	-	-
6.	Others (CCS)	1,963,590	-	-	102,843	-
B.	RELATED TO INTEREST RATE					
1.	Forward	-	-	-	-	-
2.	Option a. Sell b. Buy	-	-	-	-	-
3.	Future	-	-	-	-	-
4.	Swap	-	-	-	-	-
5.	Others	-	-	-	-	-
C.	OTHERS					
	Total	**1,963,590**	**-**	**-**	**102,843**	**-**

Report On Additional Use of State Capital Inclusion (PMN)

Based on the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/ MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Additional State Capital Participation (PMN) was the separation of state assets from the state revenue and expenditure budget used as capital of SOEs and/or Limited Liability Company and managed corporately. In accordance with the provisions in Article 110 PER-2/MBU/03/2023::

(1) Additional State Capital Participation was carried out with the aim o:
   a. Improving the capital structure of BUMN or Limited Liability Company; and/o
   b. Increasing the business capacity of SOEs or Limited Liability Companies.

(2) Additional State Capital Participation to SOEs as intended in paragraph (1) is used in the context of:
   a. Carrying out Government assignments to SOEs;
   b. Carry out restructuring and/or rescue of SOEs; and/or
   c. Carry out SOEs business development

Basis For Use Of Pmn Funds

All additional PMN funds amounting to IDR2,479,999,977,600 (two trillion four hundred seventynine billion nine hundred ninety-nine million nine hundred seventy-seven thousand six hundred Rupiah) plus the public portion of the rights issue proceeds used to strengthen the capital structure The Company in increasing the distribution of credit and/or loans.

Strengthening the Company's Capital

In order to support increasing business capacity and strengthening Bank BTN's role in the housing ecosystem, there are several regulations being considered, one of which is capital regulations, where under normal conditions Bank BTN needs to maintain a Capital Adequacy Ratio (CAR) of 15.40%.

Total Investment Required

Bank BTN projects the realization of housing unit financing (KPR) of 1.3 million units in 2021 to 2025, with a projected increase in credit disbursement (distribution) of an average of 21.32% per year (2021-2025), the realization of which will have an impact on the increase in Risk Weighted Assets (RWA) and BTN's capital requirements. By paying attention to the provisions regarding capital adequacy, it is necessary to increase State Capital Participation (PMN) to improve the capital structure while increasing business capacity through increasing core capital (Tier 1) so that the CAR ratio can be maintained in accordance with the provisions. Considering the things above, it is hoped that additional capital will amount to IDR4.13 trillion through a rights issue/privatization mechanism with PMN of IDR2.48 trillion and a public portion of IDR1.65 trillion. With this rights issue/privatization, BTN will be able to maintain capital requirements above 16% until 2025 (above the Minimum Capital Requirement (KPMM) required by OJK, was 15.40%) and prevent delusions of State ownership in below 60%.

Total Additional PMN Allocated

Based on Government Regulation (PP) Number 48 of 2022 concerning Addition of State Capital of the Republic of Indonesia to the Share Capital of the Company (Persero) PT Bank Tabungan Negara Tbk. The total PMN given to Bank BTN is a maximum of IDR2,480,000,000,000 (two trillion four hundred and eighty billion rupiah). In implementing the rights issue/privatization in 2022, taking into account that the Government's share ownership remains at 60%, the number of shares and the implementation price of the rights issue, the amount of PMN disbursed was IDR2,479,999,977,600,- (two trillion four hundred seventy nine billion nine hundred ninetynine million nine hundred seventy-seven thousand six hundred Rupiah).

Explanation of the Use Progress of the Funds

Additional PMN funds through a rights issue/ privatization mechanism with PMN amounting to IDR2,479,999,977,600,- (two trillion four hundred seventy-nine billion nine hundred ninety-nine million nine hundred seventy-seven thousand six hundred Rupiah) plus funds from the public amounting to IDR1,653,333,318,000 (one trillion six hundred fiftythree billion three hundred thirty-three million three hundred eighteen thousand Rupiah) was all deposited into BTN Bank Capital after deducting the emission costs. So that there is a change in the capital structure to be as follows:

Before Rights Issue

	Nominal Value IDR500,- per share		
	Number of Shares	Total Nominal Value (IDR)	
Authorized Capital	20,478,432,000	10,239,216,000,000	
Total of Issued and Paid-up Capital			
- Government of the Republic of Indonesia	6,354,000,000	3,177,000,000,000	60.00%
- Public	4,236,000,000	2,118,000,000,000	40.00%
	10,590,000,000	5,295,000,000,000	100.00%
Remaining shares in portfolio	**9,888,432,000**	**4,944,216,000,000**	

After Rights Issue

Nominal Value IDR500,- per share		
Number of Shares	Total Nominal Value (IDR)	
20,478,432,000	10,239,216,000,000	
8,420,666,648	4,210,333,324,000	60.00%
5,613,777,765	2,806,888,882,500	40.00%
14,034,444,413	7,017,222,206,500	100.00%
6,443,987,587	**3,221,993,793,500**	

*) Based on Amendment to Articles of Association Number 08, dated April 8 2021

The shares to be issued are the remaining shares in the portfolio, where there are **9,888,432,000** billion shares.

The results of the implementation of the BBTN Rights Issue which were fully absorbed brought the remaining shares in the portfolio to **6,443,987,587** shares

PLANNING AND FOLLOW-UP CONSTRAINTS

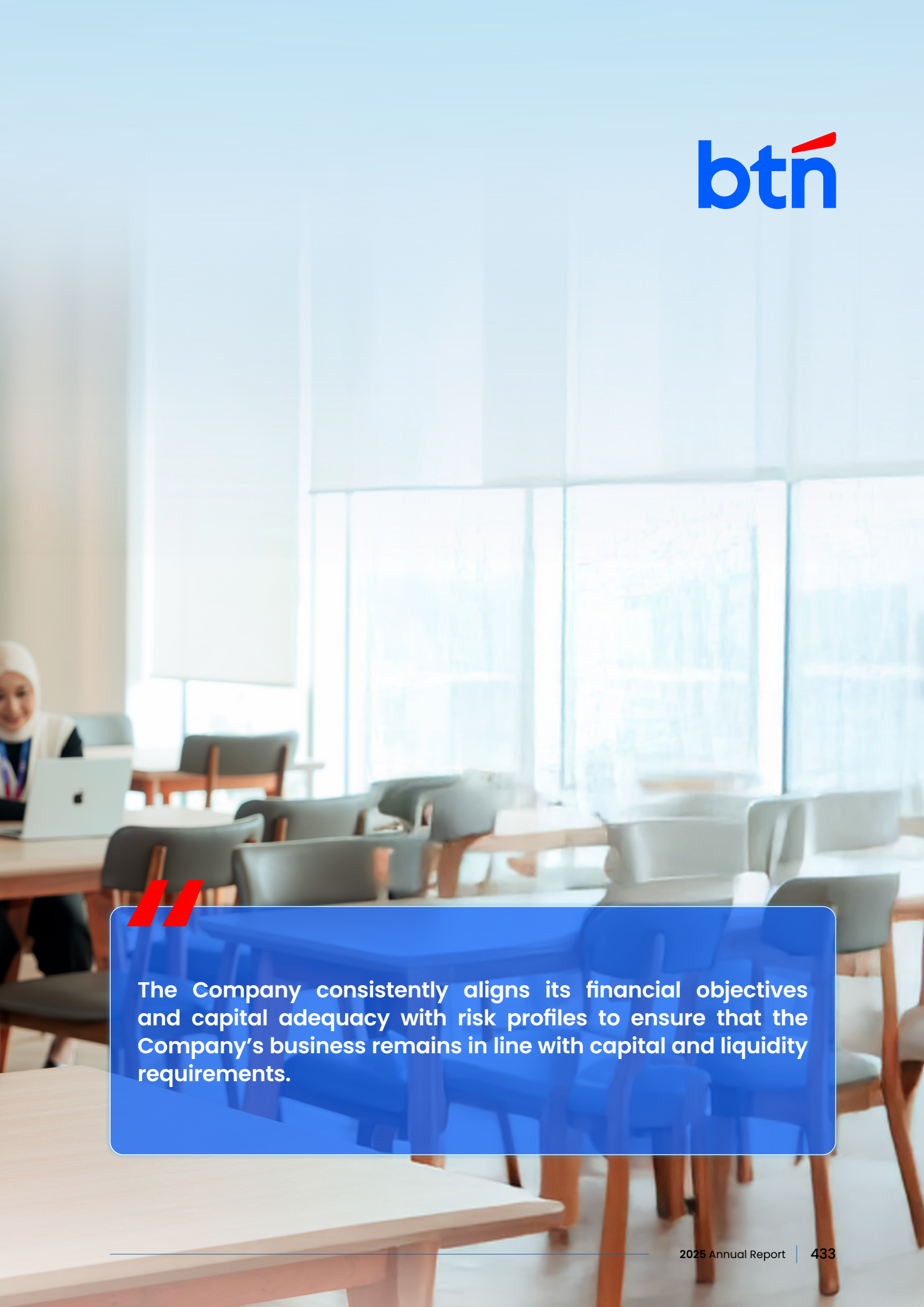
Several obstacles to the implementation of the rights issue/ privatization are as follows:

- The implementation process is quite strict for approximately 3 (three) months, since the kick off meeting of supporting institutions and/or professions on October 3 2022. Considering that PMN uses the 2022 APBN Budget, the rights issue process must be carried out in 2022.
- The trading period runs from December 28, 2023 to January 5, 2023. The trading period process which runs at the end of 2022, causes BBTN rights issue transactions to be quite quiet on the first 3 (three) trading days. This is because many foreign investors and several fund managers have completed all transactions for trading corporate actions in 2022.

However, this can be resolved with several follow-up actions from the privatization team, namely:

- Carry out strict monitoring of the implementation of the rights issue/privatization progress on a weekly basis and ensure that the implementation is carried out on time.
- Intense coordination with the securities sales team regarding the interest of foreign investors who will exercise BBTN's rights issue from the start.

INFORMATION ON CAPITAL AND RISK EXPOSURE



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The Company consistently aligns its financial objectives and capital adequacy with risk profiles to ensure that the Company's business remains in line with capital and liquidity requirements.

Depending on the business complexity, Bank has managed 8 risk types, i.e. credit risk, liquidity risk, market risk, operational risk, legal risk, reputation risk, strategic risk and compliance risk. This section, however, only discusses the risk management practices for credit risk, market risk and operational risks. The elaboration of the other types of risks is presented in the Chapter of Corporate Governance of this Annual Report.

Pursuant to the Regulation of the Financial Services Authority (POJK) No. 37/POJK.03/2019 regarding Transparency and Publication of Bank Report Article 25 sub-article (1) b. Banks must report the information on risk exposure and capital to the financial statements and the annual financial performance information.

Key Metrics

(in IDR Millions)

Description		Period				
		Des-25 (Audited)	Sep-25	Jun-25 (Audited)	Mar-25	Des-24 (Audited)
AVAILABLE CAPITAL						
1	Common Equity Tier 1	26,900,137	30,634,917	29,643,033	29,074,591	29,834,471
2	Tier 1 Capital	28,900,137	30,634,917	29,643,033	29,074,591	29,834,471
3	**Total Capital**	**32,982,407**	**32,951,455**	**32,117,061**	**31,472,491**	**32,273,030**
RISK WEIGHTED ASSETS (RWA)						
4	Total RWA	173,369,598	183,076,525	189,713,131	177,324,509	174,444,978
RISK-BASED CAPITAL RATIOS AS A PERCENTAGE OF RWA						
5	CET1 Ratio (%)	15.52%	16.73%	15.63%	16.40%	17.10%
6	Tier1 Ratio (%)	16.67%	16.73%	15.63%	16.40%	17.10%
7	CAR (%)	19.02%	18.00%	16.93%	17.75%	18.50%
RISK-BASED CAPITAL RATIOS AS A PERCENTAGE OF RWA						
8	Capital Conservation Buffer (2,5% of RWA)	2.50%	2.50%	2.50%	2.50%	2.50%
9	Countercyclical Buffer (0 - 2,5% of RWA)	0.00%	0.00%	0.00%	0.00%	0.00%
10	Capital Surcharge for Systemically Important Bank	1.00%	1.00%	1.00%	1.00%	1.00%
11	Total CET1 as Buffer	3.50%	3.50%	3.50%	3.50%	3.50%
12	CET1 Component for Capital Buffer	8.62%	8.67%	7.60%	8.50%	9.25%
LEVERAGE RATIO						
13	Total Exposures	445,431,375	497,241,904	470,660,744	454,898,238	455,163,508
14.a	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)	6.49%	6.16%	6.34%	6.39%	6.42%

Description		Period				
		Des-25 (Audited)	Sep-25	Jun-25 (Audited)	Mar-25	Des-24 (Audited)
14.b	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)	6.49%	6.16%	6.34%	6.39%	6.42%
14.c	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	6.48%	6.16%	6.33%	6.39%	6.42%
14.d	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	6.48%	6.16%	6.33%	6.39%	6.42%
LIQUIDITY COVERAGE RATIO						
15	High-quality liquid assets (HQLA)	82,708,628	78,398,352	75,073,720	69,149,093	74,276,531
16	Total Net Cash Outflows	42,858,337	40,557,843	42,590,005	42,977,956	38,853,989
17	LCR (%)	192.98%	193.30%	176.27%	160.89%	191.17%
NET STABLE FUNDING RATIO						
18	Available Stable Funding	249,613,378	272,781,612	258,298,828	247,166,074	252,191,739
19	Required Stable Funding	195,585,222	215,009,318	212,685,063	206,165,969	209,135,110
20	NSFR (%)	127.62%	126.87%	121.45%	119.89%	120.59%

Qualitative Analysis

THE ANALYSIS OF THE KEY METRICS REPORT IS AS FOLLOWS:

1. The total capital ratio increased from 18.00% as of September 2025 to 19.02% as of December 2025. This was influenced by an increase in Risk Weighted Assets and an increase in Total Capital.
2. Bank BTN's Leverage Ratio Increased from 6.16% as of September 2025 to 6.48% as of December 2025, driven by a decrease in the Bank's Tier 1 Capital and total exposures. The Bank remains committed to taking necessary measures to maintain the minimum Leverage Ratio threshold of > 3%.
3. Bank BTN's Liquidity Coverage Ratio (LCR) as of December 2025 stood at 192.98%, a slight decrease from 193.30% in September 2025. The decline in the Q4 2025 LCR was driven by a higher increase in Net Cash Outflows (NCO) relative to the growth in High Quality Liquid Assets (HQLA). Bank BTN's liquidity remains in an adequate position as the LCR value is maintained above the minimum regulatory threshold of 100%.
4. Bank BTN's Net Stable Funding Ratio (NSFR) as of December 2025 stood at 127.62%, as decrease compared to the September 2025 position of 126.87%. The decline in the Q4 2025 NSFR value was attributable to a more significant decrease in Available Stable Funding (ASF) compared to the decrease in Required Stable Funding (RSF). Bank BTN's liquidity remains in an adequate condition as the NSFR remains above the minimum regulatory threshold of 100%.

(in IDR Millions)

	Description	Period				
		Des-25 (Audited)	Sep-25	Jun-25 (Audited)	Mar-25	Des-24 (Audited)
AVAILABLE CAPITAL						
1	Common Equity Tier 1	33,289,620	31,742,918	30,740,877	29,074,591	29,834,471
2	Tier 1 Capital	35,289,620	31,742,918	30,740,877	29,074,591	29,834,471
3	**Total Capital**	**39,566,506**	**34,066,148**	**33,215,315**	**31,472,491**	**32,273,030**
RISK WEIGHTED ASSETS (RWA)						
4	Total RWA	189,133,497	183,618,577	189,746,360	177,324,509	174,444,978
RISK-BASED CAPITAL RATIOS AS A PERCENTAGE OF RWA						
5	CET1 Ratio (%)	17.60%	17.29%	16.20%	16.40%	17.10%
6	Tier1 Ratio (%)	18.66%	17.29%	16.20%	16.40%	17.10%
7	CAR (%)	20.92%	18.55%	17.51%	17.75%	18.50%
RISK-BASED CAPITAL RATIOS AS A PERCENTAGE OF RWA						
8	Capital Conservation Buffer (2,5% of RWA)	2.50%	2.50%	2.50%	2.50%	2.50%
9	Countercyclical Buffer (0 - 2,5% of RWA)	0.00%	0.00%	0.00%	0.00%	0.00%
10	Capital Surcharge for Systemically Important Bank	1.00%	1.00%	1.00%	1.00%	1.00%
11	Total CET1 as Buffer	3.50%	3.50%	3.50%	3.50%	3.50%
12	CET1 Component for Capital Buffer	10.61%	9.22%	8.18%	8.50%	9.25%
LEVERAGE RATIO						
13	Total Exposures	518,873,804	498,887,260	471,792,670	454,898,238	455,163,508
14.a	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)	6.80%	6.36%	6.56%	6.39%	6.42%
14.b	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)	6.80%	6.36%	6.56%	6.39%	6.42%
14.c	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	6.79%	6.36%	6.55%	6.39%	6.42%
14.d	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	6.79%	6.36%	6.55%	6.39%	6.42%

	Description	Period				
		Des-25 (Audited)	Sep-25	Jun-25 (Audited)	Mar-25	Des-24 (Audited)
LIQUIDITY COVERAGE RATIO						
15	High-quality liquid assets (HQLA)	89,363,036	79,461,030	78,218,417	69,149,093	74,276,531
16	Total Net Cash Outflows	44,595,943	40,479,977	41,242,732	42,977,956	38,853,989
17	LCR (%)	200.38%	196.30%	189.65%	160.89%	191.17%
NET STABLE FUNDING RATIO						
18	Available Stable Funding	278,653,963	273,896,727	259,402,030	247,166,074	252,191,739
19	Required Stable Funding	219,124,748	214,503,390	212,685,294	206,165,969	209,135,110
20	NSFR (%)	127.17%	127.69%	121.97%	119.89%	120.59%

Qualitative Analysis	
THE ANALYSIS OF THE KEY METRICS REPORT IS AS FOLLOWS:	
1.	The total capital ratio increased from 18.55% as of September 2025 to 20.92% as of December 2025. This was driven by an increase in Risk Weighted Assets (RWA) and a significant increase in Total Capital.
2.	Bank BTN's Leverage Ratio increased from 6.36% as of September 2025 to 6.80% as of December 2025, attributable to an increase in the Bank's Tier 1 Capital and total exposures. The Bank remains committed to taking necessary measures to maintain the minimum Leverage Ratio threshold of > 3%.
3.	Bank BTN's Consolidated Liquidity Coverage Ratio (LCR) as of December 2025 stood at 200.38%, a decrease compared to 196.30% in September 2025. The decline in the Q4 2025 LCR was driven by an increase in Net Cash Outflows (NCO) accompanied by a decrease in High Quality Liquid Assets (HQLA). Bank BTN's liquidity remains in an adequate condition as the LCR remains above the minimum regulatory threshold of 100%.
4.	Bank BTN's Consolidated Net Stable Funding Ratio (NSFR) as of December 2025 stood at 127.17%, a decrease from 127.69% in September 2025. The decline in the Q4 2025 NSFR value was attributed to a more significant increase in Required Stable Funding (RSF) relative to the increase in Available Stable Funding (ASF). Bank BTN's liquidity remains in an adequate condition as the NSFFR remains above the minimum regulatory threshold of 100%.

Differences Between the Scope of Consolidation and Mapping in Financial Statements in Accordance with Financial Accounting Standard with Risk Category in Line with The Financial Services Authority Regulation of the Risk Category (LI1)

(in IDR Millions)

		Carrying values as reported in published financial statements	Carrying values under scope of regulatory consolidation	The carrying value of each risk				
				Subject to credit risk framework	Subject to counter party credit risk framework	Subject to the securitisation framework	Subject to the market risk framework	Not subject to capital requirements or subject to deduction from capital
INDONESIA								
ASSETS								
1.	Cash	2,154,839	2,154,839	2,154,839	-	-	-	-
2.	Placement with Bank Indonesia	46,727,811	46,727,811	46,727,811	-	-	-	-

	Carrying values as reported in published financial statements	Carrying values under scope of regulatory consolidation	The carrying value of each risk				
			Subject to credit risk framework	Subject to counter party credit risk framework	Subject to the securitisation framework	Subject to the market risk framework	Not subject to capital requirements or subject to deduction from capital
3. Placements with other banks	2,515,971	2,515,971	2,515,971	-	-	-	-
4. Spot and Derivative Receivables	-	-	-	-	-	-	-
5. Securities	59,746,562	59,746,562	38,853,234	-	181,750	20,711,578	-
6. Securities Sold under Repurchase Agreement	413,096	413,096	413,096	-	-	-	-
7. Receivables from Securities Purchased under Agreement to Resell	1,683,840	1,683,840	1,683,840	-	-	-	-
8. Acceptance receivable	574,901	574,901	574,901	-	-	-	-
9. Credit	345,702,924	345,702,924	345,702,924	-	-	-	-
10. Sharia Financing	54,873,163	54,873,163	54,873,163	-	-	-	-
11. Investment	29	29	-	-	-	-	29
12. allowance for impairment losses on financial assets	(15,316,462)	(15,316,462)	(11,703,829)	-	-	-	(3,612,633)
13. Intangible Assets	1,253,268	1,253,268	1,253,268	-	-	-	-
14. Fixed Assets and Inventories	15,950,513	15,950,513	15,950,513	-	-	-	-
Accumulated depreciation of premises and equipment and inventory	(5,441,785)	(5,441,785)	(5,441,785)	-	-	-	-
15. Abandoned Property	353	353	353	-	-	-	-
16. Assets taken over	77,591	77,591	77,591	-	-	-	-
17. Deferred accounts	-	-	-	-	-	-	-
18. Inter-office assets	-	-	-	-	-	-	-
19. Allowance for impairment losses on other assets	-	-	-	-	-	-	-
20. Provision for possible losses on non-productive assets	-	-	-	-	-	-	-
21. Finance leases	-	-	-	-	-	-	-
22. Deferred Tax Assets	1,323,347	1,323,347	-	-	-	-	1,323,347
23. Miscellaneous assets*	15,553,459	15,553,459	15,553,459	-	-	-	-
Total assets	527,793,420	**527,793,420**	**509,189,349**	**-**	**181,750**	**20,711,578**	**(2,289,257)**

	Carrying values as reported in published financial statements	Carrying values under scope of regulatory consolidation	The carrying value of each risk				
			Subject to credit risk framework	Subject to counter party credit risk framework	Subject to the securitisation framework	Subject to the market risk framework	Not subject to capital requirements or subject to deduction from capital
LIABILITIES							
1. Demand deposits*	167,445,865	167,445,865	-	-	-	-	167,445,865
2. Saving Deposits*	36,932,332	36,932,332	-	-	-	-	36,932,332
3. Time Deposits	201,163,224	201,163,224	-	-	-	-	201,163,224
4. Revenue sharing of investment funds	31,856,456	31,856,456	-	-	-	-	31,856,456
5. Liabilities to Bank Indonesia	-	-	-	-	-	-	-
6. Liabilities to other banks	122,917	122,917	-	-	-	-	122,917
7. Spot and derivative liabilities	-	-	-	-	-	-	-
8. Liabilities for securities sold under agreements to purchase	349,076	349,076	-	-	-	-	349,076
9. Acceptance liabilities	574,901	574,901	-	-	-	-	574,901
10. Securities Issued	5,977,216	5,977,216	-	-	-	-	5,977,216
11. Fund Borrowings	37,991,851	37,991,851	-	-	-	-	37,991,851
12. Guarantee deposits	10,775	10,775	-	-	-	-	10,775
13. Inter-office liabilities	-	-	-	-	-	-	-
14. Deferred tax liabilities	-	-	-	-	-	-	-
15. Provision for possible losses on off-balance sheet transactions	-	-	-	-	-	-	-
16. Miscellaneous liabilities	5,658,514	5,658,514	-	-	-	-	5,658,514
17. Profit sharing of investment funds	-	-	-	-	-	-	-
18. Minority Interest	-	-	-	-	-	-	-
19. Loan capital	3,500,000	3,500,000	-	-	-	-	3,500,000
20. Paid-up Capital	7,017,222	7,017,222	-	-	-	-	7,017,222
21. Additonal paid-in capital	3,309,501	3,309,501	-	-	-	-	3,309,501
22. Revaluation differences of premises and equipment	3,988,158	3,988,158	-	-	-	-	3,988,158

	Carrying values as reported in published financial statements	Carrying values under scope of regulatory consolidation	The carrying value of each risk				
			Subject to credit risk framework	Subject to counter party credit risk framework	Subject to the securitisation framework	Subject to the market risk framework	Not subject to capital requirements or subject to deduction from capital
23. Quasi-reorganization differences	-	-	-	-	-	-	-
24. Restructuring differences between entities under common control	-	-	-	-	-	-	-
25. Reserves	5,466,512	5,466,512	-	-	-	-	5,466,512
26. Profit/Loss	16,428,900	16,428,900	-	-	-	-	16,428,900
Total Liabilities	527,793,420	**527,793,420**	**-**	**-**	**-**	**-**	**527,793,420**

Qualitative Analysis

Main Differences Between Recorded Value in Accordance with Financial Accounting Standard and Exposure Value in Line with the Financial Services Authority Regulation (LI2)

(in IDR Millions)

	Total	Item as described:			
		Credit Risk Framework	Securitization Framework	Counterparty credit risk framework	Market risk framework
Asset carrying value amount under scope of regulatory consolidation (as per template LI1)	527,793,420	509,189,349	-	181,750	20,711,578
Liabilities carrying value amount under regulatory scope of consolidation (as per template LI1)	527,793,420	-	-	-	-
Total net amount under regulatory scope of consolidation	-	-	-	-	-
Off-balance sheet amounts	-	-	-	-	-
Differences in valuations	-	-	-	-	-
Differences due to different netting rules, other than those already included in row 2	-	-	-	-	-
Differences due to consideration of provisions	-	-	-	-	-
Differences due to prudential filters	-	-	-	-	-
Exposure amounts considered for regulatory purposes	-	-	-	-	-

Qualitative Analysis

Description of Differences Between Exposure Value in Accordance with Financial Accounting Standard and the Financial Services Authority Regulation (LIA)

Factors contributing to the differences between the value in column (a), representing the carrying value in accordance with financial accounting standards as reported in the Published Financial Statements, and column (b), representing the exposure value in accordance with prudential regulations for the calculation of Credit Risk Weighted Assets (RWA) in LI1, include:

1. Not all asset categories in column (a) are considered in the Credit RWA calculation in column (b), such as Investment in Shares, Inter-office Assets, and Deferred Tax Assets.
2. Allowance for impairment losses on financial assets considered in Credit RWA is limited to stage 2 and stage 3.
3. The carrying value in column (a) only covers on-balance sheet exposures and excludes the off-balance sheet Administrative Account Transaction exposures, such as Bank Guarantees, Letter of Credit, and Unused Credit Facilities.
4. The net claim amount for Administrative Account Transaction (TRA) exposures in the Credit RWA calculation utilizes the Credit Conversion Factor (CCF).
5. There is a difference in the calculation of Net Claims for Derivative exposures, where in column (b) of Credit RWA, the net claim calculation takes into account the Replacement Cost (RC) and Potential Future Exposure (PFE).

Assuming that the values used for regulatory purposes as stated in LI2 *i.e., administrative account values, valuation differences, differences between netting rules, differences in provisions, and differences in prudential filters) are Nil, then the explanation for the source of differences between column (a) and (b) is the same as the explanation in point a above.

The Bank performs daily valuations in accordance with prudential principles, applying both mark to market and mark to model calculations. In performing mark to market calculations, the Bank uses fair market values based on available closing prices or those obtainable from independent sources. The current price valuation policy for actively and less actively traded instruments uses fair prices from independent sources. Meanwhile, if market prices are unavailable, valuation is conducted using mark to model, which can be calculated using the present value method with a discount factor derived from government bond yields plus a spread.

To ensure independence, the Bank has implemented a separation of duties and responsibilities, where the pricing used for valuation is determined, verified, and monitored by the Risk Management Unit as an independent unit, and subsequently informed to relevant units for business, risk, and accounting purposes.

All positions included in the trading book undergo a daily valuation process using market price quotations from independent sources. In the event that market prices are unavailable for the valuation of trading positions, a fair price is determined using a valuation model/technique (mark to model) based on prudential principles. As a control measure to ensure accurate and consistent valuation estimates, market prices are verified periodically. The obtained prices are utilized for trading book profit and loss reports, accounting records, and market risk management.

Capital - Capital Composition (CC1)

(in IDR Millions)

No.	Component	Total (Audited)	Ref. No. sourced from the Consolidated Balance Sheet1)
COMMON EQUITY TIER 1 (CET 1): INSTRUMENTS AND ADDITIONAL PAID-IN CAPITAL			
1	Directly issued qualifying common share (and equivalent for non-joint stock companies) capital plus related stock surplus	7,017,222	A,B,C
2	Retained earnings	12,927,728	D,E
3	Accumulated other comprehensive income (and other reserves)	15,999,258	
4	Directly issued capital subject to phase out from CET1 (only applicable to non-joint stock companies)	-	
5	Common share capital issued by subsidiaries and held by third parties (amount allowed in group CET1)	-	
6	Common Equity Tier 1 capital before regulatory adjustments	35,944,208	
CET1: REGULATORY ADJUSTMENT			
7	Prudential valuation adjustments	-	
8	Goodwill (net of related tax liability)	(527,705)	
9	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(725,563)	
10	Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)		
11	Cash-flow hedge reserve	N/A	
12	Shortfall of provisions to expected losses	N/A	
13	Securitisation gain on sale (as set out in paragraph 562 of Basel II framework)	-	
14	Gains and losses due to changes in own credit risk on fair valued liabilities	-	
15	Defined-benefit pension fund net assets	N/A	
16	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	N/A	
17	Reciprocal cross-holdings in common equity	-	
18	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued share capital (amount above 10% threshold)	N/A	
19	Significant investments in the common stock of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	N/A	
20	Mortgage servicing rights (amount above 10% threshold)	-	
21	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	N/A	
22	Amount exceeding the 15% threshold	N/A	
23	of which: significant investments in the common stock of financials	N/A	
24	of which: mortgage servicing rights	N/A	
25	of which: deferred tax assets arising from temporary differences	N/A	

No.	Component	Total (Audited)	Ref. No. sourced from the Consolidated Balance Sheet1)
26	National specific regulatory adjustme		
	26a. Differences between PPKA and CKPN	-	
	26b. PPKA over non-productive assets	(77,944)	
	26c. Deferred tax assets	(1,323,347)	
	26d. Provision	(29)	
	26e. Deficiency of capital in insurance subsidiary companies	-	
	26f. Securitization exposure	-	
	26g. Others	-	
27	Regulatory adjustments applied to Common Equity Tier 1 due to insufficient Additional Tier 1 and Tier 2 to cover deductions	-	
28	**Total regulatory adjustments to Common equity Tier 1**	(2,654,588)	
29	**Common Equity Tier 1 capital (CET1)**	33,289,620	
ADDITIONAL TIER 1 (AT 1): INSTRUMENTS			
30	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus	2,000,000	
31	of which: classified as equity under applicable accounting standards	-	
32	of which: classified as liabilities under applicable accounting standards	-	
33	Directly issued capital instruments subject to phase out from Additional Tier 1	N/A	
34	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)	-	
35	of which: instruments issued by subsidiaries subject to phase out	N/A	
36	Additional Tier 1 capital before regulatory adjustments	2,000,000	
ADDITIONAL CORE CAPITAL: REDUCING FACTOR (REGULATORY ADJUSTMENT)			
37	Investments in own Additional Tier 1 instruments	N/A	
38	Reciprocal cross-holdings in Additional Tier 1 instruments	-	
39	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued common share capital of the entity (amount above 10% threshold)	N/A	
40	Significant investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	
41	National specific regulatory adjustments		
		-	
42	Regulatory adjustments applied to Additional Tier 1 due to insufficient Tier 2 to cover deductions	-	
43	**Total regulatory adjustments to Additional Tier 1 capital**	-	
44	**Additional Tier 1 capital (AT1)**	-	
45	**Tier 1 capital (T1 = CET 1 + AT 1)**	35,289,620	

No.	Component	Total (Audited)	Ref. No. sourced from the Consolidated Balance Sheet1)
TIER 2 CAPITAL: INSTRUMENTS AND PROVISIONS			
46	Directly issued qualifying Tier 2 instruments plus related stock surplus	2,216,667	
47	Directly issued capital instruments subject to phase out from Tier 2	N/A	
48	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	-	
49	of which: instruments issued by subsidiaries subject to phase out	N/A	
50	Provisions	2,060,219	
51	**Tier 2 capital before regulatory adjustments**	4,276,886	
TIER 2 CAPITAL: REGULATORY ADJUSTMENT			
52	Investments in own Tier 2 instruments	N/A	
53	Reciprocal cross-holdings in Tier 2 instruments and other TLAC liabilities	-	
54	Investments in the other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation and where the bank does not own more than 10% of the issued common share capital of the entity: amount previously designated for the 5% threshold but that no longer meets the conditions (for G-SIBs only)	N/A	
55	Significant investments in the capital and other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	
56	National specific regulatory adjustments	-	
	56a. Sinking fund	-	
	56b. Investments in Tier 2 instruments of other Banks	-	
57	**Total regulatory adjustments to Tier 2 capital**	-	
58	**Tier 2 capital (T2)**	4,276,886	
59	**Total capital**	39,566,506	
60	**Total risk weighted assets**	189,133,497	
RASIO KECUKUPAN PEMENUHAN MODAL MINIMUM (KPMM) DAN TAMBAHAN MODAL (*CAPITAL BUFFER*)			
61	Common Equity Tier 1 (as a percentage of risk weighted assets)	17.60%	
62	Tier 1 (as a percentage of risk weighted assets)	18.66%	
63	Total capital (as a percentage of risk weighted assets)	20.92%	
64	Institution specific buffer requirement (minimum CET1 requirement plus capital conservation buffer plus countercyclical buffer requirements plus G-SIB buffer requirement, expressed as a percentage of risk weighted assets)	3.50%	
65	of which: capital conservation buffer requirement	2.50%	

No.	Component	Total (Audited)	Ref. No. sourced from the Consolidated Balance Sheet1)
66	of which: Bank specific countercyclical buffer requirement	0.00%	
67	Of which: higher loss absorbency requirement	1.00%	
68	Common Equity Tier 1 available to meet buffers (as of percentage of risk weighted assets)	9.25%	
NATIONAL MINIMA (IF DIFFERENT FROM BASEL 3)			
69	National Common Equity Tier 1 minimum ratio	-	
70	National Tier 1 minimum ratio	N/A	
71	National total capital minimum ratio	N/A	
AMOUNTS BELOW THE THRESHOLD FOR DEDUCTION (BEFORE RISK WEIGHTING)			
72	Non-significant investments in the capital and other TLAC liabilities of other financial entities	N/A	
73	Significant investments in the common stock of financial entities	N/A	
74	Mortgage servicing rights (net of related tax liability)	N/A	
75	Deferred tax assets arising from temporary differences (net of related tax liability)	N/A	
CAPS ON THE INCLUSION OF PROVISIONS IN TIER 2			
76	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to standardised approach (prior to application of cap)	N/A	
77	Cap on inclusion of provisions in Tier 2 under standardised approach	N/A	
78	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings-based approach (prior to application of cap)	N/A	
79	Cap for inclusion of provisions in Tier 2 under internal ratings-based approach	N/A	
CAPITAL INSTRUMENTS SUBJECT TO PHASE OUT ARRANGEMENTS (ONLY APPLICABLE BETWEEN 1 JAN 2018 AND 1 JAN 2022)			
80	Current cap on CET1 instruments subject to phase out arrangements	N/A	
81	Amount excluded from CET1 due to cap (excess over cap after redemptions and maturities)	N/A	
82	*Current cap on AT1 instruments subject to phase out arrangements*	N/A	
83	Amount excluded from AT1 due to cap (excess over cap after redemptions and maturities)	N/A	
84	Current cap on Tier 2 instruments subject to phase out arrangements	N/A	
85	Amount excluded from Tier 2 due to cap (excess over cap after redemptions and maturities)	N/A	

Notes:
*) Net of amortization based on remaining maturity
**) Items marked as N/A are not applicable

Capital - Capital Reconciliation (CC2)

(in IDR Millions)

No	Posts	Statement on Financial Position Publication	Statement on consolidated financial position with the scope of consolidation based on the provisons of prudential
		December 31, 2025	December 31, 2025
ASSETS			
1	Cash	2,154,839	
2	Placement with Bank Indonesia	46,727,811	
3	Placement from other bank	2,515,971	
4	*Spot and Derivative Receivables/Forward*	-	
5	Securities Owned	59,746,562	
6	Securities Sold under Repurchase Agreement (Repo)	413,096	
7	Receivables from Securities Purchased under Agreement to Resell (Reverse Repo)	1,683,840	
8	Acceptance receivable	574,901	
9	Loans	345,702,924	
10	Sharia Financing	54,873,163	
11	Capital Investment	29	
12	Other Financial Assets	12,285,436	
13	Allowance for impairment losses on financial assets -/-		
	a Securities Owned	(52)	
	b Provided loan and sharia payment	(15,314,236)	
	c Others	(2,174)	
14	Intangible Assets	1,319,789	
	Accumulated amortization of intangible assets -/-	(66,521)	
15	Fixed Assets and Inventories	15,950,513	
	Accumulated depreciation of fixed assets and inventory -/-	(5,441,785)	
16	Non-productive assets	-	
	a Abandoned Property	353	
	b Taken over assets	77,591	
	c Pending account	-	
	d Inter-office assets	-	
17	Other Assets	4,591,370	
TOTAL ASSETS		527,793,420	
LIABILITY AND EQUITY			
LIABILITY			
1	Demand deposits	169,242,419	
2	Savings deposits	43,884,181	
3	Deposits	224,271,277	

No	Posts	Statement on Financial Position Publication	Statement on consolidated financial position with the scope of consolidation based on the provisons of prudential
		December 31, 2025	December 31, 2025
4	e-Money	-	
5	Liabilities to Bank Indonesia	-	
6	Liabilities to other banks	122,917	
7	Liabilities of spot and derivative/forward	-	
8	Liabilities to securities sold under repurchase aggreement (repo)	349,076	
9	Acceptance liability	574,901	
10	Securities Issued	5,977,216	
11	Fund Borrowings/Financing	41,491,851	
12	Guarantee Deposits	10,775	
13	Inter-office liabilities	-	
14	Other liabilities	5,658,514	
15	Minority interest	18	
TOTAL LIABILITIES		491,583,145	
EQUITY			
16	Paid-up capital		
	a Authorized Capital	10,239,216	A
	b Unpaid capital -/-	(3,221,994)	B
	c Treasury stock -/-	-	
17	Additonal paid-in capital	-	
	a Agio	4,418,900	C
	b Disagio -/-	-	
	c Capital deposit fund	-	
	d Others	-	
18	Other Comprehensive Income	-	
	a Gain	4,049,670	
	b Loss -/-	(1,170,911)	
19	Reserves	-	
	a General Reserves	4,621,242	
	b Destination Reserves	845,270	
20	Profit/loss	-	
	a Previous years	13,679,561	D
	b Current year	3,501,154	E
	c Paid dividens -/-	(751,833)	D
TOTAL EQUITY		36,210,275	
TOTAL LIABILITIES AND EQUITY		527,793,420	

Capital - Key Feature of Capital and Tlac-Eligible Instruments (CCA)

Disclosure of Capital Instrument Feature Details					
No	Questions	Common Stock	Subordinated Loan (PT SMF 1)	PUB Bond	Shareholder Loan
1	Issuer	PT Bank Tabungan Negara (Persero) Tbk	PT Bank Tabungan Negara (Persero) Tbk	PT Bank Tabungan Negara (Persero) Tbk	PT Bank Tabungan Negara (Persero) Tbk
2	Identification Number	BBTN	63	6	39
3	Applicable Law	Indonesian Law	Indonesian Law	Indonesian Law	Indonesian Law
3a	Means enabling the implementation obligation in Section 13 of the achieved TLAC Term Sheet (for other valid TLAC instruments governed by foreign law)	N/A	N/A	N/A	N/A
	Instrument Treatment Based on CAR Provisions				
4	During the Transition Period	N/A	N/A	N/A	N/A
5	After the Transition Period	CET 1	Tier 2	Tier 2	Additional Tier 1
6	Is the instrument eligible for Individual/ Consolidated or Consolidated and Individual	Individual	Consolidation and Individual	Consolidation and Individual	Consolidation and Individual
7	Instrument Type	Common Stock	Subordinated Loan	Subordinated Bonds	Subordinated Loan
8	Recognized Amount in the CAR Calculation (in millions of Rupiah)	11,436,122	(1,250,000)	(33,333)	2,000,000
9	Par Value of the Instrument (in millions of Rupiah)	7,017,222	1,500,000	2,000,000	2,000,000
10	Classification in Accordance with Financial Accounting Standards	Equity	Liabilities - Amortized Cost	Liabilities - Amortized Cost	Liabilities - Amortized Cost
11	Issuance Date	17/12/2009	15/11/2021	12/12/2025	23/12/2025
12	No maturity (perpetual) or with maturity	Perpetual	With Maturity	With Maturity	Perpetual with Call Option
13	Maturity Date	N/A	15/11/2026	12/12/2030	N/A
14	Call option exercise with approval from the Financial Services Authority	No	No Call Option	No Call Option	Yes
15	Call option date, withdrawal amount, and other call option requirements (if any)	N/A	N/A	N/A	N/A
16	Subsequent Call Option	N/A	N/A	N/A	N/A
	Coupon/Dividend				
17	Dividend/coupon with fixed or floating interest	Floating	Fixed	Fixed	Fixed
18	Coupon rate or other reference index	N/A	7.65%	6.65%	6,95%

Disclosure of Capital Instrument Feature Details					
No	**Questions**	**Common Stock**	**Subordinated Loan (PT SMF 1)**	**PUB Bond**	**Shareholder Loan**
19	Presence or absence of a dividend stopper	No	No	No	No
20	Fully discretionary; Partial or mandatory	Mandatory	Mandatory	Mandatory	Fully discretionary
21	Is there a step-up feature or other incentives?	No	No	No	No
22	Non-cumulative or cumulative	Non-kumulatif	Noncumulative	Noncumulative	Noncumulative
23	Convertible or non-convertible	Non-convertible	Convertible	Non-convertible	Convertible
24	If convertible, explain the trigger point	N/A	Point of Non Viability	N/A	Point of Non Viability
25	If convertible, is it fully or partially?	N/A	Fully	N/A	Fully
26	If convertible, what is the conversion rate?	N/A	Conversion rate/price is determined at the time of conversion in accordance with the prevailing regulation	N/A	Conversion rate/price is determined at the time of conversion in accordance with the prevailing regulation
27	If convertible, is it mandatory or optional?	N/A	Mandatory	N/A	Mandatory
28	If convertible, explain the type of convertible instrument	N/A	CET - 1	N/A	CET - 1
29	If convertible, explain the issuer of the instrument it converts into	N/A	Bank BTN	N/A	Bank BTN
30	Write-down features	No	No	No	No
31	If a write-down occurs, state the trigger	N/A	N/A	Point of Non Viability	N/A
32	If a write-down occurs, is it full or partial	N/A	N/A	Fully	N/A
33	If a write-down occurs, is it permanent or temporary	N/A	N/A	Permanent	N/A
34	If a write-down occurs, explain the write-up mechanism	N/A	N/A	N/A	N/A
35	Instrument hierarchy upon liquidation	Last right	Preferred Creditors > Senior Debt Holders > Subordinated Borrowers	Preferred Creditors > Senior Debt Holders > Subordinated Borrowers	Preferred Creditors > Senior Debt Holders > Subordinated Borrowers
36	Are there any non-compliant features?	No	N/A	N/A	N/A
37	If Yes, explain the non-compliant features	N/A	N/A	N/A	N/A

QUALITATIVE DISCLOSURE ON CAPITAL STRUCTURE AND CAPITAL ADEQUACY

a. In 2025, the Company issued 2 capital instruments to strengthen its capital structure, namely:

1) Shelf Registered Public Offering (PUB) of BTN Subordinated Bonds I Phase I Year 2025, with the following information:

i. Nominal	:	IDR2,000,000,000,000
ii. Coupon & Tenor	:	6.65% p.a. fixed for 5 years
iii. Transaction Date	:	December 12, 2025
iv. Maturity Date	:	December 12, 2030
v. Coupon Payment	:	Paid quarterly
vi. Principal Payment	:	Paid at maturity
vii. Subordination Feature	:	Write-down in the event of a point of non-viability
viii. Capital Component Recognition	:	Tier-2 (Supplementary Capital)
ix. Subordinated Bond Rating	:	idAA (Double A) from Pefindo. The Subordinated Bond rating is two notches below the Company's rating, taking into account the non-viability clause in accordance with prevailing regulations.
x. Other Information	:	Does not have a call option feature and step-up feature

2) Withdrawal of Shareholder Loan from PT Danantara Asset Management (Persero), with the following information:

i. Nominal	:	IDR2,000,000,000,000
ii. Coupon	:	6.95% p.a.
iii. Transaction Date	:	December 23, 2025
xi. Tenor	:	Perpetual with a call option feature with a redemption period for the principal of at least 5 years from the withdrawal date with OJK approval.
xii. Coupon Payment	:	Paid quarterly while referring to the provisions of POJK No. 34 of 2016
iv. Subordination Feature	:	Share conversion in the event of a point of non-viability
v. Capital Component Recognition	:	Additional Tier 1 (AT-1)
xiii. Other Information	:	Not rated, does not have a call option feature and step-up feature

3) In addition to the new issuance, the Company still has an outstanding Subordinated Loan from PT Sarana Multigriya Finansial (Persero) with the following information:

i. Total transaction value	:	IDR1,500,000,000,000
ii. Loan interest and tenor	:	7.65% p.a. fixed for 5 years
iii. Transaction date/fund received	:	November 15, 2021
iv. Maturity date	:	November 15, 2026
v. Subordination Feature	:	Share conversion in the event of a point of non-viability
vi. Capital Component Recognition	:	Tier-2 (Supplementary Capital)
vii. Interest installment	:	Paid monthly
viii. Principal installment	:	Paid at the end of the period/maturity
ix. Other Information	:	Not rated, does not have a call option feature and step-up feature

b. Capital Adequacy in the Calculation of KPMM

The total core capital of the Company (consolidated) in 2025 amounted to IDR35.3 trillion, higher than in 2024 which amounted to IDR29.8 trillion. Meanwhile, the Company's supplementary capital in 2025 amounted to IDR4.2 trillion, higher than the supplementary capital in 2024 which amounted to IDR2.4 trillion. The increase in Core Capital and Supplementary Capital was in line with the issuance of Subordinated Bonds amounting to IDR2 trillion as supplementary capital and the placement of Shareholder Loan amounting to IDR2 trillion in AT-1.

In 2025, the Company recorded a very solid KPMM Ratio with a CET1 Ratio of 15.52% (individual) and 17.60% (consolidated), as well as a Tier 1 Ratio of 16.67% (individual) and 18.66% (consolidated). These ratios indicate that the Bank has sufficient core capital to absorb the various risks faced by the Company. Overall, the KPMM Ratio reached 19.02% (individual) and 20.92% (consolidated), which are well above the minimum requirement, reflecting strong financial resilience and the Company's ability to withstand market uncertainties.

Compared to 2024, the Company recorded an improvement in the KPMM ratio, reflecting continuous efforts to strengthen capital and risk management. This improvement indicates that the Bank is well prepared to manage risk exposure and support long-term growth in a more stable manner.

Table of Capital Structure Details

(in IDR Millions)

Description	2025		2024	
	Individual	Consolidation	Individual	Consolidation
I. CORE CAPITAL (TIER 1)	28,900,137	35,289,620	29,834,471	29,834,471
1. Common Equity Tier - CET 1	26,900,137	33,289,620	29,834,471	29,834,471
1.1 Paid-up Capital (minus Treasury Stock)	7,017,222	7,017,222	7,017,222	7,017,222
1.2 Disclosed Reserves	29,004,679	28,849,042	25,103,287	25,103,287
1.3 Calculable Non-Controlling Interest	-	-	-	-
1.4 Deduction Factors from Common Equity Tier 1 Capital	(9,121,764)	(2,576,644)	(2,286,038)	(2,286,038)
2. Additional Tier 1 Capital (AT-1)	2,000,000	2,000,000	-	-
2.1 Instruments that qualify as AT-1	2,000,000	2,000,000	-	-
2.2 Share Premium/Discount	-		-	-
2.3 Deduction Factors from Additional Tier 1 Capital	-		-	-
II. Supplementary Capital (Tier 2)	4,082,270	4,276,886	2,438,559	2,438,559
1. Capital instruments in the form of shares or other instruments that qualify as Tier 2	2,216,667	2,216,667	549,605	549,605
2. Share Premium/Discount	-	-	-	-
3. General allowance for productive asset impairment that must be established (maximum 1.25% of Credit Risk RWA)	1,865,603	2,060,219	1,888,954	1,888,954
4. Deduction Factors from Supplementary Capital	-	-	-	-
Total Capital	32,982,407	39,566,506	**32,273,030**	**32,273,030**
Risk-Weighted Assets				0
RWA for credit risk	148,080,382	163,844,282	149,287,750	149,287,750
RWA for market risk	4,900,688	4,900,688	6,101,634	6,101,634
RWA for operational risk	20,388,527	20,388,527	19,055,594	19,055,594
Total RWA	173,369,597	189,133,497	**174,444,978**	**174,444,978**
KPMM Ratio according to Risk Profile	9.25%	9.25%	9.25%	9.25%
CET 1 Ratio	15.52%	17.60%	17.10%	17.10%
Tier 1 Ratio	16.67%	18.66%	17.10%	17.10%
Tier 2 Ratio	2.35%	2.26%	1.40%	1.40%
KPMM Ratio	19.02%	20.92%	18.50%	18.50%

Risk Management – Bank Risk Management Approach (OVA)

The Company manages Risk Management based on the prudential principle, consistent with the objective of maintaining business sustainability, financial stability, and the Company's reputation. This process is carried out in a structured, transparent, and responsive manner to changes in both internal and external environments. The following outlines the disclosure regarding the objectives and policies of risk management, which include:

a. Business Model and Interaction with the Overall Risk Profile

The Company identifies and manages various types of risks that may affect the achievement of the Company's strategic and operational objectives. The business model implemented by the Company encompasses various business lines and products with different risk profiles. Each type of risk, whether market risk, credit risk, operational risk, or other strategic risks, is disclosed transparently and closely monitored to ensure that the risks undertaken remain within the risk tolerance limits approved by the Board of Directors. This business model interacts with the Company's overall risk profile, ensuring that the risks undertaken do not exceed the established risk capacity and risk tolerance.

b. Risk Governance Structure

The Company has a clear governance structure in risk management, involving various relevant parties within the organization, ranging from the Board of Commissioners level to business units and other supporting functions. This structure includes:

1) **Board of Commissioners**

In implementing effective Risk Management, the authority and responsibilities of the Board of Commissioners are carried out in accordance with the prevailing regulatory provisions related to the Implementation of Risk Management for Commercial Banks and the Implementation of Governance for Commercial Banks.

2) **Board of Directors**

Responsible for formulating, establishing, and evaluating the Company's Risk Management policies, strategies, and framework, including determining overall risk limits and risk limits per type of risk by considering Risk Appetite and Risk Tolerance in accordance with the Company's condition. The Board of Directors also ensures the implementation of approved Risk Management policies and procedures and evaluates reports from the Risk Management Work Unit, including risk profile reports. In addition, the Board of Directors establishes an organizational structure with clear authority and responsibilities, formulates transaction approval mechanisms, and ensures that all material risks have been properly addressed. The Board of Directors is also responsible for developing a risk culture throughout the organization, ensuring adequate resources, and enhancing competencies related to Risk Management, as well as ensuring that the Risk Management function operates independently and complies with applicable regulatory provisions.

3) **Risk Management Committee**

The Risk Management Committee is responsible for developing Risk Management policies and guidelines for their implementation, as well as evaluating and improving the implementation of Risk Management based on the results of these evaluations. This committee also determines business decisions that deviate from normal procedures, such as significant business expansion or taking risky positions that exceed established limits. In addition, the Committee is responsible for establishing and approving Risk limits, both overall and per Risk type or functional activity, and periodically evaluating them to ensure the accuracy of the Risk assessment methodology, the adequacy of the implementation of the Risk Management information system, and the appropriateness of procedures and risk limits.

4) **Risk Monitoring Committee**

The Risk Monitoring Committee is tasked with and responsible for providing recommendations to the Board of Commissioners by evaluating the Company's risk management policy guidelines (Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Strategic Risk, Compliance Risk, and Reputation Risk), evaluating the alignment between the Company's risk management policy guidelines and their implementation, and monitoring and evaluating the performance of the Risk Management Committee. In carrying out its duties and responsibilities, the Risk Monitoring Committee is assisted by the Risk Management and ESG Work Unit acting as the Committee's secretary to organize and schedule regular meetings to discuss current issues, including: Quarterly Risk Profile (Individual & Consolidated), Bank Soundness Level (Individual and Consolidated), Recovery Action Plan, Risk Maturity Index, and other matters related to BTN's risk management, including reviewing the Risk Management Policy Guidelines which contain the Company's Risk Appetite and Risk Tolerance.

5) **Integrated Risk Management Committee**
Responsible for formulating policies and guidelines for the implementation of Integrated Risk Management, as well as conducting evaluations and improvements to its implementation based on the results of such evaluations. The Committee is also tasked with submitting reports to the Board of Directors, establishing risk strategies and frameworks in accordance with the level of risk undertaken, and setting risk limits for each financial services institution (LJK) within the Financial Conglomeration. In addition, the Committee evaluates risk profile reports, reviews proposed business decisions that deviate from normal procedures, and ensures that the policies and procedures implemented in the Company comply with prevailing regulations and are adequate to manage risks. The Committee also provides recommendations related to the improvement and enhancement of policies and measures related to risk management.
6) **Risk Management Business Unit**
Responsible for providing input to the Board of Directors in the formulation of Risk Management policies and strategies, as well as developing procedures and tools for risk identification, measurement, monitoring, and control. The unit also monitors the implementation of approved policies, oversees overall risk exposure, and conducts stress testing to assess the impact of policies on the Company's performance. This work unit also reviews proposals for new products, performs internal control testing, and provides recommendations related to the implementation of Risk Management. In addition, the unit evaluates the data used in risk assessment models, prepares periodic risk profile reports, and conducts reviews of the Risk Management framework and information systems. The unit also manages climate risk and provides information related to climate change to the Board of Directors to enhance oversight of relevant business activities.
7) **Compliance Function**
Responsible for supporting the creation of a compliance culture across all of the Company's business activities at every level of the organization. This function identifies, measures, monitors, and controls Compliance Risk in accordance with the provisions of the Financial Services Authority (OJK) applicable to commercial banks and Islamic banks. The function also assesses and evaluates the effectiveness of the Company's policies, regulations, systems, and procedures, and recommends improvements to ensure alignment with prevailing laws and regulations as well as Sharia Principles. In addition, the function ensures that the Company's business activities comply with OJK provisions and other regulations, including those related to climate risk, and performs other duties related to the compliance function.
8) **Internal Audit Function**
Responsible for evaluating the reliability of the Company's Risk Management framework, which includes policies, organizational structure, resource allocation, process design, information systems, and risk reporting. In addition, this function also reviews the implementation of Risk Management by business units and supporting activities, as well as monitors the monitoring activities conducted by the Risk Management Business Unit.

c. **Code of Conduct**
The Company has formulated several policy instruments that serve as guidelines for ethical conduct and behavior for every element of the Company in carrying out its business activities. The Company strives to implement ethical and behavioral standards in conducting all of its business activities in accordance with its vision, mission, and cultural values through the implementation of the Code of Conduct.

The Code of Conduct contains ethical and behavioral standards for the Company as a business entity and all its elements in interacting with various internal and external interested parties. The application of the Code of Conduct aims to realize ideal behaviors that develop into a work culture based on the noble values believed by the Company.

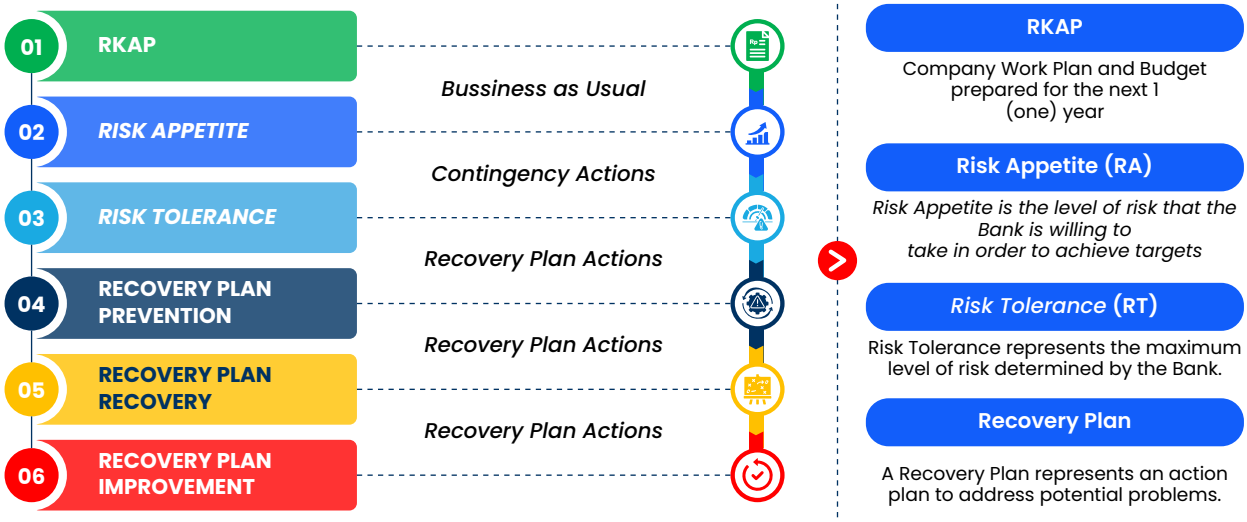
The Code of Conduct applies to the Board of Commissioners, the Board of Directors, and Employees in carrying out all business activities of the Company and in interactions between the Commissioners, Directors, and Employees with all stakeholders. The formal declaration of the Code of Conduct's applicability across all organizational levels is stipulated through the Joint Decree of the Board of Commissioners Number 01/SKPB/KOM/BTN/2024 and the Board of Directors Number SKPB-01/DIR/BTN/2024 concerning the Business Ethics and Conduct Guidelines (Code of Conduct) of PT Bank Tabungan Negara (Persero) Tbk. The Company mandates the signing of a corporate statement of commitment to the Code of Conduct, known as the Integrity Pact, which must be duly implemented. The successful enforcement of the Code of Conduct is the responsibility of all leaders within their respective work units.

Therefore, all unit leaders are required to provide a clear understanding of the Code of Conduct's implementation to employees within their respective work environments.

The Code of Conduct has been disseminated and can be accessed by all Company personnel through the BTNBEST media, and a quiz on the Code of Conduct is organized to assess employees' understanding of the Code of Conduct. Commitment to the implementation of the Code of Conduct is also stipulated in the Integrity Pact, which must be signed by all members of the Board of Directors, the Board of Commissioners, and the Company's employees. In addition, the Code of Conduct can also be accessed by all of the Company's stakeholders through the Company's website.

d. Determination of Risk Limits

The Company has carried out a series of processes in determining risk limits, which are formulated and elaborated by following and/or aligning with the Company's Work Plan and Budget up to the Recovery Plan in accordance with prevailing regulations. The overview of the determination of risk limits is as follows:



In maintaining the adequacy of risk management policies and procedures as well as the determination of risk limits, a review of internal policies is conducted to ensure alignment with the latest regulatory provisions through gap analysis and by accommodating best practices commonly applied in the banking industry to enhance the quality of risk management implementation. Reviews of internal policies have been conducted periodically at least once a year by the Board of Commissioners and the Board of Directors by refining the risk management policies.

e. Implementation of Stress Testing

The Company conducts stress testing periodically using a scenario-based stress testing approach. The stress testing scenarios are carried out to evaluate or assess the level of capital resilience possessed by the Bank in anticipating negative impacts arising from deteriorating economic conditions. In this regard, the economic conditions used in the stress testing scenarios are represented by 1 (one) baseline scenario and 2 (two) adverse scenarios (namely: Adverse Scenario 1 and Adverse Scenario 2) for the next 3 (three) years.

The baseline scenario represents conditions where the global economy shows recovery in line with expectations and the domestic economic recovery is expected to continue gradually. The adverse scenarios consist of Adverse 1 and Adverse 2. Adverse Scenario 1 is designed to test the Bank's resilience when the economy experiences a relatively deep contraction but over a short period,

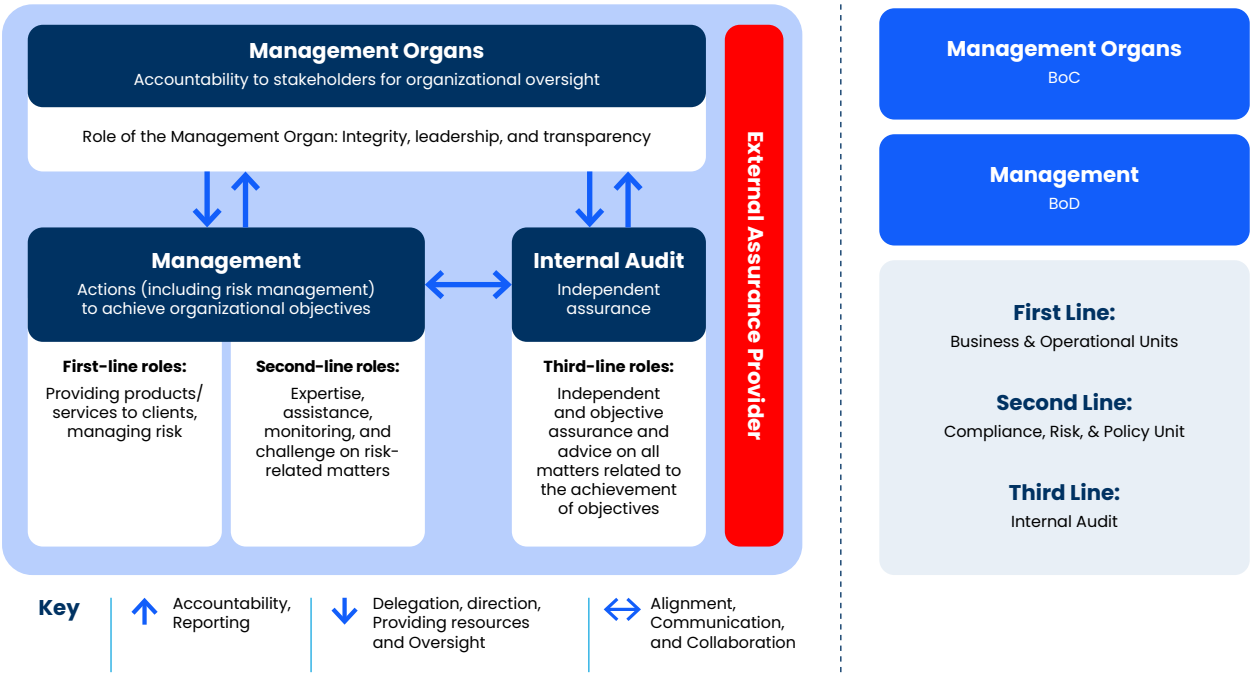
followed by a rapid recovery in economic conditions, with a relatively low probability of occurrence. Meanwhile, Adverse Scenario 2 is designed to test the Bank's resilience when the economy experiences a contraction that is not as deep as in Adverse Scenario 1 but persists for a relatively longer period and is followed by a slower recovery in economic conditions, with a relatively higher probability of occurrence. In addition to evaluating the impact on capital, in the stress testing scenarios the Bank also evaluates or assesses the impact of stressed economic conditions on net interest income and Risk-Weighted Assets (RWA).

f. Internal Control System

In implementing an effective Risk Management process, the Company complements it with an internal control system aimed at safeguarding the Company's assets, ensuring the availability of reliable financial and managerial reporting, enhancing compliance with prevailing laws and regulations, and reducing the risk of losses, irregularities, and violations of prudential aspects.

The implementation of a reliable and effective internal control system is the responsibility of all operational work units and supporting work units as well as the Internal Audit Work Unit, the process of which is illustrated as follows:

Three Lines Model



Leverage Ratio

Leverage Ratio Compliance Report

Bank Individually

(in IDR Millions)

No.	Item	Total
1	Total assets in the Statement of Financial Position as per the published financial statements (gross value before deducting Allowance for Impairment Losses - CKPN)	476,963,645
2	Adjustment for investments in banking, financial, insurance or commercial entities that are consolidated for accounting purposes but outside the scope of regulatory consolidation"	(7,188,001)
3	Adjustments for securitized asset pools that meet the operational requirements for the recognition of risk transference	(171,393)
4	Adjustments for temporary exemption of current accounts at Central Bank to meet the minimum reserve requirement (if applicable)	-
5	Adjustment for fiduciary assets recognised on the balance sheet pursuant to the operative accounting framework but excluded from the leverage ratio exposure measure"	-
6	Adjustments for regular-way purchases and sales of financial assets subject to trade date accounting	-
7	Adjustments for eligible cash pooling transactions	-
8	Adjustments for derivative transaction exposure	-
9	Adjustments for Securities Financing Transaction (SFT) exposure, e.g., reverse repo transactions	1,747,860
10	Adjustments for Off-Balance Sheet Transactions exposure multiplied by Credit Conversion Factor (CCF)	8,139,196
11	Prudential assessment adjustments as deduction factors such as capital reduction factors and Allowance for Impairment Losses (CKPN)	(12,569,141)
12	Other adjustments	(21,490,792)
13	Total Exposure in Leverage Ratio	445,431,375

Bank Consolidated with Subsidiaries

(in IDR Millions)

No.	Item	Total
1	Total assets in the Statement of Financial Position as per the published financial statements (gross value before deducting Allowance for Impairment Losses - CKPN)	543,969,741
2	Adjustment for investments in banking, financial, insurance or commercial entities that are consolidated for accounting purposes but outside the scope of regulatory consolidation"	(29)
3	Adjustments for securitized asset pools that meet the operational requirements for the recognition of risk transference	(171,393)
4	Adjustments for temporary exemption of current accounts at Central Bank to meet the minimum reserve requirement (if applicable)	-

No.	Item	Total
5	Adjustment for fiduciary assets recognised on the balance sheet pursuant to the operative accounting framework but excluded from the leverage ratio exposure measure"	-
6	Adjustments for regular-way purchases and sales of financial assets subject to trade date accounting	-
7	Adjustments for eligible cash pooling transactions	-
8	Adjustments for derivative transaction exposure	-
9	Adjustments for Securities Financing Transaction (SFT) exposure, e.g., reverse repo transactions	1,747,860
10	Adjustments for Off-Balance Sheet Transactions exposure multiplied by Credit Conversion Factor (CCF)	8,309,296
11	Prudential assessment adjustments as deduction factors such as capital reduction factors and Allowance for Impairment Losses (CKPN)	(14,280,443)
12	Other adjustments	(20,701,227)
13	Total Exposure in Leverage Ratio	518,873,804

Leverage Ratio Calculation Report

Bank Individually

(in IDR Millions)

Item		Period	
		T Dec 2025 (Audited)	T - 1 (Sep 2025)
ASSET EXPOSURE IN THE STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)			
1	On Balance Sheet items (excluding derivatives and SFTs, but including collateral)	455,301,460. 0	505,198,638
2	Gross up for derivatives collateral provided where deducted from the B/S assets pursuant to the operative accounting framework	-	-
3	(Deduction of receivalvels assets for cash variation margin provided in derivatives transaction)	-	-
4	(Adjustment for securities received under securities financing transactions that are recognised as an asset)	-	-
5	(Provision on these assets as per accounting standards)	(10,635,377.6)	(11,028,102)
6	(Assets already deducted as part of Core Capital as per OJK minimum capital requirements)	(9,121,764.0)	(3,633,802)
7	**Total on-balance sheet exposures (excluding derivatives and SFTs) (sum of rows 1 to 6)**	435,544,318.4	**490,536,734**
DERIVATIVES EXPOSURE			
8	Replacement cost associated with all derivatives transaction (where applicable net of eligible cash variation margin and/or with bilateral netting)	-	-
9	Potential Future Exposure (PFE) for all derivative transactions	-	-

	Item	Period	
		T Dec 2025 (Audited)	T - 1 (Sep 2025)
10	(Exempted central counterparty (CCP) leg of client-cleared trade exposures)	N/A	N/A
11	Adjusted effective notional amount of written credit derivatives	-	-
12	(Adjusted effective notional offsets and add on deductions for written credit derivatives)	-	-
13	**Total derivatives Exposures (sum of rows 8 to 12)**	-	**-**
SECURITIES FINANCING TRANSACTION EXPOSURES			
14	Gross SFT assets (with no recognition of netting), after adjusting for sales accounting transaction	2,096,935.9	545,579
15	(Netted amounts of cash payables and cash receivables of gross SFT assets)	(349,076)	(342,159)
16	CCR exposure for SFT assets	-	-
17	Agent transaction exposures	-	-
18	**Total Securities Financing Transaction Exposures (sum of rows 14 to 17)**	1,747,860.4	**203,420**

	Item	Period	
		T Dec 2025 (Audited)	T - 1 (Sep 2025)
OTHER OFF-BALANCE SHEET EXPOSURES			
19	Total commitments or contingent liabilities (Gross value before CKPN deduction)Off-balance sheet exposure at gross notional amount	25,765,442.5	17,938,702.7
20	(Adjustment for conversion to credit equivalent amount)	(17,595,131.5)	(11,298,797.9)
21	(Specific and general provisions associated with off-balance sheet exposures deducted in determining Tier 1 Capital)	(31,114.8)	(138,154.6)
22	**Off Balance Sheet Items (sum of rows 19 to 21)**	8,139,196	**6,501,750**
CAPITAL AND TOTAL EXPOSURES			
23	**Tier 1 Capital**	28,900,137	**30,634,918**
24	**Total Exposures (sum of rows 7, 13, 18, 22)**	445,431,375	**497,241,904**
LEVERAGE RATIO			
25	**Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)**	6.49%	**6.16%**
25a	**Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)**	6.49%	**6.16%**
26	**National Minimum Leverage Ratio Requirement**	3%	**3%**
27	**Applicable Leverage Buffer**	N/A	**N/A**

	Item	Period	
		T Dec 2025 (Audited)	T - 1 (Sep 2025)
DISCLOSURES OF MEAN VALUES			
28	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables	873,930	101,710
29	Quarter-end value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables	1,747,860	203,420
30	Total exposures (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	446,305,305	497,343,614
30a	Total exposures (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	446,305,305	497,343,614
31	**Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)**	6.48%	**6.16%**
31a	**Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)**	6.48%	**6.16%**

Bank Consolidated with Subsidiaries

(in IDR Millions)

	Item	Period	
		T Dec 2025 (Audited)	T - 1 (Sep 2025)
ASSET EXPOSURE IN THE STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)			
1	On Balance Sheet items (excluding derivatives and SFTs, but including collateral)	523,097,121	505,735,994
2	Gross up for derivatives collateral provided where deducted from the B/S assets pursuant to the operative accounting framework	-	-
3	(Deduction of receivalvels assets for cash variation margin provided in derivatives transaction)	-	-
4	(Adjustment for securities received under securities financing transactions that are recognised as an asset)	-	-
5	(Provision on these assets as per accounting standards)	(11,703,828,6)	(11,028,102)
6	(Assets already deducted as part of Core Capital as per OJK minimum capital requirements)	(2,576,644,2)	(2,525,802)

	Item	Period	
		T Dec 2025 (Audited)	T - 1 (Sep 2025)
7	**Total on-balance sheet exposures (excluding derivatives and SFTs) (sum of rows 1 to 6)**	**508,816,648**	**492,182,090**
DERIVATIVES EXPOSURE			
8	Replacement cost associated with all derivatives transaction (where applicable net of eligible cash variation margin and/or with bilateral netting)	-	-
9	Potential Future Exposure (PFE) for all derivative transactions	-	-
10	(Exempted central counterparty (CCP) leg of client-cleared trade exposures)	N/A	N/A
11	Adjusted effective notional amount of written credit derivatives	-	-
12	(Adjusted effective notional offsets and add on deductions for written credit derivatives)	-	-
13	**Total derivatives Exposures (sum of rows 8 to 12)**	-	**-**
SECURITIES FINANCING TRANSACTION EXPOSURES			
14	Gross SFT assets (with no recognition of netting), after adjusting for sales accounting transaction	2,096,936	545,579
15	(Netted amounts of cash payables and cash receivables of gross SFT assets)	(349,076)	(342,159)
16	CCR exposure for SFT assets	-	-
17	Agent transaction exposures	-	-
18	**Total Securities Financing Transaction Exposures (sum of rows 14 to 17)**	1,747,860	**203,420**
OTHER OFF-BALANCE SHEET EXPOSURES			
19	Total commitments or contingent liabilities (Gross value before CKPN deduction)Off-balance sheet exposure at gross notional amount	27,242,028.4	17,938,702.7
20	(Adjustment for conversion to credit equivalent amount)	(18,801,496.4)	(11,298,797.9)
21	(Specific and general provisions associated with off-balance sheet exposures deducted in determining Tier 1 Capital)	(131,236.3)	(138,154.6)
22	**Off Balance Sheet Items (sum of rows 19 to 21)**	8,309,296	**6,501,750**
CAPITAL AND TOTAL EXPOSURES			
23	**Tier 1 Capital**	35,289,620	**31,742,919**
24	**Total Exposures (sum of rows 7, 13, 18, 22)**	518,873,804	**498,887,260**

	Item	Period	
		T Dec 2025 (Audited)	T - 1 (Sep 2025)
LEVERAGE RATIO			
25	**Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)**	**6.80%**	**6.36%**
25a	**Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)**	**6.80%**	**6.36%**
26	**National Minimum Leverage Ratio Requirement**	**3%**	**3%**
27	**Applicable Leverage Buffer**	**N/A**	**N/A**
DISCLOSURES OF MEAN VALUES			
28	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables	873,930	101,710
29	Quarter-end value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables	1,747,860	203,420
30	Total exposures (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	519,747,734	498,988,970
30a	Total exposures (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	519,747,734	498,988,970
31	**Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)**	**6.79%**	**6.36%**
31a	**Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)**	**6.79%**	**6.36%**

Credit Risk

Disclosure of Net Receivables by Region – Bank individually

No.	Portfolio Category	December 31, 2025				
		Net Receivables by Region				
		Jabodetabek	Jawa Non Jabodetabek	Sumatera	Others*	Total
1	Receivables from the Government	70,450,273	-	-	97	70,450,370
2	Receivables from Public Sector Entities	20,408,856	458,787	-	-	20,867,643
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-
4	Receivables from Banks	3,515,936	-	-	-	3,515,936
5	Receivables of a Covered Bond	(61)	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	4,500	20,787	-	348	25,635
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	(62)	-	-	-	-
8	House-backed Loan	17,929,172	155,195,881	35,823,618	44,969,524	253,918,236
9	Commercial Property-backed Loan	5,738,903	4,141,166	1,279,989	562,887	11,722,987
10	Loan for Land Acquisition, Land Management and Construction	6,292,042	6,303,976	879,695	924,488	14,400,263
11	Employee/Retiree Loan	310,912	873,290	243,059	457,458	1,884,758
12	Receivables from MSE and Retail Portfolio	1,628,854	7,079,409	1,467,924	3,151,484	13,327,707
13	Corporate Receivables	27,430,816	4,132,114	107,305	265,279	31,935,550
14	Matured Receivables	1,049,302	4,894,749	442,796	481,644	6,868,493
15	Other Assets	16,342,405	-	-	-	16,342,405
TOTAL		171,101,821	183,100,160	40,244,386	50,813,209	445,259,982

* Others consist of Kalimantan, Sulawesi, Bali, Maluku and Papua

(in million IDR)

	December 31, 2024				
	Net Receivables by Region				
	Jabodetabek	Jawa Non Jabodetabek	Sumatera	Others*	Total
	68,371,436	-	-	-	68,371,436
	17,196,687	-	-	-	17,196,687
	-	-	-	-	-
	6,367,595	-	201	-	6,367,795
	-	-	-	-	-
	24,195	-	-	-	24,195
	-	-	-	-	-
	118,332,500	75,754,252	44,629,531	47,459,038	286,175,321
	2,701,783	2,009,038	1,190,145	827,760	6,728,726
	11,104,214	4,175,102	1,498,692	1,177,467	17,955,476
	636,415	648,216	269,615	462,238	2,016,484
	2,503,639	2,069,198	1,221,528	2,438,639	8,233,004
	14,589,622	2,483,507	200,134	2,540,386	19,813,649
	2,989,750	1,600,445	1,001,290	973,132	6,564,617
	9,589,353	3,169,722	1,021,140	1,487,854	15,268,069
	254,407,188	**91,909,481**	**51,032,276**	**57,366,516**	**454,715,460**

Disclosure of Net Receivables by Region – Bank Consolidated with Subsidiaries

No.	Portfolio Category	December 31, 2025				
		Net Receivables by Region				
		Jabodetabek	Jawa Non Jabodetabek	Sumatera	Others*	Total
1	Receivables from the Government	88,158,174	-	-	97	88,158,271
2	Receivables from Public Sector Entities	20,461,279	458,787	-	-	20,920,066
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-
4	Receivables from Banks	3,515,936	-	25	-	3,515,961
5	Receivables of a Covered Bond	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	4,500	20,787	-	348	25,635
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-
8	House-backed Loan	30,929,994	172,510,385	46,574,405	53,933,404	303,948,188
9	Commercial Property-backed Loan	7,224,193	4,786,254	1,775,466	899,087	14,684,999
10	Loan for Land Acquisition, Land Management and Construction	6,292,105	6,303,976	879,695	924,488	14,400,263
11	Employee/Retiree Loan	310,952	873,290	243,059	457,458	1,884,758
12	Receivables from MSE and Retail Portfolio	1,708,538	7,178,115	1,578,380	3,229,893	13,694,927
13	Corporate Receivables	27,434,740	4,463,934	117,656	283,919	32,300,250
14	Matured Receivables	1,173,547	5,081,743	497,525	523,098	7,275,913
15	Other Assets	17,584,820	151,056	90,291	67,013	17,893,180
TOTAL		204,798,778	201,828,327	51,756,501	60,318,805	518,702,411

* Others consist of Kalimantan, Sulawesi, Bali, Maluku and Papua

(in million IDR)

	December 31, 2024				
	Net Receivables by Region				
	Jabodetabek	Jawa Non Jabodetabek	Sumatera	Others*	Total
	68,371,436	-	-	-	68,371,436
	17,196,687	-	-	-	17,196,687
	-	-	-	-	-
	6,367,595	-	201	-	6,367,795
	-	-	-	-	-
	24,195	-	-	-	24,195
	-	-	-	-	-
	118,332,500	75,754,252	44,629,531	47,459,038	286,175,321
	2,701,783	2,009,038	1,190,145	827,760	6,728,726
	11,104,214	4,175,102	1,498,692	1,177,467	17,955,476
	636,415	648,216	269,615	462,238	2,016,484
	2,503,639	2,069,198	1,221,528	2,438,639	8,233,004
	14,589,622	2,483,507	200,134	2,540,386	19,813,649
	2,989,750	1,600,445	1,001,290	973,132	6,564,617
	9,589,353	3,169,722	1,021,140	1,487,854	15,268,069
	254,407,188	91,909,481	51,032,276	57,366,516	454,715,460

Disclosure of Net Receivables by Remaining Contract Period - Bank individually

No.	Portfolio Category	December 31, 2025					
		Net Receivables by Remaining Contract Period					
		<1 year	>1 year to 3 years	>3 years to 5 years	>5 years	Non-Contractual	Total
1	Receivables from the Government	70,450,370	-	-	-	-	70,450,370
2	Receivables from Public Sector Entities	11,936,326	3,059,317	5,872,001	-	-	20,867,643
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	2,513,736	1,002,200	-	-	-	3,515,936
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	4,848	-	20,787	-	-	25,635
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	253,545,445	12,883	359,907	-	-	253,918,236
9	Commercial Property-backed Loan	7,949,926	1,311,501	2,461,559	-	-	11,722,987
10	Loan for Land Acquisition, Land Management and Construction	6,996,753	1,415,514	5,987,997	-	-	14,400,263
11	Employee/Retiree Loan	1,849,922	1,215	33,621	-	-	1,884,758
12	Receivables from MSE and Retail Portfolio	8,857,285	418,105	4,052,317	-	-	13,327,707
13	Corporate Receivables	16,094,882	10,558,734	5,281,934	-	-	31,935,550
14	Matured Receivables	6,243,283	126,007	499,203	-	-	6,868,493
15	Other Assets	-	-	-	-	16,342,405	16,342,405
	TOTAL	386,442,776	17,905,476	24,569,325	-	16,342,405	445,259,982

(in million IDR)

	December 31, 2024					
	Net Receivables by Remaining Contract Period					
	<1 year	>1 year to 3 years	>3 years to 5 years	>5 years	Non-Contractual	Total
	12,657,810	19,401,019	811,079	35,501,528	-	68,371,436
	28,049	5,468,993	-	11,699,645	-	17,196,687
	-	-	-	-	-	-
	-	6,367,595	-	-	201	6,367,795
	-	-	-	-	-	-
	-	-	-	24,195	-	24,195
	-	-	-	-	-	-
	42,875	483,166	1,270,875	284,378,404	-	286,175,321
	1,191	766,753	3,660	5,957,122	-	6,728,726
	348,639	3,056,141	207,958	14,342,737	-	17,955,476
	-	1,733	-	2,014,751	-	2,016,484
	64,289	711,309	51,494	7,405,912	-	8,233,004
	9,119	4,721,383	8,400	15,074,747	-	19,813,649
	10,108	23,477	5,965	6,525,067	-	6,564,617
	-	-	-	-	15,268,069	15,268,069
	13,162,081	**41,001,570**	**2,359,432**	**382,924,108**	**15,268,270**	**454,715,460**

Disclosure of Net Receivables by Remaining Contract Period - Bank Consolidated with Subsidiaries

No.	Portfolio Category	December 31, 2025					
		Net Receivables by Remaining Contract Period					
		<1 year	>1 year to 3 years	>3 years to 5 years	>5 years	Non-Contractual	Total
1	Receivables from the Government	84.909.001	402.687	1.086.842	1.759.741	-	88.158.271
2	Receivables from Public Sector Entities	11.936.326	3.111.739	5.872.001	-	-	20.920.066
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	2.513.736	1.002.200	-	-	25	3.515.961
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	4.848	-	20.787	-	-	25.635
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	253.606.714	605.152	1.825.821	47.910.500	-	303.948.188
9	Commercial Property-backed Loan	8.409.890	3.611.423	2.619.745	43.942	-	14.684.999
10	Loan for Land Acquisition, Land Management and Construction	6.996.753	1.415.514	5.987.997	-	-	14.400.263
11	Employee/Retiree Loan	1.849.922	1.215	33.621	-	-	1.884.758
12	Receivables from MSE and Retail Portfolio	8.930.743	494.948	4.105.046	164.189	-	13.694.927
13	Corporate Receivables	16.184.233	10.828.054	5.284.074	3.889	-	32.300.250
14	Matured Receivables	6.248.531	134.693	514.091	378.598	-	7.275.913
15	Other Assets	-	-	-	-	17.893.180	17.893.180
	TOTAL	401.590.696	21.607.625	27.350.025	50.260.860	17.893.205	518.702.411

(in million IDR)

	December 31, 2025					
	Net Receivables by Remaining Contract Period					
	<1 year	>1 year to 3 years	>3 years to 5 years	>5 years	Non-Contractual	Total
	12.657.810	19.401.019	811.079	35.501.528	-	68.371.436
	28.049	5.468.993	-	11.699.645	-	17.196.687
	-	-	-	-	-	-
	-	6.367.595	-	-	201	6.367.795
	-	-	-	-	-	-
	-	-	-	24.195	-	24.195
	-	-	-	-	-	-
	42.875	483.166	1.270.875	284.378.404	-	286.175.321
	1.191	766.753	3.660	5.957.122	-	6.728.726
	348.639	3.056.141	207.958	14.342.737	-	17.955.476
	-	1.733	-	2.014.751	-	2.016.484
	64.289	711.309	51.494	7.405.912	-	8.233.004
	9.119	4.721.383	8.400	15.074.747	-	19.813.649
	10.108	23.477	5.965	6.525.067	-	6.564.617
	-	-	-	-	15.268.069	15.268.069
	13.162.081	**41.001.570**	**2.359.432**	**382.924.108**	**15.268.270**	**454.715.460**

Disclosure of Net Receivables by Economic Sector - Bank individually

No.	Economic Sector	Receivables from the Government	Receivables from Public Sector Entities	Receivables from Multilateral Development Banks and International Institutions	Receivables from Banks	Receivables of a Covered Bond	Receivables from Securities Companies and Other Financial Services Institutions
DECEMBER 2025							
1	Agriculture, Forestry and Fisheries	-	-	-	-	-	-
2	Mining and Excavation	-	-	-	-	-	-
3	Manufacturing	-	487,957	-	-	-	-
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	-	4,842,208	-	-	-	-
5	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	-	-	-	-	-
6	Construction	-	24	-	-	-	-
7	Wholesale and Retail Trade; Repair and Maintenance of Car and Motorcycle	-	6,938,257	-	-	-	-
8	Transportation and Warehousing	-	3,273,256	-	-	-	-
9	Accommodation and Food Services	-	-	-	-	-	-
10	Information and Communication	-	56,261	-	-	-	-
11	Financial and Insurance Activities	-	801,579	-	1,002,200	-	20,737
12	Real Estate	-	-	-	-	-	-
13	Professional, Scientific, and Technical Activities	-	15,272	-	-	-	-
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support	-	1,805	-	-	-	-
15	Government Administration, Defense, and Mandatory Social Security	3,914,967	-	-	-	-	-
16	Education	-	-	-	-	-	-
17	Human Health and Social Activities	-	-	-	-	-	-
18	Arts, Entertainment, and Recreation	-	-	-	-	-	-
19	Other Service Activities	-	411,333	-	-	-	-
20	Household Activities as Employers; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs	-	-	-	-	-	-

(in million IDR)

Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Housebacked Loan	Commercial Propertybacked Loan	Loan for Land Acquisition, Land Management and Construction	Employee/ Retiree Loan	Receivables from MSE and Retail Portfolio	Corporate Receivables	Matured Receivables	Other Assets
-	-	-	-	-	21,998	91,932	146	-
-	-	-	-	-	-	2,326,308	5,702	-
-	-	-	-	-	65,687	3,093,632	10,780	-
-	-	-	-	-	10,903	1,203,278	1,647	-
-	-	-	-	-	16,818	499,238	24	-
-	-	2,963,725	13,516,124	-	131,423	108,776	1,328,229	-
-	-	-	-	-	2,004,972	1,493,972	105,757	-
-	-	-	-	-	28,977	417,441	518	-
-	-	-	-	-	342,561	349,121	13,387	-
-	-	-	-	-	8,488	334,250	5,440	-
-	-	-	-	-	685	9,328,583	-	-
-	-	8,034,371	-	-	4,629	1,389,628	82,903	-
-	-	-	-	-	4,119	-	149	-
-	-	-	-	-	72,608	1,913,072	463	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	19,640	155,194	36	-
-	-	-	-	-	37,009	513,019	20,979	-
-	-	-	-	-	118,039	44,069	258	-
-	-	-	-	-	186,852	168,122	4,507	-
-	-	-	-	-	-	-	-	-

No.	Economic Sector	Receivables from the Government	Receivables from Public Sector Entities	Receivables from Multilateral Development Banks and International Institutions	Receivables from Banks	Receivables of a Covered Bond	Receivables from Securities Companies and Other Financial Services Institutions
21	Activities of International Agencies and Other Extra-International Agencies	-	-	-	-	-	-
22	Household	97	-	-	-	-	398
23	Non-Business Field	-	-	-	-	-	-
24	Others	66,535,306	4,039,693	-	2,513,736	-	4,500
	TOTAL	70,450,370	20,867,643	-	3,515,936	-	25,635
DECEMBER 2024							
1	Agriculture, Forestry and Fisheries	-	-	-	-	-	-
2	Mining and Excavation	-	-	-	-	-	-
3	Manufacturing	-	-	-	-	-	-
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	-	6,893,483	-	-	-	-
5	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	-	-	-	-	-
6	Construction	42,064,890	597,243	-	-	-	-
7	Wholesale and Retail Trade; Repair and Maintenance of Car and Motorcycle	-	3,259,631	-	-	-	24,195
8	Transportation and Warehousing	-	5,207,448	-	-	-	-
9	Accommodation and Food Services	-	-	-	-	-	-
10	Information and Communication	-	-	-	-	-	-
11	Financial and Insurance Activities	26,306,546	139,831	-	6,367,795	-	-
12	Real Estate	-	-	-	-	-	-
13	Professional, Scientific, and Technical Activities	-	-	-	-	-	-
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support	-	-	-	-	-	-
15	Government Administration, Defense, and Mandatory Social Security	-	-	-	-	-	-
16	Education	-	-	-	-	-	-
17	Human Health and Social Activities	-	-	-	-	-	-

Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Housebacked Loan	Commercial Propertybacked Loan	Loan for Land Acquisition, Land Management and Construction	Employee/ Retiree Loan	Receivables from MSE and Retail Portfolio	Corporate Receivables	Matured Receivables	Other Assets
-	-	-	-	-	-	-	-	-
-	253,918,236	462,387	-	-	10,187,338	281,690	5,286,819	-
-	-	-	-	-	-	-	-	-
-	-	262,504	884,139	1,884,758	64,960	8,224,224	747	16,342,405
-	253,918,236	11,722,987	14,400,263	1,884,758	13,327,707	31,935,550	6,868,493	16,342,405
-	-	-	-	-	139,869	-	619	-
-	-	-	-	-	3,031	2,608,392	4,310	-
-	-	-	20,406	-	107,229	3,684,835	15,020	-
-	-	-	-	-	16,096	83,114	1,680	-
-	-	-	-	-	-	-	-	-
-	1,891	1,701,964	17,422,040	-	110,033	3,917,205	532,076	-
-	-	364,172	455,565	-	1,023,465	757,942	46,593	-
-	-	-	-	-	188,855	880,155	14,898	-
-	-	-	-	-	346,919	624,716	909	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	1,660	332,422	176	-
-	-	3,968,819	57,465	-	166,627	4,984,505	241,118	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	7,614	188,290	2,236	-
-	-	-	-	-	35,807	561,496	-	-

No.	Economic Sector	Receivables from the Government	Receivables from Public Sector Entities	Receivables from Multilateral Development Banks and International Institutions	Receivables from Banks	Receivables of a Covered Bond	Receivables from Securities Companies and Other Financial Services Institutions
18	Arts, Entertainment, and Recreation	-	-	-	-	-	-
19	Other Service Activities	-	-	-	-	-	-
20	Household Activities as Employers; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs	-	-	-	-	-	-
21	Activities of International Agencies and Other Extra-International Agencies	-	-	-	-	-	-
22	Household	-	1,099,051	-	-	-	-
23	Non-Business Field	-	-	-	-	-	-
24	Others	-	-	-	-	-	-
	TOTAL	**68,371,436**	**17,196,687**	**-**	**6,367,795**	**-**	**24,195**

Disclosure of Net Receivables by Economic Sector - Bank Consolidated with Subsidiaries

No.	Economic Sector	Receivables from the Government	Receivables from Public Sector Entities	Receivables from Multilateral Development Banks and International Institutions	Receivables from Banks	Receivables of a Covered Bond	Receivables from Securities Companies and Other Financial Services Institutions
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
DECEMBER 2025							
1	Agriculture, Forestry and Fisheries	-	-	-	-	-	-
2	Mining and Excavation	-	-	-	-	-	-
3	Manufacturing	-	487,957	-	-	-	-
4	Electricity, Gas, Steam/Hot Water, and Air Conditioning Supply	-	4,894,630	-	-	-	-
5	Water Supply; Sewerage, Waste Management and Remediation Activities	-	-	-	-	-	-
6	Construction	-	24	-	-	-	-
7	Wholesale and Retail Trade; Repair and Maintenance of Motor Vehicles and Motorcycles	-	6,938,257	-	-	-	-
8	Transportation and Warehousing	-	3,273,256	-	-	-	-

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Housebacked Loan	Commercial Propertybacked Loan	Loan for Land Acquisition, Land Management and Construction	Employee/ Retiree Loan	Receivables from MSE and Retail Portfolio	Corporate Receivables	Matured Receivables	Other Assets
	-	-	-	-	-	11,284	13,600	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	246,109,364	645,630	-	2,016,484	4,927,797	1,176,977	5,498,187	-
	-	40,064,066	40,352	-	-	191,722	-	194,784	-
	-	-	7,790	-	-	954,996	-	12,011	15,268,069
	-	**286,175,321**	**6,728,726**	**17,955,476**	**2,016,484**	**8,233,004**	**19,813,649**	**6,564,617**	**15,268,069**

(in million IDR)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Housebacked Loan	Commercial Propertybacked Loan	Loan for Land Acquisition, Land Management and Construction	Employee/ Retiree Loan	Receivables from MSE and Retail Portfolio	Corporate Receivables	Matured Receivables	Other Assets
	(9)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
	-	-	-	-	-	21,998	91,932	146	-
	-	-	-	-	-	850	2,326,308	5,702	-
	-	-	1,611	-	-	67,520	3,413,752	10,780	-
	-	-	-	-	-	10,903	1,203,278	1,647	-
	-	-	-	-	-	16,818	499,238	24	-
	-	-	4,684,277	13,516,124	-	219,865	151,216	1,332,380	-
	-	-	-	-	-	2,007,920	1,493,972	105,757	-
	-	-	1,045,971	-	-	29,799	417,441	518	-

No.	Economic Sector	Receivables from the Government	Receivables from Public Sector Entities	Receivables from Multilateral Development Banks and International Institutions	Receivables from Banks	Receivables of a Covered Bond	Receivables from Securities Companies and Other Financial Services Institutions
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
9	Accommodation and Food Services	-	-	-	-	-	-
10	Information and Communication	-	56,261	-	-	-	-
11	Financial and Insurance Activities	17,707,901	801,579	-	1,002,225	-	20,737
12	Real Estate	-	-	-	-	-	-
13	Professional, Scientific, and Technical Activities	-	15,272	-	-	-	-
14	Rental, Leasing and Leasing Without Option Rights, Employment, Travel Agency, and Other Business Support Activities	-	1,805	-	-	-	-
15	Public Administration, Defense, and Compulsory Social Security	3,914,967	-	-	-	-	-
16	Education	-	-	-	-	-	-
17	Aktivitas Kesehatan Manusia dan Aktivitas Sosial	-	-	-	-	-	-
18	Arts, Entertainment, and Recreation	-	-	-	-	-	-
19	Other Service Activities	-	411,333	-	-	-	-
20	Activities of Households as Employers; Undifferentiated Goods- and Services-Producing Activities of Households for Own Use	-	-	-	-	-	-
21	Activities of International Organizations and Other Extra-Territorial Organizations	-	-	-	-	-	-
22	Household	97	-	-	-	-	398
23	Non-Business Field	-	-	-	-	-	-
24	Others	66,535,306	4,039,693	-	2,513,736	-	4,500
	TOTAL	88,158,271	20,920,066	-	3,515,961	-	25,635
DECEMBER 2024							
1	Agriculture, Forestry and Fisheries	-	-	-	-	-	-
2	Mining and Excavation	-	-	-	-	-	-
3	Manufacturing	-	-	-	-	-	-
4	Electricity, Gas, Steam/Hot Water, and Air Conditioning Supply	-	6,893,483	-	-	-	-

Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Housebacked Loan	Commercial Propertybacked Loan	Loan for Land Acquisition, Land Management and Construction	Employee/ Retiree Loan	Receivables from MSE and Retail Portfolio	Corporate Receivables	Matured Receivables	Other Assets
(9)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
-	-	-	-	-	342,561	349,121	13,387	-
-	-	-	-	-	8,488	334,250	5,440	-
-	-	-	-	-	1,806	9,328,583	0	-
-	-	8,072,419	-	-	5,364	1,389,628	83,443	-
-	-	-	-	-	7,842	-	149	-
-	-	-	-	-	76,030	1,913,072	463	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	26,439	155,194	36	-
-	-	-	-	-	38,605	515,160	20,979	-
-	-	-	-	-	118,039	44,069	258	-
-	-	-	-	-	192,355	168,122	4,507	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	303,947,901	513,024	-	-	10,434,890	281,690	5,689,549	-
-	287	-	-	-	1,841	-	-	-
-	-	262,504	884,139	1,884,758	64,991	8,224,224	747	17,893,180
-	303,948,188	14,579,806	14,400,263	1,884,758	13,694,927	32,300,250	7,275,913	17,893,180
-	-	-	-	-	139,869	-	619	-
-	-	-	-	-	3,031	2,608,392	4,310	-
-	-	-	20,406	-	107,229	3,684,835	15,020	-
-	-	-	-	-	16,096	83,114	1,680	-

No.	Economic Sector	Receivables from the Government	Receivables from Public Sector Entities	Receivables from Multilateral Development Banks and International Institutions	Receivables from Banks	Receivables of a Covered Bond	Receivables from Securities Companies and Other Financial Services Institutions
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
5	Water Supply; Sewerage, Waste Management and Remediation Activities	-	-	-	-	-	-
6	Construction	42,064,890	597,243	-	-	-	-
7	Wholesale and Retail Trade; Repair and Maintenance of Motor Vehicles and Motorcycles	-	3,259,631	-	-	-	24,195
8	Transportation and Warehousing	-	5,207,448	-	-	-	-
9	Accommodation and Food Services	-	-	-	-	-	-
10	Information and Communication	-	-	-	-	-	-
11	Financial and Insurance Activities	26,306,546	139,831	-	6,367,795	-	-
12	Real Estate	-	-	-	-	-	-
13	Professional, Scientific, and Technical Activities	-	-	-	-	-	-
14	Rental, Leasing and Leasing Without Option Rights, Employment, Travel Agency, and Other Business Support Activities	-	-	-	-	-	-
15	Public Administration, Defense, and Compulsory Social Security	-	-	-	-	-	-
16	Education	-	-	-	-	-	-
17	Aktivitas Kesehatan Manusia dan Aktivitas Sosial	-	-	-	-	-	-
18	Arts, Entertainment, and Recreation	-	-	-	-	-	-
19	Other Service Activities	-	-	-	-	-	-
20	Activities of Households as Employers; Undifferentiated Goods- and Services-Producing Activities of Households for Own Use	-	-	-	-	-	-
21	Activities of International Organizations and Other Extra-Territorial Organizations	-	-	-	-	-	-
22	Household	-	1,099,051	-	-	-	-
23	Non-Business Field	-	-	-	-	-	-
24	Others	-	-	-	-	-	-
	TOTAL	**68,371,436**	**17,196,687**	**-**	**6,367,795**	**-**	**24,195**

Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Housebacked Loan	Commercial Propertybacked Loan	Loan for Land Acquisition, Land Management and Construction	Employee/ Retiree Loan	Receivables from MSE and Retail Portfolio	Corporate Receivables	Matured Receivables	Other Assets
(9)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
-	-	-	-	-	-	-	-	-
-	1,891	1,701,964	17,422,040	-	110,033	3,917,205	532,076	-
-	-	364,172	455,565	-	1,023,465	757,942	46,593	-
-	-	-	-	-	188,855	880,155	14,898	-
-	-	-	-	-	346,919	624,716	909	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	1,660	332,422	176	-
-	-	3,968,819	57,465	-	166,627	4,984,505	241,118	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	7,614	188,290	2,236	-
-	-	-	-	-	35,807	561,496	-	-
-	-	-	-	-	11,284	13,600	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	246,109,364	645,630	-	2,016,484	4,927,797	1,176,977	5,498,187	-
-	40,064,066	40,352	-	-	191,722	-	194,784	-
-	-	7,790	-	-	954,996	-	12,011	15,268,069
-	**286,175,321**	**6,728,726**	**17,955,476**	**2,016,484**	**8,233,004**	**19,813,649**	**6,564,617**	**15,268,069**

Disclosure of Receivables and Reserves by Region - Bank Individually

(in million IDR)

No.	Description	December 31,2025				
		Region				
		Jabodetabek	Jawa Non-Jabodetabek	Sumatera	Others*	Jumlah
1	Receivables	202,177,459	48,053,821	43,460,681	52,010,964	345,702,924
2	Impaired receivables	3,064,481	771,008	516,974	186,666	4,539,128
	a. Not Yet Due	1,996,909	544,045	489,355	220,802	3,251,110
	b. Due	1,067,572	226,963	27,619	(34,136)	1,288,018
3	Allowance for Impairment Losses - Stage 1	2,137,770	680,296	617,622	402,772	3,838,460
4	Allowance for Impairment Losses - Stage 2	4,368,646	750,746	377,997	537,827	6,035,215
5	Allowance for Impairment Losses - Stage 3	2,724,882	486,617	505,613	393,179	4,110,291
6	Written-off receivables	1,623,829	1,040,169	374,846	389,228	3,428,072

(in million IDR)

No.	Description	December 31,2024				
		Region				
		Jabodetabek	Jawa Non-Jabodetabek	Sumatera	Others*	Jumlah
1	Receivables	267,739,802	96,290,749	53,332,831	60,025,744	477,389,127
2	Impaired receivables	36,530,202	13,544,263	6,766,063	5,692,687	62,533,215
	a. Not Yet Due	31,499,031	11,297,972	5,258,676	4,275,458	52,331,136
	b. Due	5,031,172	2,246,292	1,507,387	1,417,229	10,202,079
3	Allowance for Impairment Losses - Stage 1	1,490,894	272,893	192,991	252,135	2,208,913
4	Allowance for Impairment Losses - Stage 2	3,018,614	614,105	313,272	467,662	4,413,652
5	Allowance for Impairment Losses - Stage 3	1,657,310	259,654	477,994	427,316	2,822,273
6	Written-off receivables	1,596,400	875,171	475,909	517,282	3,464,763

Disclosure of Receivables and Reserves by Region - Bank Consolidated with Subsidiaries

(in million IDR)

No.	Description	December 31,2025				
		Region				
		Jabodetabek	Jawa Non-Jabodetabek	Sumatera	Others*	Jumlah
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables	236,298,425	67,171,586	55,069,612	61,573,485	420,113,108
2	Receivables with credit risk improvement and worsening (Stage 2 and Stage 3)	3,064,481	771,008	516,974	186,666	4,539,128
	a. Not Yet Due	1,996,909	544,045	489,355	220,802	3,251,110
	b. Due	1,067,572	226,963	27,619	-	1,322,154
3	Allowance for Impairment Losses - Stage 1	2,340,638	850,842	651,248	426,754	4,269,481
4	Allowance for Impairment Losses - Stage 2	4,823,798	1,125,118	475,901	604,582	7,029,399
5	Allowance for Impairment Losses - Stage 3	2,848,847	709,262	586,269	473,493	4,617,870
6	Written-off receivables	1,623,829	1,040,169	374,846	389,228	3,428,072

(in million IDR)

No.	Description	December 31,2024				
		Region				
		Jabodetabek	Jawa Non-Jabodetabek	Sumatera	Others*	Jumlah
(1)	(2)	(8)	(9)	(10)	(11)	(12)
1	Receivables	267,739,802	96,290,749	53,332,831	60,025,744	477,389,127
2	Receivables with credit risk improvement and worsening (Stage 2 and Stage 3)	36,530,202	13,544,263	6,766,063	5,692,687	62,533,215
	a. Not Yet Due	31,499,031	11,297,972	5,258,676	4,275,458	52,331,136
	b. Due	5,031,172	2,246,292	1,507,387	1,417,229	10,202,079
3	Allowance for Impairment Losses - Stage 1	1,490,894	272,893	192,991	252,135	2,208,913
4	Allowance for Impairment Losses - Stage 2	3,018,614	614,105	313,272	467,662	4,413,652
5	Allowance for Impairment Losses - Stage 3	1,657,310	259,654	477,994	427,316	2,822,273
6	Written-off receivables	1,596,400	875,171	475,909	517,282	3,464,763

Disclosure of Receivables and Reserves by Economic Sector - Bank Individually

(in million IDR)

No.	Economic Sector	Receivables	Impaired receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-off receivables
			Not Yet Due	Due				
DECEMBER 31, 2025								
1	Agriculture, Forestry and Fisheries	215,939	(380)	(37)	178	28	310	2,306
2	Mining and Excavation	2,331,276	34,691	(329)	37,326	-	5,576	324
3	Manufacturing	3,660,070	(5,159)	1,583	17,454	643	10,500	10,794
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	6,002,928	(3,828)	92	214	61	1,549	-
5	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	514,251	(31,897)	31	439	-	31	-
6	Construction	19,364,695	905,680	547,065	1,092,253	856,184	1,223,844	1,198,380
7	Wholesale and Retail Trade; Repair and Maintenance of Car and Motorcycle	10,615,428	(81,190)	17,901	3,136	2,337	96,964	58,605
8	Transportation and Warehousing	3,672,204	90,674	532	106,812	1,108	532	6,871
9	Accommodation and Food Services	757,309	188,665	(36,652)	47,748	191,855	14,704	2,840
10	Information and Communication	408,653	(606)	5,082	622	-	5,082	-
11	Financial and Insurance Activities	11,123,558	(886)	(1,500)	968	-	-	2,765
12	Real Estate	9,403,585	674,890	11,980	780,742	319,809	104,649	11,467
13	Professional, Scientific, and Technical Activities	19,576	(3)	144	13	-	144	-
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support	1,902,529	90,463	(507)	144,692	82	516	2,334
15	Government Administration, Defense, and Mandatory Social Security	3,845,203	(640)	-	519	-	-	-
16	Education	136,757	37,996	45	38,189	-	45	-
17	Human Health and Social Activities	590,188	(220)	20,255	461	-	20,255	528
18	Arts, Entertainment, and Recreation	162,095	(171)	317	137	31	317	-
19	Other Service Activities	773,608	(1,266)	766	290	148	4,746	-
20	Household Activities as Employers; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs	-	(207)	(2,708)	-	-	-	-

No.	Economic Sector	Receivables	Impaired receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-off receivables
			Not Yet Due	Due				
21	Activities of International Agencies and Other Extra-International Agencies	-	-	-	-	-	-	-
22	Household	270,043,568	1,354,502	723,955	1,566,259	4,662,930	2,620,525	2,129,532
23	Non-Business Field	159,504	4	-	9	-	-	1,328
24	Others	-	-	-	-	-	-	-
Total		345,702,924	3,251,110	1,288,018	3,838,460	6,035,215	4,110,291	3,428,072
DECEMBER 31, 2024								
1	Agriculture, Forestry and Fisheries	191,758	520	286	113	258	704	1,358
2	Mining and Excavation	2,214,612	244	10,121	770	1,757	4,789	1,746
3	Manufacturing	3,330,991	3,226	20,431	5,344	12,186	33,221	10,693
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	7,558,835	528	2,812	1,432	3,266	8,904	871
5	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	-	-	-	-	-	-
6	Construction	31,191,047	7,871,320	2,926,363	464,468	1,059,154	2,887,523	1,371,725
7	Wholesale and Retail Trade; Repair and Maintenance of Car and Motorcycle	6,222,408	42,469	147,885	24,106	54,971	149,866	39,569
8	Transportation and Warehousing	6,661,637	3,587,300	27,772	23,085	52,641	143,513	16,298
9	Accommodation and Food Services	1,004,355	2,140	827	645	1,471	4,011	3,117
10	Information and Communication	-	-	-	-	-	-	-
11	Financial and Insurance Activities	21,255,053	-	1,680	1,658	3,781	10,309	670
12	Real Estate	8,891,590	2,467,223	200,301	101,344	231,100	630,038	17,621
13	Professional, Scientific, and Technical Activities	-	-	-	-	-	-	-
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support	-	-	-	-	-	-	-
15	Government Administration, Defense, and Mandatory Social Security	5,294,286	-	-	-	-	-	-
16	Education	176,201	142,196	4,530	6,101	13,913	37,929	-
17	Human Health and Social Activities	523,740	-	-	325	741	2,021	307

No.	Economic Sector	Receivables	Impaired receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-off receivables
			Not Yet Due	Due				
18	Arts, Entertainment, and Recreation	26,935	6,488	-	73	166	452	-
19	Other Service Activities	-	-	-	-	-	-	-
20	Household Activities as Employers; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs	-	-	-	-	-	-	-
21	Activities of International Agencies and Other Extra-International Agencies	-	-	5,034	360	822	2,241	478
22	Household	338,063,048	38,206,703	6,849,347	746,067	1,701,301	4,638,177	1,750,226
23	Non-Business Field	41,275,991	-	-	100,622	229,454	625,550	249,384
24	Others	3,506,640	780	4,690	17,773	40,528	110,490	700
Total		**477,389,127**	**52,331,136**	**10,202,079**	**1,494,287**	**3,407,511**	**9,289,738**	**3,464,763**

Disclosure of Receivables and Reserves by Economic Sector - Bank Consolidated with Subsidiaries

(in million IDR)

No.	Economic Sector	Receivables	Impaired receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-off receivables
			Not Yet Due	Due				
DECEMBER 31, 2025								
1	Agriculture, Forestry and Fisheries	215,939	(380)	(37)	74	20	600	1,346
2	Mining and Excavation	2,332,126	34,691	(329)	15,599	-	10,810	13
3	Manufacturing	3,923,634	(5,159)	1,583	9,911	467	20,356	1,746
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	6,055,351	(3,828)	92	89	44	3,003	10,693
5	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	514,251	(31,897)	31	183	-	60	871
6	Construction	21,500,425	905,680	547,065	774,425	622,379	2,373,884	1,484,158
7	Wholesale and Retail Trade; Repair and Maintenance of Car and Motorcycle	10,618,376	(81,190)	17,901	1,340	1,699	187,977	7,445
8	Transportation and Warehousing	4,718,997	90,674	532	55,052	805	1,032	10,693
9	Accommodation and Food Services	757,309	188,665	(36,652)	19,955	139,464	28,506	871

No.	Economic Sector	Receivables	Impaired receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-off receivables
			Not Yet Due	Due				
10	Information and Communication	408,653	(606)	5,082	260	-	9,853	1,371,725
11	Financial and Insurance Activities	28,841,942	(886)	(1,500)	9,845	-	-	39,569
12	Real Estate	9,457,635	674,890	11,980	341,934	232,476	202,874	9,579
13	Professional, Scientific, and Technical Activities	23,299	(3)	144	43	-	280	16,298
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support	1,905,951	90,463	(507)	60,469	59	1,001	3,869
15	Government Administration, Defense, and Mandatory Social Security	3,845,203	(640)	-	217	-	-	17,621
16	Education	143,556	37,996	45	16,009	-	88	-
17	Human Health and Social Activities	594,232	(220)	20,255	537	-	39,267	-
18	Arts, Entertainment, and Recreation	162,095	(171)	317	57	23	615	307
19	Other Service Activities	779,110	(1,266)	766	176	107	9,200	-
20	Household Activities as Employers; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs	-	(207)	(2,708)	-	-	-	1,750,226
21	Activities of International Agencies and Other Extra-International Agencies	-	-	-	-	-	-	478
22	Household	321,533,212	1,354,502	723,955	1,224,409	3,389,588	5,509,887	380,421
23	Non-Business Field	161,632	4	-	7	-	-	249,450
24	Others	1,620,178	-	-	67,747	-	-	-
	TOTAL	420,113,108	3,251,110	1,288,018	2,598,338	4,387,132	8,399,291	5,357,378
DECEMBER 31, 2024								
1	Agriculture, Forestry and Fisheries	191,758	520	286	113	258	704	1,358
2	Mining and Excavation	2,214,612	244	10,121	770	1,757	4,789	1,746
3	Manufacturing	3,330,991	3,226	20,431	5,344	12,186	33,221	10,693
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	7,558,835	528	2,812	1,432	3,266	8,904	871
5	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	-	-	-	-	-	-
6	Construction	31,191,047	7,871,320	2,926,363	464,468	1,059,154	2,887,523	1,371,725

No.	Economic Sector	Receivables	Impaired receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-off receivables
			Not Yet Due	Due				
7	Wholesale and Retail Trade; Repair and Maintenance of Car and Motorcycle	6,222,408	42,469	147,885	24,106	54,971	149,866	39,569
8	Transportation and Warehousing	6,661,637	3,587,300	27,772	23,085	52,641	143,513	16,298
9	Accommodation and Food Services	1,004,355	2,140	827	645	1,471	4,011	3,117
10	Information and Communication	-	-	-	-	-	-	-
11	Financial and Insurance Activities	21,255,053	-	1,680	1,658	3,781	10,309	670
12	Real Estate	8,891,590	2,467,223	200,301	101,344	231,100	630,038	17,621
13	Professional, Scientific, and Technical Activities	-	-	-	-	-	-	-
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support	-	-	-	-	-	-	-
15	Government Administration, Defense, and Mandatory Social Security	5,294,286	-	-	-	-	-	-
16	Education	176,201	142,196	4,530	6,101	13,913	37,929	-
17	Human Health and Social Activities	523,740	-	-	325	741	2,021	307
18	Arts, Entertainment, and Recreation	26,935	6,488	-	73	166	452	-
19	Other Service Activities	-	-	-	-	-	-	-
20	Household Activities as Employers; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs	-	-	-	-	-	-	-
21	Activities of International Agencies and Other Extra-International Agencies	-	-	5,034	360	822	2,241	478
22	Household	338,063,048	38,206,703	6,849,347	746,067	1,701,301	4,638,177	1,750,226
23	Non-Business Field	41,275,991	-	-	100,622	229,454	625,550	249,384
24	Others	3,506,640	780	4,690	17,773	40,528	110,490	700
	TOTAL	**477,389,127**	**52,331,136**	**10,202,079**	**1,494,287**	**3,407,511**	**9,289,738**	**3,464,763**

Disclosure of details of Allowance for Impairment Losses - Bank Individually

(in million IDR)

No.	Description	December 31, 2025			December 31, 2024		
		Stage 1	Stage 2	Stage 3	Stage 1	Stage 2	Stage 3
1	CKPN opening balance	2,067,996	2,679,061	6,980,877	1,922,082	3,121,674	9,061,158
2	CKPN establishment (recovery) in current period (Net)	(306,328)	2,231,092	3,809,050	(298,965)	558,018	2,527,970
	2.a Establishment of CKPN in period the current period	191,148	10,034	207,338	336,406	9,214	206,860
	2.b CKPN recovery in current period	(497,476)	2,221,058	3,601,712	(635,371)	548,804	2,321,110
3	CKPN used in current period's receivable write-off	(157,513)	(523,021)	(2,821,657)	(128,830)	(272,181)	(2,299,390)
4	Other establishment (recovery) in current period	-	-	-	-	-	-
CKPN closing balance			4,387,132	7,968,270	**1,494,287**	**3,407,511**	**9,289,738**

Disclosure of details of Allowance for Impairment Losses - Bank Consolidated with Subsidiaries

(in million IDR)

No.	Description	December 31, 2025			December 31, 2024		
		Stage 1	Stage 2	Stage 3	Stage 1	Stage 2	Stage 3
1	CKPN opening balance	2,667,981	2,679,061	7,710,147	1,922,082	3,121,674	9,061,158
2	CKPN establishment (recovery) in current period (Net)	527,703	2,231,092	3,510,801	(298,965)	558,018	2,527,970
	2.a Establishment of CKPN in period the current period	1,335,537	10,034	254,921	336,406	9,214	206,860
	2.b CKPN recovery in current period	(187,118)	2,221,058	3,947,545	(635,371)	548,804	2,321,110
3	CKPN used in current period's receivable write-off	(157,513)	(523,021)	(2,821,657)	(128,830)	(272,181)	(2,299,390)
4	Other establishment (recovery) in current period	507,579	-	-	-	-	-
CKPN closing balance			4,387,132	8,399,291	**1,494,287**	**3,407,511**	**9,289,738**

Disclosure of Net Receivables by Portfolio Category and Rating Scale and Counterparty Credit Risk can be explained as follows:

Disclosure of Net Receivables by Portfolio Category and Rating Scale - Bank Individually

December 31, 2025

	Portfolio Category	Net Receivable				
		Rating Agency	Long Term Rating			
		Standard and Poor's	AAA	AA+ to AA-	A+ s.d A-	BBB+ to BBB-
		Fitch Ratings	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to. A-(idn)	BBB+(idn) to BBB-(idn)
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to id A-	id BBB+ to id BBB-
1	Receivables from the Government		-	-	-	3,914,967
2	Receivables from Public Sector Entities		15,762,471	585,118	119,575	62,701
3	Receivables from Multilateral Development Banks and International Institutions		-	-	-	-
4	Receivables from Banks		-	-	-	-
5	*Receivables of a Covered Bond*		-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions		-	-	-	-
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments		-	-	-	-
8	House-backed Loan		-	-	-	-
9	Commercial Property-backed Loan		-	75,584	1,109,226	4,443,511
10	Loan for Land Acquisition, Land Management and Construction		450,653	690,326	346,803	1,889,952
11	Employee/Retiree Loan		-	-	-	-
12	Receivables from MSE and Retail Portfolio		-	-	-	-
13	Corporate Receivables		9,849,160	5,092,205	4,850,002	50,255
14	Matured Receivables		-	-	-	-
15	Other Assets		-	-	-	-
	TOTAL		26,062,283	6,443,234	6,425,607	10,361,386

(in million IDR)

Net Receivable									
Long Term Rating				Short Term Rating				No Rating	Total
	BB+ to BB-	B+ to B-	Less Than B-	A-1	A-2	A-3	Less Than A-3		
	BB+ to BB-	B+ to B-	Less Than B-	F1+ to F1	F2	F3	Less Than F3		
	Ba1 to Ba3	B1 to B3	Less Than B3	P-1	P-2	P-3	Less Than P-3		
	BB+(idn) to BB-(idn)	B+(idn) to B-(idn)	Less Than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Less Than F3(idn)		
	id BB+ to id BB-	id B+ to id B-	Less Than idB-	idA1	idA2	idA3 to id A4	Less Than idA4		
-	-	-	-	-	-	-	-	66,535,403	70,450,370
-	-	-	-	-	-	-	-	4,337,778	20,867,643
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	3,515,936	3,515,936
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	25,635	25,635
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	253,918,236	253,918,236
-	-	-	-	-	-	-	-	6,094,666	11,722,987
620,685	-	-	-	-	-	-	-	10,401,843	14,400,263
-	-	-	-	-	-	-	-	1,884,758	1,884,758
-	-	-	-	-	-	-	-	13,327,707	13,327,707
-	-	-	-	-	-	-	-	12,093,927	31,935,550
-	-	-	-	-	-	-	-	6,868,493	6,868,493
-	-	-	-	-	-	-	-	16,342,405	16,342,405
620,685	-	-	-	-	-	-	-	395,346,787	445,259,982

December 31, 2024

	Portfolio Category	Net Receivable				
		Rating Agency	Long Term Rating			
		Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Fitch Ratings	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to. A-(idn)	BBB+(idn) to BBB-(idn)
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to id A-	id BBB+ to id BBB-
1	Receivables from the Government		100,145	-	-	-
2	Receivables from Public Sector Entities		5,032,253	550,209	840,995	8,416,253
3	Receivables from Multilateral Development Banks and International Institutions		-	-	-	-
4	Receivables from Banks		-	-	5,866,751	-
5	*Receivables of a Covered Bond*		-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions		-	-	-	-
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments		-	-	-	-
8	House-backed Loan		-	-	-	-
9	Commercial Property-backed Loan		-	-	-	-
10	Loan for Land Acquisition, Land Management and Construction		-	-	-	-
11	Employee/Retiree Loan		-	-	-	-
12	Receivables from MSE and Retail Portfolio		-	-	-	-
13	Corporate Receivables		4,734,401	526,045	7,085,316	-
14	Matured Receivables		-	-	-	-
15	Other Assets		-	-	-	-
	TOTAL		**9,866,798**	**1,076,254**	**13,793,062**	**8,416,253**

(in million IDR)

Net Receivable									
Long Term Rating				Short Term Rating				No Rating	Total
	BB+ to BB-	B+ to B-	Less Than B-	A-1	A-2	A-3	Less Than A-3		
	BB+ to BB-	B+ to B-	Less Than B-	F1+ to F1	F2	F3	Less Than F3		
	Ba1 to Ba3	B1 to B3	Less Than B3	P-1	P-2	P-3	Less Than P-3		
	BB+(idn) to BB-(idn)	B+(idn) to B-(idn)	Less Than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Less Than F3(idn)		
	id BB+ to id BB-	id B+ to id B-	Less Than idB-	idA1	idA2	idA3 to id A4	Less Than idA4		
	-	-	-	-	-	-	-	68,271,291	68,371,436
	272,246	593,205	-	-	-	-	-	1,491,526	17,196,687
	-	-	-	-	-	-	-	-	-
	-	-	-	500,843	-	-	-	201	6,367,795
	-	-	-	-	-	-	-	-	-
	-	-	-	24,195	-	-	-	-	24,195
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	286,175,321	286,175,321
	-	-	-	-	-	-	-	6,728,726	6,728,726
	-	-	-	-	-	-	-	17,955,476	17,955,476
	-	-	-	-	-	-	-	2,016,484	2,016,484
	-	-	-	-	-	-	-	8,233,004	8,233,004
	318,815	1,494,445	-	-	-	-	-	5,654,628	19,813,649
	-	-	-	-	-	-	-	6,564,617	6,564,617
	-	-	-	-	-	-	-	15,268,069	15,268,069
	591,060	**2,087,650**	**-**	**525,038**	**-**	**-**	**-**	**418,359,343**	**454,715,460**

Disclosure of Net Receivables by Portfolio Category and Rating Scale - Bank Consolidated with Subsidiaries

December 31, 2025

	Portfolio Category	Net Receivable				
		Rating Agency	Long Term Rating			
		Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Fitch Ratings	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to. A-(idn)	BBB+(idn) to BBB-(idn)
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to id A-	id BBB+ to id BBB-
1	Receivables from the Government		-	-	-	3,914,967
2	Receivables from Public Sector Entities		15,814,894	585,118	119,575	62,701
3	Receivables from Multilateral Development Banks and International Institutions		-	-	-	-
4	Receivables from Banks		-	-	-	-
5	*Receivables of a Covered Bond*		-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions		-	-	-	-
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments		-	-	-	-
8	House-backed Loan		-	-	-	-
9	Commercial Property-backed Loan		-	75,584	1,109,226	4,443,511
10	Loan for Land Acquisition, Land Management and Construction		450,653	690,326	346,803	1,889,952
11	Employee/Retiree Loan		-	-	-	-
12	Receivables from MSE and Retail Portfolio		-	-	-	-
13	Corporate Receivables		9,849,160	5,092,205	4,850,002	50,255
14	Matured Receivables		-	-	-	-
15	Other Assets		-	-	-	-
	TOTAL		26,114,706	6,443,234	6,425,607	10,361,386

(in million IDR)

Net Receivable									
Long Term Rating				Short Term Rating				No Rating	Total
	BB+ to BB-	B+ to B-	Less Than B-	A-1	A-2	A-3	Less Than A-3		
	BB+ to BB-	B+ to B-	Less Than B-	F1+ to F1	F2	F3	Less Than F3		
	Ba1 to Ba3	B1 to B3	Less Than B3	P-1	P-2	P-3	Less Than P-3		
	BB+(idn) to BB-(idn)	B+(idn) to B-(idn)	Less Than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Less Than F3(idn)		
	id BB+ to id BB-	id B+ to id B-	Less Than idB-	idA1	idA2	idA3 to id A4	Less Than idA4		
-	-	-	-	-	-	-	-	84,243,305	88,158,271
-	-	-	-	-	-	-	-	4,337,778	20,920,066
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	3,515,961	3,515,961
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	25,635	25,635
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	303,948,188	303,948,188
-	-	-	-	-	-	-	-	8,951,484	14,579,806
620,685	-	-	-	-	-	-	-	10,401,843	14,400,263
-	-	-	-	-	-	-	-	1,884,758	1,884,758
-	-	-	-	-	-	-	-	13,694,927	13,694,927
-	-	-	-	-	-	-	-	12,458,628	32,300,250
-	-	-	-	-	-	-	-	7,275,913	7,275,913
-	-	-	-	-	-	-	-	17,893,180	17,893,180
620,685	-	-	-	-	-	-	-	468,631,599	518,597,218

December 31, 2024

	Portfolio Category	Net Receivable				
		Rating Agency	Long Term Rating			
		Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Fitch Ratings	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to. A-(idn)	BBB+(idn) to BBB-(idn)
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to id A-	id BBB+ to id BBB-
1	Receivables from the Government		100,145	-	-	-
2	Receivables from Public Sector Entities		5,032,253	550,209	840,995	8,416,253
3	Receivables from Multilateral Development Banks and International Institutions		-	-	-	-
4	Receivables from Banks		-	-	5,866,751	-
5	*Receivables of a Covered Bond*		-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions		-	-	-	-
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments		-	-	-	-
8	House-backed Loan		-	-	-	-
9	Commercial Property-backed Loan		-	-	-	-
10	Loan for Land Acquisition, Land Management and Construction		-	-	-	-
11	Employee/Retiree Loan		-	-	-	-
12	Receivables from MSE and Retail Portfolio		-	-	-	-
13	Corporate Receivables		4,734,401	526,045	7,085,316	-
14	Matured Receivables		-	-	-	-
15	Other Assets		-	-	-	-
	TOTAL		**9,866,798**	**1,076,254**	**13,793,062**	**8,416,253**

(in million IDR)

Net Receivable									
Long Term Rating				Short Term Rating				No Rating	Total
	BB+ to BB-	B+ to B-	Less Than B-	A-1	A-2	A-3	Less Than A-3		
	BB+ to BB-	B+ to B-	Less Than B-	F1+ to F1	F2	F3	Less Than F3		
	Ba1 to Ba3	B1 to B3	Less Than B3	P-1	P-2	P-3	Less Than P-3		
	BB+(idn) to BB-(idn)	B+(idn) to B-(idn)	Less Than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Less Than F3(idn)		
	id BB+ to id BB-	id B+ to id B-	Less Than idB-	idA1	idA2	idA3 to id A4	Less Than idA4		
	-	-	-	-	-	-	-	68,271,291	68,371,436
	272,246	593,205	-	-	-	-	-	1,491,526	17,196,687
	-	-	-	-	-	-	-	-	-
	-	-	-	500,843	-	-	-	201	6,367,795
	-	-	-	-	-	-	-	-	-
	-	-	-	24,195	-	-	-	-	24,195
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	286,175,321	286,175,321
	-	-	-	-	-	-	-	6,728,726	6,728,726
	-	-	-	-	-	-	-	17,955,476	17,955,476
	-	-	-	-	-	-	-	2,016,484	2,016,484
	-	-	-	-	-	-	-	8,233,004	8,233,004
	318,815	1,494,445	-	-	-	-	-	5,654,628	19,813,649
	-	-	-	-	-	-	-	6,564,617	6,564,617
	-	-	-	-	-	-	-	15,268,069	15,268,069
	591,060	**2,087,650**	**-**	**525,038**	**-**	**-**	**-**	**418,359,343**	**454,715,460**

Disclosure of Net Receivables Based on Risk Weight after Taking into Account the Impact of Credit Risk Mitigation - Bank Individually

No.	Portfolio Category	December 31, 2025					
		Net Receivables After Taking into Account the Impact of Credit Risk Mitigation					
		0%	20%	25%	30%	40%	50%
A	STATEMENT OF FINANCIAL POSITION EXPOSURE						
1	Receivables from the Government	68,700,336	-	-	-	-	-
2	Receivables from Public Sector Entities	-	20,148,196	-	-	-	597,786
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	3,515,936	-	-	-	-
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	-	24,264,123	17,599,062	78,806,594	68,064,222	59,948,130
9	Commercial Property-backed Loan	-	75,584	-	-	-	1,109,226
10	Loan for Land Acquisition, Land Management and Construction	-	-	-	-	-	-
11	Employee/Retiree Loan	-	-	-	-	-	1,884,758
12	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
13	Corporate Receivables	-	15,230,549	-	-	-	5,653,745
14	Matured Receivables	-	-	-	-	-	896,512
15	Other Assets	2,032,541	-	-	-	-	-
Total	**Statement of Financial Position Exposure**	70,732,877	63,234,388	17,599,062	78,806,594	68,064,222	70,090,157
B	'EXPOSURE OF COMMITMENT/CONTINGENCY OBLIGATIONS IN ADMINISTRATIVE ACCOUNT TRANSACTIONS						
1	Receivables from the Government	2,076	-	-	-	-	-
2	Receivables from Public Sector Entities	-	56,839	-	-	-	64,822
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	4,500	-
6	House-backed Loan	-	60	0	6	2	17
7	Commercial Property-backed Loan	-	7,500	-	-	-	-

(in million IDR)

December 31, 2025								RWA	Capital Expense
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
	60%	70%	75%	85%	100%	150%	Other		
	-	-	-	-	97	-	-	97	9
	-	-	-	-	-	-	-	4,328,532	400,389
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	703,187	65,045
	-	-	-	-	-	-	-	-	-
	-	-	21,135	-	-	-	-	8,454	782
	-	-	-	-	-	-	-	-	-
	-	5,185,834	50,184	-	-	-	-	72,261,518	6,684,190
	-	1,448,993	4,905,898	3,219,245	-	-	701,537	8,584,643	794,079
	-	-	-	-	6,741,914	6,774,595	-	16,661,471	1,541,186
	-	-	-	-	-	-	-	942,379	87,170
	-	-	3,075,409	-	10,245,177	-	-	11,453,942	1,059,490
	-	-	122,212	3,529,646	441,960	100,691	-	9,228,643	853,649
	-	-	-	-	5,558,078	413,155	-	6,595,426	610,077
	-	-	-	-	14,232,273	77,591	-	14,348,659	1,327,251
	-	6,634,826	8,174,838	6,748,891	37,219,500	7,366,032	701,537	145,116,953	13,423,317
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	43,779	4,050
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1,800	167
	-	0	-	-	-	-	-	21	2
	-	49,965	4,470	167,367	-	-	33,202	215,210	19,907

No.	Portfolio Category	December 31, 2025					
		Net Receivables After Taking into Account the Impact of Credit Risk Mitigation					
		0%	20%	25%	30%	40%	50%
8	Loan for Land Acquisition, Land Management and Construction	-	-	-	-	-	-
9	Employee/Retiree Loan	-	-	-	-	-	-
10	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
11	Corporate Receivables	-	3,848,685	-	-	-	1,714,069
12	Matured Receivables	-	-	-	-	-	747
Total Administrative Account Transactions Exposure		2,076	3,913,084	0	6	4,502	1,779,655
C	EXPOSURE FROM COUNTERPARTY CREDIT RISK						
1	Receivables from the Government	1,747,860	-	-	-	-	-
2	Receivables from Public Sector Entities	-	-	-	-	-	-
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
6	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7	Corporate Receivables	-	-	-	-	-	-
Total Counterparty Credit Risk Exposure		1,747,860	-	-	-	-	-

No.	Portfolio Category	December 31, 2024					
		Net Receivables After Taking into Account the Impact of Credit Risk Mitigation					
		0%	20%	25%	30%	40%	50%
A	STATEMENT OF FINANCIAL POSITION EXPOSURE						
1	Receivables from the Government	68,076,703	-	-	-	-	-
2	Receivables from Public Sector Entities	-	7,237,445	-	-	-	8,930,292
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	5,866,952	-	-	500,843	-
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-

December 31, 2025								RWA	Capital Expense
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
	60%	70%	75%	85%	100%	150%	Other		
	-	-	-	-	773,195	110,559	-	939,034	86,861
	-	-	-	-	-	-	-	-	-
	-	-	6,780	-	340	-	-	5,015	464
	-	-	30,075	1,130,374	108,764	24,779	-	2,754,698	254,810
	-	-	-	-	-	-	-	374	35
	-	49,965	41,326	1,297,741	882,299	135,339	33,202	3,959,931	366,296
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-

(in million IDR)

December 31, 2024								RWA	Capital Expense
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
	60%	70%	75%	85%	100%	150%	Other		
	-	-	-	-	-	-	-	-	-
	-	-	-	-	206,869	450,753	-	6,451,925	592,287
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1,373,728	126,108
	-	-	-	-	-	-	-	-	-
	-	-	19,585	-	-	-	-	7,834	719

No.	Portfolio Category	December 31, 2024					
		Net Receivables After Taking into Account the Impact of Credit Risk Mitigation					
		0%	20%	25%	30%	40%	50%
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	-	29,344,757	24,315,490	97,527,442	80,820,419	52,701,608
9	Commercial Property-backed Loan	-	-	-	-	-	234,050
10	Loan for Land Acquisition, Land Management and Construction	-	-	-	-	-	-
11	Employee/Retiree Loan	-	-	-	-	-	2,016,478
12	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
13	Corporate Receivables	-	3,252,808	-	-	-	4,381,220
14	Matured Receivables	-	-	-	-	-	1,783,669
15	Other Assets	2,105,621	-	-	-	-	-
Total	**Statement of Financial Position Exposure**	**70,182,324**	**45,701,961**	**24,315,490**	**97,527,442**	**81,321,262**	**70,047,317**
B	**EXPOSURE OF COMMITMENT/CONTINGENCY OBLIGATIONS IN ADMINISTRATIVE ACCOUNT TRANSACTIONS**						
1	Receivables from the Government	29,234	-	-	-	-	-
2	Receivables from Public Sector Entities	-	158,712	-	-	-	198,034
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	4,610	-
6	House-backed Loan	-	750	573	2,695	2,334	1,274
7	Commercial Property-backed Loan	-	-	-	-	-	4,852
8	Loan for Land Acquisition, Land Management and Construction	-	-	-	-	-	-
9	Employee/Retiree Loan	-	-	-	-	-	6
10	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
11	Corporate Receivables	-	797,718	-	-	-	1,074,449
12	Matured Receivables	-	-	-	-	-	8
Total	**Administrative Account Transactions Exposure**	**29,234**	**957,180**	**573**	**2,695**	**6,944**	**1,278,623**
C	**EXPOSURE FROM COUNTERPARTY CREDIT RISK**						
1	Receivables from the Government	265,499	-	-	-	-	-
2	Receivables from Public Sector Entities	-	-	-	-	-	-

December 31, 2024								
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation							RWA	Capital Expense
60%	70%	75%	85%	100%	150%	Other		
-	-	-	-	-	-	-	-	-
-	890,591	567,372	-	-	-	-	76,735,061	7,044,279
18,090	-	474,846	1,451,121	-	-	4,414,768	5,653,898	519,028
-	-	-	-	10,938,343	6,383,698	-	19,964,586	1,832,749
-	-	-	-	-	-	-	1,008,239	92,556
-	-	2,383,046	1,486,410	4,360,089	-	-	7,139,768	655,431
-	-	-	2,236,859	5,161,988	924,093	-	9,939,515	912,447
-	-	-	-	4,746,849	33,028	-	5,639,405	517,697
-	-	-	-	13,084,857	77,591	-	13,201,243	1,211,874
18,090	**890,591**	**3,444,850**	**5,174,391**	**38,498,995**	**7,869,163**	**4,414,768**	**147,115,202**	**13,505,175**
-	-	-	-	-	-	-	-	-
-	-	-	-	4,587	9,996	-	150,340	13,801
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	1,844	169
-	17	-	-	-	-	-	2,071	190
-	-	9,383	30,086	-	-	91,530	116,650	10,708
-	-	-	-	363,643	269,791	-	768,331	70,533
-	-	-	-	-	-	-	3	-
-	-	1,026	639	1,794	-	-	3,075	282
-	-	-	548,567	1,209,323	226,624	-	2,712,309	248,990
-	-	-	-	-	1,063	-	1,599	147
-	**17**	**10,409**	**579,292**	**1,579,348**	**507,475**	**91,530**	**3,756,222**	**344,820**
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-

No.	Portfolio Category	December 31, 2024					
		Net Receivables After Taking into Account the Impact of Credit Risk Mitigation					
		0%	20%	25%	30%	40%	50%
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
6	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7	Corporate Receivables	-	-	-	-	-	-
Total Counterparty Credit Risk Exposure		**265,499**	**-**	**-**	**-**	**-**	**-**

Disclosure of Net Receivables Based on Risk Weight after Taking into Account the Impact of Credit Risk Mitigation - Bank Consolidated with Subsidiaries

No.	Portfolio Category	December 31, 2025					
		Net Receivables After Taking into Account the Impact of Credit Risk Mitigation					
		0%	20%	25%	30%	40%	50%
A	STATEMENT OF FINANCIAL POSITION EXPOSURE						
1	Receivables from the Government	86,408,237	-	-	-	-	-
2	Receivables from Public Sector Entities	-	20,200,619	-	-	-	597,786
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	3,515,961	-	-	-	-
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	-	52,803,957	37,200,796	78,806,594	68,064,222	59,948,130
9	Commercial Property-backed Loan	-	75,584	-	-	-	1,109,226
10	Loan for Land Acquisition, Land Management and Construction	-	-	-	-	-	-
11	Employee/Retiree Loan	-	-	-	-	-	1,884,758
12	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
13	Corporate Receivables	-	15,230,549	-	-	-	5,653,745

December 31, 2024								RWA	Capital Expense
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
	60%	70%	75%	85%	100%	150%	Other		
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-

(in million IDR)

December 31, 2025								RWA	Capital Expense
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
	60%	70%	75%	85%	100%	150%	Other		
	-	-	-	-	97	-	-	97	9
	-	-	-	-	-	-	-	4,339,017	401,359
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	703,192	65,045
	-	-	-	-	-	-	-	-	-
	-	-	21,135	-	-	-	-	8,454	782
	-	-	-	-	-	-	-	-	-
	-	5,185,834	50,184	-	-	-	1,888,385	82,685,385	7,648,398
	-	1,448,993	4,905,898	3,219,245	2,856,819	-	701,537	11,441,461	1,058,335
	-	-	-	-	6,741,914	6,774,595	-	16,661,471	1,541,186
	-	-	-	-	-	-	-	942,379	87,170
	-	-	3,442,414	-	10,245,177	-	-	11,729,196	1,084,951
	-	-	122,212	3,529,646	746,661	100,691	-	9,533,343	881,834

No.	Portfolio Category	December 31, 2025					
		Net Receivables After Taking into Account the Impact of Credit Risk Mitigation					
		0%	20%	25%	30%	40%	50%
14	Matured Receivables	-	-	-	-	-	896,512
15	Other Assets	2,154,840	-	-	-	-	-
Total Statement of Financial Position Exposure		88,563,077	91,826,669	37,200,796	78,806,594	68,064,222	70,090,157
B	EXPOSURE OF COMMITMENT/CONTINGENCY OBLIGATIONS IN ADMINISTRATIVE ACCOUNT TRANSACTIONS						
1	Receivables from the Government	2,076	-	-	-	-	-
2	Receivables from Public Sector Entities	-	56,839	-	-	-	64,822
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	4,500	-
6	House-backed Loan	-	60	0	6	2	17
7	Commercial Property-backed Loan	-	7,500	-	-	-	-
8	Loan for Land Acquisition, Land Management and Construction	-	-	-	-	-	-
9	Employee/Retiree Loan	-	-	-	-	-	-
10	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
11	Corporate Receivables	-	3,848,685	-	-	-	1,714,069
12	Matured Receivables	-	-	-	-	-	747
Total Administrative Account Transactions Exposure		2,076	3,913,084	0	6	4,502	1,779,655
C	EXPOSURE FROM COUNTERPARTY CREDIT RISK						
1	Receivables from the Government	1,747,860	-	-	-	-	-
2	Receivables from Public Sector Entities	-	-	-	-	-	-
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
6	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7	Corporate Receivables	-	-	-	-	-	-
Total Counterparty Credit Risk Exposure		1,747,860	-	-	-	-	-

December 31, 2025								RWA	Capital Expense
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
	60%	70%	75%	85%	100%	150%	Other		
	-	-	-	-	5,960,808	413,155	-	6,800,252	629,023
	-	-	-	-	15,660,750	77,591	-	15,777,135	1,459,385
	-	6,634,826	8,541,843	6,748,891	42,212,225	7,366,032	2,589,922	160,621,384	14,857,477
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	43,779	4,050
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1,800	167
	-	0	-	-	-	-	-	21	2
	-	49,965	4,470	167,367	105,193	-	33,202	215,210	19,907
	-	-	-	-	773,195	110,559	-	939,034	86,861
	-	-	-	-	-	-	-	-	-
	-	-	6,996	-	340	-	-	5,177	479
	-	-	30,075	1,130,374	168,764	24,779	-	2,814,698	260,360
	-	-	-	-	4,691	-	-	5,064	468
	-	49,965	41,541	1,297,741	1,052,183	135,339	33,202	4,024,783	372,294
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-

No.	Portfolio Category	December 31, 2024					
		Net Receivables After Taking into Account the Impact of Credit Risk Mitigation					
		0%	20%	25%	30%	40%	50%
A	STATEMENT OF FINANCIAL POSITION EXPOSURE						
1	Receivables from the Government	68,076,703	-	-	-	-	-
2	Receivables from Public Sector Entities	-	7,237,445	-	-	-	8,930,292
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	5,866,952	-	-	500,843	-
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	-	29,344,757	24,315,490	97,527,442	80,820,419	52,701,608
9	Commercial Property-backed Loan	-	-	-	-	-	234,050
10	Loan for Land Acquisition, Land Management and Construction	-	-	-	-	-	-
11	Employee/Retiree Loan	-	-	-	-	-	2,016,478
12	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
13	Corporate Receivables	-	3,252,808	-	-	-	4,381,220
14	Matured Receivables	-	-	-	-	-	1,783,669
15	Other Assets	2,105,621	-	-	-	-	-
Total	**Statement of Financial Position Exposure**	**70,182,324**	**45,701,961**	**24,315,490**	**97,527,442**	**81,321,262**	**70,047,317**
B	EXPOSURE OF COMMITMENT/CONTINGENCY OBLIGATIONS IN ADMINISTRATIVE ACCOUNT TRANSACTIONS						
1	Receivables from the Government	29,234	-	-	-	-	-
2	Receivables from Public Sector Entities	-	158,712	-	-	-	198,034
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	4,610	-
6	House-backed Loan	-	750	573	2,695	2,334	1,274
7	Commercial Property-backed Loan	-	-	-	-	-	4,852
8	Loan for Land Acquisition, Land Management and Construction	-	-	-	-	-	-

(in million IDR)

December 31, 2024							RWA	Capital Expense
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation								
60%	70%	75%	85%	100%	150%	Other		
-	-	-	-	-	-	-	-	-
-	-	-	-	206,869	450,753	-	6,451,925	592,287
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	1,373,728	126,108
-	-	-	-	-	-	-	-	-
-	-	19,585	-	-	-	-	7,834	719
-	-	-	-	-	-	-	-	-
-	890,591	567,372	-	-	-	-	76,735,061	7,044,279
18,090	-	474,846	1,451,121	-	-	4,414,768	5,653,898	519,028
-	-	-	-	10,938,343	6,383,698	-	19,964,586	1,832,749
-	-	-	-	-	-	-	1,008,239	92,556
-	-	2,383,046	1,486,410	4,360,089	-	-	7,139,768	655,431
-	-	-	2,236,859	5,161,988	924,093	-	9,939,515	912,447
-	-	-	-	4,746,849	33,028	-	5,639,405	517,697
-	-	-	-	13,084,857	77,591	-	13,201,243	1,211,874
18,090	**890,591**	**3,444,850**	**5,174,391**	**38,498,995**	**7,869,163**	**4,414,768**	**147,115,202**	**13,505,175**
-	-	-	-	-	-	-	-	-
-	-	-	-	4,587	9,996	-	150,340	13,801
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	1,844	169
-	17	-	-	-	-	-	2,071	190
-	-	9,383	30,086	-	-	91,530	116,650	10,708
-	-	-	-	363,643	269,791	-	768,331	70,533

No.	Portfolio Category	December 31, 2024					
		Net Receivables After Taking into Account the Impact of Credit Risk Mitigation					
		0%	20%	25%	30%	40%	50%
9	Employee/Retiree Loan	-	-	-	-	-	6
10	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
11	Corporate Receivables	-	797,718	-	-	-	1,074,449
12	Matured Receivables	-	-	-	-	-	8
Total Administrative Account Transactions Exposure		**29,234**	**957,180**	**573**	**2,695**	**6,944**	**1,278,623**
C	EXPOSURE FROM COUNTERPARTY CREDIT RISK						
1	Receivables from the Government	265,499	-	-	-	-	-
2	Receivables from Public Sector Entities	-	-	-	-	-	-
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
6	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7	Corporate Receivables	-	-	-	-	-	-
Total Counterparty Credit Risk Exposure		**265,499**	**-**	**-**	**-**	**-**	**-**

Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Bank Individually

(in million IDR)

No.	Portfolio Category	December 31, 2025					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
A	STATEMENT OF FINANCIAL POSITION EXPOSURE						
1	Receivables from the Government	68,700,433	-	-	-	-	68,700,433
2	Receivables from Public Sector Entities	20,745,982	-	-	-	-	20,745,982
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	3,515,936	-	-	-	-	3,515,936
5	Receivables of a Covered Bond	-	-	-	-	-	-

December 31, 2024								RWA	Capital Expense
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
	60%	70%	75%	85%	100%	150%	Other		
	-	-	-	-	-	-	-	3	-
	-	-	1,026	639	1,794	-	-	3,075	282
	-	-	-	548,567	1,209,323	226,624	-	2,712,309	248,990
	-	-	-	-	-	1,063	-	1,599	147
	-	**17**	**10,409**	**579,292**	**1,579,348**	**507,475**	**91,530**	**3,756,222**	**344,820**
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

No.	Portfolio Category	December 31, 2025					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
6	Receivables from Securities Companies and Other Financial Services Institutions	21,135	-	-	-	-	21,135
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	253,918,149	-	-	135,504,145	-	118,414,004
9	Commercial Property-backed Loan	11,460,483	-	-	-	-	11,460,483

No.	Portfolio Category	December 31, 2025					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
10	Loan for Land Acquisition, Land Management and Construction	13,516,509	161,556	-	-	-	13,354,952
11	Employee/Retiree Loan	1,884,758	-	-	-	-	1,884,758
12	Receivables from MSE and Retail Portfolio	13,320,586	-	-	1,691,509	-	11,629,077
13	Corporate Receivables	25,078,803	-	-	-	-	25,078,803
14	Matured Receivables	6,867,745	-	-	-	-	6,867,745
15	Other Assets	16,342,405	-	-	-	-	16,342,405
Total Statement of Financial Position Exposure		435,372,925	161,556	-	137,195,655		298,015,714
B	**ADMINISTRATIVE ACCOUNT TRANSACTION EXPOSURE**						
1	Receivables from the Government	2,076	-	-	-	-	2,076
2	Receivables from Public Sector Entities	121,661	-	-	-	-	121,661
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	4,500	-	-	-	-	4,500
6	House-backed Loan	86	-	-	-	-	86
7	Commercial Property-backed Loan	262,504	-	-	-	-	262,504
8	Loan for Land Acquisition, Land Management and Construction	883,754	-	-	-	-	883,754
9	Employee/Retiree Loan	-	-	-	-	-	-
10	Receivables from MSE and Retail Portfolio	7,121	-	-	-	-	7,121
11	Corporate Receivables	6,856,746	-	-	-	-	6,856,746
12	Matured Receivables	747	-	-	-	-	747
Total Administrative Account Transactions Exposure		8,139,196	-	-	-		8,139,196

No.	Portfolio Category	December 31, 2025					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
C	EXPOSURE FROM COUNTERPARTY CREDIT RISK						
1	Receivables from the Government	1,747,860	-	-	-	-	1,747,860
2	Receivables from Public Sector Entities	-	-	-	-	-	-
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
6	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7	Corporate Receivables	-	-	-	-	-	-
Total Counterparty Credit Risk Exposure		1,747,860	-	-	-		1,747,860
TOTAL (A+B+C)		445,259,982	161,556	-	137,195,655		307,902,770

(in million IDR)

No.	Portfolio Category	December 31, 2024					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
A	STATEMENT OF FINANCIAL POSITION EXPOSURE						
1	Receivables from the Government	68,076,703	-	-	-	-	68,076,703
2	Receivables from Public Sector Entities	16,825,358	687,416	-	-	-	16,137,942
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	6,367,795	-	-	-	-	6,367,795
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	19,585	-	-	-	-	19,585

No.	Portfolio Category	December 31, 2024					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	286,167,679	-	-	150,233,327	-	135,934,352
9	Commercial Property-backed Loan	6,592,875	43,364	-	-	-	6,549,511
10	Loan for Land Acquisition, Land Management and Construction	17,322,041	366,203	-	-	-	16,955,838
11	Employee/Retiree Loan	2,016,478	-	-	-	-	2,016,478
12	Receivables from MSE and Retail Portfolio	8,229,546	265,472	-	130,820	-	7,833,254
13	Corporate Receivables	15,956,968	931,803	-	-	-	15,025,165
14	Matured Receivables	6,563,546	-	-	61,026	-	6,502,520
15	Other Assets	15,268,069	-	-	-	-	15,268,069
Total	**Statement of Financial Position Exposure**	**449,406,643**	**2,294,258**	**-**		**-**	**296,687,212**
B	**ADMINISTRATIVE ACCOUNT TRANSACTION EXPOSURE**						
1	Receivables from the Government	29,234	-	-	-	-	29,234
2	Receivables from Public Sector Entities	371,328	-	-	-	-	371,328
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	4,610	-	-	-	-	4,610
6	House-backed Loan	7,642	-	-	-	-	7,642
7	Commercial Property-backed Loan	135,852	-	-	-	-	135,852
8	Loan for Land Acquisition, Land Management and Construction	633,435	-	-	-	-	633,435
9	Employee/Retiree Loan	6	-	-	-	-	6
10	Receivables from MSE and Retail Portfolio	3,459	-	-	-	-	3,459

No.	Portfolio Category	December 31, 2024					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
11	Corporate Receivables	3,856,681	-	-	-	-	3,856,681
12	Matured Receivables	1,071	-	-	-	-	1,071
Total Administrative Account Transactions Exposure		**5,043,318**	**-**	**-**		**-**	**5,043,318**
C	EXPOSURE FROM COUNTERPARTY CREDIT RISK						
1	Receivables from the Government	265,499	-	-	-	-	265,499
2	Receivables from Public Sector Entities	-	-	-	-	-	-
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
6	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7	Corporate Receivables	-	-	-	-	-	-
Total Counterparty Credit Risk Exposure		**265,499**	**-**	**-**		**-**	**265,499**
TOTAL (A+B+C)		**454,715,460**	**2,294,258**	**-**		**-**	**301,996,029**

Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Bank Consolidated with Subsidiaries

(in million IDR)

No.	Portfolio Category	December 31, 2025					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
A	STATEMENT OF FINANCIAL POSITION EXPOSURE						
1	Receivables from the Government	86,408,334	-	-	-	-	86,408,334
2	Receivables from Public Sector Entities	20,798,405	-	-	-	-	20,798,405
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-

No.	Portfolio Category	December 31, 2025					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
4	Receivables from Banks	3,515,961	-	-	-	-	3,515,961
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	21,135	-	-	-	-	21,135
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	303,948,102	-	-	168,581,089	-	135,367,013
9	Commercial Property-backed Loan	14,317,301	-	-	-	-	14,317,301
10	Loan for Land Acquisition, Land Management and Construction	13,516,509	161,556	-	-	-	13,354,952
11	Employee/Retiree Loan	1,884,758	-	-	-	-	1,884,758
12	Receivables from MSE and Retail Portfolio	13,687,591	-	-	1,691,509	-	11,996,082
13	Corporate Receivables	25,383,504	-	-	-	-	25,383,504
14	Matured Receivables	7,270,475	-	-	247,380	-	7,023,094
15	Other Assets	17,893,180	-	-	-	-	17,893,180
Total	**Statement of Financial Position Exposure**	508,645,254	161,556	-	170,519,979		337,963,719
B	**ADMINISTRATIVE ACCOUNT TRANSACTION EXPOSURE**						
1	Receivables from the Government	2,076	-	-	-	-	2,076
2	Receivables from Public Sector Entities	121,661	-	-	-	-	121,661
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	4,500	-	-	-	-	4,500
6	House-backed Loan	86	-	-	-	-	86
7	Commercial Property-backed Loan	367,698	-	-	-	-	367,698

No.	Portfolio Category	December 31, 2025					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
8	Loan for Land Acquisition, Land Management and Construction	883,754	-	-	-	-	883,754
9	Employee/Retiree Loan	-	-	-	-	-	-
10	Receivables from MSE and Retail Portfolio	7,336	-	-	-	-	7,336
11	Corporate Receivables	6,916,746	-	-	-	-	6,916,746
12	Matured Receivables	5,438	-	-	-	-	5,438
Total Administrative Account Transactions Exposure		8,309,296	-	-	-		8,309,296
C	EXPOSURE FROM COUNTERPARTY CREDIT RISK						
1	Receivables from the Government	1,747,860	-	-	-	-	1,747,860
2	Receivables from Public Sector Entities	-	-	-	-	-	-
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
6	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7	Corporate Receivables	-	-	-	-	-	-
Total Counterparty Credit Risk Exposure		1,747,860	-	-	-		1,747,860
TOTAL (A+B+C)		518,702,411	161,556	-	170,519,979		348,020,875

(in million IDR)

No.	Portfolio Category	December 31, 2024					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
A	STATEMENT OF FINANCIAL POSITION EXPOSURE						
1	Receivables from the Government	68,076,703	-	-	-	-	68,076,703
2	Receivables from Public Sector Entities	16,825,358	687,416	-	-	-	16,137,942

No.	Portfolio Category	December 31, 2024					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	6,367,795	-	-	-	-	6,367,795
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	19,585	-	-	-	-	19,585
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	286,167,679	-	-	150,233,327	-	135,934,352
9	Commercial Property-backed Loan	6,592,875	43,364	-	-	-	6,549,511
10	Loan for Land Acquisition, Land Management and Construction	17,322,041	366,203	-	-	-	16,955,838
11	Employee/Retiree Loan	2,016,478	-	-	-	-	2,016,478
12	Receivables from MSE and Retail Portfolio	8,229,546	265,472	-	130,820	-	7,833,254
13	Corporate Receivables	15,956,968	931,803	-	-	-	15,025,165
14	Matured Receivables	6,563,546	-	-	61,026	-	6,502,520
15	Other Assets	15,268,069	-	-	-	-	15,268,069
Total	**Statement of Financial Position Exposure**	**449,406,643**	**2,294,258**	**-**		**-**	**296,687,212**
B	**ADMINISTRATIVE ACCOUNT TRANSACTION EXPOSURE**						
1	Receivables from the Government	29,234	-	-	-	-	29,234
2	Receivables from Public Sector Entities	371,328	-	-	-	-	371,328
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-

No.	Portfolio Category	December 31, 2024					
		Net Receivables	Guaranteed portion by				Unguaranteed portion
			Collateral	Guarantee	Credit Insurance	Other	
5	Receivables from Securities Companies and Other Financial Services Institutions	4,610	-	-	-	-	4,610
6	House-backed Loan	7,642	-	-	-	-	7,642
7	Commercial Property-backed Loan	135,852	-	-	-	-	135,852
8	Loan for Land Acquisition, Land Management and Construction	633,435	-	-	-	-	633,435
9	Employee/Retiree Loan	6	-	-	-	-	6
10	Receivables from MSE and Retail Portfolio	3,459	-	-	-	-	3,459
11	Corporate Receivables	3,856,681	-	-	-	-	3,856,681
12	Matured Receivables	1,071	-	-	-	-	1,071
Total Administrative Account Transactions Exposure		**5,043,318**	**-**	**-**		**-**	**5,043,318**
C	**EXPOSURE FROM COUNTERPARTY CREDIT RISK**						
1	Receivables from the Government	265,499	-	-	-	-	265,499
2	Receivables from Public Sector Entities	-	-	-	-	-	-
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
6	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7	Corporate Receivables	-	-	-	-	-	-
Total Counterparty Credit Risk Exposure		**265,499**	**-**	**-**		**-**	**265,499**
TOTAL (A+B+C)		**454,715,460**	**2,294,258**	**-**		**-**	**301,996,029**

Disclosure of calculation of Credit Risk RWA using the standard approach - Bank Individually

Asset exposures in the statement of financial position, except securitization exposures

(in IDR millions)

No	Portfolio Category	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
1	Receivables from the Government	68,700,433	97	97	68,076,703	-	-
	a. Receivables from the Indonesian Government	68,700,336	-	-	68,076,703	-	-
	b. Receivables from the Other Countries Government	97	97	97	-	-	-
2	Receivables from Public Sector Entities	20,745,982	4,328,532	4,328,532	16,825,358	6,795,633	6,451,925
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	3,515,936	703,187	703,187	6,367,795	1,373,728	1,373,728
	a. Short Term Receivable	2,513,736	502,747	502,747	5,866,952	1,173,390	1,173,390
	b. Long Term Receivable	1,002,200	200,440	200,440	500,843	200,337	200,337
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	21,135	8,454	8,454	19,585	7,834	7,834
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	253,918,149	93,762,044	72,261,518	286,167,679	100,933,971	76,735,061
9	Commercial Property-backed Loan	11,460,483	8,720,220	8,584,643	6,592,875	5,690,757	5,653,898
10	Loan for Land Acquisition, Land Management and Construction	13,516,509	16,903,806	16,661,471	17,322,041	20,513,890	19,964,586
11	Employee/Retiree Loan	1,884,758	942,379	942,379	2,016,478	1,008,239	1,008,239
12	Receivables from MSE and Retail Portfolio	13,320,586	12,551,734	11,453,942	8,229,546	7,410,823	7,139,768
13	Corporate Receivables	25,078,803	9,557,837	9,228,643	15,956,968	11,290,630	9,939,515
14	Matured Receivables	6,867,745	6,626,067	6,595,426	6,563,546	5,688,226	5,639,405
	a. House-backed Loan	4,957,082	4,957,082	4,957,082	4,746,750	4,746,750	4,697,929
	b. Other than house-backed Loan	1,910,663	1,668,985	1,638,344	1,816,796	941,476	941,476
15	Other Assets	16,342,405	-	14,348,659	15,268,069	-	13,201,243
	a. Cash, gold, and commemorative coins	2,032,541	-	-	2,105,621	-	-
	b. Investments (other than those deducted from capital)	-	-	-	-	-	-

No	Portfolio Category	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
	1) Temporary investment for credit restructuring	-	-	-	-	-	-
	2) Investment in financial companies that are not listed on the stock exchange	-	-	-	-	-	-
	3) Investment in financial companies listed on the stock exchange	-	-	-	-	-	-
	c. Fixed assets and net inventory	10,460,554	-	10,460,554	9,176,131	-	9,176,131
	d. Foreclosed collaterals	77,591	-	116,386	77,591	-	116,386
	e. Inter-Office Net	-	-	-	-	-	-
	f. Others	3,771,720	-	3,771,720	3,908,727	-	3,908,727
TOTAL		**435,372,925**	**154,104,358**	**145,116,953**	**449,406,643**	**160,713,730**	**147,115,202**

Exposure of Commitment/Contingency Obligations in Administrative Account Transactions, except securitization exposures.

(in IDR millions)

No	Portfolio Category	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
1	Receivables from the Government	2,076	-	-	29,234	-	-
	a. Receivables from the Indonesian Government	2,076	-	-	29,234	-	-
	b. Receivables from the Other Countries Government	-	-	-	-	-	-
2	Receivables from Public Sector Entities	121,661	43,779	43,779	371,328	150,340	150,340
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	4,500	1,800	1,800	4,610	1,844	1,844
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	4,500	1,800	1,800	4,610	1,844	1,844
6	House-backed Loan	86	23	21	7,642	2,684	2,071
7	Commercial Property-backed Loan	262,504	215,324	215,210	135,852	117,414	116,650

No	Portfolio Category	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
8	Loan for Land Acquisition, Land Management and Construction	883,754	939,034	939,034	633,435	768,331	768,331
9	Employee/Retiree Loan	-	-	-	6	3	3
10	Receivables from MSE and Retail Portfolio	7,121	5,425	5,015	3,459	3,106	3,075
11	Corporate Receivables	6,856,746	2,756,079	2,754,698	3,856,681	2,712,309	2,712,309
12	Matured Receivables	747	374	374	1,071	1,599	1,599
	a. House-backed Loan	-	-	-	-	-	-
	b. Other than house-backed Loan	747	374	374	1,071	1,599	1,599
TOTAL		**8,139,196**	**3,961,838**	**3,959,931**	**5,043,318**	**3,757,630**	**3,756,222**

Exposure Resulting in Credit Risk due to Counterparty Failure (Counterparty Credit Risk)

(in IDR millions)

No	Portfolio Category	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
1	Receivables from the Government	1,747,860	-	-	265,499	-	-
	a. Receivables from the Indonesian Government	1,747,860	-	-	265,499	-	-
	b. Receivables from the Other Countries Government	-	-	-	-	-	-
2	Receivables from Public Sector Entities	-	-	-	-	-	-
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	-	-	-	-	-	-
6	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7	Corporate Receivables	-	-	-	-	-	-
TOTAL		**1,747,860**	**-**	**-**	**265,499**	**-**	**-**

Exposures Resulting in Credit Risk due to Settlement Failure (Settlement Risk)

(in IDR million)

No	Transaction Type	December 31, 2025			December 31, 2024		
		Exposure Value	Capital Regulatory Adjustment	RWA	Exposure Value	Capital Regulatory Adjustment	RWA
1.	*For transactions classified as Delivery versus payment (DvP)*	-		-	-		-
	a. Capital 8% (5-15 days)	-		-	-		-
	b. Capital Expense 50% (16-30 days)	-		-	-		-
	c. Capital Expense 75% (31-45 days)	-		-	-		-
	d. Capital Expense 100% (more than 45 days)	-		-	-		-
2.	*For transactions classified as Non Delivery versus payment (Non DvP)*	-		-	-		-
TOTAL		-	-	-	-	-	-

Securitization Exposure

(in IDR millions)

No	Transaction Type	December 31, 2025		December 31, 2024	
		Capital Regulatory Adjustment	RWA	Capital Regulatory Adjustment	RWA
1.	RWA for Securitization Exposure calculated using the External Rating Based Approach (ERBA) Method	0	-		-
2.	RWA for Securitization Exposure calculated by Standardized Approach (SA) Method	0	171,393		194,108
3.	Securitization Exposure which is a Main Core Capital Reduction Factor	-	0	-	
TOTAL		-	171,393	-	**194,108**

Derivative Exposure

(in IDR millions)

No	Portfolio Category	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
1.	Receivables from the Government	-	-	-	-	-	-
	a. Receivables from the Indonesian Government	-	-	-	-	-	-
	b. Receivables from the Other Countries Government	-	-	-	-	-	-
2.	Receivables from Public Sector Entities	-	-	-	-	-	-

No	Portfolio Category	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
3.	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4.	Receivables from Banks	-	-	-	253,941	50,788	50,788
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	-	-	-	253,941	50,788	50,788
5.	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	-	-	-	-	-	-
6.	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7.	Corporate Receivables	-	-	-	-	-	-
8.	Exposure related to Central Counterparty (CCP)	-	-	-	-	-	-
TOTAL		-	-	-	**253,941**	**50,788**	**50,788**

Total Credit Risk Measurement (1+2+3+4+5+6)

(in IDR millions)

		December 31, 2025	December 31, 2024
RWA CALCULATION ON CREDIT RISK	(A)	149,248,276	151,116,320
CREDIT RISK RWA REDUCTION FACTOR: The excess of PPKA general reserves over productive assets which must be calculated with 1.25% RWA for Credit Risk	(B)	1,167,894	1,828,570
TOTAL RWA CREDIT RISK (A) - (B)	(C)	148,080,382	149,287,750
TOTAL CAPITAL REDUCTION FACTORS	(D)	-	-

Disclosure of Credit Risk RWA Calculation Using the Standardized Approach – Bank on a Consolidated Basis with Subsidiaries

Asset Exposures in the Statement of Financial Position, Excluding Securitization Exposures

(in IDR millions)

No	Portfolio Categories	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
1	Receivables from the Government	86,408,335	97	97	68,076,703	-	-
	a. Receivables from the Indonesian Government	86,408,237	-	-	68,076,703	-	-
	b. Receivables from the Other Countries Government	97	97	97	-	-	-

No	Portfolio Categories	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
2	Receivables from Public Sector Entities	20,798,405	4,339,017	4,339,017	16,825,358	6,795,633	6,451,925
3	Receivables from Multilatera Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	3,515,961	703,192	703,192	6,367,795	1,373,728	1,373,728
	a. Short Term Receivable	2,513,761	502,752	502,752	5,866,952	1,173,390	1,173,390
	b. Long Term Receivable	1,002,200	200,440	200,440	500,843	200,337	200,337
5	Receivables of a Covered Bond	-	-	-	-	-	-
6	Receivables from Securities Companies and Other Financial Services Institutions	21,135	8,454	8,454	19,585	7,834	7,834
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	-	-
8	House-backed Loan	303,948,102	105,031,379	82,685,385	286,167,679	100,933,971	76,735,061
9	Commercial Property-backed Loan	14,317,301	11,577,038	11,441,461	6,592,875	5,690,757	5,653,898
10	Loan for Land Acquisition, Land Management and Construction	13,516,509	16,903,806	16,661,471	17,322,041	20,513,890	19,964,586
11	Employee/Retiree Loan	1,884,758	942,379	942,379	2,016,478	1,008,239	1,008,239
12	Receivables from MSE and Retail Portfolio	13,687,591	12,826,987	11,729,196	8,229,546	7,410,823	7,139,768
13	Corporate Receivables	25,383,504	9,862,538	9,533,343	15,956,968	11,290,630	9,939,515
14	Matured Receivables	7,270,475	7,028,797	6,800,252	6,563,546	5,688,226	5,639,405
	a. House-backed Loan	5,357,275	5,357,275	5,159,371	4,746,750	4,746,750	4,697,929
	b. Other than house-backed Loan	1,913,200	1,671,522	1,640,881	1,816,796	941,476	941,476
15	Other Assets	17,893,180	-	15,777,135	15,268,069	-	13,201,243
	a. Cash, gold, and commemorative coins	2,154,840	-	-	2,105,621	-	-
	b. Investments (other than those deducted from capital)	-	-	-	-	-	-
	1) Temporary investment for credit restructuring	-	-	-	-	-	-
	2) Investment in financial companies that are not listed on the stock exchange	-	-	-	-	-	-
	3) Investment in financial companies listed on the stock exchange	-	-	-	-	-	-
	c. Fixed assets and net inventory	10,508,301	-	10,508,301	9,176,131	-	9,176,131
	d. Foreclosed collaterals	77,591	-	116,386	77,591	-	116,386

No	Portfolio Categories	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
	e. Inter-Office Net	-	-	-	-	-	-
	f. Others	5,152,448	-	5,152,448	3,908,727	-	3,908,727
TOTAL		508,645,255	169,223,685	160,621,384	**449,406,643**	**160,713,730**	**147,115,202**

Commitment/Contingent Liability Exposures in Administrative Account Transactions, Excluding Securitization Exposures

(in IDR millions)

No	Portfolio Categories	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
1	Receivables from the Government	2,076	-	-	29,234	-	-
	a. Receivables from the Indonesian Government	2,076	-	-	29,234	-	-
	b. Receivables from the Other Countries Government	-	-	-	-	-	-
2	Receivables from Public Sector Entities	121,661	43,779	43,779	371,328	150,340	150,340
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	4,500	1,800	1,800	4,610	1,844	1,844
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	4,500	1,800	1,800	4,610	1,844	1,844
6	House-backed Loan	86	23	21	7,642	2,684	2,071
7	Commercial Property-backed Loan	367,698	320,518	215,210	135,852	117,414	116,650
8	Loan for Land Acquisition, Land Management and Construction	883,754	939,034	939,034	633,435	768,331	768,331
9	Employee/Retiree Loan	-	-	-	6	3	3
10	Receivables from MSE and Retail Portfolio	7,336	5,587	5,177	3,459	3,106	3,075
11	Corporate Receivables	6,916,746	2,816,079	2,814,698	3,856,681	2,712,309	2,712,309
12	Matured Receivables	5,438	5,064	5,064	1,071	1,599	1,599
	a. House-backed Loan	-	-	-	-	-	-
	b. Other than house-backed Loan	5,438	5,064	5,064	1,071	1,599	1,599
TOTAL		8,309,296	4,131,884	4,024,783	**5,043,318**	**3,757,630**	**3,756,222**

Exposures Giving Rise to Counterparty Credit Risk

(in IDR millions)

No	Portfolio Categories	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
1	Receivables from the Government	1,747,860	-	-	265,499	-	-
	a. Receivables from the Indonesian Government	1,747,860	-	-	265,499	-	-
	b. Receivables from the Other Countries Government	-	-	-	-	-	-
2	Receivables from Public Sector Entities	-	-	-	-	-	-
3	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables from Banks	-	-	-	-	-	-
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	-	-	-	-	-	-
5	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	-	-	-	-	-	-
6	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7	Corporate Receivables	-	-	-	-	-	-
TOTAL		1,747,860	-	-	**265,499**	**-**	**-**

Exposures Giving Rise to Settlement Risk

(in IDR millions)

No	Transaction Type	December 31, 2025			December 31, 2024		
		Exposure Value	Capital Regulatory Adjustment	RWA	Exposure Value	Capital Regulatory Adjustment	RWA
1.	For transactions classified as Delivery versus payment (DvP)	-		-	-		-
	a. Capital 8% (5-15 days)	-		-	-		-
	b. Capital Expense 50% (16-30 days)	-		-	-		-
	c. Capital Expense 75% (31-45 days)	-		-	-		-
	d. Capital Expense 100% (more than 45 days)	-		-	-		-
2.	For transactions classified as Non Delivery versus payment (Non DvP)	-		-	-		-
TOTAL		-	-	-	**-**	**-**	**-**

Securitization Exposure

(in IDR millions)

No	Transaction Type	December 31, 2025		December 31, 2024	
		Capital Regulatory Adjustment	RWA	Capital Regulatory Adjustment	RWA
1.	RWA for Securitization Exposure calculated using the External Rating Based Approach (ERBA) Method	0	-		-
2.	RWA for Securitization Exposure calculated by Standardized Approach (SA) Method	0	171,393		194,108
3.	Securitization Exposure which is a Main Core Capital Reduction Factor	-	0	-	
TOTAL		-	171,393	-	**194,108**

Derivative Exposuref

(in IDR millions)

No	Portfolio Categories	December 31, 2025			December 31, 2024		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
1.	Receivables from the Government	-	-	-	-	-	-
	a. Receivables from the Indonesian Government	-	-	-	-	-	-
	b. Receivables from the Other Countries Government	-	-	-	-	-	-
2.	Receivables from Public Sector Entities	-	-	-	-	-	-
3.	Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4.	Receivables from Banks	-	-	-	253,941	50,788	50,788
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	-	-	-	253,941	50,788	50,788
5.	Receivables from Securities Companies and Other Financial Services Institutions	-	-	-	-	-	-
	a. Short Term Receivable	-	-	-	-	-	-
	b. Long Term Receivable	-	-	-	-	-	-
6.	Receivables from MSE and Retail Portfolio	-	-	-	-	-	-
7.	Corporate Receivables	-	-	-	-	-	-
8.	Exposure related to Central Counterparty (CCP)	-	-	-	-	-	-
TOTAL		-	-	-	**253,941**	**50,788**	**50,788**

Total Credit Risk Measurement (1+2+3+4+5+6)

(in IDR millions)

		31-Dec-25	31-Dec-24
RWA CALCULATION ON CREDIT RISK	(A)	164,817,560	151,116,320
CREDIT RISK RWA REDUCTION FACTOR: The excess of PPKA general reserves over productive assets which must be calculated with 1.25% RWA for Credit Risk	(B)	973,278	1,828,570
TOTAL RWA CREDIT RISK (A) - (B)	(C)	163,844,282	149,287,750
TOTAL CAPITAL REDUCTION FACTORS	(D)	-	-

Qualitative Disclosure of Counterparty Credit Risk (CCRA)

The Bank currently has not joined a Central Counterparty (CCP), therefore it does not have direct exposure to a CCP. However, the Bank manages counterparty credit risk by setting exposure limits based on internal capital and using collateral or guarantees as risk mitigation measures. The Bank also periodically monitors risks arising from changes in credit ratings and ensures that the value of collateral is sufficient to cover potential risks that may arise.

Analysis of Counterparty Credit Risk Exposure (CCR1)

(in IDR millions)

		Replacement cost (RC)	Potential future exposure (PFE)	EEPE	Alpha is used for regulatory EAD calculations	Net Receivables	RWA
1	SA-CCR (for derivatives)	0	0		1,4	0	-
2	Internal Model Method (for derivatives and SFT)					N/A	N/A
3	Simple approach for credit risk mitigation (for SFT)					N/A	N/A
4	Comprehensive approach for credit risk mitigation (for SFT)						
5	VaR for SFT					N/A	N/A
6	**Total**						**-**

Qualitative Analysis
The Bank had no Counterparty Credit Risk exposure as of December 2025

Capital Charge untuk Credit Valuation Adjustment (CCR2)

	Indonesia	a	b
		Net Exposure	RWA
	Total portfolios based on Advanced CVA capital charge	N/A	N/A
1	(i) VaR component (including 3× multiplier)		N/A
2	(ii) Stressed VaR component (including 3× multiplier)		N/A
3	All Portfolios under the Standardised CVA Capital Charge		
4	Total under CVA Capital Charge		

Qualitative Analysis
The bank does not have any OTC derivative transactions

CCR Exposure by Portfolio Category and Risk Weight (CCR3)

(in millions of Rupiah)

Risk Weight by Portfolio Category	0%	10%	20%	50%	75%	100%	150%	Other	Total Net Exposure
Claims on Sovereigns and Central Banks	64,021	-	-	-	-	-	-	-	64,021
Claims on Public Sector Entities	-	-	-	-	-	-	-	-	-
Claims on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-
Claims on Other Banks	-	-	-	-	-	-	-	-	-
Claims on Securities Companies	-	-	-	-	-	-	-	-	-
Claims on Corporates	-	-	-	-	-	-	-	-	-
Claims on Micro Enterprises, Small Enterprises, and Retail Portfolio	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-
Total	64,021	-	-	-	-	-	-	-	64,021

Qualitative Analysis
Counterparty Credit Risk exposure as of December 2025 was recorded under Claims on Sovereigns originating from Repo instruments.

Net Credit Derivatives Exposure (CCR6)

(in millions of Rupiah)

	Protection Bought	Protection Sold
Indonesia	-	-
Notional Value	-	-
Single-name credit default swaps	-	-
Index credit default swaps	-	-
Total return swaps	-	-
Credit options	-	-
Other credit derivatives	-	-
Total Notional Value	-	-
Fair value	-	-
Positive fair value (assets)	-	-
Negative fair value (liabilities)	-	-

Qualitative Analysis
The Bank does not have any net receivables from credit derivatives.

Qualitative Disclosure on Securitization Exposure (SECA)

The primary objective is to diversify the portfolio and enhance liquidity. In managing securitization risk, the Bank considers the allocation between the banking book and the trading book. Each category is managed with a different strategy, where the banking book focuses on long-term management and income stability, while the trading book focuses on generating short-term gains through market fluctuations. The Bank also maintains consistency in monitoring risks arising from securitization activities, including market and credit risks associated with securitization and re-securitization.

The Bank conducts securitization to transfer a portion of the credit risk from its loan portfolio to third parties, thereby reducing the credit risk exposure faced by the Bank. In this activity, the Bank also transfers credit risk to third-party entities (e.g., SPV) through securitization, while maintaining oversight to ensure that the transferred risk remains aligned with the Bank's risk profile.

a. The Bank's Objectives in Relation to Securitization and Re-securitization Activities

The Bank's Securitization Exposure:

- The Bank manages its securitization exposure in accordance with prevailing policies with the objective of mitigating systemic risks that may arise from fluctuations in the securities market.
- Securitization activities are conducted by taking into consideration their impact on the Bank's capital and the risks faced by the Bank, particularly in relation to the management of credit risk and liquidity risk.

b. List of the Bank's Required Disclosures Related to Special Purpose Entities (SPV)

- Special Purpose Entities (SPV):
  The Bank acts as a sponsor in securitization transactions, but not as the originator or asset provider. In this regard, the Bank supports the securitization structure by providing securities to be traded through special purpose entities (SPVs), such as Asset-Backed Commercial Paper (ABCP) conduits, while ensuring that the associated risk exposures are properly managed.
- Affiliated Entities:
  The Bank also conducts securitization through affiliated entities that are arranged or recommended by the Bank, where these entities act as investors. Assessments are carried out to ensure that investments are not limited to the Bank or SPVs that have been disposed of by the Bank, but also include securities instruments managed by third parties involved in the securitization process.
- Entities with Implicit Support from the Bank:
  The Bank ensures that entities involved in securitization receive adequate support from the Bank, both in terms of financing and their role in risk management. This is also related to its impact on the Bank's capital, which is closely monitored through the measurement of its effect on the Capital Adequacy Ratio (CAR).

c. The Bank's Accounting Policies Related to Securitization Activities

The Company applies accounting policies in accordance with the applicable standards in relation to securitization, including the recording of securitization transactions in the financial statements and the recognition of income derived from securitization activities. The Company ensures that all securitization transactions are recorded transparently and accurately and involve relevant parties to maintain the integrity of the financial statements.

Securitization Exposure in the Banking Book (SEC1)

(in IDR millions)

No		Bank as Originator			Bank as Sponsor			Bank as Investor Traditional		
		Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
1	Retail (total) – including:	-	-	-	-	-	-	-	-	-
2	Housing loans	-	-	-	-	-	-	-	-	-
3	Credit cards	-	-	-	-	-	-	-	-	-

No		Bank as Originator			Bank as Sponsor			Bank as Investor Traditional		
		Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
4	Other retail exposures	-	-	-	-	-	-	-	-	-
5	Re-securitization	-	-	-	-	-	-	-	-	-
6	Non-retail (total) – including:	-	-	-	-	-	-	-	-	-
7	Corporate loans	-	-	-	-	-	-	-	-	-
8	Commercial loans	-	-	-	-	-	-	-	-	-
9	Leases and receivables	-	-	-	-	-	-	-	-	-
10	Other non-retail exposures	-	-	-	-	-	-	-	-	-
11	Re-securitization	-	-	-	-	-	-	-	-	-

Qualitative Analysis

As of 31 December 2025, the Bank did not have any securitization exposure in the Banking Book.

Securitization Exposure in the Trading Book (SEC2)

(in IDR millions)

No		Bank as Originator			Bank as Sponsor			Bank as Investor Traditional		
		Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
1	Retail (total) – including:	-	-	-	-	-	-	446,466	-	446,466
2	Housing loans							446,466		446,466
3	Credit cards									
4	Other retail exposures									
5	Re-securitization									
6	Non-retail (total) – including:	-	-	-	-	-	-	-	-	-
7	Corporate loans									
8	Commercial loans									
9	Leases and receivables									
10	Other non-retail exposures									
11	Re-securitization									

Qualitative Analysis

As of 31 December 2025, the Bank had securitization exposure in the Trading Book, where the Bank acted as an investor.

Securitization Exposure in the Banking Book and the Related Capital Requirements – Bank Acting as Originator or Sponsor (SEC3)

(in IDR millions)

No	Indonesia	Exposure Value (Based on Risk Weights)				
		≤20% Risk Weight	>20% to 50% Risk Weight	>50% to 100% Risk Weight	>100% to <1250% Risk Weight	1250% Risk Weight
1	Total Exposure	-	-	-	-	-
2	Traditional Securitization	-	-	-	-	-
3	of which underlying securitization:	-	-	-	-	-
4	Retail	-	-	-	-	-
5	Non-Retail	-	-	-	-	-
6	of which re-securitization:	-	-	-	-	-
7	Senior	-	-	-	-	-
8	Non-senior	-	-	-	-	-
9	Synthetic Securitization	-	-	-	-	-
10	of which underlying securitization:	-	-	-	-	-
11	Retail	-	-	-	-	-
12	Non-Retail	-	-	-	-	-
13	of which re-securitization:	-	-	-	-	-
14	Senior	-	-	-	-	-
15	Non-senior	-	-	-	-	-

No	Indonesia	Exposure value (based on regulatory approach)			
		IRB RBA (including IAA)	IRB SFA	SA/SSFA	1250%
1	Total Exposure	-	-	-	-
2	Traditional Securitization	-	-	-	-
3	of which underlying securitization:	-	-	-	-
4	Retail	-	-	-	-
5	Non-Retail	-	-	-	-
6	of which re-securitization:	-	-	-	-
7	Senior	-	-	-	-
8	Non-senior	-	-	-	-
9	Synthetic Securitization	-	-	-	-
10	of which underlying securitization:	-	-	-	-
11	Retail	-	-	-	-
12	Non-Retail	-	-	-	-
13	of which re-securitization:	-	-	-	-
14	Senior	-	-	-	-
15	Non-senior	-	-	-	-

No	Indonesia	RWA (based on the regulatory approach)			
		IRB RBA (including IAA)	IRB SFA	SA/SSFA	1250%
1	Total Exposure	-	-	-	-
2	Traditional Securitization	-	-	-	-
3	of which underlying securitization:	-	-	-	-
4	Retail	-	-	-	-
5	Non-Retail	-	-	-	-
6	of which re-securitization:	-	-	-	-
7	Senior	-	-	-	-
8	Non-senior	-	-	-	-
9	Synthetic Securitization	-	-	-	-
10	of which underlying securitization:	-	-	-	-
11	Retail	-	-	-	-
12	Non-Retail	-	-	-	-
13	of which re-securitization:	-	-	-	-
14	Senior	-	-	-	-
15	Non-senior	-	-	-	-

No	Indonesia	Capital Charge After Cap			
		IRB RBA (including IAA)	IRB SFA	SA/SSFA	1250%
1	Total Exposure	-	-	-	-
2	Traditional Securitization	-	-	-	-
3	of which underlying securitization:	-	-	-	-
4	Retail	-	-	-	-
5	Non-Retail	-	-	-	-
6	of which re-securitization:	-	-	-	-
7	Senior	-	-	-	-
8	Non-senior	-	-	-	-
9	Synthetic Securitization	-	-	-	-
10	of which underlying securitization:	-	-	-	-
11	Retail	-	-	-	-
12	Non-Retail	-	-	-	-
13	of which re-securitization:	-	-	-	-
14	Senior	-	-	-	-
15	Non-senior	-	-	-	-

Qualitative Analysis
As of December 31, 2025, the Bank has no securitization exposure in the Banking book.

Securitization Exposure in the Banking Book and the Related Capital Requirements – Bank Acting as Investor (SEC4)

(in IDR millions)

No	Indonesia	Exposure value (based on Risk Weight)					
		≤20% Risk Weight	>20% to 50% Risk Weight	>50% to 100% Risk Weight	>100% to <1250% Risk Weight	1250% Risk Weight	IRB RBA
1	Total Exposure						
2	Traditional Securitization						
3	of which underlying securitization:						
4	Retail						
5	Non-Retail						
6	of which re-securitization:						
7	Senior						
8	Non-senior						
9	Synthetic Securitization						
10	of which underlying securitization:						
11	Retail						
12	Non-Retail						
13	of which re-securitization:						
14	Senior						
15	Non-senior						

No	Indonesia	Exposure Values (berdasarkan regulatory approach)			
		IRB SFA	SA/SSFA	1250%	IRB RBA
1	Total Exposure				
2	Traditional Securitization				
3	of which underlying securitization:				
4	Retail				
5	Non-Retail				
6	of which re-securitization:				
7	Senior				
8	Non-senior				
9	Synthetic Securitization				
10	of which underlying securitization:				
11	Retail				
12	Non-Retail				
13	of which re-securitization:				
14	Senior				
15	Non-senior				

No	Indonesia	ATMR (berdasarkan regulatory approach)			
		IRB SFA	SA/SSFA	1250%	IRB RBA
1	Total Exposure				
2	Traditional Securitization				
3	of which underlying securitization:				
4	Retail				
5	Non-Retail				
6	of which re-securitization:				
7	Senior				
8	Non-senior				
9	Synthetic Securitization				
10	of which underlying securitization:				
11	Retail				
12	Non-Retail				
13	of which re-securitization:				
14	Senior				
15	Non-senior				

No	Indonesia	Capital Charge After Cap			
		IRB SFA	SA/SSFA	1250%	IRB RBA
1	Total Exposure				
2	Traditional Securitization				
3	of which underlying securitization:				
4	Retail				
5	Non-Retail				
6	of which re-securitization:				
7	Senior				
8	Non-senior				
9	Synthetic Securitization				
10	of which underlying securitization:				
11	Retail				
12	Non-Retail				
13	of which re-securitization:				
14	Senior				
15	Non-senior				

Qualitative Analysis
As of December 31, 2025, the Bank has no securitization exposure in the Banking book.

Qualitative Disclosure of General Credit Risk

Based on Article 25 section (1) b of Financial Services Authority Regulation (POJK) Number 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports, Banks must include risk exposure and capital information reports in published financial reports and annual financial performance information.

Credit risk is the risk of financial loss arising from debtors and/or other parties failing to fulfill their contractual obligations to the Bank. Credit risk includes credit risk due to debtor default, credit risk due to Credit Concentration Risk, credit risk due to counterparty default, credit risk due to settlement risk, and credit risk due to country risk. Overall, the implementation of credit risk management of PT. Bank Tabungan Negara (Persero) Tbk is maintained at an adequate level. Credit risk management is supported by adequate measurement of credit risk parameters so that credit risk can be continuously monitored and risk mitigation can be performed effectively.

Disclosure of Credit Risk Management Implementation

1.1. Credit Risk Management Organizational Structure

1.1.1. The implementation of the Bank's credit risk management involves the participation of all relevant parties responsible for credit risk management, including the Board of Commissioners, Board of Directors, Credit Committee, Risk Management Unit, Compliance Unit, and Internal Audit Unit.

1.1.2. The Board of Directors provides direction to all employees to ensure that the achievement of performance targets for 2024 continues to adhere to the principles of Good Corporate Governance, compliance with Standard Operating Procedures (SOPs) and applicable regulatory requirements, as well as continuously strengthening internal control, which is implemented across all working units.

1.2. Credit Risk Management Strategy

1.2.1. The Bank has established policies for managing credit concentration risk in the form of guidelines for determining credit risk limits, namely Risk Appetite (RA) and Risk Tolerance (RT) for Credit Risk. These include parameters such as the Top 50 Core Debtors, Gross NPL (Bankwide, Consumer Loans, SME Loans, Commercial Loans, Corporate Loans, and Sharia Financing), Net NPL, Special Mention Loan Ratio (Collectibility 2) (Bankwide, Consumer Loans, SME Loans, Commercial Loans, Corporate Loans, and Sharia Financing), Loan at Risk (LaR), Allowance for Impairment Losses (CKPN) to NPL, and CKPN to LaR as indicators to assess the adequacy of provisions for loans and financing. These ratios are monitored monthly by the Risk Management Unit. The determination of RA and RT for Credit Risk takes into account the historical conditions of credit risk indicators, the Bank's business strategy, and the Bank's risk-taking capacity as outlined in the Bank Business Plan (RBB) and the Bank's Work Plan and Budget (RKAP). Currently, the Bank has implemented monitoring of RA and RT using limits established annually.

1.2.2. In managing and controlling credit risk, the Bank regularly reviews and updates the Risk Management Policy Guidelines as well as the Credit and Financing Policy Guidelines as part of the risk assessment process, through the following measures:

a) The Bank has established PPDigital to facilitate all Bank employees in accessing internal regulations, particularly for monitoring credit risk management policies and procedures.
b) The Bank implements the Four Eyes Principle by separating the credit risk function from the business unit.
c) The Bank has developed Business Process Improvement (BPI) by applying the three-pillar principle in the credit granting process through to credit document management, which is divided into three areas: Business, Risk, and Credit Operations, each managed by independent working units.
d) In order to reduce credit risk exposure, the Bank conducts pre-screening of debtors, requires debtors to provide the required collateral, performs credit feasibility analysis and evaluation, and ensures that credit agreements are legally binding.
e) The Bank has implemented Commercial Banking Centers (CBC) nationwide as part of its efforts to improve the commercial credit process and management, enhance productivity, improve the quality of centralized and objective credit decisions, and strengthen centralized monitoring.
f) The Bank actively prepares Portfolio Quality Review reports and forums, with the results reported to the Board of Directors, Divisions, CBC, SPU (SME Processing Center), RLPC (Regional Loan Processing Center), and Branch Offices on a quarterly basis or whenever required, as an effort to provide an up-to-date overview of the position and quality of the loan portfolio, both bank-wide and by credit segment.
g) The Bank has implemented Portfolio Guidelines for Wholesale Credit. For 2025, it started to cover the SME and Commercial

Sharia Financing segments as a control for credit concentration risk while prioritizing the principles of prudence and governance.

h) The Bank is also implementing the SPU as an effort to improve the process and management of MSME credit to increase productivity, improve the quality of centralized and objective credit decisions, and centralize monitoring.

i) To anticipate adverse impacts, the Bank has projected losses and bad debts through stress testing, both for internal needs and for the purpose of testing the adequacy of the trigger level of recovery options in the recovery plan document, particularly those related to asset quality aspects.

1.2.3. The Bank has several applications that support the adequacy of the Credit Risk Management Information System, including:

a) A Loan Origination System (LOS) application for the consumer credit (iLoan) process, equipped with a Credit Scoring Model (CSM) and subject to regular CSM reviews. For the commercial credit (iLoan) process, equipped with iCremo for credit monitoring.

b) A Decision Engine application to digitize the consumer credit analysis and decision-making process, resulting in more accurate credit analysis and decisions and a faster credit process.

c) A web-based consumer credit restructuring application (iLoan application) to simplify the restructuring process and provide information/data, particularly for credit risk reporting.

d) The iColl application, mobile apps, iLoan Restruk, and the rumahmurahbtn.co.id portal to support the collection, restructuring, and loan settlement processes.

1.2.4. The Bank maintains an adequate quantity and quality of human resources to support the effectiveness of the Credit Risk Management process.

1.2.5. The Bank has established an effective internal control system, which is subject to periodic review by independent parties within the Bank, including the Risk Management Unit (SKMR) and the Internal Audit Unit (SKAI).

1.3. Definition of Past Due and Impaired Claims.

The Bank defines past due claims as loans that cannot be repaid within the agreed timeframe. Meanwhile, impaired claims are claims that are expected not to be fully recoverable, in accordance with the applicable PSAK standards used in the calculation of the Allowance for Impairment Losses (CKPN).

1.4. Statistical Methods in the Calculation of CKPN

The Bank has established a PSAK engine and has implemented the applicable PSAK standards. Continuous improvements and updates are still being carried out to ensure that the PSAK engine operates optimally, enabling the Bank to calculate the Allowance for Impairment Losses (CKPN) accurately.

Qualitative Disclosure of Credit Risk under the Standardized Approach

1.1. Rating Use Policy in Calculating Risk-Based Assets (RWA) for Credit Risk

The Bank uses the latest credit risk ratings from regulatory-recognized rating agencies to determine risk weights in calculating RWA. If there is more than one rating, the Bank assigns risk weights conservatively as stipulated in applicable regulatory provisions, with adjustments based on currency, exposure type, and the availability of short-term/long-term ratings.

1.2. Portfolio Categories Using Ratings

The Bank applies ratings to determine risk weights for RWA for certain portfolio categories in accordance with regulatory requirements. Counterparty/instrument credit ratings are used to more objectively reflect risk profiles, with higher ratings assigned lower risk weights and lower ratings assigned higher risk weights.

1.3. Rating Agencies Used

The Bank uses regulatory-recognized rating agencies to obtain independent credit risk assessments as a basis for portfolio management, risk mitigation, and compliance with applicable regulatory requirements.

Disclosure on Credit Risk Mitigation Using the Standardized Approach

1.1. Bank Policy for Primary Types of Collateral Accepted

The Bank establishes a policy for the primary types of collateral accepted to mitigate credit risk, with strict requirements, particularly for property-backed loans. For residential property collateral (houses/apartments, excluding shophouses/office-houses), the Bank sets a maximum LTV of 80% and requires the property to be completed, legally valid, with clear ownership, appraised by a competent party, supported by complete documentation and the debtor's ability to repay. Meanwhile, for commercial

property collateral (including shophouses/office-houses and other commercial properties), the Bank applies a maximum LTV of 60% with similar requirements, accompanied by an assessment of the collateral's feasibility and commercial prospects.

1.2. Procedures for Assessing and Managing Collateral

The Bank implements comprehensive collateral assessment and management procedures prior to credit decisions and conducts periodic reviews to ensure that collateral/guarantees/guarantees/credit insurance meet legal and regulatory requirements. These instruments are recognized as Credit Risk Mitigation (CMR) techniques in calculating RWA using the Standard Approach as long as they result in a lower RWA than without the CMR, are not double-counted, and the binding period is at least equal to the remaining exposure tenor (with a minimum RWA of 0). The CMR documentation must contain reasonable execution/disbursement provisions; for guarantees, the agreement must be irrevocable and disbursement must be made no later than 90 days from the exposure's maturity.

1.3. Key Parties Providing Collateral or Guarantee

The Bank identifies the key parties providing collateral or guarantees for the credit, whether from the debtor or third parties, who play a role in mitigating credit risk and ensuring repayment of the credit. The Bank ensures that the providers of these collateral or guarantees meet strict criteria, including financial capacity, legality, and other provisions that ensure the collateral or guarantee can be fulfilled if the debtor fails to fulfill its obligations. The Bank recognizes credit guarantees or insurance as Credit Risk Mitigation (CMR) techniques in calculating Credit Risk RWA using the Standard Approach, with certain conditions.

1.4. Concentration Levels Resulting from the Use of Credit Risk Mitigation Techniques

The Bank continuously monitors and manages the concentration levels resulting from the use of credit risk mitigation techniques, such as collateral or guarantees, to ensure that there is no excessive concentration of risk in certain sectors or debtors that could disrupt the stability of the Bank's credit portfolio.

Market Risk

Market Risk Disclosure Using the Standardized Approach

(in IDR Millions)

Details of Parameters	December 31, 2025		December 31, 2024	
	Individual	Consolidation	Individual	Consolidation
a. Capital charge based on sensitivity based method	392,038	392,038	487,712	487,712
1) GIRR risk class	198,033	198,033	235,887	235,887
2) CSR risk class (non-securitization)	107,541	107,541	228,293	228,293
3) CSR risk class (securitization: non-CTP)	-	-	-	-
4) CSR risk class (securitization: CTP)	-	-	-	-
5) Equity risk class	-	-	-	-
6) Commodity risk class	-	-	-	-
7) Exchange rate risk class	86,463	86,463	23,531	23,531
b. Default risk capital (DRC) expenses	18	18	6	6
c. Additional residual risk (RRAO)	-	-	-	-
Market Risk Capital Expense	392,055	392,055	487,717	487,717
Additional Pillar 1 RWA	-	-	-	-
Credit Valuation Adjustment (CVA)	-	-	-	-
Total RWA for Market Risk	4,900,688	4,900,688	**6,101,634**	**6,101,634**

General Qualitative Disclosure

Market Risk Disclosure Using the Standardized Approach

Market risk is the risk of loss arising from movements in market values originating from trading book instruments, including default risk, interest rate risk, credit spread risk, equity risk, and foreign exchange risk, as well as losses arising from banking book instruments, including foreign exchange risk and commodity risk. In managing market risk, the Bank implements Market Risk Management with objectives that include supporting business activities while maintaining risk levels in line with the risk appetite and risk tolerance determined by the Bank, fostering a risk-aware culture across all levels of the organization, maintaining minimum capital adequacy, and ensuring compliance with applicable regulations. The Bank conducts trading activities with the objective of generating short-term profits from price and yield differences of financial instruments. In controlling market risk, the Bank applies the three lines of defense framework to ensure segregation of duties, thereby preventing conflicts of interest and supporting activities at each stage of the Market Risk Management process. The Bank also has policies governing trading activities at both the general and detailed levels, including hedging activities and Market Risk Management policies.

The Bank defines the trading book as positions of financial instruments recorded in the balance sheet and off-balance sheet accounts, including derivative transactions, which are held for trading purposes and can be freely transferred or fully hedged, whether for the Bank's own account, at the request of customers, or in the context of intermediation and market-making activities. The Bank defines the banking book as positions of financial instruments recorded in the balance sheet and off-balance sheet accounts, including derivative transactions, which are not held for trading purposes and/or are subject to legal restrictions that prevent the sale or full hedging of the positions. The Bank has securitization exposures categorized under the trading book as they affect the profit and loss statement. However, their characteristics do not reflect trading activities, as they are not actively traded. Therefore, the Bank calculates the capital charge for these exposures under the banking book portfolio. The Bank is not permitted to transfer securities positions from one portfolio to another, namely from the trading book to the banking book, or vice versa, except under certain conditions where such transfers are allowed, provided that they comply with the applicable regulatory provisions and requirements. The specific conditions referred to are extraordinary circumstances involving significant actions that are publicly announced.

The structure and organization of the Market Risk Management function consist of the Board of Directors, Risk Taking Units (Treasury Unit, Retail Funding Unit, Medium Institutional Funding Unit, Large Institutional Funding Unit, Priority Customer Funding Unit, Subsidized Consumer Unit, Non-Subsidized Consumer Credit Unit, Personal Credit Unit, SME Credit Unit, Corporate Credit Unit, Commercial Credit Unit, Wholesale Transaction Unit, Financial Institutions and Capital Market Unit, Sales Strategy and Distribution Unit, Digital Banking Development Unit, and Digital Banking Marketing Unit), the Risk Management and ESG Unit, Compliance Unit, Internal Audit Unit, Accounting and Tax Unit, Central Operations Unit, and Digital Operations Unit. In implementing strategies and carrying out the Market Risk Management process, the Board of Directors ensures the establishment of an organizational structure, tools, and supporting units/functions related to the implementation of independent Market Risk Management and actively participates in the Risk Management Committee and the Asset and Liability Committee (ALCO). The Risk-Taking Units, which act as the first line of defense, carry out business activities while considering the Market Risk limits that have been established. The Risk Management and ESG Unit, acting as the second line of defense, is responsible for implementing risk management functions, including developing the Market Risk Management framework, conducting risk assessments for proposed activities and/or new products, measuring and monitoring Market Risk exposures and limits, and conducting stress testing of macroeconomic changes on both trading book and banking book portfolios. The Compliance Unit and Internal Audit Unit, as the third lines of defense, play roles in ensuring compliance with regulations and conducting reviews of internal control over the implementation of Market Risk Management. In addition, other working units support the implementation of the Market Risk Management strategy and processes to ensure effective operation. In calculating Risk-Weighted Assets (RWA) for Market Risk, the Bank performs the calculation and reporting of Market Risk RWA on an individual basis.

Qualitative Information Disclosure Related to CVA (CVAA)

A. PROCESSES IMPLEMENTED BY THE BANK TO IDENTIFY, MEASURE, MONITOR, AND CONTROL CVA RISK

Credit Valuation Adjustment (CVA) risk is the risk of loss arising from changes in the CVA value as a result of changes in the counterparty's credit spread and market risk factors that affect the pricing of derivative transactions and Securities Financing Transactions (SFT). CVA reflects the adjustment to the default risk-free price of derivative instruments and SFT due to the potential counterparty default risk.
As part of its risk management strategy, the Bank periodically performs CVA risk calculations on a monthly basis. The results of these calculations form part of the Market Risk Risk-Weighted Assets (RWA) calculation.

B. METHOD USED TO DETERMINE THE CVA AMOUNT

The Bank calculates the CVA capital charge using the Simplified Basic CVA Approach, in accordance with SEOJK No. 23/SEOJK.03/2022 dated 7 December 2022 concerning the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks.

Disclosure of Qualitative Information on Market Risk in General

Market Risk Management Implementation Information

Market risk is the risk to balance sheet and off-balance sheet positions, including derivative transactions, resulting from changes in overall market conditions, including the risk of changes in option prices. The types of market risk are:

a. Interest Rate Risk,
b. Foreign Exchange Risk,
c. Equity Risk, and
d. Commodity Risk

Equity risk and commodity risk do not directly affect the Bank's market risk level individually or consolidated.

The Bank manages market risk using several indicators, including Risk-Weighted Assets (RWA), Value at Risk (VaR), Unrealized Securities Loss AFS (UL AFS), Net Open Position (NOP), Repricing Gap, EVE Sensitivity, and NII Sensitivity. This management refers to applicable regulations and internal provisions, including policies, standard procedures, and technical guidelines.

The Bank's market risk management is carried out by the Risk Management and ESG Work Unit. The duties and responsibilities of the Risk Management and ESG Work Unit include managing the Bank's market risk by applying market risk management principles and developing alternative allocation and hedging strategies for the Bank's assets to generate interest income and fee-based income efficiently with controlled risk. This includes managing the information system for market risk management.

The market risk management process is carried out on the Bank's Trading Book and Banking Book portfolios, with the management of the Bank's Trading Book and Banking Book referring to the following Special Policies and Technical Guidelines:

1. Special Policy on Treasury Transaction Guidelines
   1.1. Technical Instructions for Determining Treasury Limits
   1.2. Technical Instructions for Assessing Treasury Portfolio Quality
   1.3. Technical Instructions for Reporting Treasury Transactions and Certification
   1.4. Technical Instructions for Dealing Room Operations
2. Special Policy for Fixed Income Transaction Procedures
   1.1. Technical Instructions for Investment in Mutual Funds
   1.2. Technical Instructions for the Workflow of Securities Purchase and Sale Transactions
   1.3. Technical Instructions for Treasury Transactions in accordance with PSAK 71
3. Special Policies for Money Market Transaction Procedures
   1.1. Technical Instructions for the Workflow of Bank Indonesia Financial Instrument Transactions
   1.2. Technical Instructions for the Workflow of Interbank Call Money Transactions
   1.3. Technical Instructions for the Workflow of Deposit-On-Call Interest Rates
   1.4. Technical Instructions for the Workflow of JIBOR Quotations
   1.5. Technical Instructions for the Workflow of Repurchase Agreement Transactions

As part of market risk management, the market risk management unit regularly measures and monitors the risks of the Trading Book and Banking Book portfolios, referring to the Bank's internal regulations and limits, as well as regulatory requirements. To measure market risk, the Bank evaluates the Trading Book and Banking Book portfolios using the mark-to-market and mark-to-model methods. Mark-to-market is used when an instrument's valuation value/price is readily available in the market, while mark-to-model is used when such a value/price is unavailable.

One step in the market risk management process is measuring market risk exposure. This is done by the Bank for the purpose of periodically monitoring the Trading Book and Banking Book portfolios using internally determined market risk limits. The risk limits in question are as follows:

1. Trading Book Market Risk Limits
   a. Loss Limit to limit the maximum allowable accumulated losses (realized and unrealized), both realized and potential.
   b. Cut Loss Limit to limit the maximum price decrease for each open securities transaction held by the dealer (unrealized loss).
   c. Holding Period Limit to limit the maximum holding period for securities included in the Trading Book.
   d. Net Open Position to limit the number of open positions allowed within a certain time period.
   e. DV01 to measure the potential profit/loss on the bank's portfolio assuming a 1 bps increase in market interest rates.
2. Banking Book Market Risk Limits
   a. Unrealized Loss on AFS Securities to measure the potential loss on AFS portfolio securities.
   b. Repricing Gap to measure the gap between the Bank's assets and liabilities, which are sensitive to changes in interest rates, and the current year's asset earnings target.

c. EVE Sensitivity measures the extent of interest rate risk exposure in the banking book portfolio to changes in the economic value of capital due to changes in interest rates.
d. NII Sensitivity measures the magnitude of interest income fluctuations due to changes in interest rates (rate shock).
e. Unrealized Loss of FVOCI Securities to Capital measures the potential loss on FVOCI securities held by the Bank against capital.
f. PDN measures the exchange rate risk of the Bank's foreign currency portfolio, denominated in Rupiah, against capital.

The method used to calculate BTN's capital adequacy for market risk is the Standardized Approach Method which refers to SEOJK No. 23 / SEOJK.03 / 2022.

Trading Book and Banking Book Portfolios Calculated in the Minimum Capital Adequacy Requirement (KPMM)

Any instrument held by the Bank for one or more of the following purposes is designated as a Trading Book instrument when first entered into the account:
1. short-term buying and selling;
2. profiting from short-term price movements;
3. locking in arbitrage profits; and/or
4. hedging risks arising from instruments that meet criteria 1), 2), or 3) above, unless there are legal obstacles to selling/hedging or the instruments are categorized as Banking Book.

The instruments below are assumed to be held for trading purposes and can therefore be categorized as Trading Book instruments, unless there are legal obstacles to selling/hedging or are included in Banking Book instruments as referred to in the Banking Book Scope:
1. Instruments held as assets or liabilities that are treated as trading under accounting standards.
2. Instruments derived from market-making activities.
3. Equity investments in funds.
4. Equity listed on an exchange.
5. Repo transactions related to trading.
6. Options, including embedded derivatives, on instruments issued from the Banking Book and related to Credit Risk or Equity Risk.

Banks may only include financial instruments, exchange rate instruments, or commodities in the Trading Book if there are no legal barriers to selling or hedging the instrument in its entirety. Hedging is the process of mitigating risk (counterbalancing) from exposure to long and short risk positions in correlated instruments.

Any instrument not held for trading purposes as described above at the time of the initial transaction must be categorized in the Banking Book. The following instruments are included in the Banking Book:
1. Unlisted equities;
2. Instruments designated for securitized warehousing;
3. Direct real estate ownership and derivatives based on such direct ownership;
4. Retail loans and micro, small, and medium enterprise (MSME) loans, including commitments for retail loans and MSME loans;
5. Hedge funds;
6. Derivative instruments and funds that have the above types of instruments as underlying assets; or
7. Instruments held for the purpose of hedging certain risks in positions in the above types of instruments.

Regulatory Book Grouping related to Financial Instruments

The policies used to group financial instruments into the Trading Book and Banking Book are implemented and thoroughly understood by relevant work units through internal standard procedures. These internal policies and procedures are used, among other things, for calculating capital charges, ensuring compliance with regulatory criteria issued by regulators, and taking into account risk management capabilities and practices, particularly regarding Market Risk.

The designation of a market instrument as a trading component for which capital charges are calculated always refers to the Regulatory Book grouping policy, which does not deviate from the criteria established by the Regulator. Banks include financial instruments, exchange rate instruments, or commodities in the Trading Book if there are no legal obstacles to selling or hedging the instrument in its entirety. Banks also calculate the fair value of Trading Book instruments daily and record any value changes in the profit and loss account using an integrated treasury system.

The treasury system minimizes risks related to operational activities related to capital charge calculations that may arise from placing instruments in the Trading Book or Banking Book that conflict with general assumptions, market conditions, and other factors. This infrastructure also plays a role in monitoring the movement of financial instruments between Regulatory Books. In addition to being supported by a treasury system, the Bank also has a treasury organizational structure that is still relevant to the definition of a trading desk, facilitating the management of financial instruments based on the functions, duties, and responsibilities of each desk.

As of the reporting period, there was no licensing process for the transfer of financial instruments between the Trading Book and Banking Book due to the lack of necessary conditions as required by the Regulator.

Market Risk Anticipation Plan for Foreign Exchange Transactions

Exchange rate controls aim to optimize foreign exchange exposure, or Net Open Position (NOP), in the Trading Book and Banking Book portfolios. Hedging is one method of managing exchange rate risk and is implemented selectively. Hedging can be applied to part or all of a bank's foreign exchange exposure:

1. To protect the Bank's interests against the risk of changing market conditions.
2. To achieve an ideal economic PDN profile while still considering optimal cost factors.
3. To prevent a decline in revenue.
4. To limit or reduce the exchange rate risk of underlying foreign currency positions.

In order to implement the exchange rate risk control strategy, the Treasury Work Unit is authorized to carry out activities in the market to avoid, reduce, and transfer exchange rate risks either by managing portfolios according to limits or hedging with conventional and derivative instruments.

Structure and Organization of Market Risk Management Function

1. To implement comprehensive and effective Consolidated/Integrated Risk Management, BTN has an Integrated Governance Committee (KTKT), which provides active oversight by the Board of Commissioners over the implementation of integrated Risk Management.
2. BTN has a Risk Management Committee (KOMAR), which monitors the Risk Profile and management of all risks, in order to determine risk appetite, risk limits, risk management strategies, stress testing, and capital adequacy. Furthermore, to implement risk management in its subsidiaries, BTN also has an Integrated Risk Management Committee (KOMAR Terpadu), whose duties and responsibilities include assisting the Board of Directors in implementing comprehensive and effective Integrated Risk Management, including the development and improvement of Integrated Risk Management policies.
3. BTN also has a Risk Management & ESG Working Unit, tasked with assisting in the active oversight of the implementation of Risk Management by the BTN Board of Directors on a regular basis. In carrying out its duties, the Risk Management & ESG Working Unit coordinates with the working units that carry out Risk Management functions in each subsidiary.

Interest Rate in the Banking Book (IRRBB)

Risk Management Implementation Report for IRRBB – Bank on an Individual Basis

Qualitative Analysis	
1.	Explanation of how the Bank defines IRRBB for risk measurement and control. IRRBB (Interest Rate Risk in the Banking Book) is the risk arising from movements in market interest rates that are contrary to the Bank's Banking Book positions, which may potentially affect the Bank's capital (equity) and earnings (profitability), both in the present and in the future. IRRBB measurement is conducted by determining the gap between interest rate-sensitive assets, interest rate-sensitive liabilities, and interest rate-sensitive contingent commitments across repricing maturity buckets, which are then simulated under changes in the Bank's interest rates. Interest rate risk control is carried out by minimizing repricing maturity gaps within each time bucket between interest rate-sensitive assets, interest rate-sensitive liabilities, and interest rate-sensitive contingent commitments through Asset and Liability Management (ALM) strategies.
2.	Explanation of Risk Management and Risk Mitigation Strategies for IRRBB The risk management strategy applied for IRRBB is to minimize repricing maturity gaps across each bucket between the Bank's interest rate-sensitive assets, interest rate-sensitive liabilities, and interest rate-sensitive contingent commitments. Risk mitigation measures implemented by the Bank to minimize interest rate risk include increasing transaction-based third-party funds (DPK) and raising wholesale funding through the issuance of Negotiable Certificates of Deposit (NCDs), senior bonds, or subordinated bonds.

Qualitative Analysis

3. Frequency of the Bank's IRRBB calculation and explanation of the specific measurement used by the Bank to measure sensitivity to IRRBB

   IRRBB calculations are conducted on a monthly basis to provide management with information for determining adjustments to loan and funding interest rates. The Bank measures IRRBB sensitivity using two methods namely Economic Value of Equity (EVE) – measured as ΔEVE relative to Tier 1 capital and Net Interest Income (NII) – measured as ΔNII relative to the current year's NII target.

4. Explanation of Interest Rate Shock and Stress Scenarios Used by the Bank in IRRBB Calculation Using the EVE and NII Methods.

   The interest rate shock scenarios applied involve changes in interest rates ranging from 350, 400, and 500 basis points. The Bank applies six types of interest rate shock scenarios in its IRRBB calculations:

Skenario	Description	Estimated Change	
		Economics Value	Earnings
Parallel Up	Parallel upward interest rate shock	v	v
Parallel Down	Parallel downward interest rate shock	v	v
Steepener	Steepener interest rate shock (short rates down and long rates up)	v	
Flatterner	Flattener interest rate shock (short rates up and long rates down)	v	
Short Up	Short-term interest rate up shock	v	
Short Down	Short-term interest rate down shock	v	

5. If there are significant modeling assumptions used in the Bank's Internal Measurement System (IMS)—for example, EVE measurement results used for purposes other than disclosure, such as internal capital adequacy assessment—that differ from the modeling assumptions used in the IRRBB calculation report under the standardized approach, the Bank must provide an explanation of these assumptions, including their impact and the rationale for their use (e.g., based on historical data, management judgment, and management analysis).

   The baseline parameter calculation for deposits with early redemption options and fixed-rate loan products with prepayment options does not use a specific model. Instead, the Bank applies a monthly historical data approach, which is updated every month by the Risk Management & ESG Unit, while also taking into account system developments that are currently being prepared.

6. Explanation of the Bank's Hedging of IRRBB (if any) and the Related Accounting Treatment.

   The Bank performs hedging activities for IRRBB on the Junior Global Bond issued by using a cross currency swap. Through this hedging instrument, the risks arising from changes in interest rates and exchange rates affecting net interest income and the economic value of equity can be minimized.

7. Comprehensive Explanation of Key Modeling and Parametric Assumptions Used in Calculating ΔEVE and ΔNII.

   a. Commercial margins and other spread components are incorporated into the cash flows and the discount rate used in the EVE calculation method.

   b. Repricing maturity for Non-Maturity Deposits (NMD) is classified into two categories: behavioral and contractual. Behavioral NMD is allocated to buckets based on the core and non-core calculation and the pass-through rate derived from the Bank's historical data. While Contractual NMD is placed in buckets according to their contractual maturity dates.

   c. The methodology for prepayment rates and early withdrawal applies a monthly historical data approach, which is updated every month by the Risk Management & ESG Unit, while considering system development that is currently being prepared.

   d. Subsidized mortgage instruments under the FLPP (Housing Financing Liquidity Facility) program, which is a government program, are assumed to be non–interest rate sensitive assets, since the funding source for the loan disbursement comes from government fund placements until the loan maturity. Meanwhile, SSA (Installment Subsidy Difference) and SSB (Interest Subsidy Difference) mortgage instruments are placed in the 1-year bucket, considering that the repricing maturity of the loan is determined by the government using the reference of government securities with a 1-year tenor.

   e. The Bank's foreign currency exposure exceeds 5% of the Bank's total liabilities.

8. Other information that needs to be disclosed by the Bank relates to the Bank's interpretation of the significance and sensitivity of the IRRBB measurement results that have been reported, and/or an explanation of any significant variations in the reported IRRBB level compared to previous disclosures (if any).

   The significance and sensitivity of the Bank's IRRBB measurement results for the reporting period are classified as Rank 1 (Low), as they remain below the Bank's internal limits and the 13% threshold set by the Financial Services Authority (OJK).

Quantitative Analysis

1. Average Repricing Maturity Applied to Non-Maturity Deposits (NMD).

   The repricing maturity for NMD is classified into two categories: behavioral and contractual. Behavioral NMD is calculated based on the core and non-core portions as well as the pass-through rate, derived from the Bank's historical data. Contractual NMD is placed into the appropriate bucket according to its maturity date.

2. Longest Repricing Maturity Applied to NMD.

   The longest repricing maturity applied to NMD falls within the 4–5 year bucket, specifically in the non-transactional savings segment for contractual savings products (i.e., products with a defined repricing maturity tenor).

Risk Management Implementation Report for IRRBB – Bank Consolidated with Subsidiary Entity

Qualitative Analysis

1. Explanation of how the Bank defines IRRBB for risk measurement and control.

   IRRBB (Interest Rate Risk in the Banking Book) is the risk arising from movements in market interest rates that are contrary to the Bank's Banking Book positions, which may potentially affect the Bank's capital (equity) and earnings (profitability), both in the present and in the future. IRRBB measurement is conducted by determining the gap between interest rate-sensitive assets, interest rate-sensitive liabilities, and interest rate-sensitive contingent commitments across repricing maturity buckets, which are then simulated under changes in the Bank's interest rates. Interest rate risk control is carried out by minimizing repricing maturity gaps within each time bucket between interest rate-sensitive assets, interest rate-sensitive liabilities, and interest rate-sensitive contingent commitments through Asset and Liability Management (ALM) strategies.

2. Explanation of Risk Management and Risk Mitigation Strategies for IRRBB

   The risk management strategy applied for IRRBB is to minimize repricing maturity gaps across each bucket between the Bank's interest rate-sensitive assets, interest rate-sensitive liabilities, and interest rate-sensitive contingent commitments. Risk mitigation measures implemented by the Bank to minimize interest rate risk include increasing transaction-based third-party funds (DPK) and raising wholesale funding through the issuance of Negotiable Certificates of Deposit (NCDs), senior bonds, or subordinated bonds.

3. Frequency of the Bank's IRRBB calculation and explanation of the specific measurement used by the Bank to measure sensitivity to IRRBB

   IRRBB calculations are conducted on a monthly basis to provide management with information for determining adjustments to loan and funding interest rates. The Bank measures IRRBB sensitivity using two methods namely Economic Value of Equity (EVE) – measured as ΔEVE relative to Tier 1 capital and Net Interest Income (NII) – measured as ΔNII relative to the current year's NII target.

4. Explanation of Interest Rate Shock and Stress Scenarios Used by the Bank in IRRBB Calculation Using the EVE and NII Methods.

   The interest rate shock scenarios applied involve changes in interest rates ranging from 350, 400, and 500 basis points. The Bank applies six types of interest rate shock scenarios in its IRRBB calculations:

Skenario	Description	Estimated Change	
		Economics Value	Earnings
Parallel Up	Parallel upward interest rate shock	v	v
Parallel Down	Parallel downward interest rate shock	v	v
Steepener	Steepener interest rate shock (short rates down and long rates up)	v	
Flatterner	Flattener interest rate shock (short rates up and long rates down)	v	
Short Up	Short-term interest rate up shock	v	
Short Down	Short-term interest rate down shock	v	

5. If there are significant modeling assumptions used in the Bank's Internal Measurement System (IMS)—for example, EVE measurement results used for purposes other than disclosure, such as internal capital adequacy assessment—that differ from the modeling assumptions used in the IRRBB calculation report under the standardized approach, the Bank must provide an explanation of these assumptions, including their impact and the rationale for their use (e.g., based on historical data, management judgment, and management analysis).

   The baseline parameter calculation for deposits with early redemption options and fixed-rate loan products with prepayment options does not use a specific model. Instead, the Bank applies a monthly historical data approach, which is updated every month by the Risk Management & ESG Unit, while also taking into account system developments that are currently being prepared.

Qualitative Analysis

6. Explanation of the Bank's Hedging of IRRBB (if any) and the Related Accounting Treatment.

   The Bank performs hedging activities for IRRBB on the Junior Global Bond issued by using a cross currency swap. Through this hedging instrument, the risks arising from changes in interest rates and exchange rates affecting net interest income and the economic value of equity can be minimized.

7. Comprehensive Explanation of Key Modeling and Parametric Assumptions Used in Calculating ΔEVE and ΔNII.

   a. Commercial margins and other spread components are incorporated into the cash flows and the discount rate used in the EVE calculation method.

   b. Repricing maturity for Non-Maturity Deposits (NMD) is classified into two categories: behavioral and contractual. Behavioral NMD is allocated to buckets based on the core and non-core calculation and the pass-through rate derived from the Bank's historical data. While Contractual NMD is placed in buckets according to their contractual maturity dates.

   c. The methodology for prepayment rates and early withdrawal applies a monthly historical data approach, which is updated every month by the Risk Management & ESG Unit, while considering system development that is currently being prepared.

   d. Subsidized mortgage instruments under the FLPP (Housing Financing Liquidity Facility) program, which is a government program, are assumed to be non–interest rate sensitive assets, since the funding source for the loan disbursement comes from government fund placements until the loan maturity. Meanwhile, SSA (Installment Subsidy Difference) and SSB (Interest Subsidy Difference) mortgage instruments are placed in the 1-year bucket, considering that the repricing maturity of the loan is determined by the government using the reference of government securities with a 1-year tenor.

   e. The Bank's foreign currency exposure exceeds 5% of the Bank's total liabilities.

8. Other information that needs to be disclosed by the Bank relates to the Bank's interpretation of the significance and sensitivity of the IRRBB measurement results that have been reported, and/or an explanation of any significant variations in the reported IRRBB level compared to previous disclosures (if any).

   The significance and sensitivity of the Bank's IRRBB measurement results for the reporting period are classified as Rank 1 (Low), as they remain below the Bank's internal limits and the 13% threshold set by the Financial Services Authority (OJK).

Quantitative Analysis

1. Average Repricing Maturity Applied to Non-Maturity Deposits (NMD).

   The repricing maturity for NMD is classified into two categories: behavioral and contractual. Behavioral NMD is calculated based on the core and non-core portions as well as the pass-through rate, derived from the Bank's historical data. Contractual NMD is placed into the appropriate bucket according to its maturity date.

2. Longest Repricing Maturity Applied to NMD.

   The longest repricing maturity applied to NMD falls within the 4–5 year bucket, specifically in the non-transactional savings segment for contractual savings products (i.e., products with a defined repricing maturity tenor).

IRRBB Calculation Report

Interest Rate in The Banking Book (IRRBB) is part of interest rate risk which focuses on the impact of changes in the economic value of the banking book position that has the potential to impact the Company's capital and profitability. In measuring and calculating IRRBB, the Company applies 6 (six) types of interest rate shock scenarios for the DEVE calculation, namely Parallel Up, Parallel Down, Steepener, Flattener, Short Rates Up, and Short Rates Down. Meanwhile, for the calculation of DNII, two shock scenarios are used, namely Parallel Up and Parallel Down. The Company measures changes in NII (DNII) as the maximum decrease in NII when an interest rate increase or decrease scenario occurs. The following are the results of the Company's interest rate risk management monitoring.

Bank on an Individual Basis

(in IDR millions)

No	Type of Interest Rate ShockScenario	31-Dec-25				31-Dec-24			
		ΔEVE		ΔNII		ΔEVE		ΔNII	
		T	T-1	T	T-1	T	T-1	T	T-1
1	Parallel up	(2,475,824)	(2,442,981)	(785,530)	(1,910,778)	(2,887,356)	(1,178,301)	(2,763,907)	(2,358,529)
2	Parallel down	3,592,781	3,537,112	540,439	1,648,169	3,899,531	1,895,623	2,447,081	2,067,164
3	Steepener	(1,673,575)	(1,834,391)			(1,013,969)	(579,649)		

No	Type of Interest Rate ShockScenario	31-Dec-25				31-Dec-24			
		ΔEVE		ΔNII		ΔEVE		ΔNII	
		T	T-1	T	T-1	T	T-1	T	T-1
4	Flattener	1,202,552	1,345,944			517,508	532,558		
5	Short rate up	(442,460)	(304,941)			(1,209,839)	(416,080)		
6	Short rate down	160,015	19,199			861,744	29,562		
7	Negative Maximum Value (absolute)	2,475,824	2,442,981	785,530	1,910,778	2,887,356	1,178,301	2,763,907	2,358,529
8	Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	28,768,953	30,634,918	17,533,525	17,533,525	29,229,783	28,902,255	16,216,707	16,216,707
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)		8.61%	7.97%	4.48%	10.90%	9.88%	4.08%	17.04%	14.54%

T (December); T-1 (September)

Based on the Company's current portfolio, if there is a change in interest rates according to the parallel shock up scenario of ± 400 bps, the change will impact in the Company's interest income and interest expenses by 4.48% against the Company's NII target. The maximum potential loss of economic value of equity experienced by the Company if there is a change in short-term interest rates decreasing and long-term interest rates increasing according to the parallel up scenario, the maximum potential loss to Core Capital Equity (Tier 1) that will be experienced by the Company is IDR 2.47 Trillion and when compared to the total Core Capital (Tier 1) of 8.61% so that it is still below the OJK limit of 15% of core capital (Tier 1).

Bank Consolidated

(in IDR millions)

No	Type of Interest Rate ShockScenario	31-Dec-25				31-Dec-24			
		ΔEVE		ΔNII		ΔEVE		ΔNII	
		T	T-1	T	T-1	T	T-1	T	T-1
1	Parallel up	(2.475.824)	(2.442.981)	(2.887.356)	(1.178.301)	(785.530)	(1.910.778)	(2.763.907)	(2.358.529)
2	Parallel down	3.592.781	3.537.112	3.899.531	1.895.623	540.439	1.648.169	2.447.081	2.067.164
3	Steepener	(1.673.575)	(1.834.391)	(1.013.969)	(579.649)	-	-	-	-
4	Flattener	1.202.552	1.345.944	517.508	532.558	-	-	-	-
5	Short rate up	(442.460)	(304.941)	(1.209.839)	(416.080)	-	-	-	-
6	Short rate down	160.015	19.199	861.744	29.562	-	-	-	-
7	Negative Maximum Value (absolute)	2.475.824	2.442.981	2.887.356	1.178.301	785.530	1.910.778	2.763.907	2.358.529
8	Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	35.289.292	31.742.919	29.229.783	28.902.255	17.533.525	17.533.525	16.216.707	16.216.707
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)		7,02%	7,70%	9,88%	4,08%	4,48%	10,90%	17,04%	14,54%

T (Desember); T-1 (December)

Based on the Company's current portfolio, a change in interest rates according to a parallel shock up scenario of ±400 basis points would impact the Company's interest income and interest expense by 4.48% relative to the Company's targeted Net Interest Income (NII). The potential maximum economic loss to equity in the event of a short-term interest rate decrease and long-term interest rate increase, according to the parallel up scenario, is estimated at IDR 2.47 trillion. When compared to the total Core Capital (Tier 1), this represents 7.02%, which remains below the OJK regulatory limit of 15% of Core Capital (Tier 1).

Liquidity Risk

Liquidity Coverage Ratio (LCR) Calculation Report

No	Components	INDIVIDUAL				
		Q IV / 2025		Q III / 2025		
		Outstanding Value of Liabilities and Commitments / Contractual Receivables	Value of HQLA after Deductions (Haircut), Outstanding Liabilities and Commitments Multiplied by the Run-off Rate or Contractual Receivables Multiplied by the Inflow Rate	Outstanding Value of Liabilities and Commitments / Contractual Receivables	Value of HQLA after Deductions (Haircut), Outstanding Liabilities and Commitments Multiplied by the Run-off Rate or Contractual Receivables Multiplied by the Inflow Rate	
1	Number of data points used in LCR calculation		92 Days		92 Days	
HIGH-QUALITY LIQUID ASSETS						
2	Total high-quality liquid assets (HQLA)		82,708,628		78,398,352	
ARUS KAS KELUAR (CASH OUTFLOWS)						
3	Retail customer deposits and funding from Micro and Small Enterprises, consisting of :	76,501,581	4,713,626	87,216,166	5,318,926	
	a. Stable deposits/funding	58,730,651	2,936,533	68,053,819	3,402,691	
	b. Less stable deposits/ funding	17,770,930	1,777,093	19,162,346	1,916,235	
4	Corporate customer funding, consisting of :	128,246,637	42,447,605	115,597,151	38,185,466	
	a. Operational deposits	52,040,789	12,653,956	46,363,863	11,129,501	
	b. Non-operational deposits and/or other non-operational liabilities	76,205,848	29,793,649	69,107,739	26,930,417	
	c. Bank-issued debt securities (unsecured debt)	-	-	125,548	125,548	
5	Secured funding		-		-	
6	Other cash outflows (additional requirements), consisting of:	19,353,067	5,091,117	14,086,956	3,178,604	
	a. Cash outflows from derivative transactions	-	-	-	-	
	b. Cash outflows from increased liquidity needs	-	-	-	-	

(in IDR millions)

	CONSOLIDATION			
	Q IV / 2025		Q III / 2025	
	Outstanding Value of Liabilities and Commitments / Contractual Receivables	Value of HQLA after Deductions (Haircut), Outstanding Liabilities and Commitments Multiplied by the Run-off Rate or Contractual Receivables Multiplied by the Inflow Rate	Outstanding Value of Liabilities and Commitments / Contractual Receivables	Value of HQLA after Deductions (Haircut), Outstanding Liabilities and Commitments Multiplied by the Run-off Rate or Contractual Receivables Multiplied by the Inflow Rate
		92 Days		92 Days
		89,363,036		79,461,030
	79,679,993	4,888,641	87,220,665	5,319,240
	61,587,160	3,079,358	68,056,529	3,402,826
	18,092,833	1,809,283	19,164,135	1,916,414
	133,998,182	44,426,791	115,391,024	38,107,285
	53,789,894	13,071,366	46,337,578	11,122,766
	80,208,288	31,355,425	68,927,898	26,858,971
	-	-	125,548	125,548
		-		-
	19,361,779	5,099,829	14,086,956	3,178,604
	-	-	-	-
	-	-	-	-

No	Components	INDIVIDUAL			
		Q IV / 2025		Q III / 2025	
		Outstanding Value of Liabilities and Commitments / Contractual Receivables	Value of HQLA after Deductions (Haircut), Outstanding Liabilities and Commitments Multiplied by the Run-off Rate or Contractual Receivables Multiplied by the Inflow Rate	Outstanding Value of Liabilities and Commitments / Contractual Receivables	Value of HQLA after Deductions (Haircut), Outstanding Liabilities and Commitments Multiplied by the Run-off Rate or Contractual Receivables Multiplied by the Inflow Rate
	c. Cash outflows due to funding loss	-	-	-	-
	d. Cash outflows from credit facility and liquidity facility commitments	15,846,611	1,584,661	12,120,391	1,212,039
	e. Cash outflows from other contractual obligations related to fund disbursement	-	-	-	-
	f. Cash outflows from contingent funding obligations	-	-	-	-
	g. Other contractual cash outflows	3,506,456	3,506,456	1,966,565	1,966,565
7	**TOTAL ARUS KAS KELUAR (CASH OUTFLOWS)**		52,252,348		46,682,995
CASH INFLOW					
8	Secured lending	2,393,962	242,093	1,009,639	249,501
9	Receivables from counterparties	11,528,203	5,907,656	9,258,087	4,838,712
10	Other cash inflows	3,244,261	3,244,261	1,036,939	1,036,939
11	TOTAL CASH INFLOWS	17,166,426	9,394,010	11,304,665	6,125,152
			TOTAL ADJUSTED VALUE[1]		TOTAL ADJUSTED VALUE[1]
12	**TOTAL HQLA**		82,708,628		78,398,352
13	**TOTAL NET CASH OUTFLOW**		42,858,337		40,557,843
14	**LCR (%)**		192,98%		193,30%

Note:
[1] Adjusted values are calculated after applying deductions (haircuts), run-off rates, and inflow rates, as well as the maximum limits for HQLA components—for example, the maximum limits for Level 2B and Level 2 HQLA—and the maximum cash inflows that can be considered in the LCR calculation.

	CONSOLIDATION			
	Q IV / 2025		Q III / 2025	
	Outstanding Value of Liabilities and Commitments / Contractual Receivables	Value of HQLA after Deductions (Haircut), Outstanding Liabilities and Commitments Multiplied by the Run-off Rate or Contractual Receivables Multiplied by the Inflow Rate	Outstanding Value of Liabilities and Commitments / Contractual Receivables	Value of HQLA after Deductions (Haircut), Outstanding Liabilities and Commitments Multiplied by the Run-off Rate or Contractual Receivables Multiplied by the Inflow Rate
	-	-	-	-
	15,846,611	1,584,661	12,120,391	1,212,039
	-	-	-	-
	-	-	-	-
	3,515,168	3,515,168	1,966,565	1,966,565
		54,415,261		46,605,129
	2,429,346	277,477	1,009,639	249,501
	12,169,359	6,297,075	9,258,087	4,838,712
	3,244,765	3,244,765	1,036,939	1,036,939
	17,843,470	9,819,318	11,304,665	6,125,152
		TOTAL ADJUSTED VALUE[1]		TOTAL ADJUSTED VALUE[1]
		89,363,036		79,461,030
		44,595,943		40,479,977
		200,38%		196,30%

Qualitative Assessment of Liquidity Condition

Analysis

Liquidity condition of Bank Tabungan Negara:

1. **The Bank-Only LCR for Q4/2025 stood at 192.98%, decreasing by 0.32 points** compared to Q3/2025, which was 193.30%. The decline in LCR was driven by the following factors:
   a. Increase in HQLA by IDR 4.31 trillion (5.50%), driven by a rise in total placements with Bank Indonesia of IDR 7.51 trillion, cash and cash equivalents increased by IDR 61.38 billion, while government and Bank Indonesia securities in both IDR and foreign currencies decreased by IDR 3.25 trillion.
   b. Increase in cash outflows (CO) by IDR 5.57 trillion (11.93%), driven by higher funding from corporate customers, which increased by IDR 4.26 trillion, and other cash outflows rising by IDR 1.91 trillion, while retail customer deposits and funding from micro and small enterprise customers decreased by IDR 605.30 billion.
   c. Increase in cash inflows (CI) by IDR 9.39 trillion, up by IDR 3.27 trillion (53.37%), driven by higher receivables from counterparties, which increased by IDR 1.07 trillion, and other cash inflows rising by IDR 2.21 trillion, while secured lending decreased by IDR 7.41 billion.

2. **The Consolidated LCR for Q4/2025 stood at 200.38%, increasing by 4.09 points** compared to Q3/2025, which was 196.30%. The increase in LCR was driven by the following factors:
   a. Increase in HQLA by IDR 9.90 trillion (12.46%), due to higher placements with Bank Indonesia, which rose by IDR 11.21 trillion, and cash and cash equivalents, which increased by IDR 102.14 billion, while government and Bank Indonesia securities in both IDR and foreign currencies decreased by IDR 1.41 trillion.
   b. Increase in cash outflows (CO) by IDR 7.81 trillion (16.76%), driven by higher funding from corporate customers, which rose by IDR 6.32 trillion, and other cash outflows increasing by IDR 1.92 trillion, while retail customer deposits and funding from micro and small enterprise customers decreased by IDR 430.59 billion.
   c. Increase in cash inflows (CI) by IDR 3.69 trillion (60.31%), driven by secured lending, which increased by IDR 27.98 billion, receivables from counterparties rising by IDR 2.21 trillion, and other cash inflows increasing by IDR 3.69 trillion.

3. The Consolidated HQLA for Q4/2025 amounted to IDR 89.36 trillion, dominated by government and Bank Indonesia securities totaling IDR 51.14 trillion (57.23% of total HQLA).

4. Liquidity management is determined in ALCO meetings and implemented by the treasury, risk, strategic, funding, and lending units. In order to increase stable and long-term funding sources, the Company is committed to enhancing transactional low-cost digital CASA deposits, and if necessary, additional funding may be sourced from wholesale funding through borrowings, issued securities including bonds and securitizations, and other instruments.

NSFR Report

Bank on an individual basis

	ASF Components	Report Date Position (September 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
		Carrying Value by Remaining Maturity (IDR million)					
		Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
1	Capital	30,634,918	-	-	2,316,538	32,951,456	
2	Capital according to POJK KPMM	30,634,918	-	-	2,316,538	32,951,456	1,1 1,2
3	Other capital instruments	-	-	-	-	-	1,3
4	Deposits from retail customers and funding from micro and small enterprise customers	62,645,205	23,873,237	-	-	80,955,021	2 3
5	Stable deposits and funding	51,965,534	9,802,917	-	-	58,680,028	2,1 3,1
6	Less stable deposits and funding	10,679,672	14,070,320	-	-	22,274,993	2,2 3,2
7	Funding from corporate customers	41,504,817	211,737,517	3,000,000	29,773,631	158,875,135	4
8	Operational deposits	41,504,817	-	-	-	20,752,409	4,1

	Report Date Position (December 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
	Carrying Value by Remaining Maturity (IDR million)					
	Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	28,768,953	-	-	4,082,270	32,851,223	
	28,768,953	-	-	4,082,270	32,851,223	1.1 1.2
	-	-	-	-	-	1.3
	46,109,786	22,830,603	-	-	64,689,203	2 3
	41,505,959	11,351,111	-	-	50,214,216	2.1 3.1
	4,603,827	11,479,492	-	-	14,474,987	2.2 3.2
	56,078,498	176,028,437	10,000,000	29,811,887	152,072,952	4
	56,078,498	-	-	-	28,039,249	4.1

	ASF Components	Report Date Position (September 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
		Carrying Value by Remaining Maturity (IDR million)					
		Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
9	Other funding from corporate customers	-	211,737,517	3,000,000	29,773,631	138,122,726	4,2
10	Liabilities with matched assets	-	-	-	89,678,668	-	5
11	Other liabilities and equity	-	-	-	-	-	6
12	NSFR derivative liabilities		-	-	-		6,1
13	Other equity and liabilities not included above	-	7,570,719	-	-	-	6,2 s,d, 6,5
14	**Total ASF**					272,781,612	7

	ASF Components	Report Date Position (September 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
		Carrying Value by Remaining Maturity (IDR million)					
		Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
15	Total HQLA for NSFR calculation					3,022,662	1
16	Deposits at other financial institutions for operational purposes	-	-	-	-	2,041,500	2
17	Performing loans and loans under special attention, and securities	-	9,182,592	4,779,933	259,176,225	185,397,820	3
18	To financial institutions collateralized with Level 1 HQLA	-	-	-	-	-	3,1,1
19	To financial institutions collateralized with non-Level 1 HQLA, and unsecured loans to financial institutions	-	-	-	-	-	3,1,2 3,1,3
20	To non-financial corporates, retail customers, micro and small enterprise customers, the Government of Indonesia, other governments, Bank Indonesia, foreign central banks, and public sector entities, including:	-	1,570,576	2,042,941	37,750,149	32,867,887	3,1,4,2 3,1,5 3,1,6

	Report Date Position (December 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
	Carrying Value by Remaining Maturity (IDR million)					
	Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	-	176,028,437	10,000,000	29,811,887	124,033,703	4.2
	-	-	-	75,416,589	-	5
	-	-	-	-	-	6
		-	-	-		6.1
	-	6,834,596	-	-	-	6.2 s.d. 6.5
					249,613,378	**7**

	Report Date Position (December 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
	Carrying Value by Remaining Maturity (IDR million)					
	Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
					2,673,676	1
	-	-	-	-	1,257,889	2
	-	21,144,504	4,215,196	228,071,043	171,663,465	3
	-	-	-	-	-	3.1.1
	-	-	-	-	-	3.1.2 3.1.3
	-	11,287,550	1,418,751	38,013,836	37,602,000	3.1.4.2 3.1.5 3.1.6

	ASF Components	Report Date Position (September 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
		Carrying Value by Remaining Maturity (IDR million)					
		Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
21	Assets eligible for a risk weight of 35% or lower under OJK SE ATMR for Credit Risk	-	13,584	46,147	5,132,490	3,365,984	3,1,4,1
22	Residential mortgage loans not pledged as collateral, including:	-	7,612,017	2,736,991	221,426,076	152,084,505	3,1,7,2
23	Assets eligible for a risk weight of 35% or lower under OJK SE ATMR for Credit Risk	-	257,719	345,113	206,510,819	134,533,448	3,1,7,1
24	Performing and underperforming securities not pledged as collateral, not in default, and not classified as HQLA, including publicly traded shares.	-	-	-	-	445,428	3,2
25	Assets with matched liabilities	-	-	-	89,678,668	-	4
26	Other assets:					23,883,812	5
27	Tradable physical commodities, including gold	-				-	5,1
28	Cash, securities, and other assets recorded as initial margin for derivative contracts or as default fund contributions to a central counterparty (CCP)		-	-	-	-	5,2
29	NSFR derivative assets		-	-	-	-	5,3
30	20% of derivative liabilities before variation margin deduction		-	-	-	-	5,4
31	All other assets not included above*)	3,679,705	20,204,107	-	-	23,883,812	5,5 s,d, 5,12
32	Administrative account transactions		13,270,480	-	-	663,524	12
Total RSF						215,009,318	13
Net Stable Funding Ratio (NSFR %)						126.87%	14

	Report Date Position (December 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
	Carrying Value by Remaining Maturity (IDR million)					
	Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	-	13,879	50,926	5,314,554	3,486,863	3.1.4.1
	-	9,856,954	2,796,446	190,057,207	132,932,095	3.1.7.2
	-	353,059	387,565	174,716,156	113,935,813	3.1.7.1
	-	-	-	-	1,129,371	3.2
	-	-	-	75,416,589	-	4
					18,906,012	5
	-				-	5.1
		-	-	-	-	5.2
		-	-	-	-	5.3
		-	-	-	-	5.4
	2,871,550	16,034,463	-	-	18,906,012	5.5 s.d. 5.12
		21,683,596	-	-	1,084,180	12
					195,585,222	**13**
					127.62%	**14**

Individual NSFR Analysis

In general, PT Bank Tabungan Negara (Persero) Tbk.'s liquidity was adequate for the period of December 2025. Liquidity management was supported by adequate measurement of liquidity parameters so that liquidity risk could be properly monitored and managed. The results of liquidity risk measurement using the Net Stable Funding Ratio (NSFR) indicator for the period of December 2025 are as follows:

1. The Company's Net Stable Funding Ratio (NSFR) for the December 2025 period remained relatively stable with an upward trend. The December 2025 NSFR was 127.62%, an increase of 0.75 points compared to the September 2025 period of 126.87%. The increase in the December 2025 NSFR value resulted from a more significant decrease in RSF (Required Stable Funding) compared to the decrease in ASF (Available Stable Funding). The Company's liquidity is in adequate condition because the NSFR value is above the regulatory threshold of 100%. The following is a detailed analysis of the December 2025 NSFR:

   a. The ASF for December 2025 amounted to IDR249.61 trillion, a decrease of IDR23.17 trillion (8.49%) compared to September 2025. The decrease in ASF came from Capital decreasing by IDR100.23 billion, Deposits from individual customers and funding from micro and small business customers decreased by IDR16.27 trillion and funding from corporate customers decreased by IDR6.80 trillion.

   b. The RSF for December 2025 was IDR195.59 trillion, a decrease of IDR19.42 trillion (9.03%) compared to September 2025. The decrease in RSF was due to a decrease in Total HQLA for the NSFR calculation of IDR348.99 billion, a decrease in deposits from other financial institutions for operational purposes of IDR783.61 billion, a decrease in loans categorized as Current and Special Mention (performing) and securities ofIDR 13.73 trillion, and a decrease in Other Assets of IDR4.98 trillion, while Off-Balance Sheet Transactions increased by IDR420.66 billion.

2. The composition of the Company's ASF for the December 2025 period was dominated by corporate customer funding amounting to IDR152.07 trillion (60.92% of the total ASF), while the RSF was dominated by loans in the current and special mention categories (performing loans) and securities that were not in default amounting to IDR171.66 trillion (87.77% of the total RSF). There was an exposure of interdependent assets and liabilities amounting to IDR75.42 trillion in the form of the FLPP (Housing Financing Liquidity Facility) Government Subsidy Program Fund.

3. The liquidity management strategy was established at the ALCO committee meeting and implemented by the treasury, risk, strategic, funding, and lending business units. To increase stable and long-term funding sources, the Company is committed to increasing third-party funds (DPK) through low-cost digital transactions and raising wholesale funds through bilateral loans, NCD issuance, bonds, and securitization.

Bank Consolidated with Subsidiaries

	ASF Components	Report Date Position (September 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
		Carrying Value by Remaining Maturity (IDR million)					
		Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
1	Capital	31,742,919	-	-	2,323,230	34,066,149	
2	Capital according to POJK KPMM	31,742,919	-	-	2,323,230	34,066,149	1,1 1,2
3	Other capital instruments	-	-	-	-	-	1,3
4	Deposits from retail customers and funding from micro and small enterprise customers	62,645,453	23,873,237	-	-	80,955,243	2 3
5	Stable deposits and funding	51,965,534	9,802,917	-	-	58,680,028	2,1 3,1
6	Less stable deposits and funding	10,679,919	14,070,320	-	-	22,275,215	2,2 3,2
7	Funding from corporate customers	41,504,824	211,737,911	3,000,000	29,773,631	158,875,335	4
8	Operational deposits	41,504,824	-	-	-	20,752,412	4,1

(in IDR millions)

	Report Date Position (December 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
	Carrying Value by Remaining Maturity (IDR million)					
	Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	35,289,292	-	-	4,278,706	39,567,998	
	35,289,292	-	-	4,278,706	39,567,998	1.1 1.2
	-	-	-	-	-	1.3
	53,054,160	25,421,250	-	-	73,699,199	2 3
	48,058,665	13,367,932	-	-	58,355,268	2.1 3.1
	4,995,494	12,053,318	-	-	15,343,931	2.2 3.2
	56,054,184	189,392,455	10,000,000	36,469,068	165,386,766	4
	56,054,184	-	-	-	28,027,092	4.1

	ASF Components	Report Date Position (September 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
		Carrying Value by Remaining Maturity (IDR million)					
		Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
9	Other funding from corporate customers	-	211,737,911	3,000,000	29,773,631	138,122,923	4,2
10	Liabilities with matched assets	-	-	-	89,678,668	-	5
11	Other liabilities and equity	-	-	-	-	-	6
12	NSFR derivative liabilities		-	-	-		6,1
13	Other equity and liabilities not included above	-	7,570,719	-	-	-	6,2 s,d, 6,5
14	**Total ASF**					273,896,727	7

	ASF Components	Report Date Position (September 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
		Carrying Value by Remaining Maturity (IDR million)					
		Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
15	Total HQLA for NSFR calculation					3,022,662	1
16	Deposits at other financial institutions for operational purposes	-	-	-	-	2,042,067	2
17	Performing loans and loans under special attention, and securities	-	9,182,592	4,779,933	260,623,353	186,338,453	3
18	To financial institutions collateralized with Level 1 HQLA	-	-	-	-	-	3,1,1
19	To financial institutions collateralized with non-Level 1 HQLA, and unsecured loans to financial institutions	-	-	-	-	-	3,1,2 3,1,3
20	To non-financial corporates, retail customers, micro and small enterprise customers, the Government of Indonesia, other governments, Bank Indonesia, foreign central banks, and public sector entities, including:	-	1,570,576	2,042,941	37,750,149	32,867,887	3,1,4,2 3,1,5 3,1,6

	Report Date Position (December 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
	Carrying Value by Remaining Maturity (IDR million)					
	Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	-	189,392,455	10,000,000	36,469,068	137,359,674	4.2
	-	-	-	75,416,589	-	5
	-	-	-	-	-	6
		-	-	-		6.1
	-	7,954,699	-	-	-	6.2 s.d. 6.5
					278,653,963	**7**

	Report Date Position (December 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
	Carrying Value by Remaining Maturity (IDR million)					
	Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
					2,673,676	1
	-	-	-	-	1,257,985	2
	-	21,144,504	4,215,196	261,403,965	193,329,864	3
	-	-	-	-	-	3.1.1
	-	-	-	-	-	3.1.2 3.1.3
	-	11,287,550	1,418,751	38,013,836	37,602,000	3.1.4.2 3.1.5 3.1.6

	ASF Components	Report Date Position (September 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
		Carrying Value by Remaining Maturity (IDR million)					
		Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
21	Assets eligible for a risk weight of 35% or lower under OJK SE ATMR for Credit Risk	-	13,584	46,147	5,132,490	3,365,984	3,1,4,1
22	Residential mortgage loans not pledged as collateral, including:	-	7,612,017	2,736,991	222,873,204	153,025,138	3,1,7,2
23	Assets eligible for a risk weight of 35% or lower under OJK SE ATMR for Credit Risk	-	257,719	345,113	207,957,947	135,474,081	3,1,7,1
24	Performing and underperforming securities not pledged as collateral, not in default, and not classified as HQLA, including publicly traded shares.	-	-	-	-	445,428	3,2
25	Assets with matched liabilities	-	-	-	89,678,668	-	4
26	Other assets:					22,436,684	5
27	Tradable physical commodities, including gold	-				-	5,1
28	Cash, securities, and other assets recorded as initial margin for derivative contracts or as default fund contributions to a central counterparty (CCP)		-	-	-	-	5,2
29	NSFR derivative assets		-	-	-	-	5,3
30	20% of derivative liabilities before variation margin deduction		-	-	-	-	5,4
31	All other assets not included above*)	2,232,577	20,204,107	-	-	22,436,684	5,5 s,d, 5,12
32	Administrative account transactions		13,270,480	-	-	663,524	12
Total RSF						214,503,390	13
Net Stable Funding Ratio (NSFR %)						127.69%	14

	Report Date Position (December 2025)				Total Weighted Value	Ref. No. from NSFR Work Paper
	Carrying Value by Remaining Maturity (IDR million)					
	Without Maturity	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	-	13,879	50,926	5,314,554	3,486,863	3.1.4.1
	-	9,856,954	2,796,446	223,390,129	154,598,494	3.1.7.2
	-	353,059	387,565	208,049,079	135,602,213	3.1.7.1
	-	-	-	-	1,129,371	3.2
	-	-	-	95,371,208	-	4
					20,779,042	5
	-				-	5.1
		-	-	-	-	5.2
		-	-	-	-	5.3
		-	-	-	-	5.4
	3,099,715	17,679,328	-	-	20,779,042	5.5 s.d. 5.12
		21,683,596	-	-	1,084,180	12
					219,124,748	**13**
					127.17%	**14**

Consolidated NSFR Analysis

1. The Consolidated Net Stable Funding Ratio (NSFR) for December 2025 was maintained stable compared to the previous period. The Consolidated NSFR value for December 2025 was 127.17%. The movement in the Consolidated NSFR value for December 2025 was derived from a more significant increase in RSF (Required Stable Funding) compared to the increase in ASF (Available Stable Funding). The Bank's liquidity is in adequate condition because the Consolidated NSFR value is above the regulatory threshold of 100%. The following is a detailed analysis of the Consolidated NSFR for December 2025:
   a. The ASF for December 2025 was IDR278.65 trillion, an increase of IDR4.76 trillion (1.74%) compared to September 2025. The increase in ASF was due to an increase in capital of IDR5.50 trillion, funding from corporate customers of IDR6.51 trillion, and deposits from individual customers and funding from micro and small business customers decreased by IDR7.26 trillion.
   b. The RSF for December 2025 amounted to IDR219.12 trillion, an increase of IDR4.62 trillion (2.15%) compared to September 2025. The increase in RSF was due to loans categorized as Current and Special Mention (performing) and securities, which increased by IDR6.99 trillion, and off-balance sheet transactions by IDR420.66 billion. Meanwhile, total HQLA for NSFR calculations decreased by IDR348.99 billion, deposits with other financial institutions for operational purposes decreased by IDR784.08 billion, and other assets decreased by IDR1.66 trillion.

2. The composition of the Company's ASF for the December 2025 period was dominated by corporate customer funding amounting to IDR165.39 trillion (59.35% of the total ASF), while the RSF was dominated by current and special mention loans (performing loans) and non-defaulted securities amounting to IDR193.33 trillion (88.23% of the total RSF). There was an interdependent asset and liability exposure of IDR95.37 trillion in the form of the FLPP (Housing Financing Liquidity Facility) Government Subsidy Program Fund.

3. The liquidity management strategy was established in ALCO committee meetings and implemented by the treasury, risk, strategic, funding, and lending business units. To increase stable and long-term funding sources, BTN is committed to increasing third-party funds (DPK) through low-cost digital transactions and, if needed, utilizing other funding sources, such as wholesale funding through loans, securities issued, including bonds and securitization, and other instruments.

Encumbered Assets (ENC)

(in IDR millions)

2025				
	Encumbered Assets	Assets held or pledged with the central bank and not not used to generate liquidity	unencumbered Asset	Total
Assets in the Statement of Financial Position may be presented in detail to the extent necessary.	IDR413,096	IDR69,832,231	IDR22,704,351	IDR92,949,678

Qualitative Analysis

- Encumbered assets are bank assets legally and contractually restricted for liquidity needs by the bank in times of stress. Encumbered assets do not include assets held or contracted with Bank Indonesia but not yet used to generate liquidity. The bank currently holds IDR413 billion in encumbered assets.
- Assets deposited or pledged with Bank Indonesia but not yet used to generate liquidity are as referred to in the Financial Services Authority Regulation concerning the obligation to fulfill the liquidity coverage ratio for Commercial Banks, as regulated in OJK Regulation No. 19 of 2024. Currently, the Bank has assets deposited or pledged with Bank Indonesia amounting to IDR69.83 trillion.
- Unencumbered assets are assets that qualify as HQLA as defined in the Financial Services Authority Regulation concerning the obligation to meet the Liquidity Coverage Ratio for Commercial Banks. Currently, the Bank holds unencumbered assets in the form of placements with Bank Indonesia, total securities not included in the calculation of secondary reserve requirements, and reverse repo.

Liquidity Risk Management (LIQA)

Liquidity risk is the risk that the Company does not have sufficient financial capacity to meet its obligations when they are due, or fulfills these obligations but at a high cost, where the risk arises from the misalignment of the timing of cash flows. In managing its liquidity, in addition to maintaining the primary Statutory Reserve (GWM) and Macroprudential Liquidity Buffer (PLM), the Company also monitors the Liquidity Coverage Ratio (LCR) report daily and the Net Stable Funding Ratio (NSFR) monthly. The Company also periodically conducts stress testing on liquidity conditions using assumptions of possible scenarios in the Indonesian banking system.

The implementation of Liquidity Risk Management aims to ensure daily funding adequacy, both under normal conditions and in anticipation of stressful situations. The liquidity framework is designed to adapt to changes in business models, market conditions, and regulations. The Company maintains a variety of available funding sources, diversified from core retail customer deposits to corporate customer deposits, while ensuring the availability of high-quality liquid assets.

The Bank's risk management practices are as follows:

1. Conducting daily monitoring of the Liquidity Coverage Ratio (LCR) and monthly Net Stable Funding Ratio (NSFR), which includes daily monitoring of the Bank's liquid assets and daily cash inflows and outflows.
2. Establishing a Macroprudential Liquidity Buffer (PLM) to maintain the Company's liquidity position, including by placing excess funds in liquid financial instruments.
3. Establishing Cash Holding limits at the Company's branch offices.
4. Implementing the ALCO function to regulate interest rates to increase/decrease certain funding sources related to maturity discrepancies, ensuring compliance with applicable regulations, and establishing tolerance limits for liquidity and funding risks as stipulated in the Risk Appetite Statement (RAS).
5. Implementing a Contingency Funding Plan (CFP) and its mechanisms, including establishing a crisis response team to anticipate a liquidity crisis and briefly outlining the responsibilities and actions that can be implemented in a liquidity stress scenario and establishing specific stages during the stress scenario. In the process of controlling liquidity risk, the Company has used measurement parameters in accordance with Basel III standards, with the guidelines that have been implemented so far, making the Company's liquidity position always maintained in a safe position.

Operational Risk

Operational Risk Calculation

Bank Individually

(in IDR millions)

Approach used	December 31, 2025			December 31, 2024		
	KIB	MMRO	ATMR	KIB	MMRO	ATMR
Standard Approach	1,791,641	1,791,641	22,395,507	1,631,082	1,631,082	20,388,527

Bank Consolidated with Subsidiaries

(in IDR millions)

Approach used	December 31, 2025			December 31, 2024		
	KIB	MMRO	ATMR	KIB	MMRO	ATMR
Standard Approach	1,816,564	1,607,280	20,090,999	-	-	-

General Qualitative Disclosures

Operational Risk Management

The Company has established a Risk Management function for Operational Risk that is independent from the Company's business work units, namely the Operational and Digital Risk Management Work Unit as a form of improving the implementation of Risk Management, especially for operational, digital, and fraud risks. In the Operational and Digital Risk Management Work Unit, to improve operational risk control at the Head Office Division level, the Company has established an ORC Department, the ORC has coordinated with risk owners in an effort to grow a culture of risk awareness by compiling a risk register and RCSA in each Head Office Division.

To improve the monitoring function of operational risk control in operational activities at Branch Offices, Regional Offices, Commercial Business Centers (CBCs), and Regional Loan Processing Centers, officers have been assigned to Business Branch Control (BBC), Regional Business Control (RBC), Commercial Business Center Business Control (CBC), and Regional Loan Processing Center Business Control (RLPC). These officers serve as the 1.5th line of defense, coordinating with the Operational and Digital Risk Management Work Unit.

To implement risk management processes, particularly operational risk, the Company has an ORMIS (Operational Risk Management Information System) application. This application consists of three main integrated modules: LED, RCSA, and KRI. The LED (Loss Event Database) module functions as an operational risk data collection module for operational risk events at Branch Offices, using risk event criteria based on Basel II (seven risk event types). Branch Offices submit data online via ORMIS when operational losses occur, which are periodically summarized into accumulated bank loss data, including actual losses, near misses, and potential losses for each risk event. The collected data will be processed and analyzed to determine the operational risk exposure map for each Branch Office and Regional Office. This exposure map will serve as a reference for risk mitigation and future business process improvements. The RCSA (Risk and Control Self-Assessment) module is used in the process of identifying and measuring operational risks inherent in all Bank work unit activities. Therefore, when completing the RCSA, all work units are required to identify and measure operational risks inherent in daily activities and impacting the achievement of work unit targets, including establishing control measures to ensure all potential risks in each work unit can be controlled. The KRI module serves as a tool for monitoring risk trends based on established risk indicators. These risk indicators will serve as the basis for developing anticipatory and remedial measures in the future.

To ensure the Company's operational continuity after being impacted by operational risks stemming from external factors such as natural disasters, social conflict, and IT system failures, the Company has implemented a Business Continuity Management (BCM) policy. This BCM policy contains systematic steps and serves as a guideline for employees in dealing with emergencies, from pre-disaster preparedness and disaster response, operational continuity planning, to returning to normal. To support the successful implementation of BCM, the Company has internalized the process for all employees by developing video socialization materials and conducting periodic trials or simulations. Reports on the results of these trials or simulations will serve as a benchmark for success and inform continuous improvement.

The Company has implemented Internal Control Over Financial Reporting (ICOFR) as part of its internal control system to provide reasonable assurance of the reliability and integrity of financial reporting in accordance with POJK No. 15/2024 concerning the Integrity of Bank Financial Reporting and SK-5/2024 concerning Technical Instructions for Internal Control over Financial Reporting (ICOFR) of State-Owned Enterprises.

In addition to a part of the Company's internal control system which is to build a risk-aware culture at all levels of the Bank's organization, updates have been made to the General Policy on Internal Control Systems, the General Policy on Anti-Fraud Strategy, and the Specific Policy on Internal Control over Financial Reporting..

IT, Digital & Cyber Risk Management

Information technology plays a critical role in providing services to customers, supporting company operations, and achieving the company's strategic objectives. The use of information technology is inherently exposed to various types of risks and must therefore be balanced with appropriate risk management to ensure the security and reliability of information technology. Furthermore, regulations from the regulator (OJK) mandate the implementation of risk management in the use of information technology. Therefore, Company need to implement effective risk controls to maintain service quality, improve their business, and ensure compliance with regulatory requirements.

IT, Digital & Cyber risk management is applied to the technology solutions used by the Company, covering six risk domains: information and cybersecurity risk, IT service delivery, resilience and continuity risk, IT third-party risk, data quality and privacy risk, IT project delivery risk, and IT regulatory compliance risk. The IT, Digital & Cyber risk management approach used is based on NIST best practices, which are used across various industries, and is enhanced by integrating risk management processes into the IT service lifecycle, in accordance with ITIL best practices. The IT, Digital & Cyber risk management process is implemented for all IT services, including existing IT services, new IT services, and changes to IT services.

In terms of IT implementation, digital & cyber risk management, the Company has identified, measured, monitored, and controlled risks in the use of Information Technology, which are documented in the Risk Register and reviewed system development plans in the Business Requirements Document (BRD). Periodically, risk control self-assessments are conducted to ensure the adequacy of controls in managing IT and digital risks.

The Company also provides assistance in identifying risks in critical IT-related projects and establishing mitigation controls. This is done to ensure compliance with the principles of confidentiality, integrity, authentication, non-repudiation, and availability. Furthermore, the Company monitors key risk parameters using Key Risk Indicators (KRIs). All mitigation measures for identified issues have been followed up sufficiently to reduce the risk level to meet the Company's risk appetite.

HUMAN CAPITAL

The Company's mission is to be the Home for Indonesia's Best Talent. To achieve this goal, the Company has formulated its Human Resources Aspirations for 2025–2029: A Dynamic Work Environment Filled with Productive, Superior, and Prosperous Talent with a Global Mindset.

HUMAN CAPITAL **MANAGEMENT STRATEGY**

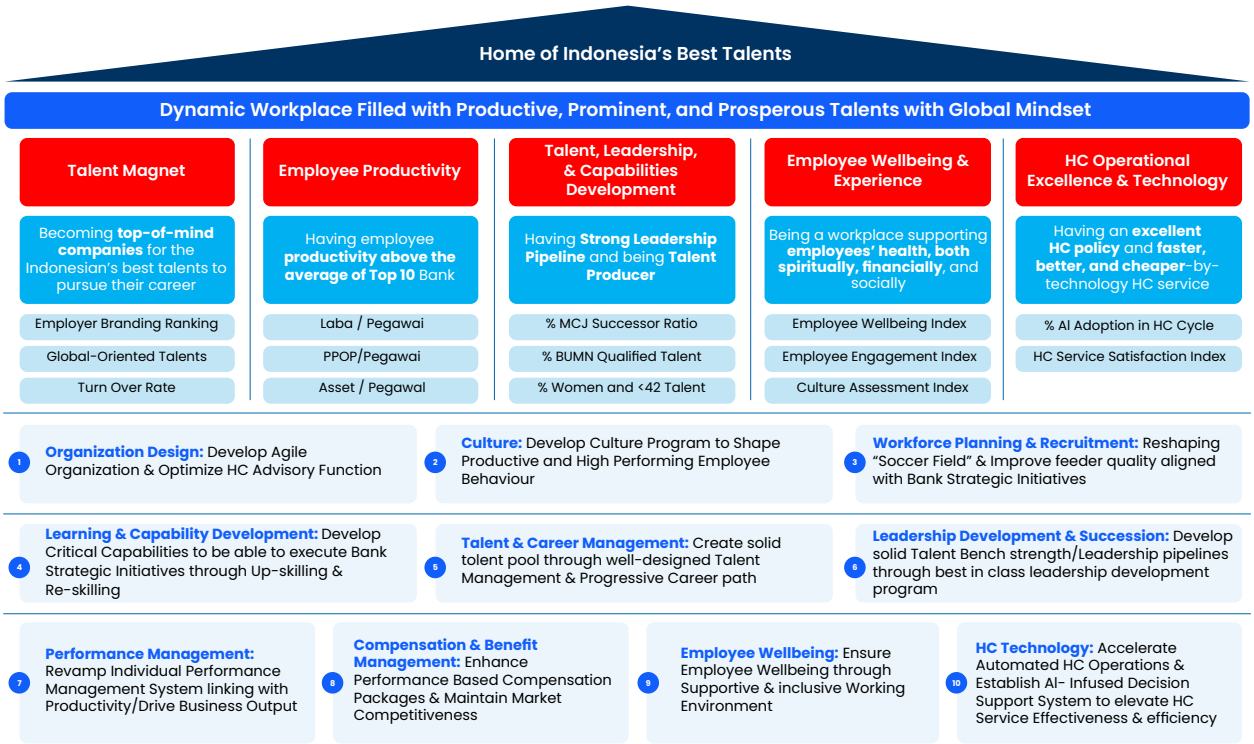
In order to realize "One of Homes of Indonesia's Best Talent", the Human Resources (HR) development work program in the short and medium term has been aligned with the 2025-2029 Corporate Plan. The Medium-Term Plan for Human Resources (HR) has a tremendous goal, i.e. setting up a dynamic workplace occupied by productive, prominent, and prosperous talents having a global mindset.

To manifest the said BTN's Endstate Human Capital, 5 (five) pillars of the Endstate dimension have been formulated and successful parameters in achieving the "Being a home for the Indonesian best talents" condition. Up to 2025, the indicators and achievements of each pillar were as follows:

1. **Talent Magnet**
   a. Dimension: BTN becomes top-of-mind companies for the Indonesian's best talents to pursue their career.
   b. b.Indicators:
      i. Employer Branding Ranking, which is a measurement of the company's appeal and position as a workplace compared to other companies, based on external perception.
      ii. Global-Oriented Talents, who have the ability, insight, and mindset to work, collaborate, and compete effectively in an international business sphere.
      iii. Turn Over Rate, which is a measurement of the percentage of employees who leave the company within a certain period (annually), compared to the average number of employees in such period.
   c. Achievements of each indicator in 2025 were as follows:
      i. Employer Branding Ranking: the 3rd Top Companies by LinkedIn version in terms of career development.
      ii. Global-Oriented Talents: 38 employees of BTN are Global Talents (overseas graduates and overseas-scholarship awardee officers).
      iii. Turn Over Rate: Turnover rate of employees is 1,6% annually.

2. **Employee Productivity**
   a. Has employee productivity above the average of the Top 10 Banks.
   b. Indicators:
      i. Revenue/Employee: productivity indicator measuring the extent of net profit earned by an employee in an organization within a certain period.
      ii. PPOP/Employee: productivity indicator measuring the extent of operational revenue earned by an employee in an organization within a certain period.
      iii. Assets/Employee: productivity indicator measuring the extent of total assets managed by an employee in an organization (in the banking or finance industries, usually).
   c. Achievements of each indicator in 2025 were as follows:
      i. Revenue/Employee: realization up to December is IDR 271 million/employee
      ii. PPOP/Employee: realization up to December is IDR 821 million/employee
      iii. Assets/Employee: realization up to December is IDR 39 billion/employee
3. **Talent, Leadership, and Capabilities Development**
   a. Dimension: Having A Strong Leadership Pipeline and Being A Talent Producer.
   b. Indicators:
      i. % MCJ Successor Ratio: Indicator measuring a critical position percentage (MCJ – Most Critical Jobs) that has a successor, who is ready or being prepared in the organization's Talent Pipeline.
      ii. % BUMN Qualified Talent: Indicator measuring the percentage of employees who satisfy competency, capability, and talent criteria as stipulated in the framework of SOE Talent Management.
      iii. % Women and <42 Talent: Indicator measuring the percentage of employees classified as talent (positioning in the organization's talent pool), satisfying two inclusive criteria as follows:
         a) Women Talent
         b) Employee aged < 42 years old (Young Talent)
   c. Achievements of each indicator in 2025 were as follows:
      i. % MCJ Successor Ratio:
      ii. % SOE Qualified Talent: 75% of candidates, who are SOE Nominated Talent.
      iii. % Women Talent: 33,3 % of positions in the 1st tier.
      iv. % Talent U < 42: 16,7 % of positions in the 1st tier.
4. **Employee Wellbeing & Experience**
   a. Dimension: Being a workplace supporting employees' health, both spiritually, financially, and socially.
   b. Indicators:
      i. Employee Wellbeing Index, which is a comprehensive indicator measuring the well-being level of total employees, including physical, spiritual, social, and financial aspects in the workplace.
      ii. Employee Engagement Index, which is an aggregate indicator that measures employees' emotion, commitment, and motivation bound to their organization and work.
      iii. Culture Assessment Index, which is an indicator measuring the extent to which the current organizational culture, having been in accordance, adhered to, and performed by employees, is in line with core values, key behaviors, and work culture that is expected by the company..
   c. Achievements of each indicator in 2025 were as follows:
      i. Employee Wellbeing Index: Index is 85,1 of 4 well-being aspect assessment
      ii. Employee Engagement Index: Score is 93, based on the results of an independent survey
      iii. Culture Assessment Index: Score realization is 24,86
5. **HC Operational Excellence & Technology**
   a. Dimension: Having an excellent HC and faster, better, and cheaper-by-technology HC service.
   b. Indicators:
      i. % AI Adoption in HC Cycle, which is an indicator measuring the percentage in the Human Capital (HC) Cycle stage that has utilized Artificial Intelligence (AI) to support, accelerate, or improve the quality of the HR management process.
      ii. HC Service Satisfaction Index, which is the employee satisfaction index with Human Capital (HC) service that they have received from recruitment, employment administration, learning, and up to employee relations service.
   c. Achievements of each indicator in 2025 were as follows:
      i. % AI Adoption in HC Cycle: 22% of the stage in the Human Capital (HC) Cycle that has utilized Artificial Intelligence (AI)
      ii. HC Service Satisfaction Index: The score of human capital satisfactory service is 94%

Human Capital (HC) Framework for 2025 – 2029



The company has a mission of being Home of Indonesia's Best Talent. To achieve the end-state, the 2025-2029 Human Capital Aspiration has been formulated, comprising a dynamic workplace occupied by productive, prominent, and prosperous talents with a global mindset consisting of 5 Pillars and 10 Key Strategies, as follows:

1. **Organization Design**, which involves Developing an Agile Organization and Optimizing HR Advisory Function.
2. **Culture**, which is the Developing Culture Program to Shape Productive and High-Performance Employee Behavior.
3. **Workforce Planning & Recruitment**, which is Reshaping "Soccer Field" and Improving employee feeder quality that is in line with the Bank's Strategic Initiative.
4. **Learning & Capability Development**, by developing Critical Capability to perform the Bank's Strategic Initiative through Skills Improvement and Repetitive Training.
5. **Talent & Career Management**, by creating a solid talent pool through Talent Management that offers a well-designed and progressive career path.
6. **Leadership Development & Succession**, by the development of a talent base/solid leadership path through the best leadership development program in its class.
7. **Performance Management**, by Individual Performance Management System related to Productivity/Boosting Business Yield.
8. **Compensation & Benefit Management**, by improving Performance-Based Compensation Package & Maintaining Market Competitiveness.
9. **Employee Well-being**, by Ensuring Employees' Well-being through a Supportive and Inclusive Work Environment.
10. **HC Technology**, by Optimizing Human Resources Operation and Building an AI-based Decision Supporting System to improve Effectiveness and Efficiency of Human Resources.

HUMAN CAPITAL MANAGEMENT POLICY **AND IMPLEMENTATION**

Recruitment

Policy

In BTN, employee recruitment is regulated by **Special Policy KK 3.A** regarding **Human Capital Cycle**, with further details in **Technical Instructions (PT) No. 3-A.11** regarding **Recruitment and Selection**.

1. **Recruitment Source**
   In 2025, employee recruitment was conducted in various channels, either **external** or **internal sources**, to ensure the satisfaction of employee needs in accordance with the **quantity** and **quality** that are required in each business unit.
2. **Diversity, Equity, & Inclusivity (DEI) Principles**
   In terms of supporting diversity and inclusivity, **gender equity** and **opportunity for disables** had become a key principle in the recruitment process.
3. **Recruitment Objectives**
   The recruitment process aimed to:
   - Ensure the satisfaction of employee needs in the business unit.
   - Confirm employees' quality and quantity in accordance with the company's standard.
   - Prioritize DEI principles to create an inclusive and diverse work environment.

In line with **Special Policy KK 3.A** regarding **Human Capital Cycle**, the principles of employee recruitment include:

1. Based on Employee Needs Planning, covering job types and requirements, the number of employees needed, and/or future capability needs.
2. Fulfilling employee needs from both external and internal sources of the Company is based on the determination of work unit formations through Workload Analysis.
3. Employee acquisition will be carried out if the analysis results indicate a gap (deficit) between the calculated employee needs and the current number of employees in a unit.
4. In addition to fulfilling Employee Needs calculations, Employee Acquisition may also be conducted when there is a vacant position that must be filled immediately. This recruitment can be done both internally and externally, aligning with the requirements of the designated job profile.
5. Employee acquisition primarily focuses on fulfilling workforce needs from within (Promotion and Rotation), without ruling out the possibility of external recruitment if internal fulfillment is insufficient or inadequate.

Stage and authority of recruitment in accordance with the provisions are regulated as follows:

No	Stages	Director	HCMD	HCBP	Related Business Unit
1.	Job Advertisement		✓		
2.	Administration Selection		✓		
3.	Culture Fit		✓		
4.	Assessment to measure Behavior Competency and Basic Competency				
	4.1. Psychology Test (for Fresh Graduate)		✓ (by Third Party)		
	4.1. Potential Test		✓ (by Third Party)	✓ (Assisting)	
	4.3. Leaderless Group Discussion (Specially for ODP)		✓ (by Third Party)		
	4.4. Psychiatric Interview (ODP Interview)		✓ (by Third Party)		
	4.5. Assessment Center (Specially for Experience and Professional Hire)		✓ (by Third Party)	✓ (Assisting)	

No	Stages	Director	HCMD	HCBP	Related Business Unit
5.	Technical Competency Assessment				
	5.1. Technical Competency Test(Specially for ODP Specialist)		✓ (by Third Party)		
	5.2. Interview User (Specially for Experience and Professional Hire)				✓
6.	English Proficiency Test		✓ (by Third Party)	✓ (Assisting)	
7.	Medical Test		✓ (by Third Party)		
8.	Final Interview	✓		✓	

In accordance with the provisions of Technical Instruction (PT) No. 3-A.11 concerning Recruitment and Selection, disabilities recruitment is also regulated, and the type of disabilities satisfying criteria of prospective disabled employee includes Physically Disabled (minor) and Mute Disabled, but, it does not rule out the possibility of determining other types of disabilities in subsequent recruitment, while simultaneously preparing suitable accommodation and accessible facilities to Disabled Employees.

Pelaksanaan Rekrutmen

During 2025, 717 employees were recruited through five recruitment channels. The recruitment was for disabilities and diaspora recruitment. In addition, still in 2025, the Company recruited 14 employees with disabilities, 8 ODP diaspora employees, and 2 experienced diaspora employees. During the recruitment process, the Company does not discriminate based on gender or race, and all candidates are treated equally. The Company consistently applies the principles of Diversity, Equity, and Inclusion (DEI) as part of its commitment to sustainability principles in accordance with the Company's ESG Roadmap.

Various recruitment activities were also performed in conjunction with the Company's 2025 employer branding program at various events and institutions, including talent scouting, career days, and inspiration corners at leading Indonesian universities, special recruitment for the Regional Leader Development Program (RLDP), and Joint Recruitment of State-Owned Enterprises (RBB). Several stages of the recruitment process also involved third parties.

Table of Recruitment Implementation for 2025

No	Recruitment Pathway	Number
1	Officer Development Program (ODP) *)	179
2	Regional Leader Dev. Program (RLDP)	17
3	General Banking Staff (GBS) **)	386
4	Experienced/ Pro-Hire Hiring	50
5	Teller Service Staff	85
	TOTAL	**717**

Note:
*) Including 8 Diasporas
**) Including 14 Disabilities

Competency Development

Policy

Developing hard skill and soft skill competencies becomes part of the Human Capital cycle guidelines in managing Human Resources in accordance with Special Policy No. KK.3-A, concerning the Human Capital Cycle. Every employee is obliged to develop their competencies so they can do their job well, and prepare themselves to be able to face change and/or occupy a higher position.

Employee competency development is carried out through structured and systematic learning and development programs to enhance the required knowledge, skills, and attitudes. The learning and development framework is designed using the Analysis, Design, Development, Implementation, Evaluation (ADDIE) approach and applies the 10:20:70 learning model, consisting of:

1. 10% through formal learning.
2. 20% through learning from others.
3. 70% through learning by doing.

The Principle of Equality is applied, ensuring that all employees have equal opportunities for learning and development, from the initial placement phase to being projected into higher positions. The employee competency development cycle includes:

1. Onboarding – The preparation process for employees in new positions, either through internal movement (rotation, promotion, transfer) or for new employees.
2. Equipping – The process of enhancing or refreshing the competencies of employees in their current positions.
3. Developing – A comprehensive competency development process for employees projected for higher positions.

This program aims to ensure sustainable human resource management, responsiveness to change, and alignment with business needs and organizational vision. Employee competency development focuses on leadership, critical capabilities, funding, transactional, and digital banking.

Implementation of Competency Development

The Company conducts learning and development programs to continuously meet competency requirements, aligned with the annual business strategy focus through training, development, special assignments, as well as transfer and promotion programs.

The Company is committed to ensuring that all employees have equal opportunities for growth, regardless of job level or gender. The learning and development process is designed to provide equal opportunities for all employees, whether in managerial or non-managerial positions.

Additionally, the Company promotes gender equality by ensuring that both men and women have the same access to career development through learning and development programs that support their professional growth. Through this approach, the Company fosters an inclusive work environment, offering equal opportunities for all employees to develop their competencies.

Competency Development in 2025

Below is the table of competency development distribution by job level and gender for the period January – December 2025:

Table of Competency Development in 2025

No.	Job Level	Employees		Total Employees	Training Field	Employee Training	
		Male	Female			Male	Female
1.	EXECUTIVE VICE PRESIDENT	6	1	7	Business & Sharia Banking	3	1
					Credit & Risk	3	1
					Leadership	4	1
					Operational Banking	6	1
					Sales & Service	4	1
2.	SENIOR VICE PRESIDENT	17	11	28	Business & Sharia Banking	8	5
					Credit & Risk	14	11
					Leadership	16	11
					Operational Banking	16	11
					Sales & Service	12	9
3.	VICE PRESIDENT	81	18	99	Business & Sharia Banking	38	11
					Credit & Risk	69	18
					Leadership	71	18
					Operational Banking	77	18
					Sales & Service	68	16
4.	ASSISTANT VICE PRESIDENT	102	24	126	Business & Sharia Banking	62	15
					Credit & Risk	98	24
					Leadership	97	23
					Operational Banking	102	24
					Sales & Service	92	23
5.	SENIOR MANAGER	170	48	218	Business & Sharia Banking	115	30
					Credit & Risk	166	47
					Leadership	162	46
					Operational Banking	168	48
					Sales & Service	160	44
6.	MANAGER	821	353	1.174	Business & Sharia Banking	545	225
					Credit & Risk	807	347
					Leadership	718	308
					Operational Banking	817	352
					Sales & Service	774	345
7.	ASSISTANT MANAGER	1.537	1.132	2.669	Business & Sharia Banking	979	691
					Credit & Risk	1.485	1.088
					Leadership	1.311	955
					Operational Banking	1.497	1.097
					Sales & Service	1.418	1.045

No.	Job Level	Employees		Total Employees	Training Field	Employee Training	
		Male	Female			Male	Female
8.	SENIOR STAFF	2.005	2.542	4.547	Business & Sharia Banking	1.411	1.860
					Credit & Risk	1.996	2.536
					Leadership	1.581	2.046
					Operational Banking	2.004	2.541
					Sales & Service	1.956	2.515
9.	STAFF	945	1.601	2.546	Business & Sharia Banking	667	1.178
					Credit & Risk	912	1.504
					Leadership	655	1.017
					Operational Banking	918	1.543
					Sales & Service	854	1.374
	TOTAL	**5.684**	**5.730**	**11.414**			

Various employee development programs have been implemented across 5 (five) training areas with the following objectives:

Training Field	Training Objectives
Business & Sharia Banking	Enhancing employee competencies in sales, marketing, general knowledge, and other aspects within the Sharia Banking sector.
Credit & Risk	Improving expertise in credit and credit risk management.
Leadership	Developing leadership skills and career advancement opportunities for employees.
Operational Banking	Strengthening employee competencies in the Company's operational activities.
Sales & Service	Enhancing skills in sales and customer service

Evaluation of Competency Development Implementation

To assess the effectiveness of competency development programs, the Company applies a systematic and comprehensive evaluation approach using the Kirkpatrick method, which consists of 4 (four) levels of evaluation:

Level 1 - Reaction
Participants' evaluation of the implementation of learning and development regarding the relevance and satisfaction of the activities.

Level 2 - Learning
Evaluations participants' understanding of the learning and development materials that have been provided.

Level 3 - Behaviour
Evaluations to measure the impact of learning and development on changes in participant behavior and its application in work.

Level 4 - Result
Evaluations are conducted to measure the impact of learning and development on improving aspects of the Company's business or business processes.

Competency Development Costs

In its implementation, the Company systematically allocates a budget for employee learning and development, referring to regulations governing human resource competency development. The funds are allocated for employee learning and development activities in technical, non-technical, and leadership fields. The total budget allocation for competency development in 2025 increased by 24.55% compared to 2024.

Competency Development Costs (in IDR millions)		Growth	
2025	2024	In local currency (in IDR millions)	In Percentage (%)
131.435	105.530	25.905	24,55%

Career Development

Policy

The new grading system is arranged and based on the Global Grading System, which supports the development of a highly progressive organizational structure and career system aligned with global standards. Adjustments to the grading system are required in line with the organization's development, business scale, and BTN's operating model. The following is the prevailing grading system BTN:

Band	Grade	Corporate Title
	6A	Senior Executive Vice President
5	5B	Executive Vice President
4	4E/5A	Senior Vice President
	4D	Vice President
	4C	Vice President
	4B	Assistant Vice President
3	3E/4A	Senior Manager
	3D	Manager
	3C	
	3B	Assistant Manager
	3A	
2	2F	Senior Staff
	2E	
	2D	Staff
	2C	
	2B	Junior Staff
	2A	

The Global Grading System (GGS) aims to support BTN's competitive positioning in the banking industry through its grading system, and adjustments to the grading system are required in accordance with the organization's development, business scale, and operational model. Furthermore, the GGS also encourages employees to improve their technical, behavioral, and leadership competencies as required by their respective levels. For example, positions, such as Deputy Division Head (4E) and Division Head (5A) have currently clearer competency definitions, particularly in leadership and people management, supporting more progressive career management with a non-Inter Band Grade Gap policy. This provides specific development directions to help employees prepare for greater responsibilities.

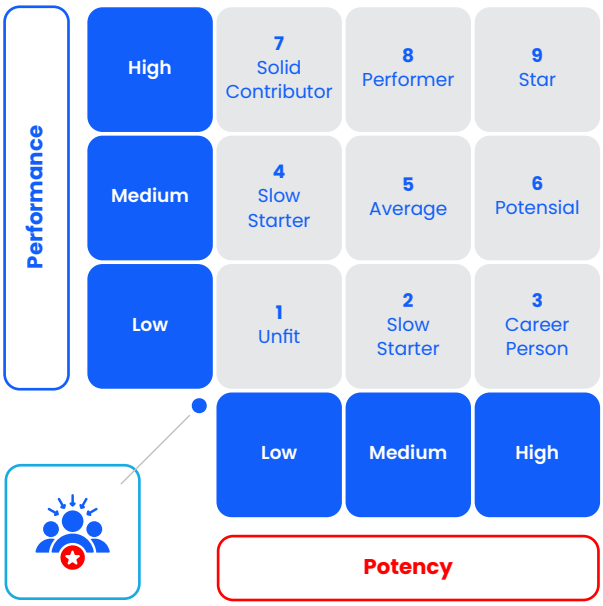
Talent Mapping

Career development at BTN refers to the provisions of Special Policy No. KK.3-A on the Human Capital Cycle. In general, the career patterns regulated by the Company for all employees include the acceleration track, fast track, middle track, normal track, moderate track, and slow track. As the basis for employee career management, talent mapping is carried out by grouping employees based on their potential.

Employee talent mapping consists of performance and potential aspects. Each aspect is categorized into three criteria: low, medium, and high.

1. The performance aspect is based on the results of the Individual Performance Evaluation (IPE) over the last three years when the Talent Mapping assessment is conducted.
2. The potential aspect is measured based on two factors:
   - Cognitive Assessment (Learning Agility), weighted at 20%
   - Behavioral Competency Assessment, weighted at 80%

Based on these criteria, employees will be mapped into a 9-box matrix as follows:



Here are the 9 (nine) types of talent:

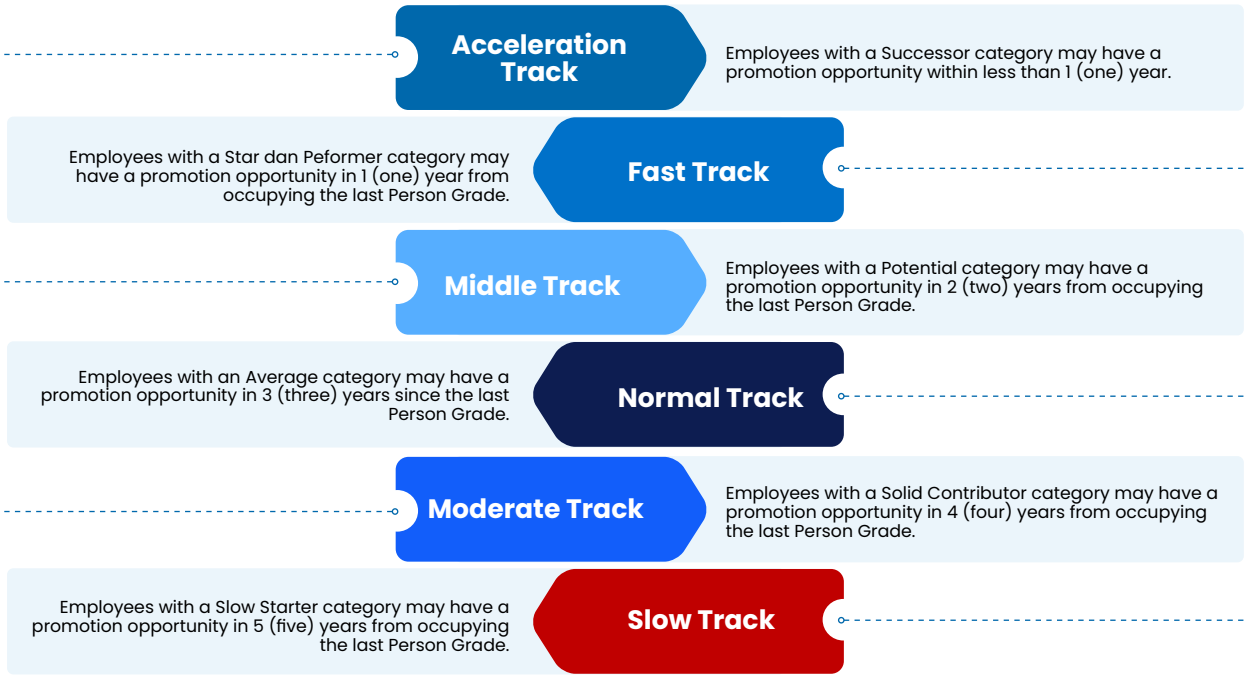
No.	Talent Mapping	Description
1	Star	Employees with High Performance and High Potential
2	Performer	Employees with High Performance and Medium Potential
3	Solid Contributor	Employees with High Performance and Low Potential
4	Potential	Employees with Medium Performance and High Potential
5	Average	Employees with Medium Performance and Medium Potential
6	Slow Starter	Employees with Medium Performance and Low Potential
7	Career Person	Employees with Low Performance and High Potential
8	Slow Starter	Employees with Low Performance and Medium Potential
9	Unfit	with Low Performance and Low Potential

Career advancement is categorized into 2 (two) levels based on the employee band:

1. **Employees with A Person Grade Band of 2**
   Employees may be given a promotion opportunity if they have accumulated a minimum score of 10 in their last person grade. The score determination will be based on the results of the Individual Performance Evaluation, following these rules:

Individual Performance Evaluation	Score
Performance Rating 1	5
Performance Rating 2	4
Performance Rating 3	3
Performance Rating 4	2
Performance Rating 5	1

2. **Employees with A Person Grade Band of 3 and Above**
   Career opportunities will be determined based on talent mapping results, which are categorized into 6 (six) career paths as follows:

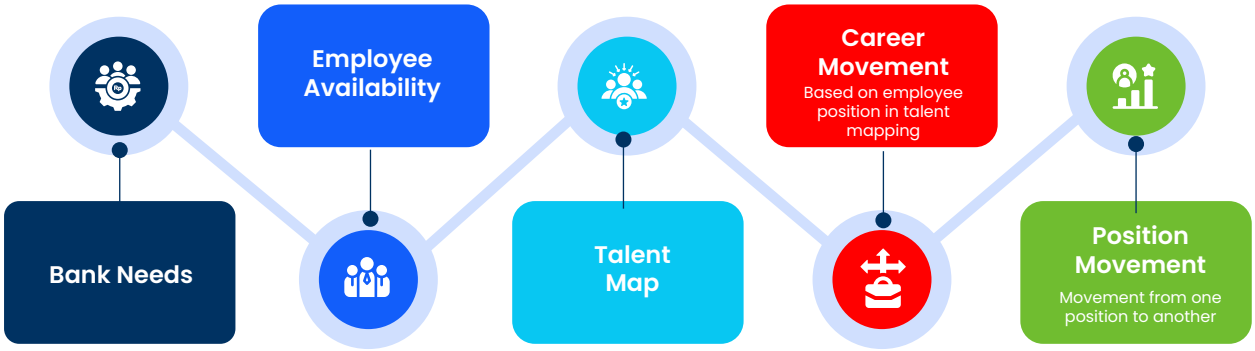


To ensure transparency, motivation, and positive competition, BTN has established two official career advancement periods per year:

1. Period I: early year
2. Period II: mid year

Note: Career advancement outside the designated period may be possible based on certain considerations and the Company's needs.

Company's career development concept is tailored to the Company's needs, employee availability, potential mapping from talent mapping, career movement patterns based on job risk, and job transitions. This ensures that employee career development aligns with business needs and the requirements for organizational transformation or change.



To ensure the availability of successors, career development programs are implemented for various job levels. These programs follow steps starting from candidate identification and selection to talent panel discussions for determining career movements or candidate positioning based on program outcomes. The types of career development initiatives for employees include leadership education, immersion programs, coaching and mentoring, setting specific targets, project assignments, technical education, mandatory certifications, teaching assignments or training facilitation, and certification programs. Additionally, employees undergo executive coaching, rotation/replacement, company benchmarking, participation in professional banking associations, seminars/conferences, and ad-hoc team assignments to enhance their exposure, experience, and professional network.

Career Development Implementation

To support employee career development, the company conducts employee assessments. The assessment implementation for 2025 is as follows:

2025 Assessment Details

No.	Description	Participants
1.	Assessment Grade < 2A and Using ASTONIA*	5.045
2.	Assessment Grade > 3A Employing Consulting Service	129
3.	Assessment BOD-1 (Directors of SOE's Competency)	32
	Total Employees Assessed	**5.492**

***)** ASTONIA is BTN's internal application for conducting employee assessments.

2025 Employee Promotion Details

Person Grade	Number of Employees
2A	2
2B	25
2C	126
2D	207
2E	1
3A	235
3B	304
3C	121

Person Grade	Number of Employees
3D	76
4A	37
4B	19
4C	12
4D	10
5A	6
Total	**1.181**

Details of Talent Acceleration Program (TAP) and Leadership Development Program Participants

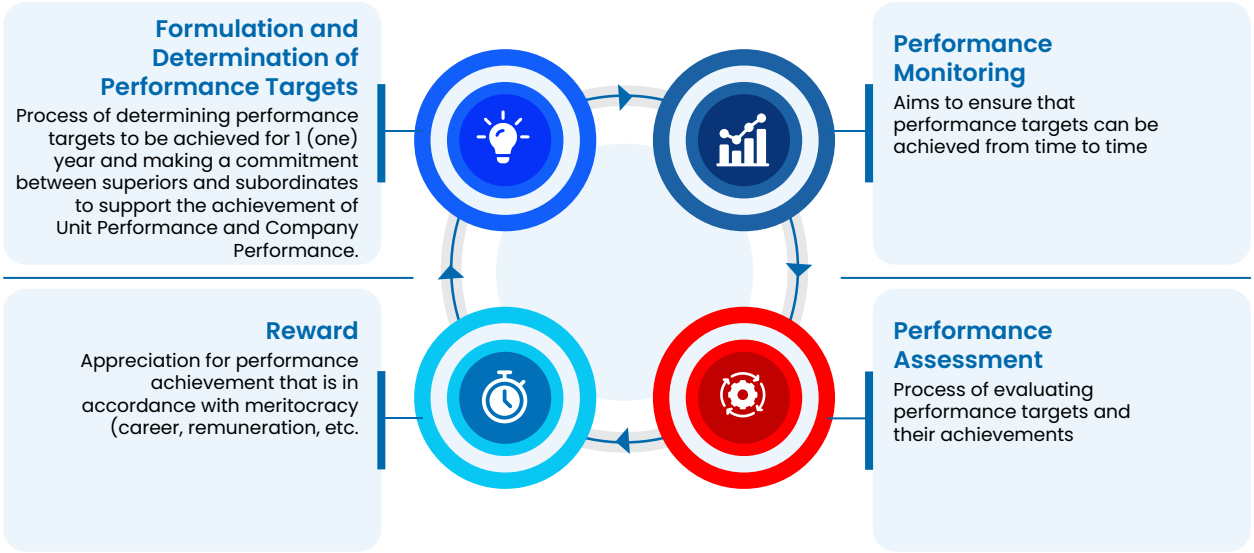
Person Grade	TAP Batch 3	Firstline Manager Development Program (FLMDP)	Middle Manager Development Program (MMDP)	Senior Manager Development Program (SMDP)
	Number of Participants	Number of Participants	Number of Participants	Number of Participants
2E	-	-	-	
3A	-	-	-	-
3B	-	18	4	-
3C	53	45	42	7
3D	32	11	9	15
3E/4A	9	1	1	11
4B	2	-	-	5
4C	-	-	-	1
Total	**96**	**75**	**56**	**39**

Performance Evaluation

Policy

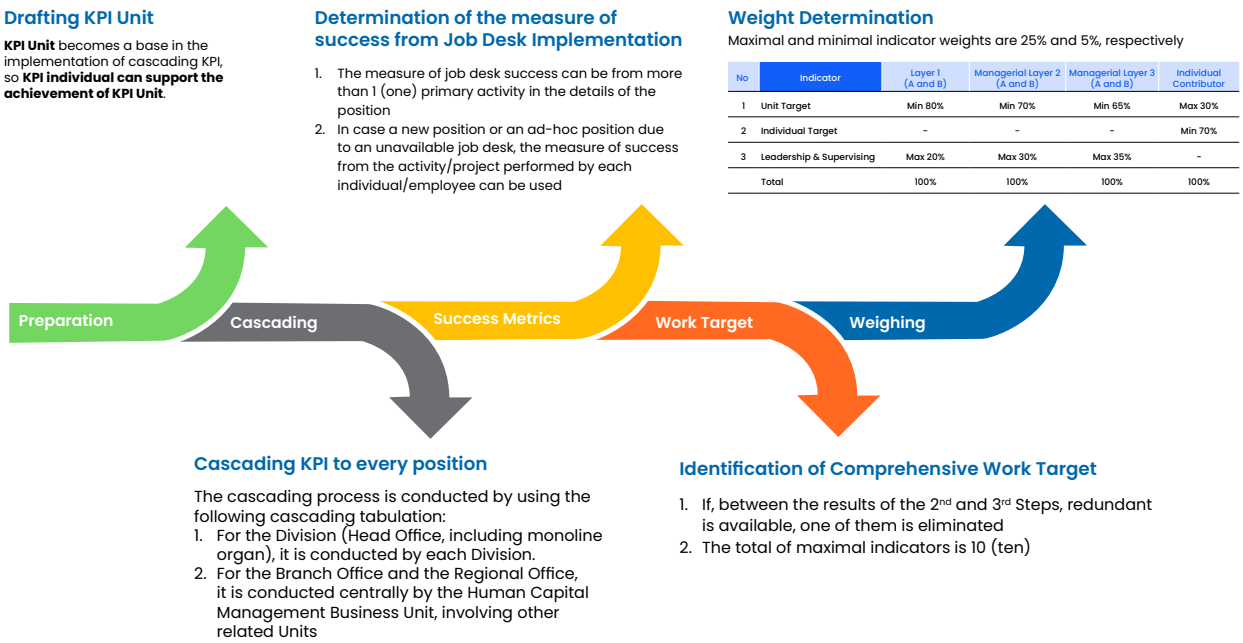
The employee performance assessment process is regulated in Special Provisions (KK) 3-A, concerning the Human Capital Cycle, in Chapter VIII, regarding Performance Management, and Technical Instructions (PT) No. 3-A.9, concerning Employee Performance Assessment. The performance assessment process includes a performance management cycle, as follows:

1. Formulation and Determination of Performance Targets which is the process of determining performance targets to be achieved for 1 (one) year and making a commitment between superiors and subordinates to support the achievement of Unit Performance and Company Performance.
2. Performance Monitoring which aims to ensure that performance targets can be achieved from time to time.
3. Performance Assessment, namely the process of evaluating performance targets and their achievements.
4. Reward, which is appreciation for performance achievement that is in accordance with meritocracy (career, remuneration, etc.).



Performance Management is a management process to ensure employees' performance in supporting the achievement of the Company's goals through a sound system, from the formulation and setting of performance targets, monitoring (guidance/coaching), assessment, to evaluation. Performance Management aims to create clarity on the Company's expected results, which are the responsibility of each employee according to their respective positions.

According to the provisions of Technical Instructions (PT) PT.3-A.9 concerning Employee Performance Assessment, the mechanism of performance assessment is explained as follows:



No	Indicator	Layer 1 (A and B)	Managerial Layer 2 (A and B)	Managerial Layer 3 (A and B)	Individual Contributor
1	Unit Target	Min 80%	Min 70%	Min 65%	Max 30%
2	Individual Target	-	-	-	Min 70%
3	Leadership & Supervising	Max 20%	Max 30%	Max 35%	-
	Total	100%	100%	100%	100%

The components to be assessed covered:

a. Performance Assessment (90% Weight)

It is an assessment based on the Key Performance Indicator of the employee's position. The performance appraisal consists of 2 (two) components, namely:

- Cascading KPI (Key Performance Indicator) components, namely KPIs obtained from cascading results (according to the responsibilities and roles of the individual) against KPIs from the layer above or KPIs of work units. This component reflected the contribution of an individual to the success of his work unit. The types of cascading were as follows:

Fully Cascade	:	KPI Units were fully passed down to employees with the same target.
Partially Cascade	:	KPI Units were passed down to employees with divided targets/ segments (according to individual responsibilities)..
Contributory Cascade	:	Unit KPIs were passed down to employees in terms of other KPIs that can support the achievement of the unit's KPIs (according to the employee's role).

- The Performance Indicator (PI) component was a measure of the success of the implementation of the employee's job description. This component reflects individual performance based on their job description.

b. Cultural Implementation Assessment (10% weight)

The Corporate Cultural Implementation Assessment contributes 10% of employee performance assessment. Specifically for the Business Unit Leader, the cultural assessment is divided into the Business Unit's Cultural Implementation Assessment and the Business Unit Leader's AKHLAK Implementation Assessment.

Using the foregoing 2 (two) assessment components, the calculation of the Performance Assessment is as follows:

(Work Target Assessment x 90%) + (Corporate Cultural Implementation Assessment x 10%)

The result of the employee performance assessment is classified into 5 (five) categories, as follows:

No	New Provision	Performance Achievement Range
1.	Performance Rating (PR) 1	>110% - 120%
2.	Performance Rating (PR) 2	>100% - 110%
3.	Performance Rating (PR) 3	>95% - 100%
4.	Performance Rating (PR) 4	>85% - 95%
5.	Performance Rating (PR) 5	s.d 85%

Performance Assessment Implementation

Employee performance assessment is conducted through quarterly self-assessments by each employee via the BTNBest platform. Final grades are determined by the Human Capital Committee of each business unit, where an assessment calibration process is in accordance with the bell curve provisions for each position layer. The bell curve is used to ensure that grade distribution is in line with the business unit's and the Corporation's achievements.

The performance evaluation process for the 2025 performance year is currently ongoing, while the results of the 2024 performance evaluation are as follows:

No.	2025 Score Category	Number of Employees
1.	Performance Rating 1	841
2.	Performance Rating 2	2.167
3.	Performance Rating 3	7.783
4.	Performance Rating 4	898
5.	Performance Rating 5	39
Total Employees		**11.728**

Remuneration

Policy

Provision regarding remuneration is regulated in Special Policy (KK) No. 3-B concerning Remuneration. The scope of the remuneration provision includes governance in the provision of remuneration, compensation, and benefits, while compensation and benefits are based on statutory and awards. The implementation of governance in the provision of remuneration aims to encourage prudential banking, which is risk-taking in conducting business activities that are performed in a measured manner and refer to the provisions of statutory. The remuneration policy is drafted by considering:

1. Creating effective risk management;
2. Company's financial stability;
3. Adequacy and strengthening of the Company's capital;
4. Short-term and long-term liquidity needs;
5. Future income potential.
6. Prioritize the principle of equality without distinguishing gender.

Remuneration Implementation

In line with its remuneration principles, the Company applies a performance-based reward system, meaning that the higher an employee's performance, the higher the remuneration they receive, with the expectation that this will enhance productivity. The Company also upholds gender inclusion in remuneration, ensuring that there is no difference in pay between male and female employees. Remuneration is reviewed periodically to assess its competitiveness in the market. Additionally, the Company regularly participates in industry salary surveys to determine its position in the market.

In 2025, some adjustments were taken up in the remuneration mechanism for salary increases and bonuses, where the business unit leader had the authority to adjust salary increases for teams within his/her business units and the bonus multiplier for teams within his/her business units, which were implemented through the Merit Adjustment Performance System (MAPS) and the Annual Bonus Allocation System (SAAB). This mechanism was performed with the following objectives:

a. **Empowerment of the Unit Leader in terms of the bonus multiplier in individual level** by referring to the agreed rules was necessary
b. A policy enabling **the difference of the bonus multiplier between employees with equal performance rating** based on the Business Unit Leader's observation of extra miles and contribution provided upon business unit achievement was required
c. The application of the Pool Bonus scheme could be accelerated with the **empowerment** of the Business Unit Leader in stipulating the bonus multiplier at the individual level in his/her business unit
d. To boost **engagement**, **ownership**, and **awareness** of employees in the Company's achievement condition sustainably, the bonus allocation granted in the share form was necessarily regulated.

2025 Employee Salary Provision

No	Position	Male		Female		Total	
		Number of Employees	Salary Amount (Million)	Number of Employees	Salary Amount (Million)	Number of Employees	Salary Amount (Million)
1.	Level 6A - 6B	2	3.336	-	-	2	3.336
2.	Level 5B	6	9.189	1	1.686	7	10.875
3.	Level 4C - 5A	98	91.279	28	26.099	126	117.378
4.	Level 3C - 4B	1.093	386.582	425	138.879	1.518	525.461
5.	Level 3A - 3B	1.501	234.310	1.097	164.598	2.598	398.908
6.	Level 2D - 2F	2.386	235.234	3.215	299.233	5.601	534.466
7.	Level 2A - 2C	542	44.502	872	69.158	1.414	113.660
	Total	**5.628**	**1.004.432**	**5.638**	**699.653**	**11.266**	**1.704.084**

Notes:
The number of employees was PKWT and PKWTT employees (excluding MPP employees)

Besides the monthly salary, the Company also provides additional remuneration or benefits, including:

1) Annual Bonus
2) Overtime Allowance
3) Annual Leave and Long Leave Allowances
4) Holiday Allowance (THR)
5) Tax Allowance (PPh 21)
6) BPJS Health and BPJS Employment Benefits
7) Service Award
8) Pension Allowance
9) Scholarship for Bachelor's & Master's Degrees (Domestic & International)
10) Medical Assistance
11) Periodic Health Check-ups
12) Condolence Assistance
13) Company-Owned Vehicle Program (COP)
14) Employee Loans/Financing (Kredit Sejahtera Pegawai)
15) Disaster Relief Assistance
16) Communication Allowance
17) Housing Facilities
18) Location Allowance (Hardship Allowance) for specific areas.

Pension Program

Policy

Recently, the Company has performed two pension programs, which are the Defined Benefit Pension Program (PPMP) managed by BTN Pension Fund and the Defined Contribution Pension Program (PPIP) managed by a third-party Financial Institution Pension Funds (DPLK). The PPMP program is a program for employees who entered BTN before 2004, whereas after 2004 employees will automatically enter the PPMP program.

In the Defined Benefit Pension Program (PPMP), employees still receive benefits equal to the formula determined by the Pension Fund with the maximum amount of Pension Benefits that could be received by employees of up to 80% of the Basic Pension Income referring to the Board of Directors Decree which regulates PT Bank Pension Fund Regulations State Savings (Persero) Tbk (Dapen BTN), while, in the Defined Contribution Pension Program (PPIP), permanent employees receive pension benefits from the accumulated balance of the employee's portion of contributions at 2.5% of the relevant salary and 7.5% of the company's portion of the relevant salary, as well as the results of its development.

Permanent Employees who reach the age of 55 (fifty-five) shall continue working until the mandatory Retirement Age of 56 (fifty-six). However, should a Permanent Employee wish to undertake the Pre-Retirement Preparation Period (MPP), he or she may submit a request to the Company. During the MPP period, adjustments will be made to the Employee's salary.

Service Recognition Award

- Karya Purna Bhakti Award, Given to employees who retire at the ages of 36 years and 56 years.
- Karya Satya Abdi Award, Awarded to employees who pass away while performing their duties in safeguarding the bank's reputation, security, assets, and interests.
- End of Service Award, Given to employees who are honorably discharged and to employees who pass away.

Retirement Program Implementation

Retirement Preparation Program (MPP)

The MPP program is intended for permanent employees, who have reached the age of 55 years. The Retirement Preparation Program is designed to help employees prepare themselves financially, mentally, and physically to face retirement so that employees can enjoy a comfortable and peaceful life after retirement and are released from daily work. The MPP program is an optional program for employees, if employees do not apply for the MPP program, the employee's status will remain an active PKWT employee until retirement at the age of 56 years.

The implementation of the retirement preparation program is as follows:

1. Training Program, which is a provision program in the form of skills training with materials/fields that are in accordance with the talents/desires of the related employee, including Financial Management, Job Searching, and Entrepreneurship Trainings.
2. Career Opportunity Program, which is given the opportunity to provide service assistance to the Company, Subsidiaries and/or Affiliated Companies. The form of service assistance in question is as a trainer or Advisor.
3. Coaching Program, which is the provision of counseling that aims to prepare Employees to face life after retirement, and the provision of Coaching related to developing entrepreneurship and job searching.

During 2025, 29 employees had conducted MPP Program.

HUMAN CAPITAL
INFORMATION SYSTEM (HCIS)

BTNBest is the Company's cloud-based Human Capital management platform. BTNBest is developed to ensure the smooth operation of the end-to-end Human Capital cycle and the satisfaction of employee rights, including:

1. There is an overall monitoring mechanism for the alignment of vision and mission and various governance, namely access, security and compliance.
2. The need to ensure alignment of the HR system landscape with the overall HR strategy.
3. Reduce the level of manual data intervention from personnel to other internal systems in the company.
4. Ensure the achievement of operational excellence in the HR function and the quality of HR system services that is evenly distributed to the smallest work unit in all company operational areas.
5. Systematic implementation of the entire talent management cycle.
6. Availability of insight into the entire HR process to support decision making for management.

BTNBest integrates HC cycles from the recruiting process to employee termination. In addition, the HCIS module development is as follows:

Core HR Module

Employee data that can be accessed by BTNers at any time.

Talent Management Module

Development of an integrated talent management system.

Travel Management Module

Business travel integrated with travel agencies and hotels.

Learning Management Module

A learning platform with customized and integrated learning paths.

Recruitment and Onboarding Module

An integrated Recruitment and Onboarding platform.

Time Management Module

Real-time leave and overtime requests with supervisor approval.

Payroll Module

Payroll calculation and payment processes integrated with Core Banking.

Performance and Goals Module

Periodic and systemized KPI submission.

Benefit & Compensation Module

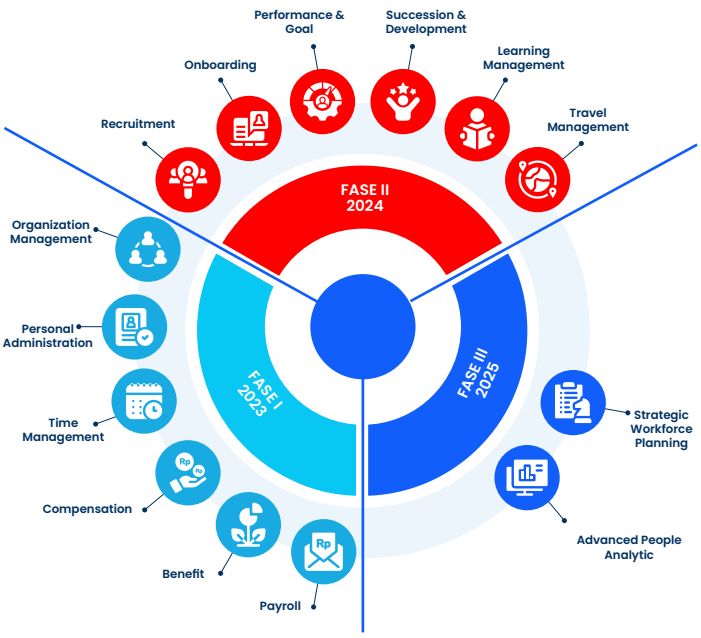
More organized medical claims and other benefits management.

BTNBest has been developed into 3 (three) phases since 2024-2025 as per the Company's 2022-2025 Human Capital Roadmap, which is the development of the Human Capital Information System (HCIS) of BTNBest by the Implementation of a Cloud-based HC System from the previous HC system that is based on on-premise. These 3 (three) phases of development include:

1. **Phase I – 2023: Foundation Phase**
   The development of the key modules related to the HC system is implemented to support the Payroll process, such as compensation and benefits, and basic components, such as organizational management, personal administration, and data migration.
2. **Phase II – 2024: End-To-End HC Cycle Implementation**
   The HC management cycle module starts from Recruitment and Onboarding, performance & goals, development and succession, learning management, and travel management.
3. **Phase III – 2025: Scale Up & Deep Dive Phase**
   Implementing Workforce Planning and Advanced People Analytics modules to support management in making data-based decisions and developing Artificial Intelligence (AI) in the HC management cycle.

Phase I is the preparation/ foundation phase

The main modules related to the HC system are implemented to support the Payroll process such as compensation and benefits as well as basic components such as organizational management and personal administration



Phase II is the end-to-end HC cycle implementation phase

HC management cycle modules starting from Recruitment & Onboarding, to development and succession.

Phase III is the scale up & deep dive phase

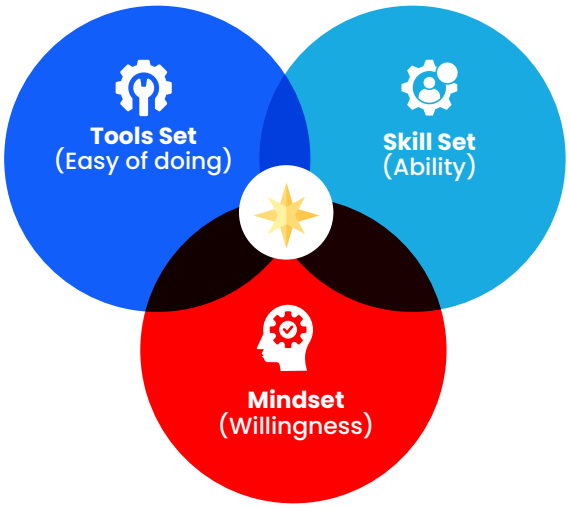
Workforce Planning and Advanced People Analytic modules will be implemented to support management in making data-based decisions.

CULTURE **INTERNALIZATION**

The implementation of the 2025 Corporate Culture Program referred to 5 (five) Corporate Culture pillars by the implementation of 10 national Key Programs with cultural program activities aligned with BTN employees' daily work activities.

For evaluation, review, and identification of the implementation impacts of the corporate culture program, BTN aligned the implementation of the culture program activities with performance achievement. It demonstrated that the implementation of culture program had focused on the yielded performance impacts, especially especially in the formation of integrity values and sustainability values.

In 2025, BTN stipulated the corporate culture tagline "**Be The oNe : Productive, Prominent, Prosperous with Global Mindset**" focusing on 3 (three) interrelated dimensions in establishing the sustainable and impactful corporate culture, as follows:



1. Mindset, which was the implementation of cultural communication and a symbolic act
2. Skill Set, which was the implementation of the change agent development program, and the leadership forum
3. Tools Set, which was the procurement of the dedicated culture hotline, culture report, and the implementation of the BTNers Excellence Award

The corporate culture internalization by these three dimensions was manifested in 2 (two) programs, such as the Key Program and Thematic Program.

Keys Program

No.	Program Name	Description	Objectives
1.	The 2025 HC Summit (The Launch of Tagline "Be The One"	The implementation of the 2025 HC Summit and the launch of the corporate culture tagline "Be The One Productive, Prominent, Prosperous with a Global Mindset"	Strengthening the internalization of corporate culture and building the mindset of BTN employees through the use of the tagline "Be The oNe" in disseminating information
2.	Best Change Agent 2025	Awards granted to Change Agents (Structural Change Agents and Non-Structural Change Agents) who had implemented corporate culture optimally.	• Providing boosters to Change Agents so that they can continue and consistently implement the company culture in each business unit. • Optimizing business units in implementing corporate culture programs so that they can have an impact on performance achievement.

No.	Program Name	Description	Objectives
3.	Leadership Forum	Establishing an executive forum as an effort to encourage the role of leaders in business development and strengthening corporate culture.	• Confirming the engagement of leaders and corporate culture in achieving the company's vision and mission • Aligning the focus of strategy and as a stimulus for the role of leaders in accordance with business challenges and opportunities.
4.	Strategic Culture Communication	Campaign strategy related to the company's culture internalization program and/or other HC programs through communication media, while integrating various internal communication channels. The campaign is carried out in the form of narratives, posters, videos, and podcasts through CEO/BOD Messages.	Communicating directions and/or messages related to company culture so that they are more easily accepted and understood by employees.
5.	Change Agent Forum 2025	The Change Agent Development Program series is a program for developing the competency and soft skills of Change Agents as key roles in implementing the corporate culture program.	Strengthening CA's understanding of the 5 Pillars of Culture and the role of CA within them, empowering CA to be able to carry out its role effectively as a role model, motivator, and facilitator of cultural internalization, and building CA's commitment to implementing the company's culture program.

Thematic Program

No.	Program Name	Description	Objectives
1.	Video Challenge	Holding a video competition with the theme of Core Values AKHLAK, 4 Pillars of Culture, and Implementation of Respectful Workplace Policy (RWP).	Providing an understanding to employees regarding the importance of corporate culture in driving the achievement of company performance.
2.	Winspire Challenge	A reward program for business units that succeed as winners in achieving sales productivity and digital product sales.	Encouraging business units to increase sales productivity and digital product sales.

INFORMATION DISCLOSURE **TO EMPLOYEES**

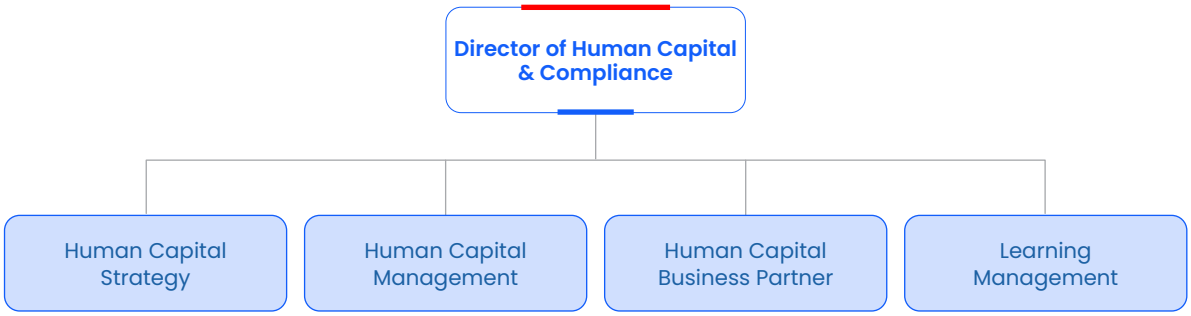
In implementing information disclosure to employees, the Company has various communication channels to its employees, as follows:

No	Media	Remark
1.	PPDigital	Information sharing media related to Bank internal-based provisions.
2.	E-mail	Information sharing media via an e-mail blast that can be conducted to employees.
3.	B-Gate	A digital employee attendance application equipped with a News feature that displays various updated information to employees.
4.	Majalah Paras	Magazines in physical and digital form (E-Magz) are distributed to employees regarding various information related to the Company and other information.
5.	BTNBest	Human Capital Platform that can be accessed by employees to obtain information related to employment data from the related employees.

HUMAN CAPITAL
MANAGEMENT STRUCTURE

Human Capital Management in the Company is continuously developed to ensure that the utilized policies, processes, procedures, and technologies are the best according to best practices and related to statutory. The Company's Human Capital management organization is under the leadership of the Director of Human Capital, Compliance, & Legal, which is managed by 4 (four) Divisions, such as Human Capital Strategy Division (HCSD), Human Capital Management Division (HCMD), Human Capital Business Partner Division (HCBD), and Learning Management Division (LMD). The following are the respective functions of the 4 (four) Human Capital Divisions:

1. Human Capital Strategy Division (HCSD) functions to prepare short-term to long-term strategies and plans for Human Capital, manages organizational completeness, and conducts studies, and provides policy proposals related to Human Capital.
2. Human Capital Business Partner Division (HCBD) functions to exercise advocacy roles related to human capital service and operational policy strategies to partner divisions.
3. Human Capital Management Division (HCMD) functions to implement services and operations in the fields of talent acquisition, career management, performance management, compensation benefits, and termination of employment, employee relations, industrial relations, and managing Human Capital technology.
4. Learning Management Division (LMD) functions to manage and ensure the implementation of employee competency improvement including needs analysis, design, development, implementation programs, and evaluation of development and learning programs to support the achievement of the Company's business strategies and goals.



HUMAN CAPITAL
WORK PLANS IN 2026

The 2026 Human Capital Work Plans focus on more efficient organization redesigning, reformulation of **performance and reward systems**, **reconfiguration of talent and succession management**, **affirmation of employee capability**, **and leadership development**, **improvement of HR productivity**, and **optimization of human capital technology** to support the Company's business target achievement.

In addition, the strategic directives for the Company's 2026 human capital development mostly refer to the Danantara Guideline via Letter of Danantara Number SR.193/DI-DAM/DO/2025 dated October 29, 2025 concerning Submission of Guideline for the Company's 2026-2030 Long-Term Plan (RJPP) Drafting (RJPP) of 2026 -2030.

Furthermore, the Danantara guideline in the development of Human Capital Strategy is described into 5 (five) Human Capital pillars, as follows:

1. **Corporate HC Strategy and Culture**: aligning corporate course and work culture in supporting the implementation of business transformation.
2. **Talent Management**: ensuring the availability of crucial talents to boost the success of transformation and improvement of sustainable business performance.
3. **Leadership and Capability Development**: developing leadership and organizational capability that are relevant to the needs and course of the future business model.
4. **Performance and Reward Management**: implementing a performance-based reward system to affirm motivation, accountability, and achievement of corporate objectives.
5. **HC Governance, Operations, and Industrial Relations**: strengthening governance, operational effectiveness, and constructive industrial relations to maintain stability and sustainability of business performance.

Based on the key guidelines of Danantara Human Capital, the Company further interprets the directives into a series of the Company's Human Capital strategy principles. These principles function as the framework in formulating and developing the 2026-20230 Long-Term Human Capital Plan (RJP HC).

Having these strategy principles, every initiative of the RJP HC can:

- Direct to the Company' Human Capital transformation targets,
- Have a structure and measurable focus,
- Ensure that HC strategies are in line with the Company's comprehensive business strategy and vision.

Therefore, these principles become the Company's strategic foundation in developing various sustainable human capital programs, policies, and initiatives, so that the Company's human capital transformation can directedly move and provide optimal impacts for the Company.

Based on this guideline, the Company derives the Danantara's Human Capital Pillar into some strategic pillars as guidelines in the development of the Company's Long-Term Plan Initiatives (RJP HC). Subsequently, the company elucidates into the Human Capital Strategy Pillar, as follows:

1. **Human Capital Strategy**, which directs human capital programs and activities aligned with business transformation, and supports the achievement of the Company's vision.
   The Human Capital Strategy pilar is divided into 2 (two) key strategies, as follows:
   a. Organization Design, which is developing agile organization to improve responsiveness and efficiency.
   b. Workforce Management, which is recruiting the most suitable talent and reshaping "Soccerfield".
2. **Performance and Reward Management**, which is developing performance and meritocrat and competitive awards and boosting more productive employee behavior.
   Performance and Reward Management Pillars are divided into 2 (two) key strategies, as follows:
   a. Performance Management, which is strengthening performance management to link directly with business outcome.
   b. Reward Management, which is enriching and improving performance-based award.

3. **Talent and Succession Management**, which is ensuring the company having suitable talent in right position and time.
   Talent and Succession Management Pillars are divided into 2 (two) key strategies, as follows:
   a. Talent Management, which is establishing solid talent pool to provide qualified leadership pathway.
   b. Career Path Management, which is creating wider and in-depth oriented professionals through Progressive Career Pathway.
4. **Capability and Leadership Development**, which is development of Critical Capability to perform the Bank's Strategic Initiatives by Skills Improvement and Repetitive Training.
   Capability and Leadership Development Pillars are divided into 2 (two) key strategies, as follows:
   a. Capability Development, which is developing critical capability by Skills Improvement and Renewal.
   b. Leadership Development, which is developing a firm leadership quality in all levels.
5. **Human Capital Technology and Industrial Relations**, which is automation in human capital cycles to improve productivity, service, and decision-making quality, and establish harmonious industrial relations.
   Human Capital Technology and Industrial Relations Pillars are divided into 2 (two) key strategies, as follows:
   a. Human Capital Technology, which is accelerating human capital operational automation and establishing Decision-Making System Integrated with Artificial Intelligence (AI).
   b. Leadership Development, which is maintaining a harmonious, healthy, and inclusive work environment.

BTN's human capital development strategies in sustaining business development and manifesting BTN as a home for the Indonesian's best talent that are in line with BTN's Human Capital Framework are as follows:

Human Resources Strategy Table for 2026

Strategic Themes	Initiatives
Organization Design	a. Revamp BTN Organization Design to increase agility b. Transform Retail Sales Model
Workforce Management	Workforce Shifting inline with Business Strategy
Performance Management	a. Strengthen Individual KPI to align with Corporate Goals b. Optimize HCBP as Performance Activator
Reward Management	Extend Self-funded Incentives
Talent Management	Rejuvenate Talent Management System.
Career Path Management	Reinvent Career Progression Guidelines
Capability Development	Accelerate Retail Sales Capabilities through Sales Academy
Leadership Development	Reinvent LDP for Talent to Transform the Bank
Employee Wellbeing & Industrial Relations	Enhance Employee Wellbeing Program (BTN Sehat)
Culture & Experience	Establish Digital Culture & Strengthen Sales & Service Culture

Source: Internal Bank

INFORMATION TECHNOLOGY

In 2025, the Company established a strategic focus to become the primary partner in empowering the financial well-being of Indonesian families. In support of this objective, the Company undertook continuous improvements to its Information Technology (IT) infrastructure.

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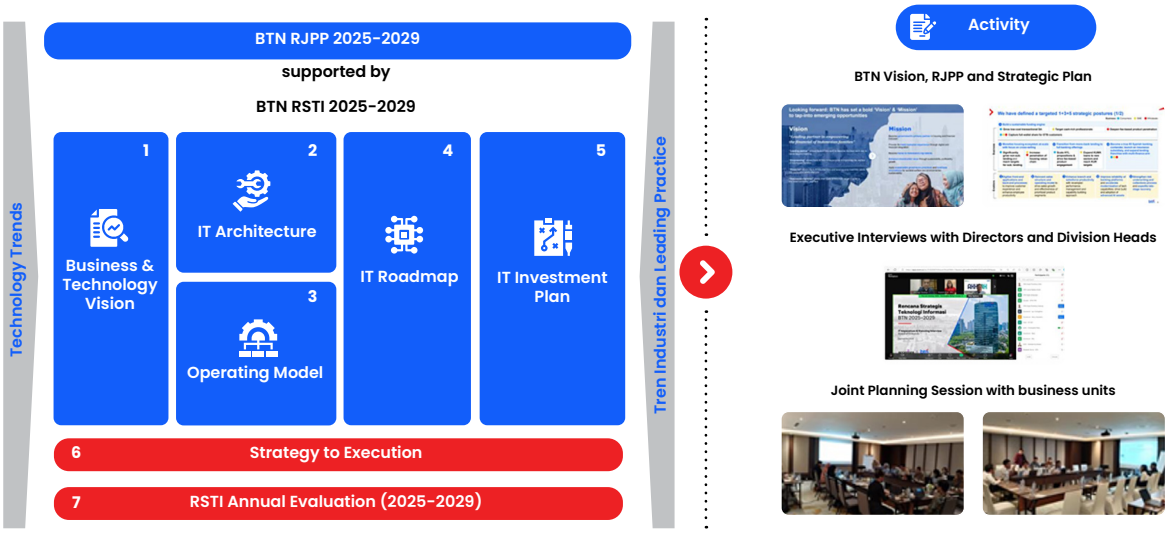
Dimentara Indonesia
STEVEN VINZA CANDRA
CHAIRUNNISSA MASITOH

MASTER PLAN
AND INFORMATION TECHNOLOGY STRATEGY

Information Technology (IT) plays a highly significant role in supporting the Company's business operations. Accordingly, the Company formulated the 2025–2029 Information Technology Strategic Plan, which served as a reference for the development of Information Technology initiatives as well as the enhancement of Information Technology infrastructure and security. The preparation of the Company's 2025–2029 Information Technology Strategic Plan is supported by 5 (five) main pillars, namely:

1. **Business and Technology Vision**
   6 (six) Imperative IT themes have been established to support business strategies, including:
   - Agility at scale
   - Future proof tech backbone
   - Full banking empowerment
   - Data & AI reimagined
   - Business Resilience Ecosystem
   - Process Excellence Enablement
2. **Information Technology (IT) T Architecture**
   There are implications for Enterprise Architecture to bridge business and technology objectives:
   - Enhancement of Digital platform
   - Strengthening risk management and compliance
   - Process integration and automation
   - Improvement of data quality and availability
   - Improvement of Infrastructure and security
3. **Information Technology (IT) Operating Model**
   The Company's Information Technology (IT) Operating Model will be updated through the formation of business units, the addition of human resources, and the re-organization of Information Technology (IT).
4. **Information Technology (IT) Roadmap**
   The Company's Information Technology (IT) initiatives for 2025-2029 have been successfully formulated, with the primary focus in 2025 was on funding and transactions. The Information Technology (IT) initiatives are divided into three distinct phases from 2025-2029:
   - Modernize Core Platforms & Architecture
   - Unify Technology & Experience
   - Deliver Full Banking at Scale
5. **Information Technology (IT) Investment Plan**
   The Information Technology (IT) investment plan to execute IT initiatives from 2025 to 2029, with the focus of initiatives in 2025 predominantly related to funding, transactions, infrastructure strengthening, and security.

The IT Strategic Plan (RSTI) was developed based on 5 (five)main pillars, ensuring alignment with BTN's vision and mission, the Corporate Long-Term Plan (RJPP) initiatives, the Board of Directors' aspirations, and the outcomes of the Joint Planning Session.



The following is a summary of the 5 (five) main pillars of the 2025–2029 IT Strategic Plan (RSTI), which were designed to support the Company's business aspirations over the next 5 (five) years:

BTN RJPP 2025-2029

BTN RSTI 2025-2029

1. Business & Technology Vision	2. IT Architecture	3. IT Operating Model	4. IT Roadmap	5. IT Investment Plan
There were six (6) IT Imperative themes that have been established to support the Bank's business strategy, namely: 1. Agility at Scale 2. Future Proof Tech Backbone 3. Full Banking Empowerment 4. Data & AI Reimagined 5. Business Resilience Ecosystem 6. Process Excellence Enablement	There were implications for the Enterprise Architecture in bridging the Company's business objectives and technology strategy, including: • Enhancement of digital platforms • Strengthening of risk management and compliance • Process integration and automation • Improvement of data quality and availability • Enhancement of infrastructure and security	BTN's IT Operating Model would be enhanced through the following initiatives: • The establishment of a dedicated division for IT Development; • Strengthening the capabilities of IT BP, PM, EA, and SA; • The development of several departments and units to ensure 24/7 IT performance optimization; • The addition of 184 FTEs.	A total of 46 IT initiatives were successfully formulated for the 2025–2029 period, with the primary focus in 2025 centered on funding and transaction-related initiatives. The IT initiatives were structured into three distinct phases spanning 2025 to 2029: • Modernize Core Platforms & Architecture • Unify Technology & Experience • Deliver Full Banking at Scale	An investment of IDR 5.1 trillion was required for 46 IT initiatives from 2025 to 2029, with the 2025 initiatives primarily focused on funding and transaction-related programs.

INFORMATION TECHNOLOGY **INNOVATION**

The Company is always innovating in information technology (IT) to assist its business. The following information technology (IT) innovations were implemented in 2025 among others:

1. **Human Capital Information System berbasis Cloud**
   An integrated system for managing the Company's employee information such as remuneration, salary, and so on.
2. **Artificial Intelligence**
   The implementation of Artificial Intelligence, such as the PVITA chatbot, to support the knowledge management process related to all policies, procedures, and operational guidelines. In addition, the same platform was also optimized for the AIKO chatbot to support knowledge management processes concerning IT operations.
3. **Block Chain**
   A technology utilized to support the security of contract document management processes, including storing contract documents and ensuring that contract documents have verifiable authenticity of substance.
4. **Digital Signature**
   Digital Signature for efficiency and simplification of the document signing process related to Credit Agreement Approval, Bank Guarantee Documents, and internal memos in the Company.
5. **BTN Digital Store**
   The Company's branding for Branch Offices, Sub-Branch Offices, or other locations with a digital experience aimed to increase sales capacity and services oriented towards customer satisfaction. The features available in the BTN Digital Store include: digital customer service, augmented reality and video banking experiences for various banking solutions and beyond banking services, accelerated account opening processes, the use of Artificial Intelligence technology, Digital Forms, The Living City, and so on.
6. **BTN Laku**
   BTN Laku is an application developed to facilitate data management, verification, and On-The-Spot (OTS) for Small and Medium Enterprises (SMEs) and CP Sales to support the achievement of Service Level Agreements (SLAs) and optimize the productivity of Micro Business Loan (KUR) and KUMK products. BTN Laku was developed in stages for Micro Business Loan (KUR) and KUMK loans up to IDR500 million.
7. **New Branch Delivery System (NEXA)**
   NEXA is a front-end web-based application used to serve customers at branch offices. This application is a modernization of the Branch Delivery System. The application's purpose is to improve the customer-centric experience by offering faster service times and system flexibility, increasing the efficiency and effectiveness of the Bank's operational processes, and reducing customer service processing times. The features in the New Branch Delivery System (NEXA) include Individual Customer Onboarding & Account Opening, e-Form, Dual Screen, CASA Transaction, Signature Verification, and Queue Management System.
8. **BTN Paylater**
   An application that provides revolving loan facilities given to selected customer segments.

INFORMATION TECHNOLOGY **INFRASTRUCTURE**

To keep pace with the evolving banking industry, the Company strives to strengthen its Information Technology (IT) strategy as one of the main pillars to support the achievement of the best customer experience through integrated digital and financial services. This Information Technology (IT) strategy is implemented sustainably through accelerated modernization of banking platforms, adoption of the latest digital technologies, and improvements in information governance and security. The implementation of this strategy is aimed at strengthening the core business, building a holistic banking proportion, and increasing capabilities in providing reliable, efficient, and innovative large-scale banking services in line with customer needs and applicable regulations.

In 2025, the Company established a strategic focus to become a key partner in the financial empowerment of Indonesian families. To support it, the Company continuously improves its Information Technology (IT) infrastructure through various strategic initiatives, including the following:

1. **Advanced Sustainable Core Banking Technology through Infrastructure Modernization and AI Enablement**
   The Company has established a roadmap to fortify its sustainable technological infrastructure. and is ready to face long-term developments by improving the capabilities of its Disaster Recovery infrastructure with better security and recovery facilities in line with industry standards, tech refreshment of its Core Banking System infrastructure technology, and the development of AI-Powered, Knowledge-Based IT. This initiative is aimed to ensure that the Company's Core System remains relevant, reliable, and capable of supporting continuous services and increasing the efficiency of Information Technology (IT) operational management through the use of artificial intelligence.
2. **Strengthened IT Resilience and Service Continuity through Robust Infrastructure and Disaster Recovery**
   The Company has strengthened the resilience and availability of its Information Technology (IT) services through the development of a reliable and distributed infrastructure and the implementation of planned and tested recovery mechanisms. These efforts include strengthening the data center architecture, conducting regular testing of service recovery plans for critical systems, and improving the governance of centralized and isolated data backups. These initiatives aim to ensure the Company's operational continuity, minimize the risk of service disruptions, and maintain system reliability in supporting banking activities.
3. **Enhanced IT Infrastructure Flexibility to Support Business Growth and Digital Expansion**
   The Company has developed a flexible and adaptive Information Technology (IT) infrastructure to support business growth and increased digital activity. This development is carried out through the implementation of scalable and managed infrastructure, allowing system capacity to be optimally adjusted to operational needs. Furthermore, the Company gradually shifts the platform and database management to more integrated services to improve efficiency, reliability, and speed in service delivery. This initiative enables the Company to respond more effectively to business dynamics while maintaining the quality of service to customers.
4. **Improved IT Operational Oversight through an Integrated Command Center**
   The Company has enhanced its Information Technology (IT) operational monitoring and control functions through the development of an integrated Command Center. This process includes continuous 24/7 operational monitoring, encompassing application performance, infrastructure, and information security aspects. Furthermore, the Company utilizes various analysis and monitoring tools to gain more comprehensive visibility into system conditions and service quality. This initiative aims to increase the speed of decision-making, expedite response to potential disruptions, and ensure a consistent customer experience.

Following a year of significant success in 2025, the Company has accelerated its efforts to build a comprehensive, technology-first banking environment. The Company believes that the availability of reliable and integrated information technology infrastructure is a strategic foundation for providing optimal services, increasing added value for stakeholders, and accelerating sustainable digital transformation.

INFORMATION TECHNOLOGY **GOVERNANCE**

The Company maintained governance and technology that keep pace with developments to support the optimization of business operational processes. In addition, the Company maintained adequate Information Technology (IT) infrastructure, Information Technology (IT) security, and resources. Based on the IT Maturity Level assessment that had been conducted, it can be conveyed that the assessment results for 24 priority controls achieved at least Capability Level 3, as required by the State-Owned Enterprises regulatory authority, with the following details:

No	Control	Assessment Result
1	EDM01 - Ensured Governance Framework Setting and Maintenance	5.00
2	EDM02 – Ensured Benefit Delivery	4.00
3	APO01 – Managed I&T Management Framework	4.00
4	APO02 – Managed Strategy	4.00
5	APO03 – Managed Enterprise Architecture	4.00
6	APO05 – Managed Portfolio	4.00
7	APO06 – Managed Budget and Costs	4.00
8	APO09 – Managed Service Agreements	5.00
9	APO10 – Managed Vendors	4.00
10	APO12 – Managed Risk	4.00
11	APO13 – Managed Security	4.00
12	APO14 – Managed Data	4.00
13	BAI02 – Managed Requirements Definition	4.00
14	BAI03 – Managed Solution Identification and Build	4.00
15	BAI04 – Managed Availability and Capacity	4.00
16	BAI06 – Managed IT Changes	3.00
17	BAI07 – Managed IT Changes Acceptance and Transitioning	4.00
18	BAI09 – Managed Assets	3.00
19	BAI011 – Managed Projects	4.00
20	DSS01 – Managed Operations	3.00
21	DSS02 – Managed Service Request and Incident	4.00
22	DSS04 – Managed Continuity	4.00
23	DSS05 – Managed Security Services	4.00
24	MEA01 – Managed Performance and Conformance Monitoring	4.00

In addition to conducting IT Maturity Level assessments, the Company also updates its information technology governance, including:

1. General Policy Number KU.5 concerning General Policy for Information Technology (IT), Data Management and Digital..
2. Specific Policy Number KK.5-A concerning Specific Policy for Information Technology (IT) Procedure.
3. Specific Policy Number KK.5-B concerning Specific Policy for IT Security.
4. Specific Policy Number KK.5-D concerning Specific Policy for IT Standardization.
5. Specific Policy Number KK.8-C concerning Specific Policy Business Continuity Management.
6. Specific Policy Number KK.8-E concerning Information Technology (IT), Digital, and Cyber Risk Management Procedure.
7. Specific Policy Number KK.8-L concerning Third Party Risk Management Procedures.
8. Specific Policy Number KK.5-2 concerning Placement of Electronic Systems.
9. Specific Policy Number KK.9-D concerning the Governance Procedures of the Board of Directors Committee.
10. Technical Instruction Number PT.5-A.1 regarding Information Technology (IT) SOP.
11. Technical Instruction Number PT.8-E.1 concerning the Implementation of Information Technology (IT), Digital, and Cyber Risk Management.
12. Technical Instructions Number PT.8-E.2 concerning the Implementation of Risk Acceptance.
13. Technical Instructions Number PT.8-E.3 regarding the Implementation of IT Project Risk Assessment & Assurance.
14. Technical Instruction Number PT.5-B.1 concerning the Implementation of Information Security Management Systems.
15. Technical Instruction Number PT.5-B.2 regarding Information Technology Security Baseline.
16. Technical Instruction Number PT.5-D.1 concerning Information Technology (IT) Standardization.
17. Technical Instructions Number PT.8-C.1 concerning the Implementation of Business Impact Analysis.
18. Technical Instruction No. PT.8-C.2 concerning the Implementation of the Business Continuity Plan.
19. Technical Instruction No. PT.8-C.3 concerning the Implementation of the Disaster Recovery Plan

The Board of Commissioners and Directors always identifies key risks related to information technology, including disruption, cyber security, and disaster recovery, to ensure that these risks are managed and integrated into the overall risk management framework.

Pemulihan Bencana

The Company has established policies and procedures to manage situations in the event of a disaster, as stipulated in the Company's internal policies and procedures regarding the implementation of the Disaster Recovery Plan (DRP). The Disaster Recovery Plan (DRP) constitutes part of the implementation of Business Continuity Management (BCM), serving as a more technical execution that outlines planned steps for the recovery of Information Technology (IT) services in order to mitigate threats to the Bank's business operations. The Disaster Recovery Plan (DRP) is developed by taking into account the dynamics of the Information Technology (IT) technical architecture and related aspects, such as the information systems portfolio, the condition of the physical facilities of the Data Center (DC)/ Disaster Recovery Center (DRC), the parties directly involved in the implementation of the Disaster Recovery Plan (DRP), and other relevant factors. This approach helps ensure that the Disaster Recovery Plan (DRP) remains aligned with the dynamics of the Bank environment.

IT Security

Information Technology Security

Recognizing that increased digitalization brings greater security challenges, the Company has operated a dedicated IT security department since 2022 to ensure our systems remain protected under the Director of Information Technology led by a Chief Information Security Officer (CISO) to continue strengthening digital services, information security, and customer data protection, which are divided into 3 (three) main pillars, namely:

1. **People**
   Strengthening information security from the people aspect includes activities including:
   a. **Security Awareness**
      The Company prioritizes a culture of security by providing regular education to staff, clients, and external partners. Various media are used to convey security awareness to employees such as email, instant messaging, bulletins, desktop wallpapers on employee work devices periodically every month and both online and offline socialization by management to Business Units. The Company realizes that Customers are important subjects in the Company's business, so Education to Customers must be carried out. Security education that has been delivered is related to transaction security and personal data, which is intended so that customers can transact safely and be more alert to cybercrime to protect and safeguard their personal information.

Education to third parties collaborating with the Company is carried out routinely so that third parties also maintain the security of their company information and the Company's data managed by them. Socialization to customers and third parties collaborating with the Company includes email, the Company's e-channels, websites, the Company's social media (Instagram, X, Facebook, and others) and various offline or marketing events that are carried out. The Company always improves the professionalism and competence of employees as customer partners through various cyber security training and certifications.

b. Competency Development

The Company participated in seminars, training, and certification related to IT Security during 2025, both to hone soft skills and hard skills, including Certified Information Systems Security Professional (CISSP), CompTia Pentest+, Training & Certified in CompTia Security+, Digital Forensic Management, i System ADM & Control AS400, Identity & Access Administrator, Data Security and Protection Training, Project Management Professional (PMP), Training & Certified in Risk and Information Systems Control (CRISC), Banking Risk Management Certification Level 5, Cyber Defender Red Team Upskilling Seminar, Enhancement Asset Management Tools, Training & Certified in Lead Auditor ISO 27001:2022, Modernization of Core Banking Servers and Supporting Devices, Personal Data Protection, Comprehensive AI Training Program for Business and Technology, Secure Coding With Gen AI, Digital Forensics, Generative Engine Optimization (GEO) in Dominating Search Engine Optimization (SEO), and Microsoft Identity & Access Administrator.

c. Organizational Development

To bolster its cybersecurity framework, the Company has grown its IT Security division with a specialized department dedicated to Identity & Access Management. This demonstrates the Company's focus on access management to support the Bank's services, business, and initiatives. To meet its workload analysis (WLA) requirements, the Company added six IT Security employees by 2025.

2. Process

To implement good governance in accordance with industry standards, the work process at BTN is based on the latest provisions/SOPs which are socialized and implemented consistently by all Bank stakeholders. In line with these standard work processes, BTN has implemented the following initiatives, including:

a. The establishment of the Computer Security Incident Response Team (CSIRT) in collaboration with regulators, supported by the latest technology and monitoring systems in the form of Security Incident and Event Management (SIEM) and Centralized Log System.

b. As a manifestation of its commitment to secure and reliable technology governance, the Company has obtained ISO 27001:2022 certification for the implementation of the Information Security Management System (ISMS).

c. Process of cyber security assessment on a regular basis for network, system and data safety in accordance with regulatory provisions, including:

   i. A cyber security assessment based on vulnerability analysis, for example conducted vulnerability assessment and penetration test to new application, development and regular application based on application critical level which conducted by external independent parties that certified for international tester penetration standard and listed in Association for Indonesia Payment System (ASPI).

   ii. The Company validates its defenses through varied cybersecurity scenarios, ranging from strategic tabletop exercises and phishing simulations to real-world Adversarial Attack Simulation Exercises (AASE). Tabletop Exercises are conducted periodically by the CSIRT-BTN, which comprises several business units. Tabletop exercises are scenario-based attack tests aimed at reviewing attack, response, and recovery scenario playbooks, covering topics including:
      - Phishing Email Guide
      - Third Party Compromise
      - Remote Desktop Protocol (RDP)
      - Endpoint Attack
      - Server Off
      - Active Directory Modification Activity
      - Backdoor Inside Legacy Code
      - Non-Electronic Data Leak
      - Data Modification
      - Extension VPN Browser
      - RTGS API Credential Fraud Leak
      - Manipulation of Bank Indonesia RTGS Payment System Transactions (BI-RTGS System).

   iii. As part of its efforts to strengthen cyber resilience, the Company proactively conducts security testing through compromise assessment scenarios to comprehensively

identify potential vulnerabilities and risks. This step reflects the Company's commitment to maintaining the integrity of its information systems and ensuring readiness to face increasingly complex cyber threats.

d. To support government and regulatory programs related to the eradication of online gambling activities and buying and selling accounts in the Company's name, the Company conducted cyber patrols using Cyber Threat Intelligence (CTI) tools.

3. **Technology**

The Company remains dedicated to the ongoing evolution of its IT security framework. The 2025 initiatives were built directly upon the foundational enhancements established throughout 2024, demonstrating the Company's commitment and consistency in strengthening its strategic Information Technology (IT) security capabilities through the implementation of a multi-layered defense (defense-in-depth) encompassing endpoints, applications, networks, Information Technology (IT) infrastructure, and data.

a. **Implementation of Network Access Control Technology (NAC)**
To manage, verify and monitor devices access to network based on security policy, to protect data from unauthorized access and potential threats.

b. **Improvement of Mobile Application Security**
It functions to protect mobile applications used by customers by implementing a security by design application development process.

c. **Improvement of DNS Security and IP Address Management**
It functions to protect internal Information Technology (IT) systems that access IT resources on the internet if a site's domain is unsecured. Optimizing DNS security capabilities is more effective when combined with IP address management, allowing endpoints accessing these IT resources to be traced.

d. **Improvement Internet Access Control dan Proxy Outbound**
It functions to separate and identify data communication towards the internet between business transactional communication and back office productivity communication by implementing internet access separation and outbound proxy implementation.

e. **Improvement Pengamanan Email Security**
It functions to protect devices and email systems from email-based cyber attacks such as spam, phishing, and attachments containing malicious files.

f. **Improvement of API Security**
It fynctions for specific security in detecting and preventing API-based attacks.

g. **Improvement of Internet Banking Business Security**
It functions to secure web-based applications that can improve the performance of Internet Banking Business website access via a content delivery network.

h. **Improvement of Database Security**
It functions to limit and prevent cyber attacks that exploit databases.

i. **Implementation of Network Detection & Response**
It functions to strengthen monitoring and response capabilities to threats on the company network, so that potential risks can be detected early and handled appropriately.

j. **Improvement of Privilegde Access Management for IT devices**
It functions to control and monitor privileged access to Information Technology (IT) devices and systems, so that the use of critical access remains safe, controlled, and according to needs.

k. **Implementation of Centralized Log System**
It functions to support the need for centralized recording and management of Information Technology (IT) system logs to increase effectiveness in detecting and responding to cyber incidents.

l. **Improvement of transactional infrastructure availability and resilience**
It functions to maintain the Company's transactional services by implementing active-active security infrastructure.

m. **Improvement of Identity Threat Detection and Response (ITDR)**
It functions to perform detection and mitigation through the implementation of agent installation on the authenticator system.

n. **Implementation of Identity & Access Management**
It functions to improve system security and prevent unauthorized access or potential security breaches.

o. **Implementation of Sandboxing-Based Security**
It functions to secure e-channel data uploads, endpoints, file exchange automation, and identification of files containing malware that lead to legacy and immutable systems.

p. **Implementation of Message Signing and HTTPS Security on BI-Fast**
It functions to secure the integrity and authenticity of BI-FAST transaction messages through message signing and maintain the confidentiality and security of data communications between systems using HTTPS.

Evaluation and Measurement Cyber Resilience and Security

The Company conducted measurement and evaluation of resilience and security control to optimize the information security process, including:

1. **Obtained ISO 27001:2022**
To ensure that the human resources, governance and technology used were in accordance with industry standards (International Standards Organization), The Company carried out a certification process and obtained accreditation No. IS 790715..
2. **Implementation of IT Security Index**
To help foster a robust security culture across all business units, the Company developed an IT Security Index. This metric monitors the success of our awareness programs and ensures our risk mitigation strategies against cyber and information security threats remain effective.
3. **Achievement of Assessment under SEOJK No. 29/SEOJK.03/2022**
The Company conducted an assessment on the implementation of SEOJK No. 29/SEOJK.03/2022 concerning Cyber Resilience and Security. This assessment aimed to measure the level of compliance, the effectiveness of controls, and the cyber security risk exposure within the Company.

   The assessment was conducted by an external auditor registered with the Asosiasi Sistem Pembayaran Indonesia (ASPI). Based on the assessment results, the Company achieved a cyber security risk rating at Level 2, indicating that the Bank's overall cyber security maturity is at a high level.

   These results indicated that the implementation of cyber resilience and security controls within the Company has been effectively executed and well managed, supported by periodic evaluations and continuous improvement efforts.

The Programs of the IT Security Awareness

BTN implemented the IT Security Awareness Program which aims to increase awareness and understanding of all employees to maintain information security in the form of personal and Company data or information. Activities that have been held for 2025 are as follows:

1. Delivery by Top Management
One of strategies in pushing the creation of security culture for all employees in all units of the Company, The Company implemented an IT Security index program that aimed to monitor the effectiveness of security awareness programs carried out to mitigate risks related to cyber and information security. The program delivered periodically every months by Top Management to the Employee by emphasizing that maintaining information security is a very important part for maintaining customer trust and BTN reputation.
2. Sosialization through Digital Platform Company's
   a. Official Website Company's
   b. Security Awareness Podcast
   c. Learning Management System
   d. Email Blast Security Awareness
   e. Instant Messaging Blast Security Awareness
   f. Security Awareness Desktop Wallpapers
   g. Screen Saver Security Awareness
   h. Security Awareness Bulletin
   i. Security Awareness Understanding Survey
3. Training and Workshop
The Company/The Bank has conducted security awareness activity, both onsite or online, for all Employees.

Furthermore, the company also actively carried out the socialization for maintaining information security to the customers and third party partners through workshop and training either onsite or online, the company's official social media, email blast security awareness, ATM and CRM machines, the Company's e-channel (balé by BTN) and convey electronic transaction awareness information in financial inclusion activities.

Information Security Framework

In line with meeting the regulator's priority controls, the Company will strive to enhance cyber security and manage cyber risk more effectively by implementing the National Institute of Standards and Technology (NIST) framework through identify, protect, detect, response and recovery.

1. **Govern**
   Building information security governance and cyber risk management to ensure strategic direction, accountability, and compliance with applicable regulations, through:
   a. Establishing management-approved information security policies, standards, and guidelines and conducting periodic reviews to ensure compliance with business strategy, risk profiles, and applicable regulations.
   b. Determining roles, responsibilities, and organizational structure for information security management, including oversight and reporting mechanisms to management and relevant committees.
   c. Determining risk appetite and information security risk tolerance, which is used as a basis for decision making, risk management, and the implementation of security controls.
   d. Implementating an integrated cyber risk management process, including identification, analysis, evaluation, and regular monitoring of information security risks.
   e. Monitoring compliance and effectiveness of information security controls, through audit, evaluation, and reporting mechanisms to ensure implementation is in line with applicable policies and provisions.
2. **Identify**
   Identifying potential information security threats and managing risks to assets effectively and comprehensively, through:
   a. The implementation of mechanisms and management of modern inventory tools to support detection and continuously update all hardware and software assets owned by the Company.
   b. The establishment and maintenance of data management processes, reviewed at least once in a year to ensure the data index is up-to-date for business needs.
   c. Security testing based on vulnerability analysis, which are vulnerability assessment and penetration testing, are conducted regularly to identify potential threats and ensure that security findings are addressed in accordance with the test results recommendation.
3. **Protect**
   Securing information assets and strengthening perimeter security to reduce identified risks, including:
   a. Establish strict access rights management through the Application Logic Access Control System (SKALA) for transactional applications, implementing least privileged access using Privileged Access Management tools, and applying Multi-Factor Authentication for centralized authentication and authorization, namely Active Directory.
   b. Implementation of encryption and use of Data Loss Prevention (DLP) to protect sensitive data such as Personally Identifiable Information (PII) and Payment Card Industry (PCI).

c. Implementation of network protection technologies, such as Next-Gen Firewall, Web Application Firewall, Cloud Anti DDoS, and endpoint protection including anti-malware and Endpoint Detection and Response technology to protect networks and devices.
d. Implementation of Email Security Gateway to protect devices and email systems from emailbased cyber threats, such as, spam, phishing and malicious file attachment.
e. Conduct security awareness programs regularly through various internal media to enhance security awareness among all Employees.
f. Restrict and manage network access connected to the Company's network and secure unauthorized devices using Network Access Control (NAC).

4. Detect

Real-time monitoring and detection of security threats or incidents, including:

a. 24/7 monitoring and analysis with Security Information and Event Management and Cyber Threat Intelligence tools to detect potential cyber attacks, user activity, network traffic and monitoring device logs and other Information Technology (IT) activities which are related to cyber security.
b. The Cyber Threat Intelligence tools is also optimized as a cyber patrol to detect violations of the Company's brand reputation, taking down social media that does not have permission to use the Company's identity, online gambling content and online loans that use the Company's identity.
c. Monitoring information security compliance from partners or vendors providing cooperation through Third-Party Security Assessment (TPSA).

5. Respond

Respond to incidents and manage risks quickly and effectively to minimize impacts and resolve problems, through:

a. Do containment or blocking at endpoints that are indicated to be the source of cyber attacks.
b. Blocking data communications or traffic originating from the network carrying out the cyber attack.
c. Scenario-based security testing includes email phishing simulations and red teaming which are done regularly to measure the readiness of Employees and IT personnel to face emerging cyber attacks.
d. Computer Security Incident Response Team (CSIRT) establishment which is responsible for handling cyber incidents and maintaining the procedures for resolving incidents quickly and efficiently.
e. In-depth investigations through forensic activities to obtain the main cause or core of cyber attacks.

6. Recovery

The recovery process from the impact of incidents that occur, both in terms of operations and reputation by returning system, application and infrastructure functions to normal conditions after an incident occurs, through:

a. Determination of policies and procedures for assessing, determining the level of incidents as well as steps for resolving security incidents, and ensuring the handling of incidents quickly and in accordance with the impact they cause.
b. Establishing and maintaining a data recovery process using an online and offline backup system to ensure the data remains protected and can be recovered if a disruption occurs, which is part of the Business Continuity Plan and Disaster Recovery Plan.
c. Backup and restore recovery test to ensure that the backup system functions properly and the data can be recovered effectively in an emergency situation.
d. Playbook establishment for dealing with cyber incidents, which works as a guide and lesson for dealing with similar incidents in the future.
e. Table-top exercises for dealing with potential incidents and testing readiness in responding to security incidents that may occur.
f. Reporting to regulators and stakeholders.
g. Media statements preparation and publication of incidents.

INFORMATION TECHNOLOGY **MANAGEMENT STRUCTURE**

The Information Technology (IT) business unit consists of the IT Strategic Planning Division (ITPD), the IT Development Division (ITDD), and the IT Operations Division (ITOD). In addition, the Company has established an IT Security Division (ITSD), which is responsible for managing cybersecurity and resilience and is independent of the Information Technology (IT) function. In general, the authority and responsibilities of each division are as follows:

1. The IT Strategic Planning Division (ITPD) has the authority and responsibility as a Division that carries out the role of "Plan the Bank" as follows:
   a. Planning, coordinating, evaluating, monitoring, and controlling activities related to the preparation process of 2025-2029 Information Technology Strategic Plan (RSTI) as well as managing the Information Technology (IT) portfolio, Information Technology (IT) policies, and application development strategies effectively and efficiently.
   b. Anticipating information system risk exposure and developing appropriate and adequate handling steps.
   c. Supporting the implementation of information security; and
   d. Preparing and fulfilling Information Technology (IT) planning and development reporting and its fulfillment in collaboration with related units.
2. The IT Development Division (ITDD) has the authority and responsibility as a Division that carries out the role of "Change the Bank" as follows:
   a. Managing the process of developing applications to support business operations and monitoring their implementation to meet the Company's business operational needs;
   b. Anticipating information system risk exposure and developing appropriate and adequate handling steps;
   c. Supporting the implementation of information security; and
   d. Preparing and fulfilling Information Technology (IT) planning and development reporting and its fulfillment in collaboration with related units.
3. The IT Operation Division (ITOD) has the authority and responsibility as a Division that carries out the role of "Run the Bank" as follows:
   a. Developing operational management strategies, implementing and monitoring Information Technology (IT) operations effectively and efficiently to maintain the level of Information Technology (IT) services to support business operations;
   b. Anticipating risk exposure in the implementation of Information Technology (IT) operations and developing appropriate and adequate handling steps;
   c. Supporting the implementation of information security; and
   d. Preparing and fulfilling Information Technology (IT) operational reporting in collaboration with related units
4. The IT Security Division (ITSD) has the authority and responsibility as a Division that carries out the role of "Secure the Bank" as follows:
   a. Designing, implementing, and maintaining a series of integrated and effective processes and systems in managing information security and ensuring the confidentiality, integrity, and availability of information assets by minimizing information security risks;
   b. Preparing and fulfilling reports related to information security in collaboration with related units.

INFORMATION TECHNOLOGY **IMPLEMENTATION EVALUATION**

Evaluation Results of the Implementation of the Strategic IT Plan (RSTI)

In accordance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 210 Paragraph 1 point a, namely that the Company has an obligation to convey information from evaluation result in the Information Technology Strategy Plan (RSTI) 2025-2029 which has been Annual Report (AR). In this matter, the Company has carried out in evaluation of the Information Technology Strategy Plan (RSTI) 2025-2029 for the 2025 position by the IT Initiative Scope. Evaluation process of the Information Technology Strategy Plan (RSTI) 2025-2029 for the 2025 position, according to the Information Technology Strategy Plan (RSTI) document 2021-2025. The progress status for the 2025 position has been completed.

Evaluation Results on the Effectiveness of Information IT

In accordance with the Regulation of Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 210 Paragraph 1 point c, Banks have an obligation to convey information on the result of the effectiveness of IT implementation. Become part of the Annual Report. In this case, the Company has carried out measurements in the form of a IT Maturity Level assessment for the 2025 position using the COBIT 2019 standard and obtained an IT Maturity Level value of 4.00 on a yoy basis.

The position until IV quarter in 2025, Company has successed to increase the score IT Maturity Level based on COBIT 2019 from 3,50 to 4,00 which comes from the 20 domains namely APO03—Managed Enterprise Architecture, APO04—Managed Innovation, APO05—Managed Portfolio, APO06—Managed Budget & Costs, APO07—Managed Human Resources, APO08—Managed Relationships, APO09—Managed Service Agreements, APO14—Managed Data, BAI02—Managed Requirements Definition, BAI03—Managed Solutions Identification & Build, BAI05—Managed Organizational Change, BAI07—Managed IT Change Acceptance and Transitioning, BAI08—Managed Knowledge, BAI10—Managed Configuration, BAI11—Managed Projects, EDM01—Ensured Governance Framework Setting & Maintenance, EDM02—Ensured Benefits Delivery, EDM04—Ensured Resource Optimization, EDM05—Ensured Stakeholder Engagement dan MEA04—Managed Assurance.

INFORMATION TECHNOLOGY (IT) **OPERATIONS PERFORMANCE IN 2025**

Realization of the 2025 Information Technology (IT) Implementation Program

1. **Standardization of Agile Collaboration Tools & DevSecOps Automation**
   The Company has implemented the standardization of agile collaboration tools to enhance team consistency and collaboration, strengthened DevSecOps automation to improve efficiency and security, and refined agile and DevSecOps processes to achieve greater adaptability and productivity.

2. **Enhancement of IT Capability, Capacity, and Organization**
   The Company has realigned its Information Technology (IT) organizational structure (including the transitional IT organization for USS) and initiated talent fulfillment. The IT reorganization was undertaken following the separation of the IT Strategic Planning and Development unit into two

distinct units, namely the IT Strategic Planning unit and the IT Development unit. This reorganization was undertaken as part of an alignment effort with the Information Technology Strategic Plan (RSTI).

3. **Enhancement of IT Governance Forums**
   The Bank has strengthened its Information Technology (IT) governance by reinforcing collaboration between the business units and IT. This enhancement is reflected in the regular convening of the Architecture and Innovation Governance Board, the Portfolio and Program Governance Board, the Project Governance Forum, and the Change Advisory Board.
4. **Technology Strategy for the Sharia Subsidiary**
   The Company has formulated a technology strategy to support the spin-off of its Sharia subsidiary. The strategy has been finalized and received approval from the Board of Directors at the Information Technology Steering Committee forum in the third quarter of 2025.
5. **Review of IT Strategy and Reinforcement Processes**
6. **Development of the IT Performance Monitoring Dashboard**
   The Company has developed a dashboard to monitor Information Technology (IT) performance.
7. **Disaster Recovery Center (DRC) Migration**
   The migration process of the Disaster Recovery Center (DRC) has been completed and is operating effectively.
8. **Digital Branch Feature Enhancement**
   The Company has enhanced its system through the improvement and expansion of digital branch features
9. **Enhancement of Open Banking Integration and Performance Monitoring**
   The Company has developed and strengthened its systems through the implementation of Open Banking Integration and Performance Monitoring capabilities.
10. **Enhancement of Core Banking and Branch Delivery System**
    The Company has upgraded its core banking system and modernized the Branch Delivery System..
11. **Enhancement of Debit Card Capabilities within the Card Management System**
    The Company has developed a multi-currency debit card to support global debit account products and implemented a centralized reporting platform that provides real-time data and activity related to debit card transactions.
12. **Enhancement of UUS BTN Capabilities**
    The Company has strengthened capabilities and expanded technology integration for its Sharia Business Unit (UUS), ensuring that the Operational Day 1 (OD1) of BSN on December 22, 2025 was successfully executed.
13. **Formulation of the Data and Artificial Intelligence Strategy**
    The Company has formulated and initiated the implementation of its Data and Artificial Intelligence strategy.
14. **Development of a Transaction Monitoring Dashboard for the War Room**
    The Company has developed a dashboard to support transaction monitoring processes within the War Room.
15. **Generative Artificial Intelligence Pilot**
    The Company has developed and implemented Artificial Intelligence applications, namely the PVITA chatbot within the PPDigital application and the AIKO chatbot within the iServe application.
16. **Enhancement of Data Management Capabilities and Data Quality**
    The Company has implemented Metadata Management and established ongoing data quality monitoring processes..

Shareholder Aspiration Program in 2025

1. **Mobile Banking Utilization through the Grand Launching of bale Super App**
   The bale by BTN super app was developed to enhance public brand awareness of the Company's digital products. The platform was designed to support customers' financial needs digitally, while also driving the acquisition of new customers and increasing low-cost funding.
2. **Cyber Security Breach**
   Throughout 2025, the Company successfully maintained Zero Incident Cyber Security Breach. This achievement is in line with PER-2/MBU/03/2023 concerning Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises, as well as Circular Letter of the Financial Services Authority of the Republic of Indonesia No. 29/SEOJK.03/2022 concerning Cyber Resilience and Security for Commercial Banks. In 2024, the Company initiated enhancements to its cyber resilience and security framework, covering the aspects of people, process, and technology. In 2025, these improvements across all aspects would continue to be strengthened to support the Company's business services and strategic initiatives.

Follow-up of Audit Result and/or IT Assessment

No	Assessment/Audit	Year	Assessor/Auditor	Numbers of Follow-up	Status			% Follow-up Completed
			Internal/External		BS	S	T	
1	IT Audit – Payment Systems	2025	External	4	0	4	0	100%
2	Assessment of IT Implementation based on COBIT 2019 • APO03—Managed Enterprise Architecture • APO04—Managed Innovation • APO05—Managed Portfolio • APO06—Managed Budget & Costs • APO07—Managed Human Resources • APO08—Managed Relationships • APO09—Managed Service Agreements • APO14—Managed Data • BAI02—Managed Requirements Definition • BAI03—Managed Solutions Identification & Build • BAI05—Managed Organizational Change • BAI07—Managed IT Change Acceptance and Transitioning • BAI08—Managed Knowledge • BAI10—Managed Configuration • BAI11—Managed Projects • EDM01—Ensured Governance Framework Setting & Maintenance • EDM02—Ensured Benefits Delivery • EDM04—Ensured Resource Optimization • EDM05—Ensured Stakeholder Engagement • MEA04—Managed Assurance	2025	External	20	0	20	0	100%

Description:
BS = Uncompleted
S = Completed
T = lated

Realization of IT Financing Plan (IT Spending Plan)

IT *Spending*	2025 Plan	Realization of TW IV in 2025	% Realization related to 2025 Plan
IT CAPEX	IDR1,238,255,467,164	IDR844,895,402,470	68.23%
IT OPEX	IDR911,100,000,000	IDR910,111,261,308	99.89%

INFORMATION TECHNOLOGY **WORK PLAN 2026**

Information Technology (IT) development in 2026 will be carried out to support the corporate plan and the aspirations of the Board of Directors' General Policy in 2026 in the areas of credit and credit quality, funding, office networks, fee-based income, and overhead expenses. The 2026 Information Technology (IT) development plan, aligned with the 2025-2029 Information Technology Strategy Plan (RSTI), is as follows:

1. Comprehensive and Sustainable Updates for EA.
2. Due Diligence of Information Technology (IT) Strategy for Insurance Subsidiaries.
3. Enhanced Capabilities and iServe Integration.
4. Integrated Infrastructure and Cloud Operations Development.
5. Implementation of Infrastructure as a Code.
6. Improving BTN Super App Capabilities for Consumers.
7. Improving BTN Properti Services and Infrastructure.
8. Strategy and Implementation of Customer Relationship Management.
9. Implementation of Marketing Technology.
10. Implementation of Remittance System.
11. Middleware System Improvement.
12. Implementation of Paylater System and Products.
13. Implementation of apps/web analytics.
14. PDP Compliance Project.
15. Implementation of New Fraud Detection System.
16. Implementation of the New Audit Management System.
17. Integrated Governance, Risk, and Compliance (GRC).
18. Implementation of Asset Liability Management.

Preparation of Information Technology Strategy Plan 2026 – 2030

At the end of 2025, in line with the Letter of PT Danantara Asset Management (Persero) Number SR.193/DI-DAM/DO/2025 dated October 29, 2025 regarding the Submission of Guidelines for the Implementation of the Preparation of the Company's Long-Term Plan (RJPP) for 2026-2030, it was stated that the Company needs to readjust the period of the existing Company's Long-Term Plan (RJPP), which directly affects changes to the period of the existing Information Technology Strategy Plan (RSTI) document. The Company will continue to make improvements in terms of processes, technology, governance, and organization to address the main challenges of Information Technology (IT) services.

CORPORATE GOVERNANCE

In 2025, BTN demonstrated significant performance growth both in operational and financial aspects. BTN's performance also received recognition from external parties, as reflected by the awards received at both national and international levels.

ACHIEVEMENTS IN THE IMPLEMENTATION **OF CORPORATE GOVERNANCE**

ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS)

BTN re-achieved the international success. In the 2025 ASEAN Corporate Governance Awards (ACGS) event, BTN successfully achieved two awards simultaneously, as follows:

1. Top 50 ASEAN Public Listed Companies (PLCs)
2. Top 5 Indonesia Public Listed Companies (PLCs).
3: ASEAN Asset Class (PLCs)

The awards were the results of tight selection and evaluation processes to 569 public companies from 6 Southeast Asia countries, through the ASEAN Corporate Governance Scorecard (ACGS) mechanism that had been internationally acknowledged for assessing the transparency, accountability, and sustainability principles-based corporate governance standards.

The 16th IICD Corporate Governance Conference and Award

Based on the results of an independent assessment conducted by the Indonesian Institute for Corporate Directorship (IICD), BTN succeeded in achieving the Best Overall in the Mid Cap PLCs Category and the Top 50 Issuers with Medium Market Capitalization (MidCap PLCs).

Corporate Governance Perception Index 2025

BTN seized the 2025 Most Trusted Company in the Corporate Governance Perception Index (CGPI) predicate as the implementation form of good corporate governance.

TOP GRC 2025

BTN once again won a prestigious award at the 2025 TOP GRC event. This award was awarded to companies that had demonstrated strong performance and implemented Governance, Risk, & Compliance (GRC) in their business management. At the 2025 TOP GRC, BTN won three awards, as follows:

1. Top GRC Awards #5 Stars
2. The 2025 Most Committed GRC Leader for President Director of Nixon L.P. Napitupulu
3. The 2025 High Performing Board of Commissioners on GRC

FUNDAMENTALS OF IMPLEMENTATION **OF CORPORATE GOVERNANCE**

The implementation of Good Corporate Governance (GCG) within the Company refers to various relevant provisions, regulations, and laws as well as GCG guidelines issued by national and international institutions. The reference basis for GCG implementation is as follows:

1. Law of the Republic of Indonesia No. 10 of 1998 concerning Amendments to Law No. 7 of 1992 on Banking.
2. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies.
3. OJK Regulation No. 17/ POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
4. OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.
5. OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuer or Public Company.
6. OJK Regulation No. 34/POJK.04/2014 concerning Nomination and Remuneration Committees for Issuers or Public Companies
7. OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies
8. OJK Regulation No. 8/POJK.04/2015 concerning Websites of Issuers or Public Companies.
9. OJK Regulation No. 21/POJK.04/2015 concerning the Implementation of Guidelines for Public Corporate Governance.
10. OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuer or Public Company.
11. OJK Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for Implementing the Work of the Audit Committee.
12. OJK Regulation No. 56/POJK.04/2015 concerning the Establishment and Guidelines for Preparing the Internal Audit Unit Charter.
13. OJK Regulation Number 60/POJK.04/2015 concerning Disclosure of Information on Certain Shareholders
14. OJK Regulation No. 5/POJK.03/2016 concerning Bank Business Plans.
15. OJK Regulation No. 18/POJK.03/2016 concerning Implementation of Risk Management for Commercial Banks.
16. OJK Regulation No. 29/POJK.03/2016 concerning Annual Reports of Issuers or Public Companies.
17. OJK Regulation No. 11/POJK.03/2016 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares.
18. OJK Regulation No. 46/POJK.03/2017 concerning Implementation of Compliance Function of Commercial Banks.
19. OJK Regulation No. 51/POJK.03/2017, dated July 18, 2017, concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies.
20. OJK Regulation No. 32/POJK.03/2018 concerning Legal Lending Limit and Provision of Large Funds.
21. OJK Regulation No. 01/POJK.03/2019 concerning Implementation of Internal Audit Function for Commercial Banks.
22. OJK Regulation No. 15/POJK.03/2019 concerning Planning and Holding General Meetings of Shareholders of Public Limited Companies.
23. OJK Regulation No. 16/POJK.03/2019 concerning Electronic General Meeting of Shareholders of Public Companies.
24. OJK Regulation No. 42/POJK.03/2019 concerning Transparency and Publication of Bank Reports.
25. OJK Regulation No. 12/POJK.03/2020 concerning Consolidation of Commercial Banks.
26. OJK Regulation No. 15/POJK.04/2020 concerning Planning and Holding General Meetings of Shareholders of Public Limited Companies.
27. OJK Regulation No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities.
28. OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.
29. OJK Regulation No. 11/POJK.03/2022 concerning Implementation of Information Technology for Commercial Banks.
30. OJK Regulation No. 17 of 2023 concerning Implementation of Governance for Commercial Banks.
31. OJK Regulation No. 18 of 2023 concerning Implementation of Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Proliferation Financing of Weapons of Mass Destruction Programs in the Financial Services Sector.
32. OJK Regulation No. 2 of 2024 concerning Implementation of Governance for Sharia Commercial Banks and Sharia Business Units.
33. OJK Regulation No. 12 of 2024 concerning Implementation of Anti-Fraud Strategy for Financial Services Institutions.
34. OJK Regulation No. 15 of 2024 concerning Integrity of Bank Financial Reporting.

35. OJK Regulation No. 18 of 2025 concerning Transparency and Publication of Bank Reports.
36. OJK Circular Letter No. 14/SEOJK.03/2015 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
37. OJK Circular Letter No. 15/SEOJK.03/2015 concerning Implementation of Integrated Corporate Governance for Financial Conglomerates.
38. OJK Circular Letter No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Companies.
39. OJK Circular Letter No. 25/SEOJK.03/2016 concerning Business Plans of Commercial Banks.
40. OJK Circular Letter No. 43/SEOJK.03/2016 concerning Transparency and Publication of Conventional Commercial Bank Reports.
41. OJK Circular Letter No. 14/SEOJK.03/2025 concerning the Implementation of Governance for Commercial Banks.
42. Regulation of the Minister of State-Owned Enterprises Number PER-1/MBU/03/2023 on March 3, 2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises.
43. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
44. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 on March 3, 2023 concerning Organs and Human Resources of State-Owned Enterprises.
45. The Bank's Articles of Association having been amended several times, lastly amended by the Deed of Statement of Resolutions of the Annual General Meeting of Shareholders Number 09 on December 04, 2025, drawn up by Ashoya Ratam, S.H., M.Kn., Notary in South Jakarta, and having received an acknowledgment of notification from the Minister of Law of the Republic of Indonesia based on the Acknowledgment of Notification of Amendment to the Articles of Association Number AHU-AH.01.03-0256621 tanggal December 22, 2025.

In addition to that, the Company also adopts the best governance standards regionally and internationally applicable as best practices and improves the GCG implementation, including:

1. Principles of Good Corporate Governance, issued by the Organization for Economic Cooperation and Development (OECD).
2. ASEAN Corporate Governance Scorecard (ACGS) issued by ASEAN Capital Market Forum (ACMF).
3. Indonesian GCG Guidelines (PUGKI) developed by the National Committee on Governance Policy (KNKG).
4. Principles for Enhancing Corporate Governance issued by Basel Committee on Banking Supervision.

OBJECTIVES AND PRINCIPLES **OF IMPLEMENTATION OF GOVERNANCE**

The Company is fully aware that the business continuity of a business entity is not merely measured by financial performance and increased profits, but also through internal management of the Company, including the implementation of effective GCG. Thus far, the Company has implemented the GCG principles with the purpose and belief that it will ensure the construction of comprehensive business balance so that all forms of interest, both business and social, individuals and groups, internal as well as external, short and long-term as well as the shareholders and stakeholders interests will reach the balance point. The implementation of GCG principles is highly necessary in order to build a more resilient Company to be able to survive in dealing with fiercer competition. The Company keeps striving to follow the development of the best GCG practices at the national, regional, and international levels that are relevant and certainly adapted to the needs.

The implementation of the Company's good corporate governance principles aims to:

1. Supporting the Company's vision, which is "**A Key Partner in the Indonesian Families Financial Empowerment**".
2. Encouraging the Company's mission, as follows:
   a. Being the government's key partner in housing and financial inclusion.
   b. Providing the best customer experience through integrated digital and financial services.
   c. Increasing shareholder value with sustainable profitability growth.
   d. Being a home for Indonesia's best talents.
   e. Implementing good corporate governance practices and sustainable business innovation for community welfare and environmental sustainability.

3. Providing added benefits and values for shareholders and stakeholders.
4. Maintaining and improving sound and competitive business continuity in the long term (sustainable).
5. Enhancing investors' trust in the Company.

The GCG implementation is conducted based on the five principles that are available in Regulation of the Minister of SOE No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and in accordance with Indonesian GCG Guidelines (PUGKI), issued by the National Committee on Governance Policy (KNKG), as follows:

BTN's Corporate Governance Principles

Governance Principles	Description	Implementation in BTN
Code of Conduct	The Company always prioritizes honesty, treats all parties with respect, fulfills commitments, and consistently builds and maintains moral values and trust. The Company considers the interests of shareholders and other stakeholders based on the principles of fairness and equality and is managed independently so that each company organ does not dominate the other and cannot be intervened by other parties.	1. The Company considers the interests of all stakeholders based on the principles of equality and fairness (equal treatment). 2. The Company facilitates the participation of all stakeholders in providing input and opinions to support the Company's interests, and ensures open access to information in accordance with the principle of transparency. 3. Performing its business and operational activities, the Company always upholds the Code of Conduct. It is demonstrated by the application of compliance principles, supported by as follows: a. Implementation of Gratuity control and the implementation of anti-corruption practices and culture; b. Implementation of a whistleblowing system; c. Implementation of an Anti-Bribery Management System; d. Implementation of an Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of the Financing of the Proliferation of Weapons of Mass Destruction Program.
Transparency	The Company provides accessible and understandable material and relevant information to stakeholders. The Company takes initiatives to disclose not only matters required by law but also matters that are important for decision-making by shareholders, creditors, and other stakeholders.	1. The Company discloses timely, adequate, clear, accurate, and comparable, accessible information to stakeholders. 2. The Company has disclosed relevant material and information to the public accurately, clearly, and promptly, including financial reports, corporate governance, risks, corporate actions, and sustainability aspects (ESG). Transparency is achieved through periodic reports, the General Meeting of Shareholders (GMS), information disclosure, and official company media to reduce misinformation, increase investor confidence, and support fair decision-making. 3. The Company prioritizes the principle of transparency while adhering to the provisions on corporate confidentiality, official confidentiality, and personal rights in accordance with applicable regulations.
Accountability	The Company must be accountable for its performance transparently and fairly. Therefore, the Corporation must be managed properly, measurably, and in accordance with corporate interests, while considering the interests of shareholders and stakeholders. Accountability is a necessary prerequisite for achieving sustainable performance.	1. The Company establishes clear duties and responsibilities for each member of the Board of Commissioners and Board of Directors, as well as all subordinate levels, in alignment with the Company's vision, mission, values, business objectives, and strategy. 2. The Company establishes accountable business objectives and strategies for stakeholders. 3. The Company establishes a system of checks and balances in its management. 4. The Company measures the performance of all Company personnel based on agreed-upon measures consistent with the Company's cultural values, business objectives, and strategy, and has a rewards and punishment system.

Governance Principles	Description	Implementation in BTN
Sustainability	The Company complies with laws and regulations and is committed to carrying out its responsibilities towards the community and the environment in order to contribute to sustainable development through collaboration with relevant stakeholders to improve their lives that aligns with business interests and the sustainable development agenda.	1. The Company has established an ESG Unit under the Risk Management Business Unit and under the supervision of the Director subordinating the Risk Management Function, to coordinate the implementation of sustainability programs. 2. The Company has established an ESG framework, including determining the Company sustainability direction related to climate change and the achievement of the SDGs; and to oversee ESG implementation, target achievement, and sustainability initiatives. 3. The Company conducts a specific training program on sustainability aspects, attended by representatives from functions related to the Bank's business and operations.

GCG is a facility used by the Company's organs to improve their business success and accountability, and to realize the shareholders' value in the long term, while considering other stakeholders' interests, in accordance with the applicable laws and regulations, and business ethics. The greater the risks dealt by the Company, the greater the needs of governance practice by the Company.

Moreover, GCG is a continuous attempt to respond proportionally to the needs of the GCG implementation in order to achieve the goal of Moving Beyond Corporate Governance to True Business Value. The Company has become a proud state-owned Bank and participates in realizing the progress and prosperity of the nation. In doing so, the Company always manages every business activity professionally and adheres to the GCG principles. To achieve the goals, the Company begins by integrating its human capital with reliability,

COMMITMENT ON **CORPORATE GOVERNANCE IMPLEMENTATION**

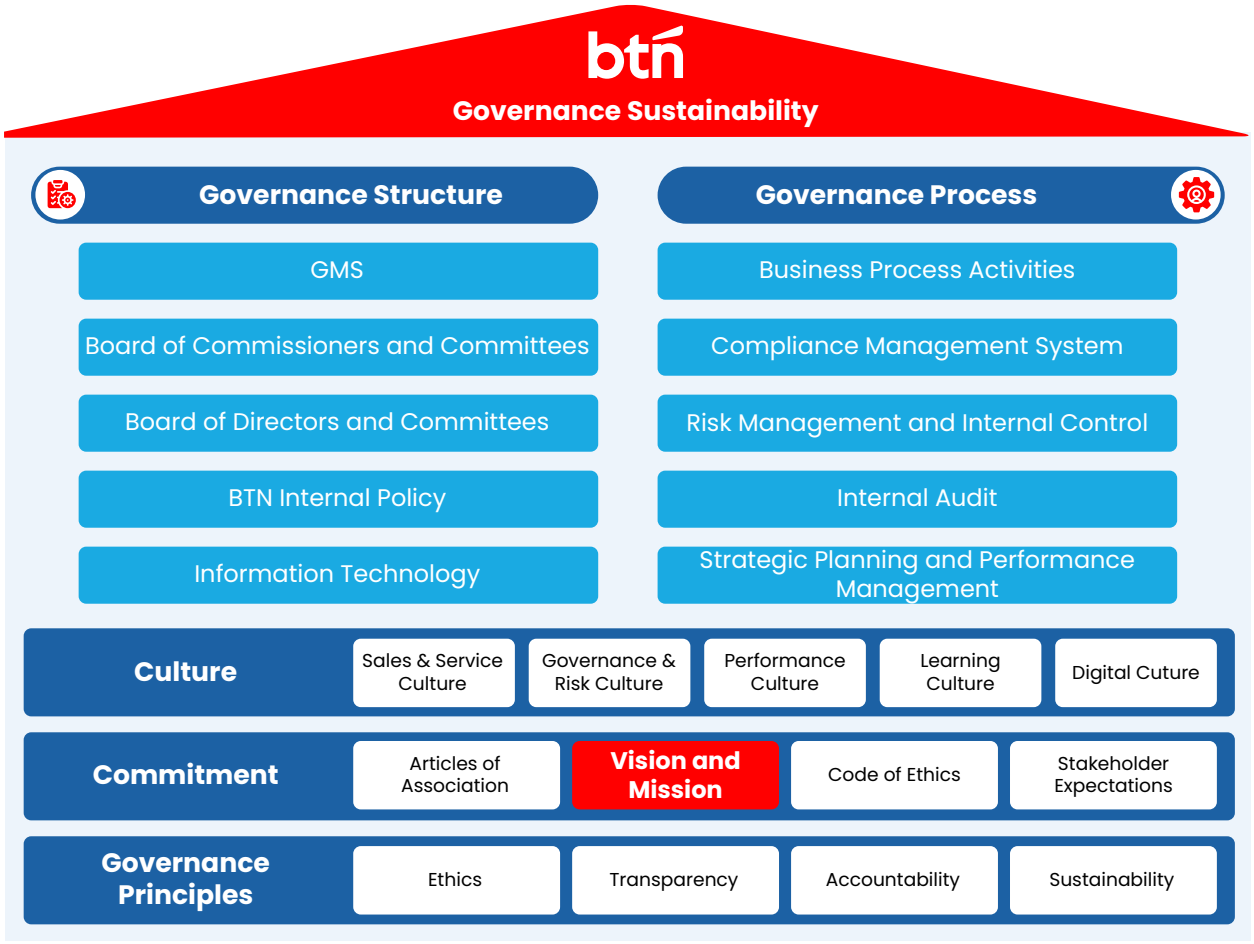
The Company always strengthens its commitment to implement and uphold GCG principles consistently in the daily course of business activity, comply with all applicable regulations and legislation, and is always open to improvements in accordance with best practices to suit the goals, vision, and the Company's mission, and create added value for the Company for Shareholders and other stakeholders.

The implementation of good corporate governance (GCG) is an important indicator for shareholders to assess the Company's performance and believe that the Company has been well-managed and is can protect the interests of all shareholders. PT Bank Tabungan Negara (Persero) Tbk. as a State-Owned Enterprise (BUMN) and also a public company, commits to continuously improve the implementation of good corporate governance in order to understand the expectations of each shareholder.

IMPLEMENTATION OF CORPORATE GOVERNANCE

Governance Framework

Implementation of Corporate Governance can be seen from the alignment of 3 (three) aspects of the governance system, such as governance structure, governance process, and governance outcome. The three aspects of the governance system have been wellimplemented by the Company.



Governance structure is the sufficiency of the Corporate Governance structure and infrastructure so that the process of implementing Corporate Governance principles produces outcomes that are in line with the expectations of the Company's Stakeholders. The governance organ structure includes the Board of Commissioners, Directors, Committees, and Company Work Units. Meanwhile, the Governance infrastructure includes policies and procedures, management information systems, and the main tasks and functions of each organizational structure. Governance process is an activity to implement governance in the Company which is supported by a structured system and optimal monitoring process. Then, Governance outcome is the result of implementing adequate governance structures and governance processes.

Corporate Governance Commitment

The Company is committed to continuously evaluate, improve, increase, and enhance GCG implementation, so that it is in line with developments in laws and regulations and the latest business conditions. The Company's GCG

commitment is embedded in the Company's vision and mission, core values, and business policy strategies, which are translated into the following fundamental elements of the Company's business, as follows:

Vision and mission
The Company has a vision reflecting the objectives that are going to be achieved, such as Key Partner in the Indonesian Family Financial Empowerment. To achieve the objective, the Company explains into some Mission. In detail, the Vision and Mission is described in the Company Profile Chapter.

Company Core Value
Currently, the Company is consistently and sustainably implementing the Core Values (AKHLAK) as the foundation of BTN's corporate culture. This foundation is manifested in the behavior of BTNers in performing work activities, including:

1. **Trust:** Hold fast to the trust given
2. **Competent:** Continue to learn to develop capabilities
3. **Harmonious:** Caring for each other and respecting differences
4. **Loyal:** Dedicated and prioritizing the interests of the nation and state
5. **Adaptive:** Continue to innovate and be enthusiastic in moving or facing change
6. **Collaborative:** Build synergies

Guidelines for the Board of Commissioners and Directors
The Company has Guidelines for the Board of Commissioners and Directors, containing as follows:

1. Organization of the company and assignment of tasks;
2. Duties, responsibilities, and authority;
3. Work ethics;
4. Meeting arrangements;
5. Prohibition against the Board of Commissioners and Directors;
6. Evaluation of the performance of the Board of Directors;
7. Pattern of working relationship between the Board of Directors and the Board of Commissioners.

These guidelines are used as a reference for the Board of Commissioners and Directors in performing their duties to achieve the Company's business objectives. The Guidelines for the Board of Commissioners and Directors are explained more clearly in the respective Sub-Title of the Board of Commissioners and Directors in the Chapter of Corporate Governance.

Code of Ethics
The Company has drafted the Company's Code of Ethics as a guideline on business ethics, work ethics, and BTNers' code of conduct in implementing good corporate governance practices, including interacting with stakeholders. The Company's Code of Ethics applies to BTNers at all levels of the organization. The Code of Ethics is clearly explained in the Code of Ethics' SubHeading in the Corporate Governance Chapter.

Social and Environmental Responsibility
The Social and Environmental Responsibility Program (TJSL) is an activity that is the Company's commitment to sustainable development. This is performed by providing economic, social, environmental, legal, and governance benefits with more integrated, focused, measurable impact principles and can be accountable for and are part of the company's business approach. Specifically, Social and Environmental Responsibility is detailed in the Chapter of Social and Environmental Responsibility Program.

Governance Structure

The Law of Limited Liability Company No. 40 of 2007 states that the Company's Organs consist of the General Meeting of Shareholders, Directors and Board of Commissioners. The GMS, Directors and Board of Commissioners respect each other's duties, responsibilities and authorities in accordance with regulations and the Articles of Association. The Company's organs are established to ensure that the implementation of corporate governance principles can perform effectively with clear roles and responsibilities so it creates a check and balance control mechanism. In detail, the Governance structure and mechanisms are explained in the Sub-Chapter of Corporate Governance Structure and Mechanism.

Governance Process

Governance Process The Governance Process conducted by the Company is by corporate organs and lower levels in performing their functions and duties in realizing commitment and governance structure in order to achieve governance results that are in accordance with Governance principles. The Company's Governance Process includes as follows:

1. Implementation of the General Meeting of Shareholders (GMS)
2. Implementation of the Functions, Duties and Responsibilities of the Board of Commissioners and Directors
3. Improving the operational and business processes, as follows:
   a. BTN had adjusted its organizational structure following the 2025 AGM, by considering the composition and nomenclature of the Board of Directors, the formation of SEVPs, and new Divisions.

b. Changes to the Digital Branch Organizational Structure to support the implementation of digital service development initiatives.
c. Changes to the Enterprise & ESG Risk Management Division (ERMD) Organizational Structure to support increased risk model governance capacity and capabilities.
d. Changes to the Internal Audit Division (IAD) organization by strengthening the audit role within the IT & Digital function.
e. Changes to the Information Technology Directorate Organizational Structure to support the 2025-2029 IT Strategic Planning Roadmap and Company's vision, mission, and long-term plans.
f. Changes to the Compliance & Governance (CMGD) Organizational Structure to address regulatory requirements related to the implementation of AML, PPT, and PPPSPM, including the establishment of a Special Work Unit (UKK) or the appointment of an official responsible for implementing the AML, PPT, and PPPSPM programs.
g. Changes to the organizational structure of the Corporate Banking Division (CBD) and Wholesale Transaction Division (WTD) to support the 2025-2029 Long-Term Development Plan (RJPP) related to improving Transaction Banking capabilities and supporting corporate credit target growth.
h. Changes to the organizational structure of Regional Offices and Branch Offices are part of the Corporate Plan initiative aimed at developing and enhancing the capabilities of BTN's sales organization.
i. Currently, BTN has implemented ICOFR, which aims to ensure that the company's financial reports are prepared accurately, reliably, and in accordance with applicable standards.
j. Implementation of an Anti-Fraud Strategy, including accelerating the handling of significant fraud cases through interim reporting to comply with regulatory requirements.
k. The Company implemented a global-standard Anti-Bribery Management System through ISO 37001:2016 Anti-Bribery Management System (SMAP) certification. By 2025, this implementation encompassed 18 business units, including retail loan, wholesale, loan risk, loan operations, procurement, asset management, and branch offices.
l. Digitization of the credit process through the national implementation of a Decision Engine, digital data verification, and the implementation of a Developer Group-based CSM Cut-Off Score.
m. Implementation of a Loan Factory to create value through standardization and increased service effectiveness, accelerated and efficient credit process implementation, and improved consumer credit quality.
n. Disciplined implementation of Review and Process Management and the loan quality through periodic Portfolio Quality Review (PQR) implementation, as well as risk model review by an "independent" unit periodically.
o. Implementation of balance sheet risk review and mitigation through the development of a Balance Sheet Optimization (BSO) model and the implementation of the Core Depositor Maximum Limit (BMDI).
p. The Company implemented sustainable finance principles through the structured implementation of the ESG Program, and, in 2025, successfully obtained an AA rating as a recognition of its commitment in the ESG implementation.
q. The Company had officially conducted the spin-off of SBU to PT Bank Syariah Nasional (BSN) on November 18, 2025, with the assets of IDR 71.3 trillion, and it operated on December 22, 2025

4. Social and Environmental Responsibility

Governance Outcome

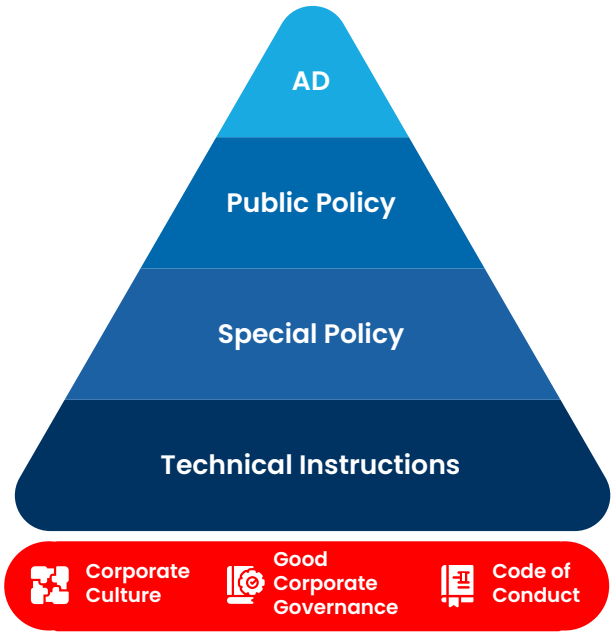
1. GCG Assessment (BI/OJK) based on self-assessment results with a composite score of rank 2.
2. GCG Third Party Assessment (CGPI, ACGS, Top GRC, and others).
3. The 2025 Governance Report.
4. Sustainable growth in financial performance.
5. Establishment of a sustainable integrity system.

Improvements in Guidelines and Governance of Preparation of Policies

The Company through decision of Board of Directors makes changes of Policy Architecture and Procedures of BTN, effectively prevailing since February 2, 2022. It purposes to improve governance and internal regulations so that those will be more well-organized, not overlapping, effective, and facilitating employees in using the guidelines of daily operational implementation. The company has developed a special policy number KK.9.A regarding Procedures for Governance of Bank Internal Regulations with due observance of the following principles:

1. Ease and Clarity
2. Efficiency and Effectiveness
3. Aligned
4. Measurable
5. Dynamic
6. Oriented to the user or the party being served
7. Legal Compliance
8. Legal Certainty

In order to strengthen governance aspects and eliminate overlapping regulations and make it easier for employees to carry out daily operational activities, the Company needs to carry out transformations, one of which is in the form of internal regulatory transformation. The intended transformation of internal regulations is realized in the form of implementing the Internal Regulatory Architecture as follows:



All existing Internal Regulations with old Policy and Procedure Architecture have been transformed into the New Policy and Procedure Architecture with the following details:

As of **December 31, 2025**, the Company had a prevailing and sufficiently documented internal policy, including 1**0 General Policies, 154 Special Policies,** and **300 Technical Instructions**. Those policies were the Company's operational basis in ensuring the consistency of business activity implementation, compliance with the provisions of statutory, and the implementation of good corporate governance.

Additionally, the Company has also revoked existing internal regulations that were invalid or not applied. In this transformation of Internal Regulations, The Company also uses a digital platform as a means of disseminating the latest Internal Regulations that can be accessed by employees, such as by the PPDigital application. The existence of PPDigital will ease employees to obtain information about the latest Internal Regulations and those matters related to the work and activities of the said employees.

BTN Group Principle Guidelines (GPG)

a. Background

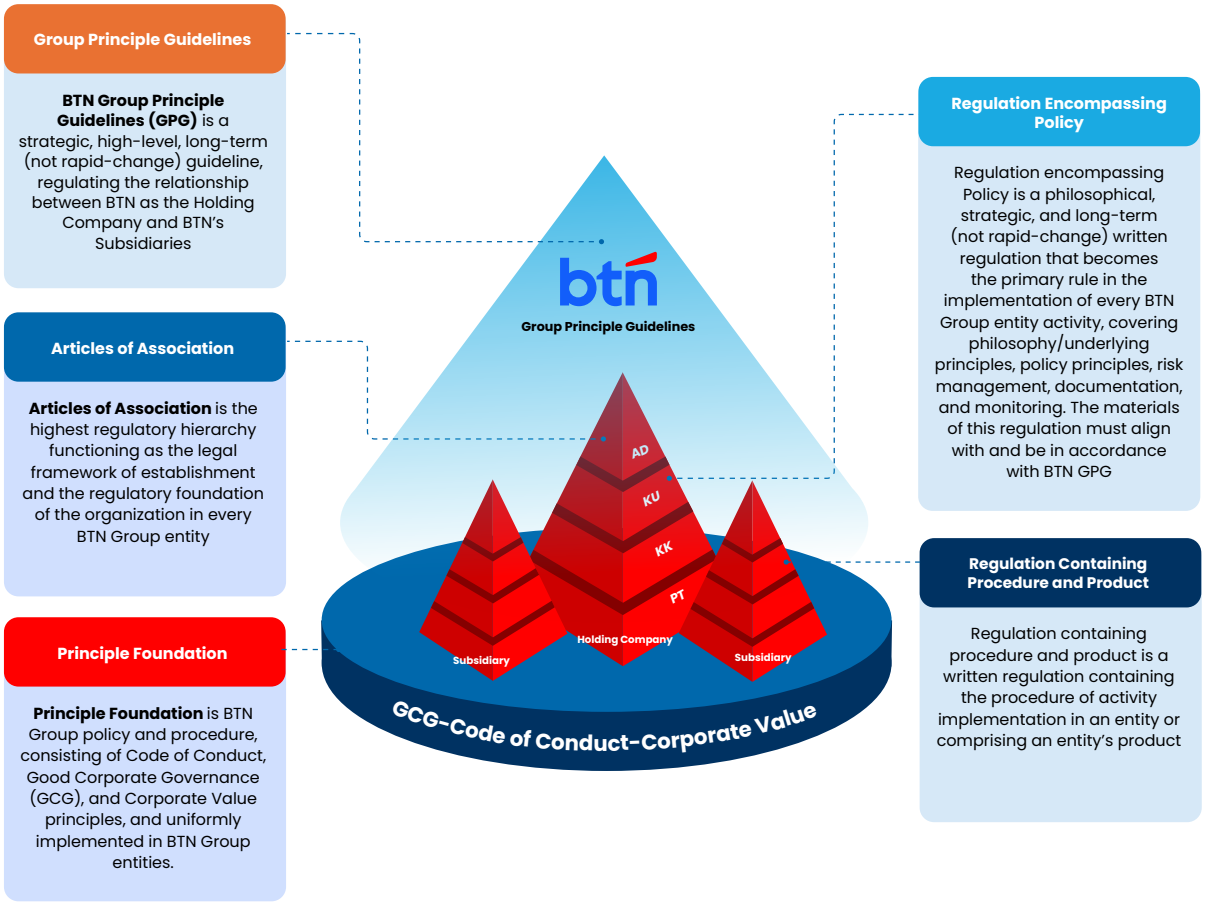
The Company believes that sound growth requires alignment of governance across entities within BTN Group ecosystem. The Holding Company, BTN plays a key role in ensuring that BTN Group entities implement governance, risk management, and compliance principles in a harmonious and integrated manner. To address this issue, BTN has established Group Principle Guidelines, hereinafter referred to as BTN GPG, a master framework that establishes a hierarchical structure of policies and procedures in an integrated manner within BTN Group. It is also a strategic, high-level, and long-term (not rapid-change) guideline, and regulates the relationship between BTN as the Holding Company and BTN's Subsidiaries.

In addition, BTN GPG is designed as a guideline for officers and employees at the Holding Company and Subsidiaries to align Group governance consistently and in a standardized manner. The document aims to enhance accountability, support regulatory compliance, promote efficiency and synergy, and strengthen organizational adaptability by establishing governance principles, aligning policies and procedures, and establishing an integrated coordination, compliance, and risk management framework across all Group entities.

b. Policy and Procedure Architecture Structure

BTN GPG establishes the principles and direction of policy management at the group level and serves as a reference for developing a hierarchical policy and procedure architecture for each entity. The policy and procedure architecture implemented across BTN Group entities needs to be aligned to ensure that policies and procedures are structured and coordinated, ensuring alignment and consistency in their implementation.

Policy and procedure hierarchy is illustrated as follows:



Improvement of Governance Regulation

In 2025, the Company has drafted and renewed the following policies, as follows:

1. General Policy Number KU.6 dated December 5, 2022, concerning Law, Compliance, AML & CFT, and Corporate Governance as updated on December 20, 2024.
2. Special Policy Number KK.6-F dated August 28, 2023, concerning Good Corporate Governance Procedures as updated on June 26, 2025.
3. Special Policy Number KK.6-E on May 8, 2025, concerning Anti-Bribery Management System Guideline as updated on May 8, 2025.
4. Special Policy Number KK.9-A on April 28, 2025, concerning Bank Internal Governance Procedures as updated on April 28, 2025.
5. Joint Decree of the Board of Commissioners Number 01/SKPB/KOM/BTN/2025 and the Board of Directors Number SKPB-01/DIR/BTN/2025 on November 28, 2025 concerning the Guidelines of Code of Conduct and Professionalism of the Board of Commissioners and the Directors.

Certification and Surveillance of ISO 37001:2016 Anti-Bribery Management System

Furthermore, to maintain the ISO 37001:2016 AntiBribery Management System (SMAP) certificate in the scope of ISO 37001:2016 SMAP Surveillance, the ISO 37001:2016 SMAP Certification Body has conducted a surveillance audit. On October 8-9, 2025, the Company successfully maintained the SMAP certification in the scope of procurement of goods and/or services in the Procurement and Fixed Asset Management Division (PFAD), Commercial credit in the Commercial Banking Division (CMBD Head Office), Corporate Banking Division (CBD), Wholesales Credit Risk Division (WRD), Commercial Banking Center (Jakarta Raya, Bekasi, Bandung, Bintaro Jaya), SME Restructuring (West Java Regional Office, Jakarta II Regional Office, East Java Bali Nusra Regional Office, Sumatra Regional Office, Sulawesi Maluku Papua Regional Office, Central Java DIY Regional Office), and Business Banking Division (BBD). In addition, the Company expanded the scope by adding (extend scope) ISO 37001:2016 Anti-Bribery Management System (SMAP) in the scope of Credit Operation Division (COD). Furthermore, the Company

has conducted the extension of scope with the addition of ISO 37001:2016 Anti-Bribery Management System in the scope of the Commercial Asset Management Division (CAMD), and the Jakarta Harmoni Branch Office. The Company is always committed to performing continuous improvement in its application to establish a zero-corruption, collusion, and nepotism Company in accordance with good corporate governance (GCG).

Strengthening the Implementation of OJK Guidelines and ASEAN CG SCORECARD

The improvement of the quality of governance by implementing the ASEAN CG Scorecard is performed in accordance with the mandate of OJK Regulation No. 21/POJK.04/2015 and SEOJK No. 32/SEOJK.04/2015 as well as international governance best practices. The issuance of a number of new OJK Regulations during 2022 has been an aspect of compliance that is always maintained by the Company. Those are related to OJK Regulation No. 12/POJK.03/2021 concerning Commercial Banks, OJK Regulation No. 13/POJK.03/2021 concerning the Implementation of Commercial Bank Products, and OJK Regulation No. 14/POJK.03/2021 concerning Amendments to OJK Regulation No. 34/POJK.03/2018 concerning Reassessment of the Main Parties of Financial Services Institutions and OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies.

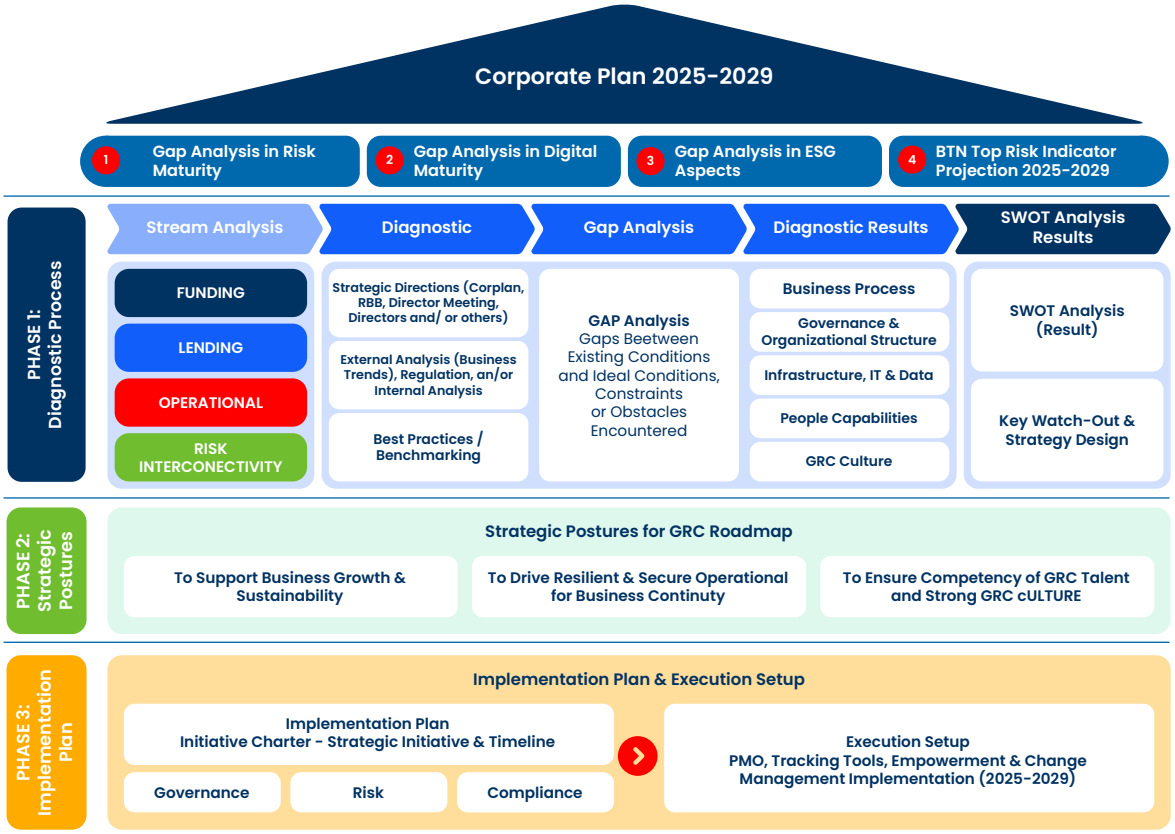
Program *Zero Tolerance To Fraud & Zero Defect*

The Company has implemented fraud risk management through the implementation of 4 (four) anti-fraud strategy pillars, namely prevention, detection, investigation, reporting sanctions and monitoring, evaluation and follow-up.

Integrated Governance, Risk and Compliance (IGRC) Implementation Initiative

The Company has developed a Governance, Risk, and Compliance 2025-2029 roadmap designed to strengthen the organization's ability to meet regulatory requirements, manage risks effectively, and ensure good corporate governance. This initiative integrates governance oversight, risk management, and compliance processes to support sustainable business growth and operational resilience. Furthermore, we outline several processes in the development of the GRC Roadmap, as below:

a. BTN Corplan 2025-29 Highlight.
b. Diagnostic & GAP Analysis.
c. SWOT Analysis Results and Key Watchout-Strategy Design.
d. Strategic Postures & Diagnostic Result.
e. Priority Matrix of GRC Strategic Initiatives.
f. Timelines.



The key focus and design strategies identified in the GRC Roadmap include:

1. The development of Asset & Liability Risk Management Framework & System for Profit Stability, Risk/Return Optimization, and Capital Efficiency.
2. The Acceleration of sustainable growth through scaling up ESG initiatives by integrating environmental, social, and governance principles into the company's core operations, strategy, and GRC framework based on the ESG Rating Gap.
3. Establishing Integrated Governance including Risk Management within the financial conglomerate structure to strengthen the Company's business ecosystem through the establishment of subsidiaries.
4. Towards Zero Manual Processes for Operational Efficiency through decision making automation, paperless and Building Advanced Risk Management Model.
5. Boosting Operational Resilience to Support Business Growth

This roadmap positions the organization to proactively manage risk, comply with evolving regulations, and ensure a governance structure that drives sustainable growth.

In 2025, the Company conducted GRC Roadmap initiatives, consisting of 30 initiatives, as follows:

No	Initiatives	Impact
1	Develop Balance Sheet Risk Management Framework	NII Increase CAR Increase
2	Control Maximum Balance Limit of Largest Deposit	CoF Reduction
3	Establish swim-lane risk-based Processes through NLPC	Improve quality process, Increased productivity, and efficiency
4	Elevate the Credit Scoring Model through External Data Integration	New booking quality increase
5	Develop Digital Rating For Developer	Improve Quality process & booking quality for housing developer area
6	Digitalize RAC Exception for Consumer Loan Process	New booking quality increase
7	Digitalize SLIK Exception For Kring, KAR, Top Up and KBR	New booking quality increase
8	Enhance credit screening process through blacklist database	New booking quality increase
9	Optimize the Function of SPU in SME Business Processes	High Yield credit increase, New booking quality increase
10	Initiate ESG Integration: Setting the Stage for Long-Term Impact	• Attracts ESG investors & improves ESG ratings such as MSCI and sustainalytics. • Cost Reduction & Operational Efficiency (Lowers energy, paper, and other costs) • Implement GRI, SASB, TCFD, IFRS reporting to strengthen bank transparency and credibility. • Secure government and international funding for sustainability projects. • Invest in renewable energy & efficiency projects, generating carbon trading revenue. • Qualify for green incentives & blended finance from institutions like ADB & World Bank.

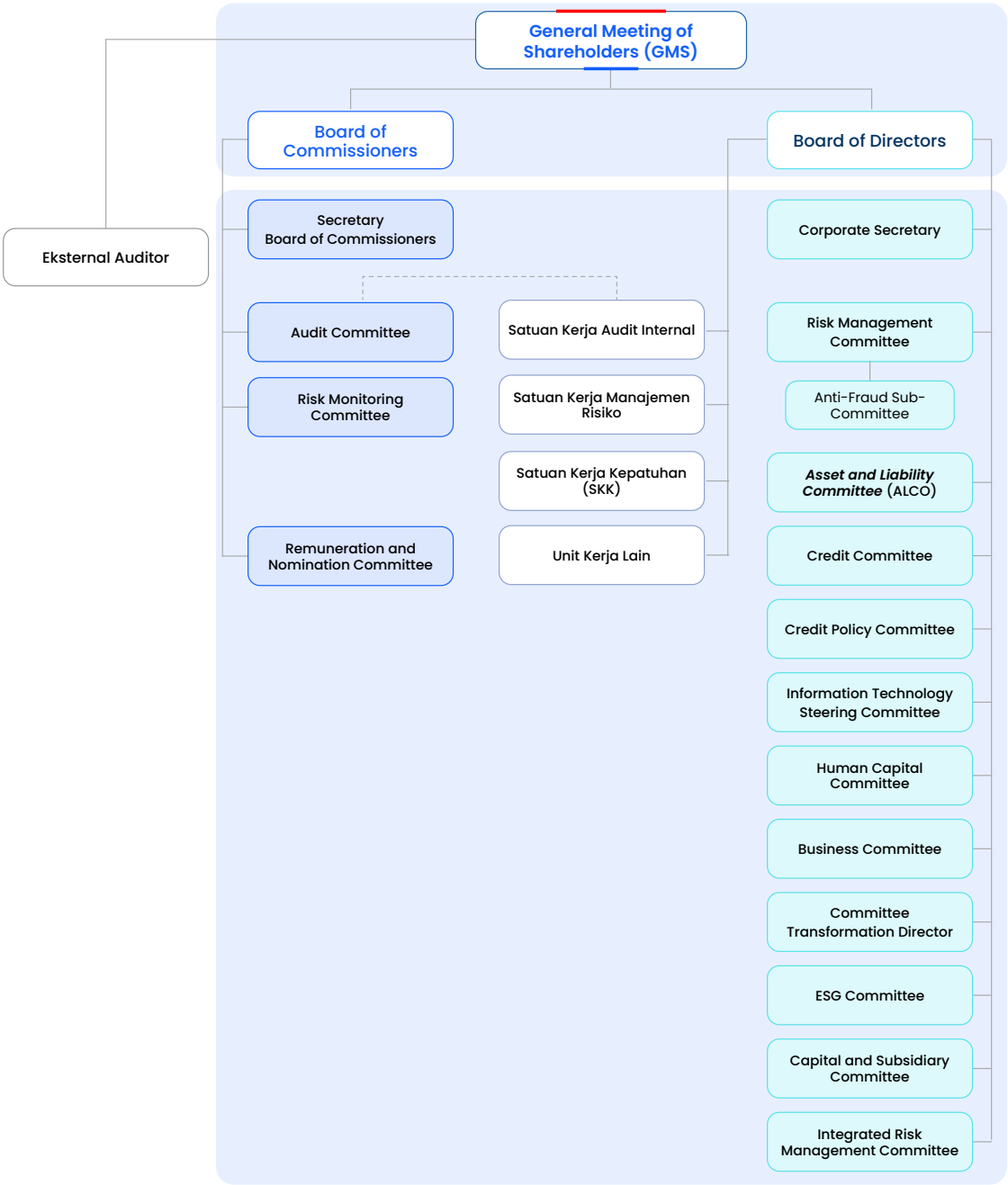
No	Initiatives	Impact
11	Build Integrated Governance & Risk Management Policy & Structure as a financial Conglomeration	• Improve or maintain GCG Score at min. 2 • Minimize fraud loss & Minimize regulatory loss • Fullfillment Compliance Checklist on POJK 17/2014 and POJK 18/2014
12	Digitize Underwriting Process & Tools through Enhancing Digital Verification	• Improve control and quality of lending and operation processes • Improvement of TAT and SLA processes • Increased productivity and process efficiency
13	Develop Paperless System in all Banking Operation	• Reduces paper usage and accelerates document approval processes • Lowers expenses related to printing, physical document delivery, and storage. • Ensures a well-documented record of meeting decisions, improving governance and oversight.
14	Enhance Model Risk Management Governance, Structure, and Capabilities: Establish Model Development & Validation Departments	• Strengthening Enterprise Model Risk Management • Enhance Model Risk Management End-to-End Business Processes
15	Initiate ESG Integration: Setting the Stage for Long-Term Impact	• Attracts ESG investors & improves ESG ratings such as MSCI and sustainalytics. • Cost Reduction & Operational Efficiency (Lowers energy, paper, and other costs) • Implement GRI, SASB, TCFD, IFRS reporting to strengthen bank transparency and credibility. • Secure government and international funding for sustainability projects. • Invest in renewable energy & efficiency projects, generating carbon trading revenue. • Qualify for green incentives & blended finance from institutions like ADB & World Bank.
16	Strengthen governance, capability, and capacity of digital & operational risk management regarding third party, anti fraud strategy, data security, resiliency, & ICoFR areas	• Reduce Potential Security Loss About Rp 4 Milliar/Year (Internal Use Case History) 86 Miliar/Year-Gartner Analysis Industrial in Indonesia) • Improve system resiliency and reliability (Improve Customer Satisfaction, Reduce Cost Of Fund & oprisk loss about 70 Milliar / Year.
17	Strengthen fraud detection system to prevent fraud in the retail, SME, and wholesale sectors	Reducing nominal and frequency of fraud with faster detection and prevention within onboarding credit application process
18	Develop Regulatory Compliance System	Minimize Regulatory Fines
19	Integrate Compliance Dashboard with Fraud Detection System	Minimize Regulatory Loss and Operational Risks (Fraud Loss)
20	Conduct compliance maturity assessment to evaluate and improve the implementation of compliance program.	• Improvement in the implementation of compliance functions (Improvement SLA processes) • Improving the reputation and trust of regulators and shareholder • Continuous improvement according to best practices
21	Develop framework and Bank Wide Data Privacy Process	Enhance BTN capability to protect Personal Data, ensure regulatory compliance, mitigate privacy risk and build trust with customers.
22	Develop IT Compliance management framework	Improved implementation of IT compliance functions
23	Enhance the governance of AML, CFT, and PPPSPM	Reduced Risk of Regulatory Loss and Sanctions

No	Initiatives	Impact
24	Revamped Leadership Development program to Improve Risk Awareness & Supervision Skill	• Enhancing the quality of employee to align with the company's business needs (specialists). • Enhancing the readiness level of employees with the strong mindset of GRC to fill Mission Critical Job positions
25	Develop Onboarding Guidelines for Leaders	• Faster Leadership Integration • Stronger Governance and Risk Awareness • Improved productivity & quality of performance • Reduced operational risk, regulatory and ethical violations, reduced potential fines, legal sanctions and reputational losses • Increased role of leaders as role models, especially in the role of GRC
26	Develop Concept & Policy on Annual Risk Self-Assessment for Leaders	• Improved productivity & quality of performance • Reduced operational risk, regulatory and ethical violations, reduced potential fines, legal sanctions and reputational losses • Increased role of leaders as role models, especially in the role of GRC
27	Rebaseline GRC Related Technical Capabilities Tiering	• Reviewed technical competencies profile & development guidelines (Recommendations for training plans based on tiering results) • Measure technical competencies proficiency by BTN Best (Managers Rating with new competency modul
28	Achieve >90% fulfilment of mandatory professional certifications	• Providing risk management certification to employees • Perform a refreshment certification that aims to improve the competence of the holder of a risk management certificate at least once a year after it was issued.
29	Revamp Governance & Risk Culture Program	• Improved productivity & quality of performance • Reduced operational risk, regulatory and ethical violations, reduced potential fines, legal sanctions and reputational losses • Increased risk awareness • Increased role of leaders as role models, especially in the role of GRC
30	Rebalancing Business & Risk KPI on Business Function	• Improve productivity & quality of performance • Increase risk awareness • Strengthening results-based performance culture

CORPORATE GOVERNANCE **STRUCTURE AND MECHANISM**

Company Organ Structure

Republic of Indonesia Law Number 40 of 2007 on Limited Liability Companies stipulates that the Organ of the Company consists of a General Meeting of Shareholders, the Board of Directors, and the Board of Commissioners. General Meeting of Shareholders, the Board of Directors, and the Board of Commissioners mutually respect duties, responsibilities, and authorities in accordance with regulations of the Article of Association. The organ of the Company is established to assure the effective implementation of corporate governance principles with clear roles and responsibilities so as to create a control mechanism of check and balance.



Governance Soft Structure

In terms of improving the quality and coverage of the implementation of sustainable governance, the Company drafts and applies a governance soft structure regulating the relationship between organs in the Company; hence, duties, responsibilities, and authorities of each organ are clear in accordance with the provisions of applicable regulations, GCG principles, healthy business ethics, or best practices. The governance soft structure of the Company is a policy structure used as framework and governance in policy drafting as well as the implementation of the Company's activities, including:

1. The Company's Articles of Association was lastly amended based on the Deed of Statement of Resolutions of the Annual General Meeting of Shareholders Number 09 on December 04, 2025 drawn before Ashoya Ratam, SH, M.Kn., Notary in South Jakarta, and received acknowledgement from the Minister of Law of the Republic of Indonesia based on the Acknowledgment of Amendments to the Articles of Association Number AHU-AH.01.03-0256621 on December 22, 2025.
2. Guidelines for the Working Relationship Pattern of the Board of Commissioners and Directors as ratified in the Joint Agreement Letter of the Board of Commissioners No. 01/SKB/KOM/BTN/2024 and the Board of Directors No. SKB-01/DIR-BTN/2024.
3. Guidelines and Work Procedures of the Board of Commissioners as ratified in the Decree of the Board of Commissioners No. 18/KOM/BTN/2024 as an update to the Board Manual which was the previous guideline and work regulations.
4. Guidelines and Manual of the Board of Directors through Special Policy Number KK.6-G on September 12, 2023 concerning Guidelines and Manual of Directors.
5. Audit Committee Charter Number 19/KOM/BTN/2024 on December 18, 2024 concerning Guidelines and Manual of the Audit Committee.
6. Remuneration and Nomination Committee Charter Number 20/KOM/BTN/2024 on December 18, 2024 concerning Guidelines and Manual of Remuneration and Nomination Committee of PT Bank Tabungan Negara (Persero) Tbk.
7. Risk Monitoring Committee Number 21/KOM/BTN/2024 on December 18, 2024 concerning Guidelines and Manual of Risk Monitoring Committee.
8. Joint Decree of the Board of Commissioners Number 01/SKPB/KOM/BTN/2024 and the Board of Directors Number SKPB-01/DIR/BTN/2024 concerning the Guidelines for Code of Conduct of PT Bank Tabungan Negara (Persero) Tbk.
9. General Policy Number KU.1 on September 29, 2022 concerning Loan and Bank Financing;
10. General Policy Number KU.2 on December 27, 2022 concerning Treasury, Funding, and Product Delivery;
11. General Policy Number KU.3 December 20, 2022 concerning Human Capital;
12. General Policy Number KU.4 on December 23, 2022 concerning Subsidiary and Sharia Business Unit Management;
13. General Policy Number KU.5 on December 23, 2022 concerning Information Technology, Data Management, and Digital;
14. General Policy Number KU.6 on December 5, 2022 concerning Law, Compliance, AML & CFT, and Corporate Governance;
15. General Policy Number KU.7 on December 30, 2022 concerning Internal Control System;
16. General Policy Number KU.8 on December 23, 2023 concerning Risk Management Public Policy ;
17. General Policy Number KU.9 on December 30, 2023 concerning Operational and Supporting Function Public Policy;
18. Special Policy No. KK.6-F on August 25, 2023 concerning Procedures of Good Corporate Governance as updated on June 26, 2025.
19. Special Policy Number KK.9-D on March 30, 2023 concerning Procedures of Committee Governance of the Directors.
20. Special Policy Number KK.6-A on April 25, 2022 concerning Procedures of Gratification Controlling and Technical Instruction Number PT.6-A.1 on April 25, 2022 concerning Guidelines for implementing Gratification Controlling.
21. Special Policy Number KK.6-H on October 10, 2023 concerning Procedures of Conflict of Interest Management.
22. Special Policy Number KU.6 on December 5, 2022 concerning Law, Compliance, AML & CFT, and Corporate Governance.
23. Special Policy Number KK.6-E on December 13, concerning Guidelines of Anti-Bribery Management System (ISO 37001:2016).
24. Technical Instructions Number PT.6-F.1 on September 15, 2023 concerning Good Corporate Governance Assessment.
25. The update of technical instructions Number PT.6-E.1 on December 21, 2023 concerning Procedures for implementing Anti-Bribery Management System (ISO 37001: 2016).
26. Technical Instructions Number PT.7-B.2 on October 31, 2023 concerning Whistleblowing System Management.

Corporate Governance Mechanism

Shareholders

Being one of the State-Owned Enterprises under a public status, the Company's largest share ownership is PT Danantara Asset Management as of 60,00% that is indirect ownership by the Republic of Indonesia as the Controling Shareholder. . In addition, the Republic of Indonesia also has 1 (one) Series A Dwiwarna Share, which provides its holder special rights that are not owned by other shareholders and, at the same time, as a Controlling Shareholder. Moreover, 40% of the Company's shares are owned by the public.

Shareholders' Rights

The Company owns 2 (two) types of shares, namely Series A Dwiwarna Shares and Series B Shares, with a nominal value of IDR500.00 (five hundred rupiah) per share. Series A Dwiwarna Shareholder is the controlling shareholder and has privileges with the following rights and authorities:

1. The right to approve in the GMS for the following issues:
   a. Approval for amendments to the Articles of Association.
   b. Approval for Capital changes.
   c. Approval for the appointment and dismissal of members of the Board of Directors and the Board of Commissioners.
   d. Approval regarding merger, consolidation, acquisition, separation, and dissolution.
   e. Approval for remuneration for members of the Board of Directors and Board of Commissioners.
   f. Approval for assets transfer based on the Articles of Association that requires GMS approval.
   g. Approval for participation and reduction in the percentage of equity participation in other companies based on the Articles of Association that requires the GMS approval.
   h. Approval for the use of profits.
   i. Approval for non-operational long-term investment and financing based on the Articles of Association that requires the GMS approval
2. The right to nominate candidates for members of the Board of Directors and the Board of Commissioners.
3. The right to propose the GMS agenda.
4. The right to request and access Company data and documents. Apart from the privileges of Series A Dwiwarna Shareholders, as long as the Company's Article of Association does not specify otherwise, the Series A Dwiwarna Shareholder and the Series B Shareholder have the same rights .

Equal Rights for Series A Dwiwarna Shareholders and Series B Shareholders

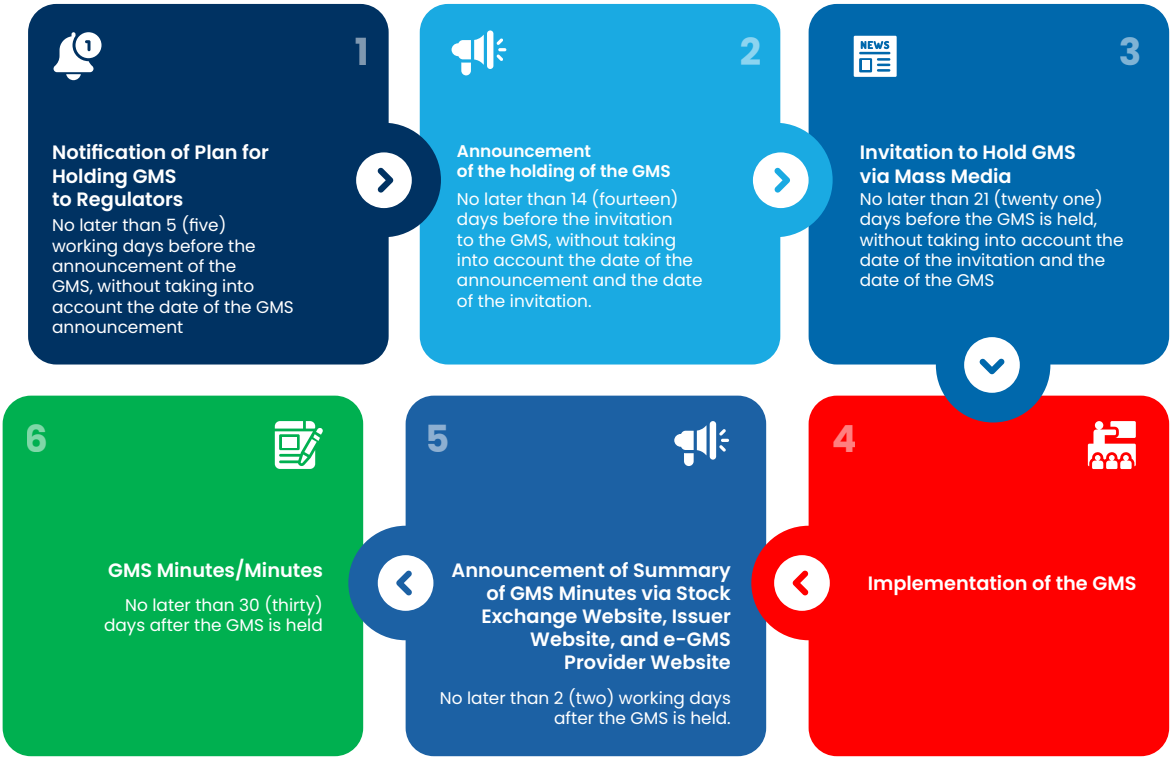
1. The right to attend, provide opinions, and vote in the GMS based on one share; the holder is entitled to cast 1 (one) vote, included in the determination of the remuneration and election of the Company's Board of Directors and Board of Commissioners.
2. The right to obtain information regarding the Company in a timely, accountably, and orderly manner unless for matters of a confidential nature.
3. The right to receive a share of the Company's profits intended for Shareholders in the form of dividends and other profit sharing, in proportion to the number of shares owned.
4. The right to obtain a comprehensive explanation and accurate information on the GMS procedures requirements Perseroan with the mechanism for exercising the said rights in accordance with the provisions in the Articles of Association and statutory regulations
5. In the event that there is more than one type and classification of shares in the Company, each shareholder has the right to vote according to the type, classification, and a number of shares owned, and each shareholder has the right to be treated equally based on the type and classification of shares owned.
6. The right to transfer, release rights or issue a guarantee for debts from all or most of the Company's assets that are more than 50% of the total value of the Company's net assets, either in one separate or several interconnected transactions; the Board of Directors is required to obtain GMS approval.
7. The right to propose the agenda for the general meeting of shareholders including proposing candidates for members of the Board of Directors and/or candidates for members of the Board of Commissioners as well as remuneration of members of the Board of Directors and Board of Commissioners on condition that 1 (one) or more shareholders represent 1/20 (one twentieth) or more of the total number of shares issued by the Company with valid voting rights.

The Company does not impose any restrictions on shareholders to communicate or consult with other shareholders play an important role in the implementation of corporate governance through the conduct of the General Meeting of Shareholders (GMS).

General Meeting of Shareholders

Process of GMS and Voting Mechanism

The holding of the Company's GMS refers to the Limited Liability Company Law and Financial Service Authority Regulation (POJK)Number 15/POJK.04/2020, regarding the Plan and Implementation of the General Meeting of Shareholders of a Public Company and the Company's Articles of Association. The stages of holding the GMS are as follows:



Explanations for each agenda item of the GMS have been included in the GMS invitation delivered through the Company's website. Voting procedures are delivered before the GMS begins. For the Authorized Shareholders or their legal attorneys, who raise abstentions or d votes, will be requested to raise their hand and submit their vote card to the Meeting's officers.

To provide opportunities for individual and institutional shareholders to participate actively in using their rights as shareholders, the Company makes announcements and summons for the GMS within their respective time periods, at least through the Stock Exchange website, the e-GMS provider website, and the website Company website in Indonesian and English. The Company is obliged to determine the place and time for holding the GMS. The place where the GMS is held must be in the territory of the Republic of Indonesia, that is, it can be held in:

1. The Company's office;
2. The Company's business unit;
3. The provincial capital of the domicile or place of the Company's main business activities; or
4. The province of the Stock Exchange where the Company's shares are listed.

GMS Chairperson

The GMS is led by the Chairperson of the GMS with the following conditions:

1. The leader of the GMS is a member of the Board of Commissioners appointed by the Board of Commissioners.
2. In the event that all members of the Board of Commissioners are absent or unable to attend, the GMS shall be chaired by a member of the Board of Directors appointed by the Board of Directors.
3. In the event that all members of the Board of Commissioners or members of the Board of Directors are absent or unable to attend, the GMS shall be chaired by the shareholders present at the GMS appointed from and by the GMS participants.
4. In the event that a member of the Board of Commissioners appointed by the Board of Commissioners to chair the GMS has a conflict of interest with the agenda to be decided at the GMS, the GMS shall be chaired by another member of the Board of Commissioners who has no conflict of interest appointed by the Board of Commissioners.
5. In the event that all members of the Board of Commissioners have a conflict of interest, the GMS shall be chaired by a member of the Board of Directors appointed by the Board of Directors.
6. In the event that one of the members of the Board of Directors appointed by the Board of Directors to lead the GMS has a conflict of interest on the agenda to be decided at the GMS, the GMS shall be chaired by a member of the Board of Directors who does not have a conflict of interest.
7. In the event that all members of the Board of Directors have a conflict of interest, the GMS shall be chaired by a noncontrolling shareholder who is elected by the majority of the other shareholders present at the GMS.

8. The Chairperson of the GMS has the right to request that those present prove their authority to attend the GMS and/or request proxy to represent the shareholders. The proxy can be accessed through the Company's website in the Investor Relations - GMS - Invitation section.

Attendance of Shareholders and Voting at the GMS

1. Shareholders who are entitled to attend the GMS are Shareholders whose names are registered in the Company's Shareholders' Register as of the date stated in the GMS announcement.
2. Shareholders who are entitled may be represented by other Shareholders or other persons based on a proxy.
3. In the voting process, each Shareholder is required to exercise voting rights for all shares they own, with the provision that it is not permitted to grant power of attorney to more than one proxy for a portion of the shares with different votes.
4. In the voting process, Shareholders who are unable to attend physically may still participate through electronic facilities provided by the Company. The electronic voting mechanism, both at the Annual GMS and the Extraordinary GMS, is conducted securely, in real-time, and in-absentia.

GMS Quorum

Based on Articles of Association, the quorum of attendance and GMS resolution concerning any matters that have to be decided in the Meeting is conducted with the following provisions, as follows:

1. Attended by shareholders representing more than ½ (one half) of the total shares with valid voting rights and the decision is valid if approved by more than ½ (one half) of the total shares with valid voting rights unless the Law and/or Articles of Association stipulates a larger quorum.
2. In the event that the quorum of attendance is not achieved, then the second GMS is valid and has the right to make binding decisions if attended by shareholders representing at least ⅓ (one third) of the total number of shares with valid voting rights and the resolution is valid if approved by more than ½ (one half) of the total number of shares with voting rights present at the meeting unless the Law and/or Articles of Association stipulates a larger quorum.
3. If the quorum of attendance at the second GMS is not reached, the third GMS may be held provided that the third GMS is valid and has the right to make decisions if attended by shareholders of shares with valid voting rights in the quorum of attendance and the decision-making requirements set by OJK upon request of the Company.

The quorum as referred to in the item above adjusts the GMS agenda as stipulated in the applicable laws and regulations and the Company's Articles of Association.

Procedures of GMS Question and Answer

In discussing each GMS agenda item, the Chair of the Meeting will provide the Eligible Shareholders or their proxies with the opportunity to submit questions/ opinions/suggestions in writing before voting is held and after discussion of the GMS agenda items.

Procedure to be followed:

1. The Chairman of the Meeting will provide the Eligible Shareholders or their authorized proxies with the opportunity to ask questions, express opinions and/ or submit suggestions. At each question and answer session, 3 (three) Eligible Shareholders or their authorized proxies will be given the opportunity to submit written questions/opinions/ suggestions. By considering the questions/opinions/ suggestions that have been submitted, the Meeting Chair can limit the number of questions/opinions/suggestions submitted.
2. Only Entitled Shareholders or their authorized proxies have the right to ask questions, express opinions and/or submit suggestions.
3. Entitled Shareholders or their authorized proxies who wish to ask questions, express opinions and/ or make suggestions are asked to raise their hands, and then the Meeting officer will hand them a question/opinion/proposal form to fill in the name of the Entitled Shareholder, number of shares. owned/ represented and questions/opinions/suggestions submitted. The question/opinion/suggestion form must be submitted to the Meeting officer to be submitted to the Chair of the Meeting and first validated by a Notary.
4. Every question/opinion/suggestion submitted by the Entitled Shareholder must meet the requirements that in the opinion of the Chair of the Meeting the matter is directly related to the Meeting agenda item being discussed.
5. The Chairman of the Meeting will read the questions/ opinions/ suggestions submitted and respond to the questions/ opinions/proposals one by one. If necessary, the Chair of the Meeting will invite members of the Board of Directors or Board of Commissioners of the Company or Institutions and/ or Supporting Professionals to answer or respond to these questions/opinions/suggestions.

6. Voting will be conducted after all questions/opinions/proposals have been answered or responded to, where only Eligible Shareholders or their lawful proxies are entitled to cast votes.
7. Eligible Shareholders or their lawful proxies who attend electronically may only submit questions/opinions/proposals through the chat feature in the 'Electronic Opinions' column available on the E-meeting Hall screen in the eASY.KSEI application. Submission of questions/opinions/proposals can be made while [the Meeting implementation status in the 'General Meeting Flow Text' column] is "Discussion started for agenda item no. [ ].

After all questions/opinions/suggestions have been answered or responded to, a vote will be held, only Entitled Shareholders or their legal proxies have the right to vote. The minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded.

Annual GMS 2025 Implementation and Realization

Stage	Detail
Notification	Letter Number 126/DIR/CSD/I/2025 on January 24, 2025 regarding the Delivery of the Implementing Date and Agenda of the 2024 Annual GMS Plan of PT Bank Tabungan Negara (Persero) Tbk was sent to OJK with a copy carbon to PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, PT Datindo Entrycom, and the Company's Board of Commissioners.
Announcement	It was published via the e-GMS provider website, the Indonesia Stock Exchange website, and the Company's website on February 5, 2025 in both Bahasa Indonesia and English versions.
Invitation	It was published via the e-GMS provider website, the Indonesia Stock Exchange website, (and the Company's website) on March 4, 2025.
Implementation	GMS was held on Wednesday, on March 26, 2025 at 14.45 WIB – 17.26 WIB at Gedung Menara BTN, lantai 6 Jl. Gajah Mada No. 1 Jakarta Pusat 10130.
Announcement of Summary of GMS Minutes	It was published via the e-GMS provider website, the Indonesia Stock Exchange website, and the Company's website on March 27, 2025 in both Bahasa Indonesia and English versions.
GMS Minutes	Letter Number 772/CSD/CMPO/IV/2025 on April 24, 2025 regarding the Minutes of Annual General Meeting of Shareholders was delivered to OJK on April 24, 2025.

Recapitulation of Attendance at The 2025 Annual GMS

The meeting was chaired by Mr. Chandra M. Hamzah, the President Commissioner/Independent, in accordance with the resolutions of the Board of Commissioners Meeting on February 27, 2025, which was delivered via the letter of the Board of Commissioners Number 36/KOM/BTN/II/2025 on February 27, 2025 regarding Nomination of the Chairperson of the 2024 Annual General Meeting of Shareholders of PT Bank Tabungan Negara (Persero) Tbk, anmd attended by members of the Board of Commissioners, President Director, Vice President Director, and members of the Board of Directors as well as members of the Company's Audit Committee, as follows:

No.	Name	Position	Attendance
1.	Chandra M. Hamzah	President Commissioner/ Independent	Present
2.	Iqbal Latanro	Vice-President Commissioner/Independent	Present
3.	Armand B. Arief	Independent Commissioner	Present
4.	Sentot A. Sentausa	Independent Commissioner	Present
5.	Bambang Widjanarko	Independent Commissioner	Present
6.	Adi Sulistyowati	Independent Commissioner	Present
7.	Andin Hadiyanto	Commissioner	Present
8.	Herry Trisaputra Zuna	Commissioner	Present

No.	Name	Position	Attendance
9.	Himawan Arief Sugoto	Commissioner	Present
10.	Nixon L.P. Napitupulu	President Director	Present
11.	Oni Febriarto Rahardjo	Vice President Director	Present
12.	Andi Nirwoto	Director of Information Technology	Present
13.	Elisabeth Novie Riswanti	Director of Assets Management	Present
14.	Jasmin	Director of Distribution and Institutional Funding	Present
15.	Setiyo Wibowo	Director of Risk Management	Present
16.	Hirwandi Gafar	Director of Consumer	Present
17.	Nofry Rony Poetra	Director of Finance	Present
18.	Eko Waluyo	Director of Human Capital, Compliance, and Legal	Present
19.	Hakim Putratama	Director of Institutional Banking	Present
20.	Muhammad Iqbal	Director of SME and Retail Funding	Present

Independent Party Counting and/or Validating Votes

The results of decision-making are calculated by PT Datindo Entrycom as Securities Administration Bureau ("BAE") and then validated by Notary Ashoya Ratam, S.H., M.Kn., both of whom were appointed by the Company.

Resolutions and Realization of The 2025 Annual GMS

First Agenda
Approval of the Annual Report and Ratification of the Company's Financial Statements, Approval of the Board of Commissioners' Supervisory Task Report and Ratification of the 2024 Financial Statements of the Micro and Small Business Funding Program (PUMK) as well as Full Settlement and Release of Responsibility (*volledig acquit et de charge*) to the Board of Directors for the Company's Management Actions and the Board of Commissioners for the Company's Supervisory Actions Performed During the 2024 Fiscal Year.
In the meeting, four shareholders raised questions, opinions, and/or suggestions regarding the first agenda item of the Meeting. As for the fourth questioner, due to the question being relevant to the second and seventh agenda items, it was answered in the second and seventh agenda items. The summary and essence of the question-and-answer process for this agenda item were as follows:

No.	Feedback/Questions	Answers
1	In the context of implementing the development of PT Bank Tabungan Negara (Persero) Tbk/"BTN" to improve the Company's performance, we hereby convey the following matters: 1. We express our gratitude and appreciation to members of the Board of Commissioners, Directors, and BTN Employees for: a. Success in improving the Company's performance as reflected in: 1) Realization of Non-Interest Income grew at 17,6% YoY into IDR4,6 trillion. 2) Loan disbursement increased at 7,3% YoY into IDR357,9 trillion, and Third Party Fund grew at 9,1% YoY into IDR381,7 trillion. 3) Decreasing Loan at Risk Ratio from 21,1% to 19,7%. b. The Company's commitment to supporting the Government to maximize the provision of housing financing for the people, especially for low-income communities, to achieve zero backlog by 2045. We hope that these achievements will continuously improve in the future so that the Company can contribute more optimally, not only to shareholder returns but also to the country and community. 2. Matters that require the attention of the Board of Commissioners and Directors of BTN to improve future performance are as follows:	Thank you, we have received and, the letter of Minister of SOE as the shareholder of PT Bank Tabungan Negara (Persero) Tbk., has been read

No.	Feedback/Questions	Answers
	a. To anticipate global economic conditions in 2025, which can potentially lead to inflationary pressures and tightening of global monetary policy, coupled with increasingly limited fiscal space, the Company should establish a more selective credit distribution strategy, implement sustainable credit risk management, and optimize liquidity management; b. The housing sector still has significant room for growth, given the persistently high national housing backlog, the high number of people without adequate housing, and the extension of the government's stimulus package for the housing sector. The Company should capitalize on this opportunity by optimizing all existing potential to become the Best Mortgage Bank in Southeast Asia, as envisioned; c. The Company should strengthen its cost of funds management strategy by striving to improve the composition of third-party funds (DPK) by shifting from large to medium-sized deposits and encouraging the development and diversification of more innovative low-cost funds (CASA) products, including by optimizing the bale by BTN digital platform; d. The Company is expected to encourage the increase in high-yield products and Net Interest Income from Fee-Based and Recovery, as well as encourage business expansion through digital system transformation within the housing ecosystem and the expansion of under-utilized customer segments; e. The Company needs to focus on managing the significantly increased interest expense and efforts to increase efficiency with other operational costs, while maintaining a balance between overall costs and revenues, sustainable growth, and service delivery; f. The Company is expected to maintain its ability to handle non-performing loans and ensure adequate reserves to ensure the bank's ability to deal with loans risk; g. The Company must ensure the achievement of the State Capital Participation (PMN) KPI target, especially for indicators that were not achieved in 2024; h. In connection with the increasing role of information technology in the banking industry and the increasingly widespread hacking and cybersecurity disruptions that have had a significant impact on operations, finances, and reputation, the Company is expected to strengthen its cybersecurity, including in terms of policies, infrastructure, operating systems, and risk mitigation; i. To promote sustainable finance principles, the Company must maintain its commitment to developing ESG initiatives, including through its work programs, credit distribution, and debt issuance based on green financing principles. In addition, the implementation of ESG initiatives must be aligned with the government's program focus for national economic recovery and development; j. The Company must remain committed to improving the implementation of the Anti-Fraud Strategy across all its pillars and maintain zero tolerance for all forms of fraud, both internal and external; k. To improve the quality, efficiency and reliability of financial management, the Company must accelerate the implementation of all management information systems that support the financial reporting process; l. Follow up on internal and external audit/auditor findings (including management letters), optimize risk management and implement the three lines of defense, and consistently prioritize the principles of good corporate governance, taking into account the provisions on Money Laundering, Prevention of Terrorism Financing, and Prevention of the Financing of the Proliferation of Weapons of Mass Destruction (AML & PTF and PWMD). Thank you for your attention and answers as well as your cooperation	

No.	Feedback/Questions	Answers
2.	After I examined the business in the 2024 financial statements, I present the issues as follows: a. When can BTN lower interest rates? b. What is the difference in interests between Series A and Series B investors in share capital? Why does it not simply combine without the Series A, B, and C variants? c. Explain when the president announced the write-off of delinquent MSME debts in the fourth quarter of 2024. What was management's opinion on this matter? How do customers participate in the program, and what registration steps are required? d. How far has the update of sharia bank acquisition been? Please explain to investors	a. The Bank will make interest rate changes based on the benchmark interest rate set by Bank Indonesia, or the BI Rate, which is influenced by macroeconomic conditions. b. The Series A Dwiwarna and Series B shareholders are regulated in the Company's articles of association. The Series A Dwiwarna shares are special shares owned by the Republic of Indonesia, which have several special rights, including the ability to approve amendments to the articles of association and changes to the management. We will respond to further questions in writing. c. Government Regulation 47 of 2024 regulates MSMEs, while the Company focuses on mortgages (KPR), so the number of loan write-offs is small. Those eligible are approximately under IDR 7 billion, and most of these are from past loans. There is no registration; the bank will announce the terms to eligible customers in accordance with the provisions of the Government Regulation. d. Sharia Bank acquisition will be answered in the following agenda of the Meeting.
3.	Management only highlighted the increasing or positive figures. They did not highlight the declining figures, while the decline of IDR3.1 trillion profit was not mentioned, which was a minus at 14.01% year-on-year.	Management did not intend to conceal the decline. Profit indeed declined throughout 2024, and we disclosed the details during the publication of the financial statements. However, due to time constraints, the AGM did not provide detailed information. The profit decline was due to rising interest rates, which resulted in an increase in interest expense of more than IDR 3 trillion. Profit only decreased by IDR 500 billion due to increases in fee-based income and other interest income. Therefore, it can be concluded that the Company has made significant improvement efforts.
4.	• When will BBTN share dividends like other SOE Banks with a payout-ratio dividend of over 50%? • Due to the acquisition of Bank Victoria Syariah, will the Company have right issue and conduct an IPO to BBTN Syariah?	• The payout ratio dividend will be answered in the second agenda. • The question related to Sharia bank acquisition will be answered in the following agenda of the Meeting.

Voting Results
Agree : 10.820.418.058 (95,1015475%)
Disagree : 0 (0,0000000%)
Abstain : 557.333.769 (4,8984525%)

Resolution
1. Approving the Company's Annual Report, including the Company's Board of Commissioners' Supervisory Task Report for the 2024 Fiscal Year ending on December 31, 2024.
2. Ratifying:
   a. The Company's Financial Statements for the 2024 Fiscal Year ending on December 31, 2024, which have been audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (Ernst & Young Global Limited) in accordance with Report Number 00046/2.1032/AU.1/07/1681-2/1/II/2025 on February 12, 2025 with a fair opinion in all material respects; and
   b. Financial Statements of the Company's Micro and Small Business Funding Program (PUMK) for the 2024 Fiscal Year ending on December 31, 2024, which has been audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja in accordance with Report Number 00129/2.1032/AU.2/10/1681-2/1/II/2025 on February 27, 2025 with a fair opinion in all material respects.
3. Due to the approval of the Company's Annual Report including the Board of Commissioners' Supervisory Task Report, as well as the ratification of the Company's Financial Statements and the Company's Micro and Small Business Funding Program (PUMK) Financial Statements, which all is for the 2024 Fiscal Year ending on December 31, 2024, the GMS grants full release and discharge (volledig acquit et de charge) to members of the Board of Directors for their management actions of the Company, and members of the Board of Commissioners for their supervisory actions of the Company that have been performed during the 2024 Fiscal Year ending on December 31, 2024, as long as such actions do not constitute a criminal offense and are reflected in the above report.

Status: Realized

Second Agenda

Approval on the Utilization of the Company's Net Profit for the 2024 Fiscal Year

In the meeting, 1 (one) shareholder raised questions, opinions, and/or proposals related to the second agenda item of the Meeting. The summary and essence of the question-and-answer process for this agenda item were as follows:

No.	Feedback/Questions	Answers
1	When will BBTN share a dividend like other SOE Banks with a payout-ratio dividend over 50%?	By considering the capital ratio, the amount of loan expansion that will be performed this year, and the amount of projected profit margin, the Company will pay a payout dividend with a ratio of approximately 25%, which the procedures have been read by the Director of Finance.

Voting Results
Agree : 10.856.554.455 (95,4191533%)
Disagree : 8.416.573 (0,0739740%)
Abstain : 512.780.799 (4,5068728%)

Resolution
Approving and determining the utilization of the Company's net profit for the 2024 Fiscal Year as of IDR 3,007,327,693,837.86 (Three trillion seven billion three hundred twenty-seven million six hundred ninety three thousand eight hundred thirty-seven point eight six Rupiah) as follows:

1. 25% (twenty-five percent) or IDR 751,831,923,459.47 (seven hundred fifty-one billion eight hundred thirty-one million nine hundred twenty-three thousand four hundred fifty-nine point four seven rupiah) or IDR 53.57048 (fifty-three point five seven zero four eight Rupiah) per share is determined as Cash Dividend. The payment will be made with the following provisions:
   a. Dividends of the Republic of Indonesia as of IDR 451,099,154,086.39 (four hundred fifty-one billion ninety-nine million one hundred fifty-four thousand eighty-six point three nine rupiah) will be paid to an account designated by the Minister of State-Owned Enterprises.
   b. Dividends for the 2024 Fiscal Year will be paid proportionally to each Shareholder whose name is recorded in the Shareholder Register on the recording date.
   c. The Board of Directors is granted authority and power with the right of substitution to exercise
      i. Stipulation of the schedule and procedures for distribution related to dividend payments for the 2024 Fiscal Year in accordance with the provisions of laws and regulations;
      ii. Dividend tax deduction is in accordance with tax regulations;
      iii. Other technical matters in accordance with the provisions of laws and regulations
2. 75% (seventy-five percent) or IDR 2,255,495,770,378.40 (two trillion two hundred fifty-five billion four hundred ninety-five million seven hundred seventy thousand three hundred seventy-eight point four zero Rupiah) is used as the Retained Earnings balance.

Status: Realized

Third Agenda

Stipulation of Salary/Honorarium, including Facilities and Allowances for the 2025 Fiscal Year, as well as Tantiem/Performance Incentives/Special Incentives for Performance for the 2024 Fiscal Year, for the Company's Board of Directors and Board of Commissioners.

There were no questions, opinions and/or proposals submitted in the discussion of the third agenda item of the Meeting.

Voting Results
Agree : 10,516,503,725 (92.4304193%)
Disagree : 3348,461,202 (3.0626552%)
Abstain : 512,786,799 (4.5069255%)

Resolution

1. Approving the granting of authority and power to the Series A Dwiwarna Shareholders to determine for Members of the Board of Commissioners:
   a. Tantiem/Performance Incentives/Special Incentives for the 2024 Fiscal Year in accordance with the provisions; and
   b. Honorarium including Facilities and Allowances for the 2025 Fiscal Year.
2. Approving the granting of power and authority to the Board of Commissioners by first obtaining written approval from the Series A Dwiwarna Shareholders to determine for Members of the Board of Directors:
   a. Bonus/Performance Incentive/Special Incentive for the 2024 Fiscal Year in accordance with the provisions; and
   b. Salary including Facilities and Allowances for the 2025 Fiscal Year.

Status: Realized

Fourth Agenda

Nomination Public Accountant (AP) and/or a Public Accounting Firm (KAP) to Audit the Company's Financial Statements and the Micro and Small Business Funding Program (PUMK) Financial Statements for the 2025 Fiscal Year.

In the meeting, a shareholder raised questions, opinions, and/or proposals related to the fourth agenda item of the Meeting. The summary and essence of the question-and-answer process for this agenda item were as follows:

No.	Feedback/Questions	Answers
1	Could you explain in detail the criteria used by the Board of Commissioners for the nomination of KAP for the 2025 fiscal year?	In general, the Company has criteria that the Public Accounting Firm must be independent. The Company has sought to appoint a reputable and trustworthy public accounting firm within the Big 4 group. The criteria for nominating a public accounting firm refer to the Regulations of the Ministry of State-Owned Enterprises, the Ministry of Finance, and other regulations. The lead auditor and members of the auditors must not have conducted audits for the Company for more than five consecutive years.

Voting Results
Agree : 10,846,930,736 (95.4927731%)
Disagree : 28,092 (0.0002469%)
Abstain : 512,792,999 (4.5069800%)

Resolution
1. Approving the nomination of a Public Accountant at the Public Accounting Firm Purwantono, Sungkoro, & Surja (Ernst & Young Global Limited) that will audit the Company's Financial Statements and the Company's Micro and Small Business Funding Program (PUMK) Financial Statements, as well as other reports for the 2025 Fiscal Year.
2. Approving the granting of authority and power to the Company's Board of Commissioners to exercise:
   a. Appointment of a Public Accountant and/or Public Accounting Firm to conduct an audit of the Company's Financial Statements for other periods in the 2025 Fiscal Year for the Company's purposes and interests; and
   b. Stipulation of audit service fees and other requirements for the Public Accountant and/or Public Accounting Firm, and nominating a substitute of Public Accountant and/or Public Accounting Firm in case the said Public Accounting Firm Purwantono, Sungkoro & Surja (Ernst & Young Global Limited), for any reason whatsoever, is unable to complete the provision of audit services for the Company's Financial Statements for the 2025 Fiscal Year and/or other periods in the 2025 Fiscal Year, as well as the Company's Micro and Small Enterprise Funding Program (PUMK) Financial Statements for the 2025 Fiscal Year, including determining the audit service fees and other requirements for the substitute of Public Accountant and/or Public Accounting Firm.

Status: Realized

Fifth Agenda

Approving the Proposal of Total Write-Off Limit.

There were no questions, opinions and/or proposals raised in the discussion of the fifth agenda item of the Meeting.

Voting Results
Agree : 10,033,342,619 (88.1838765%)
Disagree : 831,628,280 (7.3092496%)
Abstain : 512,780,928 (4.5068739%)

Resolution
Approving the write-off limit for the Company's non-performing loans that have been written off as of IDR318,000,000,000 ,- (Three hundred and eighteen billion rupiah) with the following provisions:
a. The principal of non-performing loans has been written off, both before and after the resolution of this GMS;
b. The write-off limit shall prevail until a new limit is determined by the GMS;
c. The write-off is performed based on the Company's Articles of Association, and the implementation is in accordance with the applicable Policies and Procedures in the Company, considering the provisions of laws and regulations.

Status: Realized

Sixth Agenda

Approving the Restructuring Plan for the Expansion of the Company's Sharia Business Ventures.

In the meeting, one shareholder raised questions, opinions, and/or proposals related to the sixth agenda item of the Meeting. The summary and essence of the question-and-answer process for this agenda item were as follows:

No.	Feedback/Questions	Answers
1	Updates regarding Sharia acquisitions	According to the OJK Regulation, the Company's SBU assets have exceeded IDR 50 trillion, requiring a maximum of two years to conduct a spin-off, no later than November 2025. The Company is currently preparing for a prospective acquired company. Once the acquisition is effective, the spin-off process from the SBU to the acquired company will be implemented in October 2025. The spin-off will require a resolution at the GMS, as it is a corporate action.

Voting Results
Agree : 10,323,850,007 (90.7371699%)
Disagree : 541,121,021 (4.7559573%)
Abstain : 512,780,799 (4.5068728%)

Resolution
Granting power and authority to the Minister of State-Owned Enterprises as the Holder of Series A Dwiwarna Shares by first obtaining approval from the President of the Republic of Indonesia, to approve the restructuring plan submitted by the Company in the context of expanding the Company's sharia business ventures, and the implementation is exercised in accordance with the provisions of laws and regulations.

Status: Realized

Seventh Agenda

Approving the Shares Acquisition of PT Bank Victoria Syariah by the Company.

There were no questions, opinions and/or proposals raised in the discussion of the seventh agenda item of the Meeting.

Voting Results
Agree : 9,943,113,399 (87.3908444%)
Disagree : 921,856,729 (8.1022749%)
Abstain : 512,781,699 (4.5068807%)

Resolution
1. Approving the Company's action to acquire shares in PT Bank Victoria Syariah;
2. Approving the plan to acquire shares of PT Bank Victoria Syariah, as per the Summary of the Acquisition Plan that has been announced by the Company;
3. Approving the concept of the Deed of Acquisition as per the GMS material;
4. Approving the delegation of power and authority to the Company's Board of Directors to carry out all and any actions required or deemed necessary in the context of implementing the takeover of PT Bank Victoria Syariah shares in accordance with the resolution of the GMS, including but not limited to:
   a. Determine the terms and conditions of the acquisition;
   b. Prepare, compile, make, request to make, and/or sign the necessary documents, including the Deed of Acquisition;
   c. Submit applications, approvals and/or notifications regarding GMS resolutions to the authorized agency;
   d. Restate the GMS resolution in a Notarial Deed;
   by considering the provisions of laws and regulations.

Status: Realized

Eighth Agenda

Approving Changes to the Company's Articles of Association

There were no questions, opinions and/or proposals raised in the discussion of the eighth agenda item of the Meeting.

Voting Results
Agree : 9,898,159,703 (86.9957427%)
Disagree : 966,811,196 (8.49738334%)
Abstain : 512,780,928 (4.5068739%)

Resolution
1. Approving changes to the Company's Articles of Association in order to comply with Financial Services Authority (OJK) Regulation Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks;
2. Approving to re-arrange provisions in the Company's Articles of Association in connection with the changes as referred to in point 1 (one) above, wherein the attachment of the entire articles of association is enclosed to the minutes of the notarial deed.
3. Granting power and authority to the Board of Directors with the right of substitution to exercise any necessary actions related to the resolutions of the Meeting, including but not limited to compiling and restating all of the Company's Articles of Association in a Notarial Deed, adjusting changes to the Company's Articles of Association if this is required by the authorized agency, and submitting it to the authorized agency to obtain approval and/or acknowledgment of notification of changes to the Company's Articles of Association, as well as exercising everything deemed necessary and useful for this purpose, nothing excluded.

Status: Realized

Ninth Agenda

Changes to the Company's Management Composition

There were no questions, opinions and/or proposals raised in the discussion of the ninth agenda item of the Meeting.

Voting Results
Agree : 9,800,863,303 (86.1405966%)
Disagree : 1,064,107,596 (9.3525295%)
Abstain : 512,780,928 (4.5068739%)

Resolution
1. Confirming the honorable dismissal of the following names as members of the Company's Board of Directors:
   1) Mr. Hakim Putratama – as Director of Operations and Customer Experience;
   2) Mr. Muhammad Iqbal – as Director of SME and Retail Funding;
   respectively nominated based on the Resolution of the 2019 EGMS on November 27, 2019, and the Resolution of the 2023 EGMS on January 11, 2023, respectively effective from August 12, 2023 and March 4, 2024, with gratitude for the contribution of energy and thoughts given during their term of office as members of the Company's Board of Commissioners.
2. Honorably dismissing the following names as the Company's Management:
   1) Ms. Elisabeth Novie Riswanti – as Director of Assets Management;
   2) Mr. Jasmin – as Director of Distribution and Institutional Funding;
   3) Mr. Andi Nirwoto – as Director of Information Technology;
   4) Mr. Chandra M. Hamzah – as President Commissioner/Independent;
   5) Mr. Iqbal Latanro – as Vice President Commissioner/Independent;
   6) Mr. Andin Hadiyanto – as Commissioner;
   7) Mr. Herry Trisaputra Zuna – as Commissioner;
   8) Mr. Bambang Widjanarko – as Independent Commissioner;
   9) Mr. Armand B. Arief – as Independent Commissioner;
   10) Mrs. Adi Sulistyowati – as Independent Commissioner;
   11) Mr. Himawan Arief Sugoto – as Commissioner;
   12) Mr. Sentot A. Sentausa – as Independent Commissioner;
   respectively nominated based on the Resolutions of the 2019 Extraordinary General Meeting of Shareholders on August 29, 2019 in conjunction with the 2019 Extraordinary General Meeting of Shareholders on November 27, 2019 in conjunction with GMS for the 2020 Fiscal on March 10, 2021 in conjunction with GMS for the 2021 Fiscal Year on March 2, 2022, the Resolutions of the 2019 Extraordinary General Meeting of Shareholders on November 27, 2019 in conjunction with GMS for the 2021 Fiscal Year on March 2, 2022, the Resolutions of the 2019 Extraordinary General Meeting of Shareholders on November 27, 2019 in conjunction with GMS for the 2020 Fiscal Year on March 10, 2021, in conjunction with GMS for the 2020 Fiscal Year on March 10, 2021, and the Resolutions of the 2019 EGMS on November 27, 2019, effective from the closing of the GMS, with gratitude for the contribution of energy and thoughts given during their term of office as a member of the Company's Management.

3. Changing the nomenclature of positions of members of the Company's Board of Directors as follows:

No	Previously	Now
1)	Director of Operations and Customer Experience	Director of Operations
2)	Director of Consumer	Director of Consumer Banking
3)	Director of SME and Retail Funding	Director of Network & Retail Funding
4)	Director of Distribution and Institutional Funding	Director of Corporate Banking
5)	Director of Finance	Director of Finance & Strategy
6)	Director of Human Capital, Compliance, & Legal	Director of Human Capital & Compliance
7)	Director of Asset Management	-
8)	-	Director of Commercial Banking
9)	-	Director of Treasury & International Banking

4. Assigning the duties to the following names as members of the Company's Board of Directors:

No	Name	Previously	Now
1)	Hirwandi Gafar	Director of Consumer	Director of Consumer Banking
2)	Nofry Rony Poetra	Director of Finance	Director of Finance & Strategy
3)	Eko Waluyo	Director of Human Capital, Compliance, & Legal	Director of Human Capital & Compliance

Respectively nominated based on the Resolutions of the Annual GMS for the 2023 Fiscal Year on March 6, 2024, the Resolutions of the Annual GMS for the 2020 Fiscal Year on March 10, 2021 in conjunction with the Resolutions of the Annual GMS for the 2021 Fiscal Year on 2, 2022, with the term of office continuing the remaining of respective term of office in accordance with the Resolutions of the GMS for the nomination of the related person.

5. Nominating the following name as the Company's Management:
   1) Mr. I Nyoman Sugiri Yasa – as Director of Operations;
   2) Mrs. Venda Yuniarti – as Director of Treasury & International Banking;
   3) Mr. Rully Setiawan – as Director of Network & Retail Funding;
   4) Mr. Helmy Afrisa Nugroho – as Director of Corporate Banking;
   5) Mrs. Hermita – as Director of Commercial Banking;
   6) Mr. Tan Jacky Chen – as Director of Information Technology;
   7) Mr. Suryo Utomo – as President Commissioner
   8) Mr. Dwi Ary Purnomo – as Vice President Commissioner;
   9) Mrs. Ida Nuryanti – as Independent Commissioner;
   10) Mr. Fahri Hamzah – as Commissioner;
   11) Mr. Pietra Machreza Paloh – as Independent Commissioner;
   12) Mr. Panangian Simanungkalit – as Independent Commissioner.
6. The term of office of members of the Board of Directors and Board of Commissioners nominated as referred to in point 5, is in accordance with the provisions of the Company's Articles of Association, considering the laws and regulations in the Capital Market sector, and notwithstanding the right of the GMS to dismiss at any time.
7. Due to the confirmation of the dismissal, termination, change in the nomenclature of positions, assignment of duties, and nomination of the Company's Management as referred to in number 1, number 2, number 3, number 4, and number 5, the composition of the Company's Management is as follows:
   a. Board of Directors
      1) President Director : Nixon L.P. Napitupulu
      2) Vice President Director : Oni Febriarto Rahardjo
      3) Director of Operations : I Nyoman Sugiriyasa
      4) Director of Treasury & International Banking : Venda Yuniarti
      5) Director of Consumer Banking : Hirwandi Gafar
      6) Director of Network & Retail Funding : Rully Setiawan
      7) Director of Corporate Banking : Helmy Afrisa Nugroho
      8) Director of Commercial Banking : Hermita
      9) Director of Finance & Strategy : Nofry Rony Poetra
      10) Director of Information Technology : Tan Jacky Chen
      11) Director of Risk Management : Setiyo Wibowo
      12) Director of Human Capital & Compliance : Eko Waluyo
   b. Board of Commissioners
      1) President Commissioner : Suryo Utomo
      2) Vice President Commissioner : Dwi Ary Purnomo
      3) Independent Commissioner : Ida Nuryanti
      4) Commissioner : Fahri Hamzah
      5) Independent Commissioner : Pietra Machreza Paloh
      6) Independent Commissioner : Panangian Simanungkalit
8. Requesting the Board of Directors to submit a written application to the Financial Services Authority for the implementation of a Fit & Proper Test for the nominated members of the Board of Directors and Board of Commissioners as referred to in point 5 by observing the applicable provisions.
9. The nominated members of the Board of Directors and Board of Commissioners as referred to in point 5, who are still holding other positions, are prohibited by statutory from holding concurrent positions as members of the Board of Directors and Board of Commissioners of State-Owned Enterprises, so the related person must resign or be dismissed from his/her position.
10. Granting power of attorney with the right of substitution to the Company's Board of Directors to state the resolutions of this GMS in a Notarial Deed and to appear before a Notary or authorized official, and to make necessary adjustments or corrections if required by the authorized party for the purposes of implementing the contents of the meeting's resolutions.

Status: Realized

Implementation of The 2025 Extraordinary General Meeting of Shareholders and Realization

Stages	Description
Notification	Letter Number 1665/DIR/CSD/X/2025 dated October 3, 2025 regarding the Submission of the Proposed Date of Implementation and Agenda of the Extraordinary General Meeting of Shareholders of PT Bank Tabungan Negara (Persero) Tbk in relation to the Spin-Off of the Sharia Business Unit (UUS) was submitted to the Financial Services Authority (OJK), with copies to PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, PT Datindo Entrycom, and the Board of Commissioners of the Company.
Announcement	Published through the e-GMS provider's website, the Indonesia Stock Exchange website, and the Company's website on October 10, 2025 in Indonesian and English.
Invitation	Published through the e-GMS provider's website, the Indonesia Stock Exchange website, and the Company's website on October 27, 2025. The Amendment to the Invitation was published through the e-GMS provider's website, the Indonesia Stock Exchange website, and the Company's website on November 13, 2025.
Implementation	The EGMS was held on Tuesday, November 18, 2025 from 09:25 Western Indonesia Time to 10:02 Western Indonesia Time at Menara BTN Building, 6th Floor, Jl. Gajah Mada No. 1, Central Jakarta 10130.
Announcement of the Summary of Minutes of Meeting	Published through the e-GMS provider's website, the Indonesia Stock Exchange website, and the Company's website on November 18, 2025 in Indonesian and English.
Minutes of Meeting	Letter Number 2591/CSD/CMPO/XII/2025 dated December 12, 2025 regarding the Minutes of the Extraordinary General Meeting of Shareholders was submitted to the Financial Services Authority (OJK) on December 12, 2025.

Recapitulation of Attendance at The 2025 Extraordinary GMS

The Meeting was chaired by Mr. Suryo Utomo, in his capacity as President Commissioner, in accordance with the resolution of the Board of Commissioners Meeting dated November 5, 2025, as conveyed through the Company's Board of Commissioners Letter No. 155/KOM/BTN/XI/2025 dated November 5, 2025, concerning the Appointment of the Chairperson of the Extraordinary General Meeting of Shareholders in relation to the Spin-off of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk, and was attended by all members of the Board of Commissioners and the Board of Directors, as follows:

No.	Name	Position	Attendance
1.	Suryo Utomo	President Commissioner	Present
2.	Dwi Ary Purnomo	Vice-President Commissioner	Present
3.	Panangian Simanungkalit	Independent Commissioner	Present
4.	Pietra Machreza Paloh	Independent Commissioner	Present
5.	Ida Nuryanti	Independent Commissioner	Present
6.	Fahri Hamzah*	Commissioner	Present
7.	Nixon L.P. Napitupulu	President Director	Present
8.	Oni Febriarto Rahardjo	Vice President Director	Present
9.	Setiyo Wibowo	Director of Risk Management	Present
10.	Hirwandi Gafar	Director of Consumer Banking	Present
11.	Nofry Rony Poetra	Director of Finance & Strategy	Present
12.	Eko Waluyo	Director of Human Capital & Compliance	Present
13.	Rully Setiawan	Director of Network & Retail Funding	Present
14.	I Nyoman Sugiri Yasa	Director of Operations	Present
15.	Hermita	Director of Commercial Banking	Present
16.	Venda Yuniarti	Director of Treasury & International Banking	Present

No.	Name	Position	Attendance
17.	Tan Jacky Chen	Director of Information Technology	Present
18.	Helmy Afrisa Nugroho*	Director of Corporate Banking	Present

*) Appointed as members of the Board of Commissioners and the Board of Directors of the Company Tbk based on the resolution of the Company's Annual General Meeting of Shareholders dated March 26, 2025, and effective upon obtaining approval of the fit and proper test from the OJK.

Independent Party Counting and/or Validating Votes

The results of decision-making are calculated by PT Datindo Entrycom as Securities Administration Bureau ("BAE") and then validated by Notary Ashoya Ratam, S.H., M.Kn(.), both of whom were appointed by the Company.

Resolutions and Realization of The 2025 Annual GMS

First Agenda
Approval of the Spin-off of the Company's Sharia Business Unit to PT Bank Syariah Nasional.
here was 1 (one) shareholder who submitted questions, opinions, and/or proposals in relation to the First Agenda of the Meeting. The summary and essence of the question-and-answer session for this Agenda are as follows:

No.	Questions/Responses	Answers
1	a. Considering the complexity and cost of the spin-off, what specific strategies will be implemented by PT Bank Syariah Nasional to compete and grow in a market dominated by established competitors, and what concrete steps will be taken to ensure that this process enhances long-term value for BBTN shareholders, rather than merely transferring assets? b. Can Management elaborate on the projected direct financial impact after the spin-off on the soundness and performance of BBTN (conventional), and ensure that all resources (such as human resources, technology, and customers) will be transferred smoothly without disrupting the operations and services of both entities during the transition period? c. How will the share ownership mechanism in the new Sharia bank be granted to BBTN shareholders, and what legal assurance ensures that amendments to the Articles of Association will only become effective after the entire spin-off process has been approved by the OJK and declared feasible, thereby protecting our interests if the plan does not proceed as expected?	First, this spin-off constitutes a mandate of prevailing laws and regulations that must be complied with. As the assets of the Sharia Business Unit have exceeded IDR 50 trillion, thereby meeting the threshold of total asset value required for a spin-off, the Company's SBU is mandatorily required to be separated under regulatory provisions. Second, we observe that the growth of Sharia banking (including Sharia Commercial Banks/ SBU) is currently quite favorable, including the Company's SBU, which has even grown faster than its parent. Therefore, we are increasingly confident that after the spin-off, the Company's SBU will be able to grow even better, as it will have greater flexibility to develop its business. In addition, as of September, the Company's SUB became the second-largest SUB in terms of assets after BSI. Accordingly, after the spin-off, the Company's SBU has the potential to remain in the second position in the Sharia banking industry. Considering that the majority of Indonesia's population is Muslim, Sharia banking has significant potential and high growth prospects, and is projected to continue improving in the future, possibly exceeding the conventional market. There was no transfer of any shares in the implementation of the spin-off of the Company's Sharia Business Unit. Previously, the Company had acquired PT Bank Victoria Syariah (now PT Bank Syariah Nasional). Subsequently, the Company conducted the spin-off of the SBU by transferring the rights and obligations of the Company's SBU to PT Bank Syariah Nasional through an increase in paid-up and issued capital in PT Bank Syariah Nasional. The third question will be explained under the Second Agenda.

Voting Results
Agree : 10.463.668.679 (96,6747713%)
Disagree : 105.100 (0,0009710%)
Abstain : 359.803.602 (3,3242577%)

Resolutions

a. 1) Approved the Company's action to conduct the spin-off of the Sharia Business Unit by transferring its rights and obligations to PT Bank Syariah Nasional to be recorded as an increase in the Company's paid-up and issued capital in PT Bank Syariah Nasional, and subsequently all rights, obligations, and responsibilities related to the transferred Sharia Business Unit shall be transferred to PT Bank Syariah Nasional, effective on the Effective Date of the Spin-off.
   2) The increase in paid-up capital shall be carried out at fair value in accordance with prevailing regulations.

b. Approved the Spin-off Plan.

c. Granted power and authority to the Company's Board of Directors, with the right of substitution, to perform all actions required and/or necessary for the implementation of the spin-off of the Company's Sharia Business Unit, including in the implementation of integrated governance practices, among others:
   1) Determining the terms and conditions of the spin-off;
   2) Preparing, drafting, making, requesting the preparation of, and/or signing all deeds, letters, and documents required, appearing before authorized parties/officials, submitting applications, obtaining approvals and/or submitting notifications to authorized parties/officials, including but not limited to obtaining approval from the OJK in accordance with prevailing laws and regulations, making amendments and/or additions in the required form, and carrying out other necessary actions without exception;
   3) Implementing the Group Principle Guideline as guidance for integrated governance practices within the Company's business group, including any future amendments, following prior consultation with the Company's Board of Commissioners.

With the effectiveness of the spin-off of the Company's Sharia Business Unit on the Effective Date of the Spin-off, the term of office of all members of the Company's Sharia Supervisory Board ended by operation of law, and the Company expressed its appreciation for their contributions during their tenure.

Furthermore, the Meeting granted power, with the right of substitution, to the Company's Board of Directors to state the resolutions of this Meeting in the form of a Notarial Deed, appear before a Notary or authorized official, and make any necessary adjustments or corrections as required by the competent authorities for the implementation of the Meeting's resolutions.

Status: Realized

Second Agenda

Approval of amendments to the Company's Articles of Association in relation to the spin-off of the Company's Sharia Business Unit, which shall be effective on the Effective Date of the Spin-off.

here was 1 (one) shareholder who submitted questions, opinions, and/or proposals in relation to the First Agenda of the Meeting. The summary and essence of the question-and-answer session for this Agenda are as follows:

No.	Questions/Responses	Answers
1	Can Management elaborate on the projected direct financial impact after the spin-off on the soundness and performance of BBTN (conventional), and ensure that all resources (such as human resources, technology, and customers) will be transferred smoothly without disrupting the operations and services of both entities during the transition period? How will the share ownership mechanism in the new Sharia bank be granted to BBTN shareholders, and what legal assurance ensures that amendments to the Articles of Association will only become effective after the entire spin-off process has been approved by the OJK and declared feasible, thereby protecting investors' interests?	The initial question has been explained under the First Agenda. There was no transfer of any shares in the implementation of the spin-off of the Company's Sharia Business Unit (SUB). Previously, the Company had acquired PT Bank Victoria Syariah (now PT Bank Syariah Nasional). Subsequently, the Company conducted the spin-off of the SUB by transferring the rights and obligations of the Company's SUB to PT Bank Syariah Nasional through an increase in paid-up and issued capital in PT Bank Syariah Nasional.

Voting Results

Agree : 10.463.668.479 (96,6747694%)
Disagree : 105.000 (0,0009701%)
Abstain : 359.803.902 (3,3242604%)

Resolutions

a. Approved the amendments to the Company's Articles of Association, namely the deletion of Article 12 paragraph (2) letter b item (18), Article 15 paragraph (2) letter (b) item 14, and Article 17, in relation to the spin-off of the Company's Sharia Business Unit, which shall be effective on the Effective Date of the Spin-of;

b. Approved the restatement of all provisions in the Company's Articles of Association in connection with the amendments as referred to in point a above, with the complete attachment of the Articles of Association as attached to the minutes of the notarial deed;

c. Granted power and authority to the Board of Directors, with the right of substitution, to carry out all actions necessary in connection with the Meeting's resolutions, including but not limited to restating and reaffirming the Company's Articles of Association in a Notarial Deed, adjusting the amendments to the Company's Articles of Association if required by the competent authorities, and submitting them to the competent authorities to obtain approval and/or acknowledgment of receipt of notification of the amendments to the Company's Articles of Association, as well as performing all actions deemed necessary and useful for such purposes, without any exception.

Status: Realized

Annual GMS 2025 Implementation and Realization

Stage	Detail
Notification	Letter Number 60/DIR/CSD/I/2024 dated January 18, 2024 regarding Submission of the Implementation Date and Agenda of the Annual GMS for the 2023 Fiscal Year of PT Bank Tabungan Negara (Persero) Tbk was submitted to the OJK with copies to PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, PT Datindo Entrycom, and the Company's Board of Commissioners.
Announcement	It was published through the e-GMS provider website, the Indonesia Stock Exchange website, and the Company's website dated January 29, 2024 in Indonesian and English.
Invitation	It was published through the e-GMS provider's website, the Indonesia Stock Exchange website, and the Company's website dated February 13, 2024 in Indonesian and English.
Implementation	The GMS was held on Wednesday, March 6, 2024 at 14.31-17.13 WIB at Gedung Menara BTN, lantai 6t, Jl. Gajah Mada No. 1 Jakarta Pusat 10130.
Announcement of Summary of GMS Minutes	It was published through the e-GMS provider website, the Indonesia Stock Exchange website, and the Company's website on March 8, 2024 in Indonesian and English.
GMS Minutes	Letter Number 555/CSD/CMPO/IV/2024 dated April 5, 2024 regarding Submission of the Deed of the 2024 Annual General Meeting of Shareholders (AGM) Minutes of PT Bank Tabungan Negara (Persero) Tbk, submitted to the OJK dated April 5, 2024.

Recapitulation of Attendance at The 2024 Annual GMS

The meeting was chaired by Mr. Chandra M. Hamzah, the President Commissioner/Independent, in accordance with the resolutions of the Board of Commissioners Meeting dated February 21, 2024, which was delivered through the Board of Commissioners' letter Number 27/KOM/BTN/II/2024 dated February 21, 2024 concerning the Chairperson of the Annual General Meeting of Shareholders for the 2023 Fiscal Year of PT Bank Tabungan Negara (Persero) Tbk, and attended by all members of the Board of Commissioners, President Director, Vice President Director and all members of the Board of Directors, and all members of the Company's Audit Committee as follows:

No.	Name	Position	Attendance
1.	Chandra M. Hamzah	President Commissioner/ Independent	Present
2.	Iqbal Latanro	Vice-President Commissioner/Independent	Present
3.	Armand B. Arief	Independent Commissioner	Present
4.	Sentot A. Sentausa	Independent Commissioner	Present
5.	Andin Hadiyanto	Commissioner	Present
6.	Herry Trisaputra Zuna	Commissioner	Present
7.	Himawan Arief Sugoto	Commissioner	Present
8.	Nixon L.P. Napitupulu	President Director	Present
9.	Oni Febriarto Rahardjo	Vice President Director	Present
10.	Andi Nirwoto	Director of IT and Digital	Present
11.	Elisabeth Novie Riswanti	Director of Assets Management	Present
12.	Jasmin	Director of Distribution and Funding	Present
13.	Setiyo Wibowo	Director of Risk Management	Present
14.	Hirwandi Gafar	Director of Consumer	Present
15.	Nofry Rony Poetra	Director of Finance	Present
16.	Eko Waluyo	Director of Human Capital, Compliance, and Legal	Present
17.	Hakim Putratama	Director of Institutional Banking	Present

Independent Party Counting and/or Validating Votes

The results of decision-making are calculated by PT Datindo Entrycom as Securities Administration Bureau ("BAE") and then validated by Notary Ashoya Ratam, S.H., M.Kn., both of whom were appointed by the Company.

Resolutions and Realization of The 2024 Annual GMS

First Agenda
Approval of the Annual Report and Ratification of the Company's Financial Statements, Approval of the Board of Commissioners' Supervisory Tasks Report and Ratification of the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2023 Financial Year as well as Full Settlement and Release of Responsibility (volledig acquit et de charge) to the Board of Directors for the Company's Management Actions and the Board of Commissioners for the Company's Supervisory Actions that have been carried out during the 2023 Financial Year.
There were 4 (four) shareholders who submitted questions, opinions, and/or suggestions regarding the first agenda item of the Meeting. The summary and essence of the question and answer process for the agenda item are as follows:

No.	Feedback/Questions	Answers
1	In the context of implementing the development of PT Bank Tabungan Negara (Persero) Tbk/"BTN" to improve the Company's performance, we hereby convey the following matters: 1. We express our gratitude and appreciation to all members of the Board of Commissioners, Directors and BTN Employees for: a. Success in improving the Company's performance, as reflected in: 1) Net profit increased by 14.97% YoY to IDR3.50 trillion. 2) Total loan increased by 11.87% YoY to IDR333.69 trillion. 3) Fee Based Income Realization increased by 60.15% YoY to IDR3.22 trillion. 4) CASA ratio increased from 48.52% to 53.73%. 5) CIR ratio decreased from 46.66% to 45.26%. 6) Gross NPL ratio decreased from 3.38% to 3.01% and LAR decreased from 23.24% to 21.20%. b. The Company's commitment to supporting the government's program to maximize the provision of housing financing for the people, especially for lowincome communities, to achieve zero backlog by 2045. We hope that this achievement will continue to be improved in the future so that the Company can contribute more optimally not only to shareholder returns but also to the state and society 2. Matters that require the attention of the Board of Commissioners and Directors of BTN to improve future performance are as follows: a. To anticipate global economic conditions in 2024 which have the potential for inflationary pressures and tightening of global monetary policy with increasingly limited fiscal space, the Company must establish a more selective loan distribution strategy, implement sustainable loan risk management, and optimal liquidity management; b. Nationally, economic growth in 2024 is predicted to remain strong and grow positively in the range of 4.8% - 5.2%. In addition, the housing sector still has a very large room to grow considering the still high national housing backlog, the high number of people who do not have decent homes, and the extension of the stimulus provided by the Government in the housing sector. This opportunity should be utilized well by the Company by optimizing all existing potential so that it can become The Best Mortgage Bank in Southeast Asia as expected; c. The Company should focus on strengthening strategy, business innovation, and market expansion to increase market capitalization so that it can provide added value to Shareholders; d. Considering that in 2023 there would be a decline in net interest income, the Company is expected to:	Thank you Series A Dwiwarna Shareholders for your feedback. The Company will note and follow up on the notes from Series A Dwiwarna Shareholders.

No.	Feedback/Questions	Answers
	1) Making efforts to reduce the cost of funds by increasing low-cost funds (CASA), strengthening ecosystem-based businesses, penetrating mobile banking as a digital financial solution, and optimizing cash management service penetration for customers, so that they can excel in the competition of banking service transaction. 2) Encourage a housing ecosystem with new mortgage models, other quality and sustainable business expansions, and optimize yields on loan distribution while still prioritizing the principle of prudence so that there is a sustainable increase in profitability. e. Continue to encourage increased revenue contributions from Other Operating Income, especially Fee Based Income (FBI) through massive acceleration of digital financial services and transactional banking, especially for internet and mobile banking users, as well as the development of fee based from other new sources such as foreign exchange services, forex trading, and structured products; f. Ensure the achievement of the State Capital Participation (PMN) KPI target, especially on indicators that were not achieved in 2023, namely BOPO, Gross NPL and Realization of Subsidized Mortgage Loans; g. In connection with the increasing role of information technology in the banking industry and the increasingly massive hacking efforts and cyber security disruptions that have a very massive impact on operations, finances, and reputation, the Company is expected to strengthen its cyber security in terms of policy, infrastructure, operating systems, and risk mitigation; h. To promote the principle of sustainable finance, the Company must maintain its commitment to developing ESG initiatives, including through the Company's work program, loan distribution and issuance of debt securities based on the principle of green financing. In addition, the implementation of ESG initiatives must be aligned with the direction of the government's program focus on the context of national economic recovery and development; i. The Company must continue to commit to making improvements in the implementation of the AntiFraud Strategy in each of its pillars and not give tolerance (zero tolerance) to any form of fraud, both internal and external; j. Following up on internal and external audit/ auditor findings, optimizing risk management and implementing the three lines of defense, and always prioritizing the principles of Good Corporate Governance and paying attention to the provisions of Anti-Money Laundering, Prevention of Terrorism Funding and Prevention of Proliferation of Weapons of Mass Destruction (AML, CFT, AND PFWMD).	
2.	a. In our attention, there is an increase in the provision for impairment losses on financial assets. Is this due to an increase in NPL because of BTN's inability to pay home loan debt, motorcycle loan debt, unsecured loan debt, or credit card debt?	In 2023, the Company experienced a decrease in gross NPL from 3.38% to 3.01%. Related to the increase in CKPN reserves for NPL in 2023, reaching 155.16%, it aims to increase the Company's caution against NPL risk and increase the Company's coverage.
	b. Recently, PT Akulaku Finance Indonesia successfully obtained the revocation of sanctions by OJK. Does this have an impact on the banking industry, especially BTN considering that Buy Now Pay Later (BNPL) companies have a CAGR of >10% per year?	The Company has a different business concentration from PT Akulaku Finance Indonesia. Until now, the Company has not had any competitive intersection with PT Akulaku. However, in the future, the Company plans to issue a BNPL product which is expected to be licensed by OJK this year.

No.	Feedback/Questions	Answers
3.	a. Which business division is disruptive to increasing the Company's profits and what solutions is management implementing to improve it?	Basically, all Divisions have contributed well, so that no business Division has become a disruption in increasing profits. This is reflected in the Company's performance in 2023 which generally recorded good results, including increasing assets, increasing loan and DPK growth, LAR and other financial ratios recorded well, increasing CKPN reserves, increasing profits and becoming the biggest achievement since the Company was established.
	b. As the king of subsidized housing mortgages, is there a Company agenda to create a flat installment mortgage service for up to 30 years, and will this disrupt the NPL if the customer defaults due to retirement or layoffs?	The mortgage scheme with a flat interest calculation may be implemented by the Company, but this scheme will be very burdensome for consumers, especially if applied to mortgages with a long term of up to 30 years. The interest paid by consumers will be higher than the principal, because the interest with a flat scheme will be higher than the interest with an annuity or effective scheme, which is a mortgage interest calculation scheme commonly used by the market. For this reason, the Company will not use this scheme at this time.
4.	Through CSR funds, BTN is expected to play an active role in building the mentality of the nation's children, especially Gen Z, which is currently considered the strawberry generation (Kompas.id, June 26, 2023). They are seen as a young generation that is soft, spoiled, and has weak fighting spirit when facing challenges, even though they are the generation that plays an important role in achieving Indonesia Emas 2045. One way to build generation z so that they have a strong mentality, high fighting spirit and a patriotic spirit & high sense of nationalism, is to distribute free biographical books of national heroes. Thus, the spirit of nationalism, high fighting spirit is expected to be transmitted to gen z who read the books of these heroes.	This will be input for the Company.

Voting Results

Agree : 10.767.960.536 (96,2067051%)
Disagree : 200 (0,0000018%)
Abstain : 424.565.315 (3,7932931%)

Decisions

1. Approve the Company's Annual Report including the Company's Board of Commissioners' Supervisory Duties Report for the 2023 Financial Year ending on December 31, 2023.
2. Ratify:
   a. The Company's Financial Statement for the 2023 Financial Year ended on December 31, 2023, which has been audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of the Ernst & Young Global network) in accordance with Report Number 00048/2.1032/AU.1/07/1681-1/1/II/2024 dated February 12, 2024 with a fair opinion in all material respects; and
   b. Financial Report of the Micro and Small Business Funding Program for the 2023 Financial Year ending on December 31, 2023, which has been audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of the Ernst & Young Global network) in accordance with Report Number 00047/2.1032/AU.2/10/1681-1/1/II/2024 dated February 12, 2024 with a fair opinion in all material respects
3. With the approval of the Company's Annual Report including the Board of Commissioners' Supervisory Task Report, and the ratification of the Company's Financial Report and the Financial Report of the Micro and Small Business Funding Program (PUMK), all for the 2023 Financial Year ending on December 31, 2023, the GMS grants full release and discharge (volledig acquit et de charge) to all members of the Board of Directors for their management of the Company and to all members of the Board of Commissioners for their supervisory actions for the Company that have been carried out during the 2023 Financial Year ending on December 31, 2023, as long as such actions do not constitute a criminal act and are reflected in the reports mentioned above.

Status: Realized

Second Agenda

Determination of Use of the Company's Net Profit for the 2023 Financial Year

There were no questions, opinions and/or suggestions submitted in the discussion of the second agenda item of the Meeting.

Voting Results
Agree : 10.818.441.493 (96,6577290%)
Disagree : 200 (0,0000018%)
Abstain : 374.084.358 (3,3422693%)

Decisions
Approving the use of the Company's net profit for the 2023 Financial Year amounting to IDR3,500,987,620,258.75 (three trillion five hundred billion nine hundred eighty seven million six hundred twenty thousand two hundred fifty eight point seven five in IDR) as follows:

1. 20% (twenty percent) or an amount of IDR700,197,24,051.75 (seven hundred billion one hundred ninety seven million five hundred twenty four thousand fifty one point seven five in IDR) or IDR49.89136 (forty nine point eight nine one three six in IDR) per share is determined as Cash Dividend. The payment is carried out with the following provisions:
   a. Dividends of the Republic of Indonesia's share amounting to IDR420,118,514,441.03 (four hundred twenty billion one hundred eighteen million five hundred fourteen thousand four hundred and forty one point zero three in IDR) were deposited into the State General Cash Account.
   b. Dividends for the 2023 Financial Year are paid proportionally to each Shareholder whose name is recorded in the Shareholder Register on the recording date.
   c. The Board of Directors is given authority and power with the right of substitution to carry out: i. Determination of the schedule and procedures for distribution related to the payment of Dividends for the 2023 Financial Year in accordance with applicable provisions. ii. Dividend tax deductions in accordance with applicable tax regulations. iii. Other technical matters in accordance with applicable provisions:
      i. Determination of the schedule and procedures for distribution related to the payment of Dividends for the 2023 Financial Year in accordance with applicable provisions.
      ii. Dividend tax deductions in accordance with applicable tax regulations.
      iii. Other technical matters in accordance with applicable provisions.
2. 80% (eighty percent) or an amount of IDR2,800,790,096,207.00 (two trillion eight hundred billion seven hundred ninety million ninety-six thousand two hundred and seven IN IDR) is used as retained earnings balance.

Status: Realized

Third Agenda

Determination of Remuneration (salary/honorarium, facilities and allowances) for 2024, as well as Tantiem for Performance in 2023 for the Company's Board of Directors and Board of Commissioners.

There were no questions, opinions and/or suggestions submitted in the discussion of the third agenda item of the Meeting.

Voting Results
Agree : 10.469.506.271 (93,5401555%)
Disagree : 348.930.722 (3,1175333%)
Abstain : 374.089.058 (3,3423113%)

Decisions

1. Approve the granting of authority and power to the Series A Dwiwarna Shareholders to determine for the Members of the Board of Commissioners:
   a. Tantiem/Performance Incentive/Special Incentive for the 2023 Financial Year in accordance with applicable provisions; and
   b. Honorarium, Allowances and Facilities for the 2024 Financial Year.
2. Approve the granting of authority and power to the Board of Commissioners by first obtaining written approval from the Series A Dwiwarna Shareholders to determine for the Members of the Board of Directors:
   a. Tantiem/Performance Incentive/Special Incentive for the 2023 Financial Year in accordance with applicable provisions; and
   b. Salary, Allowances and Facilities for the 2024 Financial Year.

Status: Realized

Fourth Agenda

Appointment of Public Accountant (AP) and/or Public Accounting Firm (KAP) to audit the Company's Financial Report and the Financial Report of the Micro and Small Business Funding Program (PUMK) for the 2024 Financial Year.

There were no questions, opinions and/or suggestions submitted in the discussion of the fourth agenda item of the Meeting.

Voting Results
Agree : 10.818.441.493 (96,6577290%)
Disagree : 200 (0,0000018%)
Abstain : 374.084.358 (3,3422693%)

Decisions

1. Approve the appointment of Purwantono, Sungkoro & Surja (a member firm of the Ernst & Young Global network), as the Public Accounting Firm that will audit the Company's Financial Statements, the Financial Statements of the Micro and Small Business Funding Program and other reports for the 2024 Financial Year.
2. Approve the granting of authority and power to the Company's Board of Commissioners to carry out:
   a. Appointment of a Public Accountant and/or Public Accounting Firm to conduct an audit of the Company's Financial Statements for other periods in the 2024 Financial Year for the purposes and interests of the Company; and
   b. Determination of audit service fees and other requirements for the Public Accountant and/or Public Accounting Firm, and appointment of a replacement Public Accountant and/or Public Accounting Firm in the event that the Public Accounting Firm of Purwantono, Sungkoro & Surja (a member firm of the Ernst & Young Global network), for whatever reason, is unable to complete the provision of audit services for the Company's Financial Statements for the 2024 Financial Year and/or other periods in the 2024 Financial Year, as well as the Financial Statements of the Micro and Small Business Funding Program for the 2024 Financial Year, including determining audit service fees and other requirements for the replacement Public Accountant and/or Public Accounting Firm.

Status: Realized

Fifth Agenda

Report on the Realization of the Use of Funds from the Increase in Capital by Granting Preemptive Rights II (PMHMETD II).

The fifth agenda item was a nature report so there was no question and answer session.

Voting Result
The fifth agenda item of the meeting was of a nature report so no decisions were taken.

Sixth Agenda

Approval of Amendments to the Company's Articles of Association

There were no questions, opinions and/or suggestions submitted in the discussion of the sixth agenda item of the Meeting.

Voting Result
Agree : 10.128.364.939 (90,4922168%)
Disagree : 690.076.754 (6,1655139%)
Abstain : 374.084.358 (3,3422693%)

Decisions

1. Approve changes to the Company's Articles of Association, including complying with statutory regulations:
   a. OJK Regulation Number 17 of 2023 dated September 14, 2023, concerning Implementation of Governance for Commercial Banks;
   b. Regulation of the Minister of SOEs Number PER-2/MBU/03/2023 dated March 24, 2023, concerning Guidelines for Governance and Significant Corporate Activities of SOEs;
   c. Regulation of the Minister of SOEs Number PER-3/MBU/03/2023 dated March 24, 2023, concerning SOE Organs and Human Resources; and
   d. other related regulations
2. Agree to re-draft all provisions in the Company's Articles of Association in connection with the changes referred to in point 1 (one) above.
3. Grant authority and power to the Board of Directors with the right of substitution to take all necessary actions related to the decisions of the Meeting, including but not limited to compiling and restating all of the Company's Articles of Association in a Notarial Deed, adjusting changes to the Company's Articles of Association if this is required by the authorized agency and submitting it to the authorized agency to obtain approval and a receipt for notification of changes to the Company's Articles of Association, as well as doing everything deemed necessary and useful for this purpose with none being excluded.

Status: Realized

Seventh Agenda

Changes to the Company's Management Composition.

There were no questions, opinions and/or suggestions submitted in the discussion of the seventh agenda item of the Meeting.

Voting Result
Agree : 10.430.252.214 (93,1894388%)
Disagree : 388.189.479 (3,4682919%)
Abstain : 374.084.358 (3,3422693%)

Decisions

1. To confirm the honorable dismissal of the following names as Members of the Company's Board of Commissioners:
   1) Mr. Ahdi Jumhari Luddin – as Independent Commissioner;
   2) Mr. Mohamad Yusuf Permana – as Commissioner;

   who were appointed respectively based on the Resolution of the 2019 EGMS dated November 27, 2019, and the Resolution of the 2023 EGMS dated January 11, 2023, respectively effective from August 12, 2023 and March 4, 2024, with gratitude for the contribution of energy and ideas given during their tenure as Members of the Company's Board of Commissioners.
2. To honorably dismiss the following names as Company Managers:
   1) Ms. Elisabeth Novie Riswanti – as Director of Assets Management;
   2) Mr. Hirwandi Gafar – as Director of Consumer;
   3) Mr. Jasmin – as Director of Distribution and Funding;
   4) Mr. Setiyo Wibowo – as Director of Risk Management;
   5) Mr. Chandra M. Hamzah – as President Commissioner/Independent;
   6) Mr. Andin Hadiyanto – as Commissioner;
   7) Mr. Armand B. Arief – as Independent Commissioner;

   who were appointed respectively based on the Decision of the 2019 Extraordinary General Meeting of Shareholders dated August 29, 2019 in conjunction with the 2019 Extraordinary General Meeting of Shareholders dated November 27, 2019 in conjunction with the 2020 Financial Year General Meeting of Shareholders dated March 10, 2021 in conjunction with the 2021 Financial Year General Meeting of Shareholders dated March 2, 2022, the Decision of the 2019 Extraordinary General Meeting of Shareholders dated November 27, 2019 in conjunction with the 2021 Financial Year General Meeting of Shareholders dated March 2, 2022, the Decision of the 2019 Extraordinary General Meeting of Shareholders dated November 27, 2019 in conjunction with the 2020 Financial Year General Meeting of Shareholders dated March 10, 2021 ..., the Decision of the 2020 Financial Year General Meeting of Shareholders dated March 10, 2021, and the Decision EGMS 2019 dated November 27, 2019, effective from the c losing of the GMS, with gratitude for the contribution of energy and thoughts given during his tenure as the Company's Management.
3. Changing the nomenclature of positions of members of the Company's Board of Directors as follows:

No	Past	Then
1	Director of Distribution and Funding	Director of Distribution and Institutional Funding
2	Director of IT and Digital	Director of Information Technology
3	Director of Institutional Banking	Director of Operations and Customer Experience
4	-	Director of SME and Retail Funding

4. To assign the following names as Members of the Company's Board of Directors:

No	Name	Past	Then
1	Sdr. Andi Nirwoto	Director of IT and Digital	Director of Information Technology
2	Sdr. Hakim Putratama	Director of Institutional Banking	Director of Operations and Customer Experience

   who were appointed respectively based on the Decision of the 2023 Extraordinary General Meeting of Shareholders dated January 11, 2023 and the Decision of the 2022 Financial Year General Meeting of Shareholders dated March 16, 2023, with a term of office continuing the remaining term of office based on the said General Meeting of Shareholders.
5. Appoint the following names as Directors of the Company:
   1) Mrs. Elisabeth Novie Riswanti – as Director of Assets Management;
   2) Mr. Hirwandi Gafar – as Director of Consumer;
   3) Mr. Jasmin – as Director of Distribution and Institutional Funding;
   4) Mr. Setiyo Wibowo – as Director of Risk Management;
   5) Mr. Muhammad Iqbal – as Director of SME and Retail Funding;
   6) Mr. Chandra M. Hamzah – as President Commissioner/Independent;
   7) Mr. Bambang Widjanarko – as Independent Commissioner;
   8) Mr. Armand B. Arief – as Independent Commissioner;
   9) Mr. Adi Sulistyowati – as Independent Commissioner;
   10) Mr. Andin Hadiyanto – as Commissioner;
6. The term of office of the members of the Board of Directors and Board of Commissioners appointed as referred to in point 5, is in accordance with the provisions of the Company's Articles of Association, considering laws and regulations in the Capital Market sector and without reducing the right of the GMS to be dismissed at any time.
7. With the confirmation of the dismissal, termination, change in job nomenclature, transfer of duties, and appointment of members of the Company's Board of Directors and Board of Commissioners as referred to in number 1, number 2, number 3, number 4, and number 5, the composition of the members of the Company's Board of Directors and Board of Commissioners is as follows:
   a. Board of Directors
      1) President Director: Nixon L.P. Napitupulu
      2) Vice President Director: Oni Febriarto Rahardjo
      3) Finance Director: Nofry Rony Poetra
      4) Assets Management Director: Elisabeth Novie Riswanti
      5) Human Capital, Compliance, and Legal Director: Eko Waluyo
      6) Risk Management Director: Setiyo Wibowo
      7) Distribution and Institutional Funding Director: Jasmin
      8) Information Technology Director: Andi Nirwoto
      9) Consumer Director: Hirwandi Gafar
      10) Operations and Customer Experience Director: Hakim Putratama
      11) SME and Retail Funding Director: Muhammad Iqbal

b. Board of Commissioners
   1) Main Commissioner/Independent: Chandra M. Hamzah
   2) Deputy Main Commissioner/Independent: Iqbal Latanro
   3) Independent Commissioner: Bambang Widjanarko
   4) Independent Commissioner: Armand B. Arief
   5) Independent Commissioner: Sentot A. Sentausa
   6) Independent Commissioner: Adi Sulistyowati
   7) Commissioner: Andin Hadiyanto
   8) Commissioner: Herry Trisaputra Zuna
   9) Commissioner: Himawan Arief Sugoto

8. Members of the Board of Directors and Board of Commissioners appointed as referred to in number 5 points 5), 7), and 9) may only carry out their duties after obtaining approval from the Financial Services Authority (OJK) for the Fit and Proper Test and complying with applicable laws and regulations. In the event that members of the Board of Directors and Board of Commissioners of the Company are later declared not approved as members of the Board of Directors and Board of Commissioners in the Fit and Proper Test by the OJK, then the members of the Board of Directors and Board of Commissioners of the Company shall be honorably dismissed as of the date of the stipulation of the decision on the results of the OJK Fit and Proper Test.
9. Members of the Board of Directors and Board of Commissioners appointed as referred to in point 5 who are still holding other positions which are prohibited by laws and regulations from being held concurrently with the position of member of the Board of Directors or Board of Commissioners of a State-Owned Enterprise, then the person concerned must resign or be dismissed from said position.
10. Request the Board of Directors to submit a written application to the Financial Services Authority for the implementation of a Fit and Proper Test for members of the Board of Directors and Board of Commissioners appointed as referred to in number 5, points 5), 7), and 9).
11. Granting power of attorney with the right of substitution to the Company's Board of Directors to state the decisions of this GMS in the form of a Notarial Deed and to appear before a Notary or authorized official, and to make adjustments or improvements as necessary if required by the authorized party for the purposes of implementing the contents of the meeting's decisions.

Status: Realized

GMS Decisions in The Fiscal Year and 1 (One) Year Prior to The Fiscal Year Which are Realised in The Fiscal Year

All decisions of the 2025 GMS have been realized in 2025 and all decisions of the 2024 GMS have been realized in 2024. Accordingly, there were no decisions of the 2025 GMS and the 2024 GMS that had not yet been implemented in 2025.

Board of Directors

The Board of Directors is an organ in Corporate Governance implementation that is fully responsible for the management of the Company for the interests and objectives of the Company and serves as a legal representative of the Company concerning every matter and case with some restrictions as regulated by the laws, the Articles of Association of the Company, and/or the GMS resolutions. The Board of Directors is responsible for managing and determining the Company's strategic direction, utilizing and maintaining the Company's assets for the purposes and interests of the Company. Henceforth, the Board of Directors shall report the implementation of its duties and responsibilities to the Board of Commissioners.

Duties and Responsibilities of The Board of Directors

The Board of Directors is responsible for implementing all actions regarding the operations and responsibility of the Company's management for the Company's benefit in compliance with the Company's purposes and objectives and to represent the Company, both inside and outside the Court regarding all matters and all occurrences with limitations as regulated in the laws, Articles of Association, and/or GMS resolutions. In addition, the Board of Directors is authorized to formulate and determine the Company's strategic initiatives and ensure their effective implementation.

The President Director serves as Coordinator of the Board of Directors with the following duties:
1. To lead the Board of Directors meetings.
2. To create a Culture of Transparency and to facilitate constructive discussion.
3. To provide advice to members of the Board of Directors related to the effectiveness of the management.
4. To maintain good relations and solidarity among the members of the Board of Directors regarding management duties.
5. To maintain an effective and healthy relationship with the Board of Commissioners.

Each member of the Board of Directors is fully liable for any loss of the Company caused by inaccuracies or negligence from members of the Board of Directors in performing their duties. A member of the Board of Directors is not to be held accountable for the loss as mentioned above if proven that:
1. The loss is not caused by his/her fault or negligence.
2. The Director has conducted managerial undertakings in good faith and with prudence that is consistent with the Company's goals and objectives.

3. The Director has no conflict of interest, be it directly or indirectly regarding the management's action that resulted in this loss.
4. The Director has taken necessary measures to prevent this loss from arising or continuing.

Duties and Responsibilities of the Director Supervising the Compliance Function at least include:

1. Formulating strategies to empower the Culture of Compliance;
2. Proposing Compliance policies or other Compliance principles that shall be set forth by the Board of Directors.
3. Establishing the Compliance System and procedures that shall be used to compile the Company's internal guidelines and regulations.
4. Ensuring every policy, regulation, system, and procedure, as well as business activities conducted by the Company, has been outlined in accordance with the Bank Indonesia Regulations, Financial Services Authority, and all prevailing regulations and legislation, including Sharia Principles for Sharia Principles for Sharia Business Unit.
5. Minimizing the Company's Compliance Risks.
6. Taking preventive actions to have the policies and/or decisions made by the Bank's Board of Directors aligned with the provisions of Bank Indonesia and all prevailing laws and regulations.
7. Performing other tasks related to the Compliance Function.
8. Reporting the implementation of duties and responsibilities to the President Director, with a carbon copy to the Board of Commissioners being reported at least quarterly.

Duties and Responsibilities of Each Board of Directors

Name	Position	Field of Work
Nixon L.P. Napitupulu	President Director	The President Director supervises the areas: a. SEVP Digital Business b. Digital Banking Product Development (DBPD) c. Digital Banking Sales (DBSD) d. SEVP Assets Management e. Consumer Collection, Recovery & Asset Sales 1 (CRSD1) f. Consumer Collection, Recovery & Asset Sales 2 (CRSD2) g. Comercial Asset Management (CAMD) h. Internal Audit (IAD) i. Corporate Secretary (CSD)
Oni Febriarto Rahardjo	Vice President Director	The Vice President Director supervises: a. Distribution and Institutional Funding b. Assets Management c. Human Capital, Compliance and Legal d. Operations & Customer Experience e. SEVP Wholesale Banking f. Marketing Communication (MCD)
Nofry Rony Poetra	Director of Finance & Strategy	The Director of Finance & Strategy supervises: a. Corporate Strategy & Planning (CSPD) b. Finance & Accounting (FAD) c. Investor Relations & Research (IRRD) d. Data Management & Analytics (DMD)
Eko Waluyo	Director of Human Capital & Compliance	The Director of Human Capital & Compliance supervises: a. Human Capital Strategy (HCSD) b. Human Capital Management (HCMD) c. Human Capital Business Partner (HCBD) d. Learning Management (LMD) e. Compliance & Governance (CMGD) f. Legal (LGD)
Setiyo Wibowo	Director of Risk Management	The Director of Risk Management supervises: a. SEVP Credit Risk b. Retail Credit Risk (RCRD) c. Wholesale Credit Risk (WCRD) d. Policy & Procedure (PPD) e. Enterprise & ESG Risk Management (ERMD) f. Digital & Operations Risk Management Division (DORD) g. Transformation & Partnership Management (TPMD)
Helmy Afrisa Nugroho***	Director of Corporate Banking	The Director of Corporate Banking supervises: a. Corporate Banking (CBD) b. Institutional Banking 1 (IBD 1) c. Wholesale Transaction (WTD)

Name	Position	Field of Work
Tan Jacky Chen**	Director of Information Technology	The Director of Information Technology supervises: a. IT Strategic Planning (ITPD) b. IT Development (ITDD) c. IT Operation (ITOD) d. IT Security (ITSD)
Hirwandi Gafar	Director of Consumer Banking	The Director of Consumer Banking supervises: a. Mortgage & Secured Loan (MSLD) b. Subsidized Mortgage (SMD) c. Personal Banking (PBD)
I Nyoman Sugiri Yasa*	Director of Operations	The Director of Operations supervises: a. Customer Experience (CXD) b. Credit Operations c. Digital Operations d. Central Operations
Rully Setiawan*	Director of Network & Retail Funding	The Director of Network & Retail Funding supervises: a. Sales & Distribution b. Retail Funding (RFD) c. Wealth Management (WMD) d. Regional Offices
Hermita*	Director of Commercial Banking	The Director of Commercial Banking supervises: a. Business Banking b. Commercial Banking c. Institutional Banking 2 (IBD 2)
Venda Yuniarti**	Director of Treasury & International Banking	The Director of Treadury & International Banking supervises: a. Treasury b. Financial Institution & Capital Market c. Procurement & Fixed Asset Management

* Appointed through the 2025 Annual General Meeting of Shareholders held on March 26, 2025, and had passed the fit and proper test on July 25, 2025.
** Appointed through the 2025 Annual General Meeting of Shareholders held on March 26, 2025, and had passed the fit and proper test on September 1, 2025.
*** Effective upon completion of the OJK fit and proper test

Rights and Authorities of The Board of Directors

The Board of Directors has the rights and authorities that have been regulated in the Work Guidelines and Manual of the Board of Directors. The rights and authorities of the Board of Directors are as follows:

1. To establish policies that are considered appropriate in the management of the Company.
2. To regulate the transfer of power of the Board of Directors represent the Company inside and outside the Court to one or several persons specially appointed for it including the Company's employees either individually or jointly or other bodies.
3. To regulate the provisions regarding the Company's employees including the determination of wages, pensions or retirement age insurance, and other income for the Company's employees based on the applicable laws and regulations.
4. To appoint and dismiss the Company's workers based on the Company's labor rules and laws and regulations.
5. To appoint and dismiss the Corporate Secretary and/or the Head of the Internal Audit Business Unit with the approval of the Board of Commissioners.
6. Providing a decision to write off bad debts which are then reported and accounted for in the Annual Report;
7. To cease the collection of interest receivables, penalties, fees, and other receivables excluding principal, undertaken in the context of restructuring and/or settlement of receivables, as well as other actions in connection with the settlement of the Company's receivables, with the obligation to report to the Board of Commissioners, the provisions and reporting procedures of which shall be determined by the Board of Commissioners.
8. To waive the right to collect or to cease the collection of written-off non-performing principal receivables in the context of credit settlement, either partially or in full, implemented based on policies determined by the Board of Directors with the approval of the Board of Commissioners and within the write-off limit as determined by the General Meeting of Shareholders (GMS), which shall remain valid until a new write-off limit is determined by the GMS.
9. To undertake all other actions and measures relating to the management and ownership of the Company's assets, to bind the Company with other parties and/or other parties with the Company, and to represent the Company in and outside the court in all matters and events, subject to the limitations as

stipulated in the prevailing laws and regulations, the Articles of Association, and/or resolutions of the GMS.

10. To establish committees as deemed necessary.

Term of Office of The Board of Directors

The term of office of members of the Board Directors is determined to be 5 (five) years and can be reappointed for 1 (one) term of office. Members of the Board of Directors are appointed for a period of time starting from the date determined by the GMS that appoints them and ending at the closing of the 5th (five) Annual GMS after the date of their appointment, by taking into account the laws and regulations in the Capital Market sector, without prejudices to the right of the GMS to at any time be able to dismiss members of the Board of Directors before the end of their term of office.

In the event of another condition, namely where the President Director and/or the Director overseeing the compliance function reaches the end of his/her term of office prior to the convening of the 5th (fifth) AGMS, the President Director and/or the Director overseeing the compliance function whose term of office has expired shall remain authorized to perform his/her duties as President Director and/or Director overseeing the compliance function with the same powers and authorities until such time as a resolution is adopted at the nearest GMS.

The Directors' position ends if they pass away, their term of office ends, including resigning from their position, being dismissed based on a GMS Decision, or no longer meeting the requirements as a Director based on the Articles of Association and statutory regulations, including prohibited holding concurrent positions.

Requirements of The Board of Directors

The requirements of the Board of Directors that have been regulated in the Work Guidelines and Manual are as follows:

1. Legal subjects who can be appointed as members of the Board of Directors are natural persons, who fulfill the requirements at the time of appointment and during their term of office:
   a. Fulfill material requirements, ie:
      - Expertise;
      - Integrity;
      - Leadership;
      - Experience;
      - Honest;
      - Good attitude; And
      - High dedication to advancing and developing the Company.
   b. Apart from meet the criteria as intended in point 1 above, to be appointed as a member of the Company's Board of Directors, a person must fulfill the following formal requirements:
      - Individuals;
      - Able to carry out legal actions;
      - Never been declared bankrupt within 5 (five) years prior to appointment;
      - Never been a member of the Board of Directors or member of the Board of Commissioners/ Supervisory Board who was found guilty of causing a BUMN, Subsidiary and/or other business entity to be declared bankrupt within 5 (five) years prior to appointment;
      - Never been convicted of committing a criminal act that is detrimental to the finances of the State, BUMN, Subsidiaries, other business entities and/or related to the financial sector within 5 (five) years prior to appointment;
      - Never been a member of the Board of Directors and/or member of the Board of Commissioners during his tenure:
        1) Never held an Annual GMS;
        2) Never been a member of the Board of Directors and/or member of the Board of Commissioners;
        3) Has never been accepted by the GMS or has ever failed to provide accountability as a member of the Board of Directors and/or the Board of Commissioners to the GMS; and
        4) Never has a company that obtained a permit, approval or registration from the OJK failed to fulfill its obligation to submit an annual report and/or financial report to the OJK.
   c. Having good morals and integrity;
   d. Being capable of doing legal acts;
2. Each member of the Board of Directors must meet the requirements for the fit and proper test in accordance with the Financial Services Authority Regulation (POJK) regarding the Fit and Proper Test for the Key Parties in Financial Services Institutions and have obtained a letter of approval from the Financial Services Authority.
3. All members of the Board of Directors must be domiciled in Indonesia. The President Director must come from a party who is independent of the controlling shareholders.
4. The majority of members of the Board of Directors must have at least 5 (five) years of experience in the operational field and at least as an Executive Officer of the Bank.
5. Each member of the Board of Directors must fulfill other requirements, as follows:

a. Not an administrator of a political party, legislative candidate, and/or legislative member in the People's Representative Council, Regional Representative Council, Provincial Regional People's Representative Council, and Regency/ Municipal Regional People's Representative Council;
b. Not a candidate for head/deputy regional head and/ or head/deputy regional head, including acting head/ deputy regional head;
c. Not serving as a member of the Board of Directors of the relevant BUMN or Subsidiary for 2 (two) periods;
d. Not currently serving as an official in a Ministry/Institution, member of the Board of Commissioners/Supervisory Board in another BUMN, member of the Board of Directors in another BUMN, member of the Board of Directors in a Subsidiary and/or other business entity;
e. Not currently holding a position that is prohibited from holding a position as a member of the Board of Directors according to statutory regulations;
f. Have dedication and provide full time to carry out their duties as stated in a statement letter from the person concerned;
g. Physically and spiritually healthy (not currently suffering from an illness that could hinder the performance of their duties as a member of the Board of Directors), as proven by a health certificate from the hospital; And
h. Have a Taxpayer Identification Number (NPWP) and have carried out the obligation to pay taxes for the last two years.

Work Guidelines and Manual of The Board of Directors

In carrying out its duties and responsibilities, the Board of Directors refers to the Guidelines and Code of Conduct for the Board of Directors, which have been ratified through Special Policy Number KK.6-G on the Guidelines and Code of Conduct for the Board of Directors. Work Guidelines and Manual of the Board of Directors is a governance infrastructure that serves as a guideline for the Board of Directors in carrying out their duties, authorities, responsibilities, rights, and obligations as management of the Company. The Board of Directors' Work Guidelines and Manual is prepared based on the principles of good governance, referring to the regulations on Limited Liability Companies, the Articles of Association, and the prevailing laws and regulations that are binding on the Company.

The scope of the Work Guidelines and Manual of the Board of Directors are as follows:

Chapter I	Introduction
Chapter II	Organization and Authority A. Organization Within the Scope of the Board of Directors' Work Code of Conduct B. Organization Authority Scope of the Board of Directors' Work Code of Conduct
Chapter III	Values
Chapter IV	Work Guidelines and Manual of the Board of Directors A. Structure and Composition of the Board of Directors B. Requirements for members of the Board of Directors C. Criteria for Directors Carrying Compliance Functions D. Concurrent Positions of the Board of Directors E. Appointment and Dismissal of the Board of Directors F. Term of Office of the Board of Directors G. Duties and Responsibilities of the Board of Directors H. Obligations of the Board of Directors I. Rights and Authorities of the Board of Directors J. Actions of the Board of Directors that require the approval of the Board of Commissioners K. Mechanism of Distribution of Duties and Authorities of the Board of Directors L. Restrictions M. Transparency N. Work Ethics O. Working Hours P. Meeting Arrangements Q. Leadership R. Performance Evaluation of the Board of Directors S. Reporting and Accountability T. Committees U. Others
Chapter V	Risks and Mitigation

Chapter VI	Documentation, Administration and Reporting
Chapter VII	Monitoring
Chapter VIII	Closing

Policy of Concurrent Positions of Directors

Members of the Board of Directors are prohibited from holding concurrent positions as follows:

1. Member of the Board of Directors of a State-Owned Enterprise, Regional-Owned Enterprise, or Private-Owned Enterprise;
2. Member of the Board of Commissioners and/or Supervisory Board of a State-Owned Enterprise;
3. Other structural and functional positions within central and/or regional government institutions/agencies;
4. Official of a political party, member of the House of Representatives (DPR), Regional Representative Council (DPD), Provincial Regional House of Representatives (DPRD Level I), or Regency/Municipal Regional House of Representatives (DPRD Level II), and/or regional head/deputy regional head;
5. Candidate for/member of the DPR, DPD, DPRD Level I, or DPRD Level II, or candidate for regional head/deputy regional head;
6. Other positions that may give rise to a conflict of interest; and/or
7. Other positions in accordance with the prevailing laws and regulations.

Members of the Board of Directors are prohibited from concurrently serving as members of the Board of Directors, members of the Board of Commissioners, or Executive Officers at Company's, companies, and other institutions. It excludes concurrent positions in the case of the Board of Directors which is responsible for supervising the Company's participation in a subsidiary company, carrying out the functional duties of being a member of the Board of Commissioners in a nonbank subsidiary company controlled by the Company, as long as it does not result in the person concerned neglecting the implementation of duties and responsibilities as a member of the Company's Board of Directors.

Members of the Board of Directors are prohibited from concurrently serving as members of the Board of Commissioners in other companies, except:

1. Board of Commissioners in Subsidiaries/Affiliated Companies of the Company, other than as President Commissioner; and
2. Board of Commissioners in other business entities to represent/fight for the Bank's interests as long as they obtain permission from the Minister.
3. Pension Fund Supervisory Board, owned by the Company.

Members of the Board of Directors who hold dual positions in Subsidiaries and Pension Funds must obtain approval from the Board of Commissioners Meeting. (Article 15 OJK Regulation 17/2023)

Table of Concurrent Directors' Positions

Name	Position	Position in other Companies/ Institutions	Company/Other Institution Name
Nixon L.P Napitupulu	President Director	-	-
Oni Febriarto Rahardjo	Vice President Director	-	-
Andi Nirwoto*	Director of Information Technology	-	-
Elisabeth Novie Riswanti*	Director of Assets Management	-	-
Jasmin*	Director of Distribution & Institutional Banking	-	-
Setiyo Wibowo	Director of Risk Management	-	-
Hirwandi Gafar	Director of Consumer Banking	-	-
Nofry Rony Poetra	Director of Finance & Strategy	-	-
Eko Waluyo	Director of Human Capital & Compliance	-	-

Name	Position	Position in other Companies/ Institutions	Company/Other Institution Name
Hakim Putratama*	Director of Operations & Customer Experience	-	-
Muhammad Iqbal*	Director of SME & Retail Funding	-	-
Rully Setiawan**	Director of Network & Retail Funding	-	-
I Nyoman Sugiri Yasa**	Director of Operations	-	-
Hermita**	Director of Commercial Banking	-	-
Tan Jacky Chen**	Director of Information Technology	-	-
Venda Yuniarti**	Director of Treasury & International Banking	-	-
Helmy Afrisa Nugroho***	Director of Corporate Banking	-	-

*) Dismissed through the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025.
**) Appointed through the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025, and had passed the OJK fit and proper test.
***) Appointed through the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025, and was currently undergoing the OJK fit and proper test

Affiliation of the Board of Directors

The financial and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or the Bank's controlling shareholders are presented in the Company Profile chapter.

Management of Conflict Interest of The Board of Directors

Each member of the Board of Directors is prohibited from taking and/or receiving personal benefits either directly or indirectly from the Company's activities, other than remuneration and other legal facilities, which are determined based on the decision of the GMS. Members of the Board of Directors are prohibited from utilizing the Company for personal, family, and /or other parties that may harm or reduce the Company's profits.

Members of the Board of Directors shall not give or offer or receive, directly or indirectly, any valuable thing to or from a customer or a Government official to influence or in exchange for what he has done and other actions, in accordance with the provisions of laws and regulations. Any member of the Board of Directors who personally in any way, whether directly or indirectly, has an interest in a transaction, a contract or a proposed contract in which the Company is a party must be declared the nature of his interest at the Meeting of the Board of Directors and therefore shall not be entitled to participate in voting in matters relating to such transaction or contract.

In the event of a conflict of interest, which is a condition where the Company's economic interests conflict with personal interests, members of the Board of Directors should always:

1. Prioritize the interest of the Company and not reduce the Bank's profits in the event of a conflict of interest.
2. Avoid making decisions in situations and conditions of conflict of interest.
3. Provide disclosures in terms of decision-making in the event of a conflict of interest.
4. Grant credit to members of the Board of Directors based on a reasonableness limit in accordance with applicable bank regulations without distinguishing from other customers (arm's length basis).
5. Report the Company's stock transactions within 3 (three) working days.

Board of Directors Meeting

Board of Directors Meeting Policy

The Company has established policies regarding Board of Directors meetings in the Articles of Association and Internal Regulations concerning the Guidelines and Rules of Procedure for the Board of Directors (KK.6-G). The policies for Board of Directors meetings are as follows:

1. The Board of Directors shall hold regular Meetings of the Board of directors at least 1 (once) a month or the so-called Scheduled Meeting of the Board of Directors (Performance Review).
2. The Board of Directors shall schedule a meeting of the Board of Directors for the following year prior to the end of the fiscal year.
3. Scheduled Meetings of the Board of Directors must be attended by a minimum of 2/3 (two-thirds) of the total number of members of the Board of Directors.
4. The summon to the Meeting of the Board of Directors shall be made by a member of the Board of directors who is entitled to represent the Board of Directors.

5. The summon to the Meeting of the Board of Directors shall include the event, date, time, place of the meeting, and meeting materials.
6. The convening of meetings of the Board of Directors is carried out in writing and delivered directly to each member of the Board of Directors with adequate proof of receipt or by mail no later than 5 (five) days prior to the Meeting.
7. Meeting materials for the Scheduled meeting as referred to shall be submitted to the meeting participants no later than 5 (five) working days before the meeting is held via e-mail or other fastest means possible.
8. Meeting materials for meetings held outside the schedule shall be delivered at the time the meeting is being held at the latest.
9. The holding of Meeting of the Board of Directors may be held at any time if deemed necessary by one or more members of the Board of Directors; or upon written request from one or more members of the Board of Commissioners.
10. In the event that members of the Board of Directors are unable to physically attend the Meeting of the Board of Directors, the members of the Board of Directors may attend the meeting through teleconference, video conference, or other electronic means in accordance with the applicable provisions. In the event that the Meeting of the Board of Directors is held by means of teleconferencing technology, it must be supported by:
    a. The basis for the decision to hold the meeting using teleconferencing technology means, among others, the Bank's internal provisions and/ or the minutes of the Board of Directors' Meeting.
    b. Recorded evidence of the meeting.
    c. Minutes of Meeting are signed by all meeting participants who are physically present or through teleconferencing technology.
11. At a Meeting of the board of Directors, a member of the Board of Directors may be represented only by other members of the Board of Directors based on a power of attorney. A member of the Board of Directors may only represent one other member of the Board of Directors.
12. Meetings of the Board of Directors shall be chaired at the place of domicile of the Company or the place of business activities of the Company or elsewhere in the territory of the Republic of Indonesia.
13. The Meeting of the Board of Directors shall be chaired by the President Director. If the President Director is absent or unable to attend, then:
    a. Vice President Director; or
    b. The Director appointed in writing by the President Director shall chair the meeting if, at the same time, Vice President Director is absent or unavailable; or
    c. The Director who is appointed by Vice President Director if, at the same time, the President Director and Vice President Director are not present or unable to and the President Director does not make an appointment; or
    d. If the GMS does not appoint Vice President Director, then in the event that the President Director is not present or unavailable, then one of the directors appointed in writing by the President Director shall chair the meeting; or
    e. In the event that the President Director does not make an appointment, the longest-serving Director in the position as a member of the Board of Directors shall chair the Board of directors Meeting; or
    f. In the event that there is more than 1 (one) Director with the longest term of office as a member of the Board of directors, then the oldest Director in terms of age shall act as the chairman of the Board of Directors Meeting.

Meeting of the Board of Directors with the Board of Commissioners

The Board of Directors must hold a joint meeting with the Board of Commissioners periodically at least 1 (once) in 1 (once) months.

Meeting of the Board of Directors Committee

Committee meetings may be conducted at any time based on the needs of the Committee and upon written request from the secretary and/or members of the Committee.

Decision-making

1. A Board of Directors meeting is valid and has the right to make binding decisions if attended and/or represented by more than 2/3 (two-thirds) of the total votes cast.
2. In the event that there is more than 1 (one) proposal, a reelection will be held so that 1 (one) proposal receives more than ½ (one-half) of the total votes cast.
3. The decision-making of the Board of Directors Meeting is carried out based on deliberation and consensus.
4. In the event that no consensus is reached, the decision is made based on a vote. Decisions on a ballot must obtain a vote of more than ½ (onehalf) share of the number of valid votes cast at the meeting.
5. In the Meeting of the Board of Directors, each member of the Board of Directors has the right to issue 1 (one) vote and an additional 1 (one) vote for other members of the Board of Directors that he or she represents legally.
6. A blank vote (abstention) is deemed to approve the proposal submitted at the meeting. Invalid votes are considered nonexistent and thus are not counted in determining the number of votes cast in the meeting.

7. Voting on persons shall be conducted by closed ballot papers without signatures, whereas voting on other matters shall be conducted verbally unless the Chairman of the Meeting determines otherwise without any objection based on the majority vote of the person present.
8. The Board of Directors may also take valid decisions without holding a Board of Directors Meeting provided that all members of the Board of Directors have been notified in writing and all members of the Board of Directors have given their approval regarding the proposal submitted in writing and signed the agreement in writing and signed the agreement circularly. Decisions taken in this way have the same force as decisions legally taken at a Board of Directors Meeting.
9. Every member of the Board of Directors who personally in any way, either directly or indirectly, has an interest in a transaction, contract or proposed contract in which the Company is a party must declare the nature of his interest at a Board of Directors Meeting and is therefore not entitled to participate. in voting on matters relating to the transaction or contract.
10. Decisions of the Board of Directors taken in accordance with the Work Guideline and Manual are binding and are the responsibility of all members of the Board of Directors.

Meeting Results

1. The results of the meeting must be stated in the Minutes of Meeting which contain everything discussed and decided at the meeting, including but not limited to opinions developed at the meeting, both supporting and unsupportive opinions or different opinions (dissenting opinions), as well as the reasons for the absence of members of the Board of Directors , if there are. The minutes of the meeting must be drawn up by someone present at the meeting appointed by the Chairman of the Meeting and then signed by all members of the Board of Directors present and submitted to all members of the Board of Directors
2. In the event that there is a member of the Board of Directors who does not sign the Minutes of meeting, the person concerned shall write the reasons in a separate letter attached to the Minutes of Meeting.
3. Minutes of Directors' Meetings are valid evidence for members of the Board of Directors and for third parties regarding the decisions taken at the meeting in question.
4. A copy of the minutes of the meeting must be given to each member of the Board of Directors, whether the person concerned is present or not present at the Board of Directors meeting.
5. Original minutes of Board of Directors meetings must be documented and kept by the Company.

Table of Internal Board of Directors Meetings

No.	Date	Agenda		
			NPN	OFR
1	6/1/2025	General Agenda	1	1
2	6/1/2025	Update on BTN's 75th Anniversary	1	1
3	6/1/2025	2025 Subsidized Mortgage Program	1	1
4	13/1/2025	General Agenda	1	1
5	13/1/2025	Update on Preparations for the 2025 AGMS	1	1
6	13/1/2025	Update on the Branding and Logo of the New Sharia Mobile Banking	1	1
7	15/1/2025	Adjustment of the 2025 Annual Budget and Business Plan	1	1
8	15/1/2025	December 2024 Performance Review	1	1
9	20/1/2025	General Agenda	1	1
10	20/1/2025	Adjustment of the 2025 Annual Budget and Business Plan	1	1
11	30/1/2025	General Agenda	1	1
12	30/1/2025	Update on Project Hijra	1	1
13	30/1/2025	KPTI	1	1

6. The number of board meetings and the number of attendance of each member of the Board of Directors must be submitted in the Annual Report.

Board of Directors Meeting Plan

The Board of Directors meeting plan based on the Company's Articles of Association, has agreed that the Board of Directors Meetings in 2026 will be held at least 1 (one) time per month and/ or as needed. The Board of Directors also holds meetings with the Committees under the Board of Directors which are scheduled according to the need.

The Board of Directors shall hold regular Board of Directors meetings at least 1 (one) time every month or what is called a Scheduled Board of Directors Meeting (Performance Review). The Board of Directors must plan the Scheduled Meeting of the Board of Directors for the following year before the end of the financial year.

The agenda discussed shall at a minimum include:
1. Preparation of the Bank Business Plan (RBB) and the Company Work Plan and Budget (RKAP).
2. Periodic review of the Company's performance.
3. Implementation of AML, CFT, and PFWMD.
4. Implementation of Good Corporate Governance and follow-up of findings from Internal and External Audits.

In making decisions, scheduled meetings of the Board of Directors must be attended by at least 2/3 of the total number of members of the Board of Directors.

Invitations to meetings of the Board of Directors are made in writing and delivered directly to each member of the Board of Directors no later than 5 (five) days before the meeting is held. Meeting materials are delivered to the meeting participants no later than 5 (five) working days before the meeting is held via email or other electronic means.

Internal Meeting of The Board of Directors

Throughout 2025, the agenda, dates, and participants of the internal meetings of the Board of Directors are as follows.

Presence of the Board of Directors									Quorum
SWB	HRG	JSM	ENR	AND	EW	NRP	HP	MIQ	
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	Official duty	1	1	1	10
1	1	1	1	1	Official duty	1	1	1	10
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	Excusal	10
1	1	1	1	1	1	1	1	Excusal	10
1	1	1	1	1	1	1	1	Excusal	10

No.	Date	Agenda	NPN	OFR
14	3/2/2025	General Agenda	1	1
15	3/2/2025	Update on the Plan for the 2024 AGMS	1	1
16	3/2/2025	Overview Cash Management (Bale Korpora)	1	1
17	6/2/2025	2024 Audit Exit Meeting by KAP PSS-EY	1	Excusal
18	6/2/2025	Workshop on Organizational Structure	1	1
19	10/2/2025	General Agenda & Update on the 2024 AGMS	1	1
20	10/2/2025	Proposed Amount of Write-off Limit for Non-Performing Receivables	1	1
21	10/2/2025	Report on the Implementation of Project Tiger 2	1	1
22	10/2/2025	Update on Follow-up Actions on KPTI	1	1
23	10/2/2025	Kick-off of Corporate Plan Implementation	1	1
24	17/2/2025	General Agenda	1	1
25	18/2/2025	JGB	1	1
26	18/2/2025	January 2025 Performance Review	1	1
27	24/2/2025	General Agenda	1	1
28	24/2/2025	Revamp of Branch and Regional Offices	1	1
29	24/2/2025	Review of Developer Segmentation	1	1
30	24/2/2025	Work Unit Key Performance Indicators (KPI)	1	1
31	3/3/2025	General Agenda	1	1
32	3/3/2025	Regional Supervision Director and Alternate Director	1	1
33	3/3/2025	PIP for the Construction of the Sulampua Regional Office, Proposed SHAD Workspace	1	1
34	4/3/2025	Discussion on Law No. 1 of 2025 on State-Owned Enterprises (SOEs)	1	1
35	10/3/2025	General Agenda & Update on the 2024 AGMS	Official duty	1
36	10/3/2025	Preparation of BTN Operations Ahead of Eid al-Fitr	Official duty	1
37	10/3/2025	Pension Fund – Supervisory Board and Founders	Official duty	1
38	17/3/2025	General Agenda	1	1
39	17/3/2025	Work Unit Key Performance Indicators (KPI)	1	1
40	17/3/2025	Retail Deposit War Room	1	1
41	18/3/2025	Update on the 2024 Fiscal Year AGMS	1	1
42	19/3/2025	February 2025 Performance Review	1	1
43	24/3/2025	General Agenda	1	1
44	24/3/2025	Proposed Share Buyback Program	1	1
45	24/3/2025	Calculation of the Effective Interest Rate for Non-Subsidized Mortgages	1	1
46	24/3/2025	2025 Corporate Plan Initiative Progress Report	1	1

Presence of the Board of Directors									Quorum
SWB	HRG	JSM	ENR	AND	EW	NRP	HP	MIQ	
1	1	1	1	1	Excusal	1	1	1	10
1	1	1	1	1	Excusal	1	1	1	10
1	1	1	1	1	Excusal	1	1	1	10
1	1	Excusal	1	1	1	1	1	1	9
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	Excusal	1	1	1	1	1	1	10
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	Excusal	1	1	1	1	10
1	1	1	1	Excusal	1	1	1	1	10
1	1	1	1	Excusal	1	1	1	1	10
1	1	1	1	Excusal	1	1	1	1	10
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	Excusal	1	1	Excusal	1	9
Official duty	1	1	1	1	1	Official duty	1	1	8
Official duty	1	1	1	1	1	Official duty	1	1	8
Official duty	1	1	1	1	1	Official duty	1	1	8
1	1	1	1	Excusal	1	1	1	1	11
1	1	1	1	Excusal	1	1	1	1	11
1	1	1	1	Excusal	1	1	1	1	11
1	1	1	1	Excusal	1	1	1	1	11
1	1	1	1	Excusal	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	11

No.	Tanggal	Agenda	NPN	OFR
47	27/3/2025	Follow-up Actions and Organizational Structure after the GMS	1	1
48	14/04/2025	General Agenda	1	1
49	14/04/2025	Update on JGB Progress	1	1
50	14/04/2025	Update on Corporate Plan	1	1
51	15/04/2025	Governance of the Board of Directors' Committees (Transition Period)	1	-
52	21/04/2025	General Agenda	1	1
53	22/04/2025	March 2025 Performance Review	1	1
54	28/04/2025	General Agenda	1	1
55	28/04/2025	Proposed Name, Logo, and Branding of BUS BTN and SO BUS BTN	1	1
56	28/04/2025	Supervision by the Sharia Supervisory Board of BTN's Sharia Business Unit	1	1
57	05/05/2025	Update on Leadership Forum Activities	1	1
58	05/05/2025	Update Corporate Plan	1	1
59	05/05/2025	Report on the Evaluation of the Effectiveness of the Implementation of AML, CFT, and CPF Prevention Programs for the First Quarter of 2025	1	1
60	05/05/2025	Update Project Hijra	1	1
61	05/05/2025	General Agenda	1	1
62	14/05/2025	Evaluation of Mortgage Business Processes	1	1
63	19/05/2025	General Agenda	1	1
64	19/05/2025	Update on Project Hijra	1	1
65	19/05/2025	Update on Securitization Progress and Cooperation with Ares	1	1
66	23/05/2026	Dormant Account Hensem Report	1	1
67	26/05/2025	General Agenda	1	-
68	26/05/2025	Evaluation of Mortgage Business Processes	1	-
69	26/05/2025	Update on Corporate Plan	1	-
70	02/06/2025	General Agenda	1	-
71	02/06/2025	Proposed Amendment to the 2025 Annual Budget and Business Plan	1	-
72	02/06/2025	Update on Project Hijra	1	-
73	02/06/2025	2025 Revaluation	1	-
74	02/06/2025	Update Corporate Plan	1	-
75	10/06/2025	General Agenda	1	-
76	10/06/2025	Amendment to the 2025 Annual Budget and Business Plan	1	-
77	10/06/2025	Meeting of the Founders and Management of the Pension Fund	1	-
78	10/06/2025	Project PFAD	1	-
79	10/06/2025	Corporate Plan	1	-
80	11/06/2025	Performance Review Mei 2025	1	-

Presence of the Board of Directors										Quorum
SWB	HRG	NRP	EW	TJC	RS	INS	HAN	HMT	VY	
1	1	1	1	1	1	1	1	1	1	12
1	-	1	1	1	1	1	1	1	1	11
1	-	1	1	1	1	1	1	1	1	11
1	-	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
-	1	1	1	1	1	1	1	-	1	10
-	1	1	-	1	1	1	1	1	1	10
1	-	1	1	1	1	1	1	1	1	11
1	-	1	1	1	1	1	1	1	1	11
1	-	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
-	1	-	1	1	1	1	1	1	1	10
1	-	1	1	1	1	1	1	1	1	11
1	-	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	12
1	-	-	1	1	1	1	1	1	1	10
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	-	1	1	1	1	1	1	1	1	10

No.	Tanggal	Agenda	NPN	OFR
81	11/06/2025	Corporate Plan BPI Coll, Digitazion, Optimizing Branch Service Journey	1	1
82	16/06/2025	Amendment to Work Unit KPIs	1	1
83	23/06/2025	General Agenda	1	1
84	23/06/2025	Update on Jakim 2025	1	1
85	23/06/2025	Results of Control Testing of PT Citra Asri Konstruksindo at Jakarta Harmoni Branch Office	1	1
86	23/06/2025	Presentation of BTN's Service Strategy toward Achieving Top ¬3 BSEM MRI Position	1	1
87	23/06/2025	Update Corporate Plan Bundled Payroll	1	1
88	30/06/2025	General Agenda	-	1
89	30/06/2025	Remumeration	1	1
90	07/07/2025	General Agenda	1	1
91	07/07/2025	Update Project Hijra 2.0	1	1
92	07/07/2025	Update Corporate Plan Retail Deposit War Room	1	1
93	08/07/2025	Refinement of Senior Executive Vice President (SEVP) Provisions)	1	1
94	14/07/2025	General Agenda	1	1
95	14/07/2025	Update on Readiness for Switch Over and Switch Back of the Core Banking System	1	1
96	14/07/2025	June 2025 Performance Review	1	1
97	14/07/2025	Update on the Corporate Plan: Central Sales Management Discussion	1	1
98	21/07/2025	General Agenda	1	1
99	21/07/2025	Kick-off of Mortgage Online Enhancement	1	1
100	28/07/2025	General Agenda	1	-
101	28/07/2025	Update Progres Subordinasi	1	-
102	28/07/2025	Update Switch Over Switch Back	1	-
103	28/07/2025	BTN Loan Factory	1	-
104	28/07/2025	Update Corporate Plan Pembahasan High Yield Loan	1	-
105	04/08/2025	General Agenda	1	1
106	04/08/2025	Update Pilot 8 BFS Consumer	1	1
107	04/08/2025	Update on the Corporate Plan: Geographical Play Discussion	1	1
108	08/08/2025	Performance Review Juli 2025	1	1
109	11/08/2025	General Agenda	1	1
110	11/08/2025	Update on the Corporate Plan: BPI Collection Discussion	1	1
111	19/08/2025	Supervision by the Sharia Supervisory Board of BTN's Sharia Business Unit	Official duty	1
112	19/08/2025	Update Project Hijra 2.0	1	1
113	25/08/2025	General Agenda	1	1

Presence of the Board of Directors										Quorum
SWB	HRG	NRP	EW	TJC	RS	INS	HAN	HMT	VY	
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	-	1	1	1	1	1	1	1	1	10
1	-	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	Excusal	Excusal	1	1	1	10
1	1	1	1	1	Excusal	Excusal	1	1	1	10
1	1	1	1	1	Excusal	Excusal	1	1	1	10
1	1	1	1	1	Excusal	Excusal	1	1	1	10
1	1	1	1	1	1	1	1	1	1	12
1	-	1	1	1	1	1	1	1	1	11
1	1	1	1	1	-	1	1	1	1	10
1	1	1	1	1	-	1	1	1	1	10
1	1	1	1	1	-	1	1	1	1	10
1	1	1	1	1	-	1	1	-	1	10
1	1	1	1	1	1	1	1	-	1	10
-	1	1	-	1	1	1	1	1	1	10
-	1	1	-	1	1	1	1	1	1	10
-	1	1	-	1	1	1	1	1	1	10
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	-	1	1	1	1	1	1	11
1	1	Official duty	Official duty	1	Official duty	1	Official duty	1	1	7
1	1	-	-	1	1	1	1	1	1	10
1	1	1	1	1	1	1	1	-	1	11

No.	Tanggal	Agenda	NPN	OFR
114	25/08/2025	Exit Meeting of the Audit of Financial Statements as of June 30, 2025 by KAP PSS-EY	1	-
115	25/08/2025	End-State Governance of the Board of Directors' Committees	1	-
116	25/08/2025	Update on the Corporate Plan: Digitization Discussion	1	-
117	01/09/2025	General Agenda	1	1
118	01/09/2025	Evaluation of the Distribution of Non-Subsidized Mortgages and KAR	1	1
119	01/09/2025	Merchant Acquire	1	1
120	08/09/2025	General Agenda	1	-
121	08/09/2025	Update on Housing KUR	1	-
122	08/09/2025	Update Project Triple 8	1	-
123	09/09/2025	August 2025 Performance Review	1	1
124	15/09/2025	General Agenda	1	1
125	22/09/2025	General Agenda	1	1
126	22/09/2025	Collection of Directors' Aspirations/General Policy for the 2026 Annual Budget and Business Plan	1	1
127	22/09/2025	Update on the Corporate Plan: Client Service Team Discussion	1	1
128	29/09/2025	General Agenda	1	1
129	29/09/2025	BTN Group Principle Guideline	1	1
130	29/09/2025	Update Cash Management/Bale Korpora	Official duty	1
131	06/10/2025	General Agenda	1	1
132	06/10/2025	Update on the Corporate Plan: Wholesale Deposit War Room Discussion	1	1
133	06/10/2025	Plan for the Implementation of the 2025 Top Team Workshop Agenda	1	1
134	07/10/2025	September 2025 Performance Review	1	1
135	13/10/2025	General Agenda	1	1
136	13/10/2025	Costs for Spin-off Activities, BSN Operations, and Utilization of BTN Buildings	1	1
137	13/10/2025	Treasury Management System Application	1	1
138	13/10/2025	Update on the Corporate Plan: Transaction Banking Discussion	1	1
139	20/10/2025	General Agenda	1	1
140	20/10/2025	Kick-off Meeting for the Audit of BTN's Financial Statements as of December 31, 2025	1	1
141	20/10/2025	Proposed 2026 Annual Budget and Business Plan	1	1
142	20/10/2025	Treasury Management System Application (...)	1	1
143	20/10/2025	PIP for the Procurement of Contractors for the Construction of the Sumbagsel Regional Office and BTN Pringgokusuman	1	1
144	27/10/2025	Overview Management Letter	1	1

Presence of the Board of Directors										Quorum
SWB	HRG	NRP	EW	TJC	RS	INS	HAN	HMT	VY	
1	1	1	1	1	1	1	1	-	1	10
1	1	1	1	1	1	1	1	-	1	10
1	1	1	1	1	1	1	1	-	1	10
1	1	1	1	1	1	1	1	-	1	11
1	1	1	1	1	1	1	1	-	1	11
1	1	1	1	1	1	1	1	-	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	12
1	Excusal	1	1	1	1	1	Official duty	1	1	10
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	Official duty	1	1	1	Official duty	1	1	1	1	9
1	1	1	Official duty	1	1	1	1	1	1	11
1	1	1	Official duty	1	1	1	1	1	1	11
1	1	1	Official duty	1	1	1	1	1	1	11
1	1	1	Official duty	1	1	1	1	1	1	11
1	1	1	1	1	1	1	Excusal	1	1	11
1	1	1	1	1	1	1	Excusal	1	1	11
1	1	1	1	1	1	1	Excusal	1	1	11
1	1	1	1	1	1	1	Excusal	1	1	11
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12

No.	Tanggal	Agenda	NPN	OFR
145	27/10/2025	Update on RUPSLB Progress	1	1
146	27/10/2025	General Agenda	1	1
147	03/11/2025	Board of Directors' Meeting with the Sharia Supervisory Board (DPS)	Official duty	1
148	04/11/2025	General Agenda	1	1
149	04/11/2025	EGMS	1	1
150	04/11/2025	Update on the Corporate Plan: Bundled Payroll Discussion	1	1
151	11/11/2025	General Agenda	1	1
152	11/11/2025	Update on Project Triple 8	1	1
153	11/11/2025	October 2025 Performance Review	1	1
154	11/11/2025	EGMS	1	1
155	18/11/2025	2026 Corporate Plan Initiatives	1	1
156	18/11/2025	BSN Valuation	1	1
157	18/11/2025	General Agenda	1	1
158	25/11/2025	General Agenda	1	1
159	25/11/2025	Amendment to Organizational Structure	1	1
160	25/11/2025	Discussion on Joint Decree	1	1
161	25/11/2025	Proposed 2026 Annual Budget and Business Plan	1	1
162	02/12/2025	General Agenda	1	1
163	02/12/2025	Discussion on Service Quality Improvement Strategy to Achieve CX100 Danantara	1	1
164	02/12/2025	Principle Approval for the Construction of JaBaNus Regional Office and Surabaya Branch Office Building	1	1
165	02/12/2025	Determination of Proposed RA RT	1	1
166	09/12/2025	General Agenda	1	1
167	09/12/2025	Update on Control Mitigation for Current Trends in Digital Fraud and Cyber Attacks	1	1
168	10/12/2025	Performance Review November 2025	Official duty	1
169	16/12/2025	General Agenda	1	1
170	16/12/2025	Update on Readiness for Year-End 2025 – IT Directorate	1	1
171	16/12/2025	Proposed 2026 KPIs	1	1
172	23/12/2025	General Agenda	1	1
173	30/12/2025	General Agenda	Leave taking	1

Presence of the Board of Directors										Quorum
SWB	HRG	NRP	EW	TJC	RS	INS	HAN	HMT	VY	
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	Official duty	1	1	1	1	1	1	1	1	10
1	Official duty	1	1	1	1	1	1	1	1	11
1	Official duty	1	1	1	1	1	1	1	1	11
1	Official duty	1	1	1	1	1	1	1	1	11
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	1	1	1	1	1	1	1	1	1	12
1	Official duty	1	1	1	1	1	1	1	1	11
1	Official duty	1	1	1	1	1	1	1	1	11
1	Official duty	1	1	1	1	1	1	1	1	11
1	Official duty	1	1	1	1	1	1	1	1	11
1	1	1	Official duty	1	1	1	1	1	1	11
1	1	1	Official duty	1	1	1	1	1	1	11
Official duty	1	1	1	1	1	1	1	Official duty	1	9
Leave taking	1	1	1	1	1	1	1	1	1	11
Leave taking	1	1	1	1	1	1	1	1	1	11
Leave taking	1	1	1	1	1	1	1	1	1	11
1	1	1	Official duty	1	1	1	1	1	1	11
1	1	1	Leave taking	1	1	1	1	1	1	10

Joint Board of Directors Meeting with the Board of Commissioners

Throughout 2025, the agenda, dates and participants of the joint meeting of the Board of Directors and the Board of Commissioners were as follow.

No.	Meeting Date	Meeting Agenda
1.	February 19, 2025	1. Bankwide and SUB Performance Review for 2024 (Audited) and Achievement of the Board of Directors' Collegial Key Performance Indicators (KPIs) for 202; 2. Bankwide and SUB Performance Review up to January 2025; 3. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan at the Bankwide and SUB up to January 2025; 4. Progress on the Implementation of Internal Control over Financial Reporting (ICOFR) in accordance with regulations and monitoring of follow-up actions on the ICOFR Diagnostic Review; 5. Progress on the Implementation of Corporate Plan Initiatives, including Profitability Aspects, up to January 2025; 6. Progress on Updates to Project Hijra and Preparation for the Spin-off of the SUB.
2.	April 23, 2025	1. Bankwide and SUB Performance Review and Achievement of the Board of Directors' Collegial Key Performance Indicators (KPIs) for March 2025; 2. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan at the Bankwide and SUB up to March 2025; 3. Progress on the Implementation of Corporate Plan Initiatives, including Profitability Aspects, up to March 2025; 4. Progress on the Implementation of Internal Control Over Financial Reporting (ICOFR) in accordance with regulations and monitoring of follow-up actions on the ICOFR Diagnostic Review; 5. Progress on Updates to Project Hijra and Preparation for the Spin-off of the SUB; 6. The Bank's strategy and readiness in supporting the Zero Housing Backlog Program; 7. Evaluation and monitoring of New Bank Products (PBB) and Activities for the Bank's Interest (KuKB), including Profitability Aspects, up to March 202.
3.	May 21, 2025	1. Bankwide and SUB Performance Review up to April 2025; 2. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan for Bankwide and SUB up to April 2025; 3. Progress on the Implementation of Internal Control Over Financial Reporting (ICOFR) in accordance with regulations and monitoring of follow-up actions on the ICOFR Diagnostic Review; 4. Progress on the Implementation of Corporate Plan Initiatives, including Profitability Aspects, up to April 2025; 5. Progress on Updates to Project Hijra and Preparation for the Spin-off of SUB
4.	June 16, 2025	1. Proposed Amendment to the Bank Business Plan for 2025–2027 and the 2025 Annual Budget and Business Plan. 2. Bankwide and SUB Performance Review up to May 2025; 3. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan at the Bankwide and SUB up to May 2025; 4. Progress on the Implementation of Internal Control Over Financial Reporting (ICOFR) in accordance with regulations and monitoring of follow-up actions on the ICOFR Diagnostic Review; 5. Progress on the Implementation of Corporate Plan Initiatives, including Profitability Aspects, up to May 2025; 6. Progress on Updates to Project Hijra and Preparation for the Spin-off of SUB.

Board of Directors		Board of Commissioners	
Meeting Attendees	Attendance	Meeting Attendees	Attendance
1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Andi Nirwoto 4. Elisabeth Novie Riswanti 5. Jamin 6. Setiyo Wibowo 7. Hirwandi Gafar 8. Nofry Rony Poetra 9. Eko Waluyo 10. Hakim Putratama 11. Muhammad Iqbal	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Not Present 11. Present	1. Chandra M. Hamzah 2. Iqbal Latanro 3. Armand B. Arief 4. Sentot A. Sentausa 5. Andin Hidayanto 6. Herry Trisaputra Zuna 7. Himawan Arief Sugoto 8. Adi Sulistyowati 9. Bambang Widjanarko	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present
1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Setiyo Wibowo 4. Hirwandi Gafar 5. Nofry Rony Poetra 6. Eko Waluyo 7. Rully Setiawan 8. I Nyoman Sugiri Yasa 9. Hermita 10. Tan Jacky Chen 11. Venda Yuniarti 12. Helmy Afrisa Nugroho	1. Present 2. Present 3. Not Present 4. Present 5. Present 6. Not Present 7. Present 8. Present 9. Present 10. Present 11. Present 12. Present	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Pietra Machreza Paloh 4. Panangian Simanungkalit 5. Ida Nuryanti 6. Fahri Hamzah	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present
1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Setiyo Wibowo 4. Hirwandi Gafar 5. Nofry Rony Poetra 6. Eko Waluyo 7. Rully Setiawan 8. I Nyoman Sugiri Yasa 9. Hermita 10. Tan Jacky Chen 11. Venda Yuniarti 12. Helmy Afrisa Nugroho	1. Present 2. Present 3. Present 4. Not Present 5. Not Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present 12. Present	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Pietra Machreza Paloh 4. Panangian Simanungkalit 5. Ida Nuryanti 6. Fahri Hamzah	1. Present 2. Present 3. Present 4. Present 5. Present 6. Not Present
1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Setiyo Wibowo 4. Hirwandi Gafar 5. Nofry Rony Poetra 6. Eko Waluyo 7. Rully Setiawan 8. I Nyoman Sugiri Yasa 9. Hermita 10. Tan Jacky Chen 11. Venda Yuniarti 12. Helmy Afrisa Nugroho	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present 12. Present	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Pietra Machreza Paloh 4. Panangian Simanungkalit 5. Ida Nuryanti 6. Fahri Hamzah	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present

No.	Meeting Date	Meeting Agenda
5.	October 22, 2025	1. Bankwide Performance Review, SUB Performance Review, and Achievement of the Board of Directors' Collegial KPIs up to September 2025; 2. Proposed Draft of the 2026 Annual Budget and Business Plan; 3. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan at the Bankwide and SUB up to September 2025; 4. Progress on the Implementation of Corporate Plan Initiatives, including Profitability Aspects; 5. Progress on the SUB Spin-off and Capital Strengthening Strategy; 6. Monitoring of the Completion of Principal Credit Documents.
6.	December 17, 2025	1. Bankwide and SUB Performance Review up to November 2025; 2. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan at the Bankwide level up to November 2025; 3. Progress on the Implementation of Corporate Plan Initiatives, including Profitability Aspects, up to November 2025; 4. Preparation for the Operations of Bank Syariah Nasional (BSN); 5. Monitoring of the Completion of Principal Credit Documents (LAT & DAT); 6. Rehearsal of the Extraordinary General Meeting of Shareholders (EGMS).

The implementation of joint meetings of the Board of Commissioners and the Board of Directors throughout 2025 is presented in the Board of Commissioners Meetings section of the Corporate Governance Chapter in this Annual Report.

	Board of Directors		Board of Commissioners	
	Meeting Attendees	Attendance	Meeting Attendees	Attendance
	1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Setiyo Wibowo 4. Hirwandi Gafar 5. Nofry Rony Poetra 6. Eko Waluyo 7. Rully Setiawan 8. I Nyoman Sugiri Yasa 9. Hermita 10. Tan Jacky Chen 11. Venda Yuniarti 12. Helmy Afrisa Nugroho	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present 12. Present	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Pietra Machreza Paloh 4. Panangian Simanungkalit 5. Ida Nuryanti 6. Fahri Hamzah	1. Present 2. Present 3. Present 4. Present 5. Present 6. Not Present
	1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Setiyo Wibowo 4. Hirwandi Gafar 5. Nofry Rony Poetra 6. Eko Waluyo 7. Rully Setiawan 8. I Nyoman Sugiri Yasa 9. Hermita 10. Tan Jacky Chen 11. Venda Yuniarti 12. Helmy Afrisa Nugroho	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present 12. Present	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Pietra Machreza Paloh 4. Panangian Simanungkalit 5. Ida Nuryanti 6. Fahri Hamzah	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present

Frequency and Attendance of Board of Directors Meetings

Table of Frequency and Attendance of Board of Directors Meetings

Name	Position	Board of Directors Meetings			Board of Commissioners Meeting Inviting the Board of Directors and Board of Directors Meeting Inviting the Board of Commissioners			GMS			Attendance Rate of All Meetings
		Number and Percentage of Attendance			Number and Percentage of Attendance			Number and Percentage of Attendance			
		Number of Meetings	Number of Attendances	%	Number of Meetings	Number of Attendances	%	Number of Meetings	Number of Attendances	%	
Nixon L.P Napitupulu	President Director	173	164	94%	12	12	100%	2	2	100%	95%
Oni Febriarto Rahardjo	Vice President Director	173	146	84%	12	12	100%	2	2	100%	85%
Andi Nirwoto*	Director of Information Technology	46	41	89%	3	2	66%	1	1	100%	88%
Elisabeth Novie Riswanti*	Director of Assets Management	46	46	100%	3	3	100%	1	1	100%	100%
Jasmin*	Director of Distribution & Institutional Banking	46	44	95%	3	3	100%	1	1	100%	96%
Setiyo Wibowo	Director of Risk Management	173	160	92%	12	11	91%	2	2	100%	92%
Hirwandi Gafar	Director of Consumer Banking	173	149	86%	12	10	83%	2	2	100%	86%
Nofry Rony Poetra	Director of Finance & Strategy	173	166	95%	12	10	83%	2	2	100%	95%
Eko Waluyo	Director of Human Capital & Compliance	173	153	88%	12	11	91%	2	2	100%	89%
Hakim Putratama*	Director of Operations & Customer Experience	46	45	98%	3	2	66%	1	1	100%	96%
Muhammad Iqbal*	Director of SME & Retail Funding	46	43	93%	3	3	100%	1	1	100%	94%
Rully Setiawan**	Director of Network & Retail Funding	127	117	92%	5	5	100%	1	1	100%	92%
I Nyoman Sugiri Yasa**	Director of Operations	127	123	96%	5	5	100%	1	1	100%	96%
Hermita**	Director of Commercial Banking	127	116	91%	5	5	100%	1	1	100%	91%
Tan Jacky Chen**	Director of Information Technology	127	127	100%	4	4	100%	1	1	100%	100%
Venda Yuniarti**	Director of Treasury & International Banking	127	127	100%	4	4	100%	1	1	100%	100%

Name	Position	Board of Directors Meetings			Board of Commissioners Meeting Inviting the Board of Directors and Board of Directors Meeting Inviting the Board of Commissioners			GMS			Attendance Rate of All Meetings
		Number and Percentage of Attendance			Number and Percentage of Attendance			Number and Percentage of Attendance			
		Number of Meetings	Number of Attendances	%	Number of Meetings	Number of Attendances	%	Number of Meetings	Number of Attendances	%	
Helmy Afrisa Nugroho***	Director of Corporate Banking	127	121	95%	-	-	-	-	-	-	95%

*) Dismissed through the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025.
**) Appointed through the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025, and had passed the OJK fit and proper test.
***) Appointed through the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025, and was currently undergoing the OJK fit and proper test.

Training and/or Improving The Competence of Board of Directors Members

The policy on mandatory training and/or competency improvement for members of the Board of Directors has been regulated in the Good Corporate Governance Guidelines. The training program for members of the Board of Directors includes:

1. Knowledge enhancement programs are conducted to improve the effectiveness of the Board of Directors' performance.
2. Each member of the Board of Directors who participates in knowledge enhancement programs, such as seminars and/or training programs, is required to deliver a presentation to other members to share information and knowledge.
3. Materials obtained from knowledge enhancement programs must be properly documented in a separate section. Documentation is the responsibility of the Corporate Secretary. Such materials must be available when required.

The training and/or competency improvement that the Board of Directors has participated in during 2025 is as follows.

Name	Position	Type of Training and Competency Development Program	Time and place Implementation	Organizer
Nixon L.P Napitupulu	President Director	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
		BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Oni Febriarto Rahardjo	Vice President Director	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
		Risk Management Certification Level 7 Refreshment Program	Jakarta, March 13, 2025	Garda Multi Talenta
		BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Andi Nirwoto*	Director of Information Technology	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
		Generative Artificial Intelligence: From Hype to Business Impact	Cambridge, UK, February 24-26, 2025	Cambridge Judge Business School
		Risk Management Certification Level 7 Refreshment Program	Jakarta, March 13, 2025	Garda Multi Talenta

Name	Position	Type of Training and Competency Development Program	Time and place Implementation	Organizer
Elisabeth Novie Riswanti*	Director of Assets Management	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
		Risk Management Certification Level 7 Refreshment Program	Jakarta, March 13, 2025	Garda Multi Talenta
Jasmin*	Director of Distribution & Institutional Banking	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
		Risk Management Certification Level 7 Refreshment Program	Jakarta, March 13, 2025	Garda Multi Talenta
Setiyo Wibowo	Director of Risk Management	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
		BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Hirwandi Gafar	Director of Consumer Banking	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
		BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Nofry Rony Poetra	Director of Finance & Strategy	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
		BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Eko Waluyo	Director of Human Capital & Compliance	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
		Risk Management Certification Level 7 Refreshment Program	Jakarta, March 13, 2025	Garda Multi Talenta
		BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Hakim Putratama*	Director of Operations & Customer Experience	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
Muhammad Iqbal*	Director of SME & Retail Funding	Win the Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
		Risk Management Certification Level 7 Refreshment Program	Jakarta, March 13, 2025	Garda Multi Talenta
Rully Setiawan**	Director of Network & Retail Funding	BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		Risk Management Certification Level 7 Competency Training and Examination	Jakarta, April 24-25, 2025	Indonesian Risk Professional Association (IRPA)
		Program Executive Overview for Board of Director (BoD)	Jakarta, April 29-30, 2025	Lembaga Pengembangan Perbankan Indonesia
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk

Name	Position	Type of Training and Competency Development Program	Time and place Implementation	Organizer
I Nyoman Sugiri Yasa**	Director of Operations	BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		Risk Management Certification Level 7 Competency Training and Examination	Jakarta, April 24-25, 2025	Indonesian Risk Professional Association (IRPA)
		Executive Overview Program for Board of Directors	Jakarta, April 29-30, 2025	Lembaga Pengembangan Perbankan Indonesia
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Hermita**	Director of Commercial Banking	BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		Risk Management Certification Level 7 Competency Training and Examination	Jakarta, April 24-25, 2025	Indonesian Risk Professional Association (IRPA)
		Executive Overview Program for the Board of Directors (BoD)	Jakarta, April 29-30, 2025	Lembaga Pengembangan Perbankan Indonesia
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Tan Jacky Chen**	Director of Information Technology	KBUMN BOD-1 Competency Development Program	Jakarta, March 6, 2025	Lembaga Pengembangan Perbankan Indonesia
		BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		Fast-Track Risk Management Certification Level 7 Competency Training and Examination	Jakarta, April 29-30, 2025	Lembaga Pengembangan Perbankan Indonesia
		Executive Overview Program for the Board of Directors (BoD)	Jakarta, April 29-30, 2025	Lembaga Pengembangan Perbankan Indonesia
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Venda Yuniarti**	Director of Treasury & International Banking	BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		Risk Management Certification Level 7 Competency Training and Examination	Jakarta, April 29-30, 2025	Lembaga Pengembangan Perbankan Indonesia
		Executive Overview Program for the Board of Directors (BoD)	Jakarta, April 29-30, 2025	Lembaga Pengembangan Perbankan Indonesia
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Helmy Afrisa Nugroho***	Director of Corporate Banking	BOD Retreat Connecting Leaders	Malang, April 16-17, 2025	Rumah Perubahan
		Fast-Track Risk Management Certification Level 7 Competency Training and Examination	Jakarta, April 29-30, 2025	Lembaga Pengembangan Perbankan Indonesia
		Executive Overview Program for the Board of Directors (BoD)	Jakarta, April 29-30, 2025	Lembaga Pengembangan Perbankan Indonesia
		BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Solo, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk

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**) Appointed through the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025, and had passed the OJK fit and proper test..
***) Appointed through the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025, and was currently undergoing the OJK fit and proper test process..

Orientation Program for New Members of The Board of Directors

The Company has always held an Orientation Program or Introduction for newly-appointed members of the Board of Directors to be acquainted with one another and establish cooperation as a solid, comprehensive, effective team. The Orientation Program also aims to provide insight into the condition of the Company in general. The Board of Directors' orientation program includes:

1. Implementation of Good Corporate Governance and Code of Conduct principles in the Company.
2. Description regarding the duties and responsibilities of the Board of Commissioners and Board of Directors and other restrictions.
3. Overview of the Company in terms of the objectives, nature, and scope of the Company's activities, financial performance, and strategies, as well as the Company's short and long-term plans, risks, Internal Control, and other strategic issues.
4. Information regarding delegated authority, Internal and External Audits, Internal Control systems and policies, and the Audit Committees.

During 2025, an orientation program was conducted for newly appointed members of the Board of Directors, namely:

1. Mr. Rully Setiawan as Director of Network & Retail Funding;
2. Mr. I Nyoman Sugiri Yasa as Director of Operations;
3. Ms. Hermita as Director of Commercial Banking;
4. Ms. Venda Yuniarti as Director of Treasury & International Banking;
5. Mr. Tan Jacky Chen as Director of Information Technology; and
6. Mr. Helmy Afrisa Nugroho as Director of Corporate Banking.

with the following schedule and agenda:

No.	Agenda	Implementation Date
1.	Orientation on Directors' Facilities and the Company's Objectives and Scope of Activities in accordance with the Articles of Association	April 14, 2025
2.	Orientation on Compliance, GCG, Working Relationship between the Board of Commissioners and the Board of Directors, and Rules of Procedure of the Board of Directors	April 14, 2025
3.	Orientation on Financial Performance, Strategy, Short-Term and Long-Term Business Plans, and Competitive Position	April 14, 2025
4.	Orientation on Corporate Culture	April 14, 2025
5.	Orientation on Internal Control System, Internal and External Audit	July 2, 2025
6.	Orientation on Governance of Policies and Procedures	July 2, 2025
7.	Orientation on Risk Management and Bank Soundness Level	July 2, 2025

Implementation of Directors' Duties

Throughout 2025, all members of the Board of Directors have carried out management duties and their accountability reports have been submitted to the Board of Commissioners in the form of:

1. Performance Review Report
2. Bank's Soundness Level Report
3. Compliance Function Fulfillment Report
4. Corporate Governance Implementation Report
5. Audit Findings Follow-up Report

The Board of Directors has also implemented the principles of Corporate Governance in every business activity of the Company at all organizational levels during 2024, as follows:

1. Implement corporate governance criteria in accordance with OJK Regulation and BUMN Ministerial Regulations.
2. Implement corporate governance according to the ASEAN CG Scorecard criteria.
3. Socialization and implementation of the Code of Conduct.
4. Gratification report to the Corruption Eradication Commission.

5. Self Assessment of the Implementation of Corporate Governance in accordance with OJK Regulation.
6. Prepare and submit Annual Reports and Sustainability Reports.

Performance Assessment of Committees Under The Board of Directors, Corporate Secretary, Internal Audit Unit, Risk Management Unit, and Their Assessment Basis

The Company has established and set forth the structure and membership of the Committees to assist the duties of the Board of Directors. The supporting Committees have a role in monitoring, creating effectiveness in problem-solving, and developing strategic aspects proposed by the Company, in accordance with the prevailing legislation. These Committees consist of:

1. Risk Management Committee
2. Integrated Risk Management Committee
3. Asset and Liability Management Committee (ALCO)
4. Credit Policy Committee
5. Credit Committee
6. Human Capital Committee
7. Information Technology Steering Committee
8. Transformation Committee
9. Business Committee
10. Environmental, Social, and Governance Committee (ESG)
11. Capital and Subsidiary Committee

The assessment of performance effectiveness for committee under the Board of Directors in assisting the company management was necessarily conducted. The performance assessment procedure for committees under the Board of Directors is carried out by the Board of Directors periodically, with the assessment criteria for the performance of the Committees under the Board of Directors being the fulfillment of meeting implementation, attendance at meetings, and performance achievements during the fiscal year as well as the competence of the Committees under the Board of Directors. During 2025, the Board of Directors assessed that the committees under the Board of Directors had carried out their duties and responsibilities properly.

In addition to being supported by Committees under the Board of Directors, in carrying out its duties the Board of Directors is also supported by supporting units, including the Corporate Secretary, Internal Audit Unit, and Risk Management Unit. The performance of the Corporate Secretary, Internal Audit Unit, and Risk Management Unit is assessed based on Key Performance Indicators (KPIs), namely Main Targets, Collaboration, Initiative, and other indicators. The achievement of the 2024 KPIs for the Corporate Secretary, Internal Audit Unit, and Risk Management Unit exceeded 100%. The Corporate Secretary, Internal Audit Unit, and Risk Management Unit have carried out their duties accordingly.

Mechanism for The Resignation and Dismissal of The Board of Directors

GMS may dismiss any member of the Board of Directors at any time if, for the reasons concerned, they do the following:

1. Unable/inadequate in fulfilling his/her obligations agreed upon in the management contract.
2. Unable to properly perform his/her responsibilities.
3. Violating the provisions of the Articles of Association and/or laws and regulations.
4. Involved in actions that harm the Company and/or the State.
5. Committing any actions that violate ethics and/or performing bad manners as members of the Board of Directors.
6. Declared guilty by a court decision with permanent legal force.
7. Resigned.
8. Other reasons deemed appropriate by the GMS for the interests and objectives of the Company.

The decision on dismissal for the aforementioned reasons is made after the respective individual has been given the opportunity to present his/her defense.

In the event of consanguineous relation up to the third degree, both lineal and collateral, and an affinity (in-laws) relationship between any member of the Board of Directors and any member of the Board of Commissioners, GMS shall have the authority to dismiss one of them.

A member of the Board of Directors may resign from his/her position before his/her term of office ends. In the event that a member of the Board of Directors resigns, the resigning member must submit a written resignation request regarding his/her purpose to the company.

The Company must hold GMS to make a decision regarding the resignation request of such member of the Board of Directors at most 90 (ninety) days after receiving the resignation letter. The position of a Member of the Board of Directors shall be terminated if:

1. The resignation has been effective.
2. The said person passes away.
3. The term of office ends.
4. The said person is dismissed by GMS resolution.
5. The said person is declared bankrupt by a Commercial Court, which has permanent legal force, or is placed under receivership under a court decision.
6. The said person is no longer deemed qualified as a member of the Board of Directors under the provisions of the Articles of Association and laws and regulations, including as a holder of any restricted concurrent positions..

Members of the Board of Directors can be temporarily dismissed by the Board of Commissioners by stating the reasons if they act contrary to the Articles of Association, there are indications that they are taking actions that are detrimental to the Company, they are neglecting their obligations, or there are urgent reasons for the Company by considering the provisions stipulated by the Articles of Association. The decision to strengthen or revoke the temporary dismissal of a member of the Board of Directors by a member of the Board of Commissioners is stipulated in the GMS.

Board of Commissioners

The Board of Commissioners is a corporate body responsible for overseeing the company, both generally and specifically, in accordance with the Articles of Association, as well as providing advice to the Board of Directors in the best interests of the Company, Shareholders, and stakeholders.

Duties and Responsibilities of The Board of Commissioners

The duties and responsibilities of the Board of Commissioners as stipulated in the Board of Commissioners' Work Guidelines and Code of Conduct are as follows:

1. The Board of Commissioners is responsible for supervising the Company's policies and management of the Board of Directors, providing advice to the Board of Directors, and is responsible for such supervision, in accordance with the Company's goals and objectives as stipulated in the provisions of laws and regulations, the articles of association and GMS decisions.
2. The Board of Commissioners must carry out its duties, authority, and responsibilities in good manner, taking into account the interests of Shareholders, and with the principle of prudence.
3. In performing the supervisory duties, the Board of Commissioners must direct, monitor, and evaluate the formulation and implementation of the Company's strategy the implementation of integrated governance, risk management and compliance, as well as the Company's strategic policies, in accordance with the provisions of laws and regulations, the articles of association, and/or GMS decisions.
4. Assess the effectiveness and efficiency of the internal control system based on information obtained from the Internal Audit Unit at least once a year, as well as oversee and provide advice on the implementation of other internal audit functions in accordance with applicable laws and regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders (GMS)/Minister.
5. The Board of Commissioners is responsible to supervise the Directors' follow-up on audit findings or examinations and recommendations from the Company's internal audit work unit, external auditors, Sharia Supervisory Board (DPS), results of supervision by the Financial Services Authority (OJK), and/or results of supervision by other authorities and institutions.
6. The Board of Commissioners is responsible for the development of the Company's Sharia Business Unit.
7. The Board of Commissioners carries out other obligations in the course of its supervisory and advisory duties, provided they do not conflict with applicable laws and regulations, the Articles of Association, and General Meeting of Shareholders (GMS) resolutions.
8. In performing the supervisory duties, the Board of Commissioners is prohibited from participating in decision making on the Company's operational activities, except:
   a. providing funds to related parties in accordance with the Financial Services Authority Regulations regarding the maximum limit for granting credit and providing large funds for public companies and the Financial OJK Regulation regarding the maximum limits for distributing funds and distributing large funds for sharia public companies; and
   b. other matters stipulated in the Company's articles of association or statutory provisions.
9. Decision making on the Company's operational activities by the Board of Commissioners as referred to in number 6 is part of the supervisory duties of the Board of Commissioners so that it does not negate the responsibility of the Board of Directors for the implementation of the Company's management.

10. The Board of Commissioners reviews affiliate transactions to ensure that they do not involve conflicts of interest, all material information has been disclosed, and the information is not misleading. Additionally, the Board reviews conflictof-interest transactions by ensuring that all material information is disclosed and is not misleading.
11. The Board of Commissioners is responsible to report to the Financial Services Authority (OJK) no later than 5 (five) working days from the discovery of:
    a. violation of statutory provisions in the fields of finance, banking, and those related to the Company's business activities; and/or
    b. circumstances or predicted circumstances that could endanger the continuity of the Company's business.
12. The Board of Commissioners follows developments in the Company's activities and provides opinions, suggestions and/or explanations to the GMS, including but not limited to controlling shareholders, regarding any issues deemed important to the management of the Company.
13. Each member of the Board of Commissioners is jointly and severally liable for the Company's losses which are caused by errors or negligence from a fellow member of the Board of Commissioners in carrying out their duties unless he/ she is able to provide evidence as stated in the Articles of Association.

Duties and Responsibilities of The President Commissioner

Apart from the duties as a member of the Board of Commissioners, the President Commissioner who is the coordinator of the Board of Commissioners also has the following duties and responsibilities:

1. to lead meetings as regulated in the articles of association;
2. to facilitate constructive discussions;
3. to create a culture of work ethics including maintaining effective and healthy relationships with the Board of Directors; and
4. Provide suggestions to members of the Board of Commissioners regarding the implementation of the duties and obligations of the Board of Commissioners.

Authorities of The Board of Commissioners

The authority of the Board of Commissioners as regulated in the Board of Commissioners' Work Guidelines and Regulations is as follows:

1. The Board of Commissioners accepts and implements the authority delegated and/or granted to the Board of Commissioners in accordance with the provisions of statutory regulations, articles of association, and/or GMS decisions.
2. The Board of Commissioners has the authority to give approval to strategic plans, activities, reports and/or other documents prepared by the Board of Directors and require approval from the Board of Commissioners by considering the provisions in the articles of association, statutory regulations, and the determination of Series A Dwiwarna Shareholders.
3. The Board of Commissioners has the right to examine the Company's documents, inspect the Company's assets, check the condition of cash and securities, enter the grounds and buildings controlled and/or used by the Company, and find out about all policies and actions that have been, are being, and has been implemented by the Board of Directors.
4. The Board of Commissioners has the right to establish communication and request information and/or clarification from the Board of Directors and/ or Executive Officers regarding any matters related to the management of the Company, including requesting the Board of Directors and/or Executive Officers to attend the Board of Commissioners' meetings with the knowledge of the Board of Directors.
5. The Board of Commissioners has the authority to propose to the GMS about the appointment of a Public Accounting Firm and/or Public Accountant who will provide audit services for annual historical financial information by taking into account recommendations from the Audit Committee.
6. The Board of Commissioners has the authority to nominate new candidates for members of the Board of Directors and candidates for members of the DPS to the Shareholders based on recommendations from the Remuneration and Nomination Committee to be decided at the GMS.
7. The Board of Commissioners has the authority to temporarily dismiss members of the Board of Directors in accordance with the provisions of the Articles of Association.
8. The Board of Commissioners has the authority to use experts for certain matters and within a certain period of time at the Company's expense if deemed necessary and taking into account applicable provisions.

9. The Board of Commissioners has the authority to take action to manage the Company in certain circumstances for a certain period of time in accordance with the provisions of the Company's Articles of Association.
10. The Board of Commissioners has the authority to attend Board of Directors meetings and provide opinions regarding the matters discussed.
11. The Board of Commissioners has the right to be entitled to an honorarium, allowances and/ or facilities including tantiem and similar postemployment benefits and the amount is determined by the GMS with due observance of the applicable laws and regulations.
12. Carry out other supervisory authority as long as it does not conflict with the provisions of laws and regulations, the articles of association, and/or GMS decisions.

Decisions Requiring Approval of The Board of Commissioners

With due observance of the Articles of Association, laws and regulations, and provisions in the field of Capital Markets, the actions of the Board of Directors that require written approval from the Board of Commissioners:

1. In carrying out its duties, the Board of Commissioners is prohibited from participating in decision-making regarding the Company's operational activities, except in the following cases:
   a. The provision of funds to related parties as stipulated in the regulations concerning the legal lending limit for commercial banks; and
   b. Other matters stipulated in the Company's Articles of Association or applicable laws and regulations.
2. The decision-making on the Company's operational activities by the Board of Commissioners, as mentioned above, is part of the Board's supervisory duties and does not eliminate the Board of Directors' responsibility for the Company's management.
3. Taking into account the Company's Articles of Association, applicable laws and regulations, and provisions in the Capital Market sector, as well as the determination by the Series A Dwiwarna Shareholder regarding the limitations and criteria of actions by the Board of Directors that require approval from the Board of Commissioners and/or the Series A Dwiwarna Shareholder, the actions of the Board of Directors that require written approval from the Board of Commissioners consist of:
   a. Releasing/transferring and/or pledging Company assets with criteria and values exceeding a certain amount determined by the Board of Commissioners, except the Company's assets in the context of implementing the Company's business activities in accordance with the provisions of laws and regulations, including assets in the form of credit, securities, collateral taken over, movable goods, and other assets obtained in the context of the Company's business activities, taking into account the provisions in the Capital Market and Banking sectors;
   b. Writing off fixed assets due to certain conditions:
      - Lost
      - Destroyed
      - maged and cannot be transferred (total loss)
      - transfer costs are greater than the economic value obtained from the transfer.
      - Dismantled not to be rebuilt in connection with another program that has been planned in the RKAP;
      - Dismantled to be rebuilt in connection with a government program; and/or
      - Based on the provisions of laws and/or court decisions that have permanent legal force, the fixed asset is no longer owned or controlled by the Company.
   c. Carrying out cooperation with business entities or other parties, in the form of joint operations (KSO), business cooperation (KSU), licensing cooperation, Build, Operate and Transfer (BOT), Build, Transfer and Operate (BTO), Build, Operate and Own (BOO) and other agreements of the same nature whose term or value exceeds that determined by the Board of Commissioners;
   d. Determine and change the Company's logo;
   e. Determine the organizational structure 1 (one) level below the Board of Directors;
   f. Making capital participation in a specified amount as determined by the Board of Commissioners in other companies, subsidiaries, and joint ventures not in the context of receivables restructuring, by taking into account the provisions in the capital market sector;
   g. Establishing subsidiaries and/or joint ventures in a specified amount as determined by the Board of Commissioners, by taking into account the provisions in the capital market sector;

h. Proposing the Company's representatives as candidates for members of the Board of Directors and the Board of Commissioners in subsidiaries and/or joint ventures that provide significant contributions to the Company and/or are of strategic value as determined by the Board of Commissioners.
i. Conduct mergers, amalgamations, takeovers, separations, and dissolutions of subsidiaries and joint ventures with a certain value determined by the Board of Commissioners by taking into account the provisions in the Capital Market and Banking sectors;
j. Carrying out actions included in material transactions as stipulated by the provisions of laws and regulations in the Capital Market sector with a certain value determined by the Board of Commissioners, unless such actions are included in material transactions that are excluded by the provisions of laws and regulations in the Capital Market sector;
k. Actions that have not been stipulated in the RKAP.

4. The Board of Commissioners shall determine the limits and/or criteria for matters referred to in number 3 letters a, b, c, f, g, h, and i after obtaining approval from the Series A Dwiwarna Shareholder.
5. Approval by the Board of Commissioners specifically regarding number 3 letters a, b, e, f, g, h, and i shall be carried out by the Board of Commissioners after obtaining approval from the Series A Dwiwarna Shareholder.
6. The actions of the Board of Directors referred to in number 3 letters a and c, as long as they are necessary for the implementation of business activities that are commonly carried out in the banking business sector by taking into account the provisions of laws and regulations, do not require the approval of the Board of Commissioners and/or the GMS.
7. The actions of the Board of Directors as referred to in number 3 letter b number (2), number (3), and number (8) are carried out after obtaining the approval of the Series A Dwiwarna Shareholder.
8. In addition to the matters referred to in points 1 and 3, actions by the Board of Directors that require approval from the Board of Commissioners are as follows:
   a. The Company's Business Plan and Annual Work and Budget Plan, including any changes and additions, as well as other plans of the Company as regulated by the prevailing laws and regulations;
   b. The approval of the Recovery Action Plan (Recovery Plan);
   c. Initiation of the Resolution Plan;
   d. Internal Company policies as stipulated in laws and regulations;
   e. Appointment and dismissal of the Corporate Secretary and the Head of the Company's Internal Audit Unit; and
   f. Other actions as regulated by laws and/or deemed by the Board of Commissioners to require the Board of Commissioners' approval.
9. The Board of Directors' request for approval from the Board of Commissioners must be submitted in writing and must comply with internal provisions and applicable laws and regulations. Upon receiving such a request, the Board of Commissioners shall provide a written decision within a maximum period of 30 (thirty) days from the receipt of the request letter from the Board of Directors or from the date the complete request is received.
10. In cases where the approval of the Board of Commissioners also requires approval from the Series A Dwiwarna Shareholders, the Board of Commissioners shall submit the request to the Series A Dwiwarna Shareholders after the complete request from the Board of Directors has been received by the Board of Commissioners. Subsequently, the Board of Commissioners shall provide a written decision to the Board of Directors after receiving the decision from the Series A Dwiwarna Shareholders.

Term of Office of The Board of Commissioners

Members of the Board of Commissioners are appointed for a term commencing from the appointment date determined by GMS and ending at the closing of the 5th (fifth) Annual GMS after the date of appointment, provided that the tenures do not exceed 5 (five) years, with due observance of applicable regulations and legislation in the Capital Market, and without neglecting the rights of GMS to dismiss any member of the Board of Commissioners at any time before their Term of Office is over.

After their term of office ends, members of the Board of Commissioners may be reappointed by GMS for one term of office.

Requirements for Members of The Board of Commissioners

The requirements for members of the Board of Commissioners stipulated in the Board of Commissioners' Work Guidelines and Code of Conduct are as follows:

1. Members of the Board of Commissioners are individuals who meet the requirements at the time of appointment and during his/her term of office in accordance with the Company's articles of association and statutory regulations.
2. Members of the Board of Commissioners must meet the fit and proper test requirements in accordance with the Financial Services Authority (OJK) Regulations concerning fit and proper test for financial services institutions.
3. Members of the Board of Commissioners who have met the approval requirements of the Financial Services Authority (OJK) while serving are required to have:
   a. Integrity;
   b. Competence; and
   c. Good reputation.
4. At least 1 (one) member of the Board of Commissioners must be domiciled in Indonesia.
5. Candidates for Independent Commissioners must have:
   a. knowledge in the banking sector that is adequate and relevant to the position as Independent Commissioner; and
   b. Experience in banking and/or finance.
6. Former members of the Board of Directors or Executive Officers or parties who have a relationship with the Company who may influence the person's ability to act independently must undergo a waiting period of at least 1 (one) year before becoming an Independent Commissioner.
7. Waiting period for:
   a. Former President Director of the Company; and
   b. Former member of the Board of Directors who supervises the supervisory function or Executive Officer who carries out the supervisory function at the Company, at least 6 (six) months before becoming an Independent Commissioner at the Company.
8. Independent Commissioners do not have financial relationships, management relationships, ownership relationships, affiliate relationships, and/or family relationships with other members of the Board of Commissioners, members of the Board of Directors, and/or controlling shareholders or relationships with the Company that could affect their ability to act independently.
9. Independent Commissioners do not have any direct or indirect business relationships related to the Company's business activities.
10. Independent Commissioners do not have any direct or indirect business relationships related to the Company's business activities.
11. Commissioners can be Independent Commissioners in the Company or the Company's business group by meeting the requirements as an Independent Commissioner.
12. Commissioners who will become Independent Commissioners in the Company are required to undergo a waiting period of at least 1 (one) year.
13. The transition from Commissioner to Independent Commissioner must obtain approval from the Financial Services Authority (OJK) through a fit and proper test in accordance with the Financial OJK Regulations regarding fit and proper test for financial services institutions.

Work Guidelines and Manual of The Board of Commissioners

The Board of Commissioners has established guidelines and work procedures as outlined in the Board of Commissioners' Decision No. 18/KOM/BTN/2024 dated December 18, 2024, regarding the Guidelines and Work Procedures for the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk. The Board of Commissioners' Work Guidelines and Regulations are prepared based on corporate legal principles, provisions of the Articles of Association, statutory regulations and provisions, Shareholder directives, as well as Good Corporate Governance best practices.

The BOC's Board Manual shall ensure the Board of Commissioners performs its duties effectively and efficiently, and it shall also be used as a performance assessment tool for the Board of Commissioners. The Board Manual has stipulated various aspects, as follows:

Chapter I	General requirements	Article 1	Terms and Definitions
Chapter II	Membership	Article 2	Structure and Composition
		Article 3	Membership Criteria
		Article 4	Appointment
		Article 5	Term of Office
		Article 6	Dual Positions
		Article 7	Dismissal
Chapter III	Duties, Responsibilities and Authority	Article 8	Duties and Obligations
		Article 9	Authority
Chapter IV	Meeting	Article 10	Types of Meetings
		Article 11	Call and Organization of Meetings
		Article 12	Meeting Agenda
		Article 13	Chairing of Meetings
		Article 14	Decision-Making
		Article 15	Meeting Documentation
Chapter V	Working Mechanism	Article 16	Work Ethics
		Article 17	Prohibitions
		Article 18	Work Planning
		Article 19	Work Division
		Article 20	Working Hours
		Article 21	Performance Evaluation
		Article 22	Reporting and Accountability
		Article 23	Relationship between the Board of Commissioners and the Board of Directors
Chapter VI	Supporting Organs	Article 24	(Secretary of the Board)
		Article 25	Committees under the Board of Commissioners
Chapter VII	Sustainable Competency Development	Article 26	Competency Development
		Article 27	Training
		Article 28	Certification
Chapter VIII	Others	Article 29	Stakeholder Relations

Supervisory Duties of The Board of Commissioners

The distribution of the supervisory duties for the Board of Commissioners is listed as follows.

Before the 2024 Annual GMS

Name	Position	Field of Duty
Chandra M. Hamzah	President Commissioner/Independent *	Remuneration & Nomination Committee
Iqbal Latanro	Vice President Commissioner/Independent *	Audit Committee Remuneration & Nomination Committee

Name	Position	Field of Duty
Armand B. Arief	Independent Commissioner*	Risk Monitoring Committee Remuneration & Nomination Committee
Sentot A. Sentausa	Independent Commissioner*	Audit Committee Remuneration & Nomination Committee
Andin Hadiyanto	Commissioner*	Risk Monitoring Committee Remuneration & Nomination Committee
Herry Trisaputra Zuna	Commissioner*	Risk Monitoring Committee
Himawan Arief Sugoto	Commissioner*	Remuneration & Nomination Committee
Adi Sulistyowati	Independent Commissioner*	Risk Monitoring Committee
Bambang Widjanarko	Independent Commissioner*	Audit Committee Remuneration & Nomination Committee

*) Term of office ended at the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025

After the AGMS for the 2024 Fiscal Year

Name	Position	Field of Duty
Suryo Utomo	President Commissioner *	Risk Monitoring Committee Remuneration & Nomination Committee
Dwi Ary Purnomo	Vice President Commissioner *	Risk Monitoring Committee Remuneration & Nomination Committee
Fahri Hamzah	Commissioner *	Remuneration & Nomination Committee
Ida Nuryanti	Independent Commissioner *	Remuneration & Nomination Committee Audit Committee
Panangian Simanungkalit	Independent Commissioner *	Risk Monitoring Committee Audit Committee Remuneration & Nomination Committee
Pietra Machreza Paloh	Independent Commissioner *	Audit Committee Remuneration & Nomination Committee

*) Appointed at the AGMS for the 2024 Fiscal Year held on March 26, 2025

Policy on Concurrent Positions of The Board of Commissioners

1. 1Member of the Board of Commissioners is prohibited from holding concurrent positions:
   a. as a member of the board of directors, member of the board of commissioners, member of the Sharia Supervisory Board (DPS), or executive officer at a financial institution or financial company, both bank and non-bank;
   b. as a member of the board of directors, member of the board of commissioners, member of the Sharia Supervisory Board (DPS), or executive officer at more than one (1) non-financial institution or company, whether located domestically or abroad;
   c. in a functional role at a financial institution, both banking and non-banking, whether located domestically or abroad;
   d. officials of political parties and/or candidates/ members of the legislature, candidates for regional heads/deputy regional heads, and/or regional heads/deputy regional heads;
   e. in any other position that may cause a conflict of interest in carrying out duties as a member of the Board of Commissioners; and/or
   f. in any other position in accordance with the provisions of the laws and regulations.
2. This does not include holding multiple positions in the following cases:
   a. A member of the Board of Commissioners holds a position as a member of the board of directors, a member of the board of commissioners, or an executive officer performing supervisory functions at one (1) non-bank subsidiary company controlled by the Corporation;
   b. A commissioner performs functional duties on behalf of the shareholder of the Corporation in the form of a legal entity within the Corporation and/or its business group; and/or

c. A member of the Board of Commissioners holds a position in a non-profit organization or institution, as long as it does not cause the individual to neglect their duties and responsibilities as a member of the Board of Commissioners.

3. With certain considerations, the Financial Services Authority may establish policies regarding dual positions as referred to in point 1 letter c above, provided that it does not result in the individual neglecting the performance of their duties and responsibilities as a member of the Board of Commissioners.

4. A candidate for a member of the Board of Commissioners who holds a position as referred to in point 2 must provide a statement to:
   a. Maintain integrity;
   b. Avoid any form of conflict of interest; and
   c. Avoid actions that could harm the Company and/or cause the Company to violate the principles of prudence during their tenure as a member of the Board of Commissioners.

5. Independent Commissioners are prohibited from holding concurrent positions as public officials.

Table of Concurrent Positions of the Board of Commissioners

Name	Position	Position at Other Companies/ Institutions	Name of Other Company/ Institution
Chandra M. Hamzah*	President Commissioner/ Independent	Co-Founder & Senior Partner	Assegaf Hamzah and Partners Lawfirm
Suryo Utomo**	President Commissioner	Head of the Financial Technology, Information, and Intelligence Agency	Ministry of Finance
Iqbal Latanro*	Vice President Commissioner / Independent	-	-
Dwi Ary Purnomo**	Vice President Commissioner	Deputy for Finance and Risk Management, State-Owned Enterprises Regulatory Agency	Badan Pengaturan BUMN
Armand B. Arief*	Independent Commissioner	Independent Commissioner	PT Cardig Aero Services Tbk
Sentot A. Sentausa*	Independent Commissioner	-	-
Andin Hadiyanto*	Commissioner	• Head of the Financial Education and Training Agency (BPPK) • Acting President Director of the Education Endowment Fund Management Agency	Ministry of Finance
Himawan Arief Sugoto*	Commissioner	Senior Advisor to the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency for Land Economics	Ministry of Agrarian Affairs and Spatial Planning/ National Land Agency
Herry Trisaputra Zuna*	Commissioner	Principal Expert Road and Bridge Governance Officer	Ministry of Public Works and Public Housing
Adi Sulistyowati*	Independent Commissioner	-	-
Bambang Widjanarko*	Independent Commissioner	-	-
Fahri Hamzah**	Commissioner	Vice Minister of Housing and Settlement Areas	Ministry of Housing and Settlement Areas
Ida Nuryanti**	Independent Commissioner	-	-
Panangian Simanungkalit**	Independent Commissioner	-	-
Pietra Machreza Paloh**	Independent Commissioner	-	-

* Information is reported up to the end of the term of office. The term of office ended at the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025.
** Appointed at the AGMS for the 2024 Fiscal Year held on March 26, 2025

Management of Conflict of Interest of The Board Of Commissioners

The Board of Commissioners is prohibited from being involved in making decisions related to banking operational activities, except for the provision of funds to related parties and other matters regulated in the Company's Articles of Association or applicable laws and regulations. The said involvement or approval of the Board of Commissioners does not negate the responsibility of the Board of Directors in implementing the management of the Company. The Board of Commissioners is also prohibited from being involved in making decisions that may cause a conflict of interest and/or against the laws and regulations and the Code of Conduct. Therefore, the Board of Commissioners must avoid conflicts of interest by always doing the following:

1. Prioritize the Company's interests and not diminish the Company's financial interest in the event of a conflict of interest;
2. Disclose his and/or his family's share ownership of 5% (five percent) or more in the Company or in other domestic and abroad companies;
3. Disclose family relationships, financial relationships, management relations, ownership relations with other members of the Board of Commissioners, members of the Board of Directors, controlling shareholders of the Company, and/or other parties within the Company's business;
4. Disclose the existence of concurrent positions;
5. Making disclosures in terms of decision making must be taken in conditions of a conflict of interest and the member of the Board of Commissioners concerned must not involve themselves in the Company's decision-making process relating to this matter;
6. Do not request, receive, permit, and/or agree to receive compensation, commission, additional money, services, money, valuables, and/or anything that has economic value or other benefits, for personal, family, and other parties' benefit, in carrying out the Company's business activities and other activities related to the Company.
7. Grant credit to members of the Board of Commissioners based on a reasonableness limit in accordance with applicable bank regulations without distinguishing from other customers (arm's length basis).

Affiliation of the Board of Directors

The financial and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or the Bank's controlling shareholders are presented in the Company Profile chapter.

Independent Commissioner

As of December 31, 2025, the Company's Board of Commissioners consisted of 6 (six) members, of whom 3 (three) served as Independent Commissioners, representing 50.00% (fifty percent) of the total members of the Board of Commissioners. The composition of the Board of Commissioners has complied with the provisions of OJK Regulation No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks, which stipulate that Independent Commissioners must comprise at least 50% (fifty percent) of the total members of the Board of Commissioners.

Criteria for Independent Commissioners

The criteria for Independent Commissioners' appointment refer to the OJK Regulation No. 33/POJK.04/2014 dated December 8, 2014, regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies. The criteria for Independent Commissioners are as follows:

Independent Commissioner Criteria	Independent Commissioner								
	Chandra M. Hamzah*	Iqbal Latanro*	Armand B. Arief*	Sentot A. Sentausa*	Adi Sulistyowati*	Bambang Widjanarko*	Ida Nuryanti**	Panangian Simanungkalit**	Pietra M. Paloh**
Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for reappointment as an Independent Commissioner of the Issuer or Public Company in the next period.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having shares directly or indirectly with the Issuer or Public Company.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Does not have an affiliate relationship with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or the majority shareholders of the Issuer or Public Company.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Does not have a business relationship, either directly or indirectly, related to the business activity of the Issuer or Public Company.	✓	✓	✓	✓	✓	✓	✓	✓	✓

* Information is reported up to the end of the term of office. Term of office ended at the Annual General Meeting of Shareholders for the 2024 Fiscal Year held on March 26, 2025.
** Appointed at the AGMS for the 2024 Fiscal Year held on March 26, 2025

Statement of Independent Commissioners

The Company's Independent Commissioners have prepared and signed an Independent Statement and submitted it to the OJK, with respectively the following statements:

1. Has no financial, management, ownership, and/ or family relationship with the Bank, that may affect the ability to act independently as stipulated in the Financial Services Authority Regulation that regulates the Implementation of Governance for Commercial Banks;
2. In the event that on a later date, the Board of Commissioners has been found to have a relationship as referred to in number 1, the member of the Board of Commissioners is willing to surrender the position and is willing to be replaced.

In addition to the independence statement, members of the Board of Commissioners shall also report any changes to the status that may affect its independence as well as ensure that this practice has been implemented in accordance with the GCG principles.

In detail, the independence statement letter is referred to as stated below.

SURAT PERNYATAAN INDEPENDEN
PT BANK TABUNGAN NEGARA (PERSERO) Tbk

Saya yang bertanda tangan di bawah ini :

Nama	:	Chandra M. Hamzah
Tempat/tanggal lahir	:	Jakarta, 25 Februari 1967
Alamat domisili (foto kpi KTP / SIM terlampir	:	[redacted]
Nomor telepon rumah	:	[redacted]
Jabatan	:	Komisaris Independen
Nama perusahaan	:	PT.Bank Tabungan Negara (Persero) Tbk
Nomor telepon perusahaan	:	(021) 633 6789

Dengan ini menyatakan bahwa saya:

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1 maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

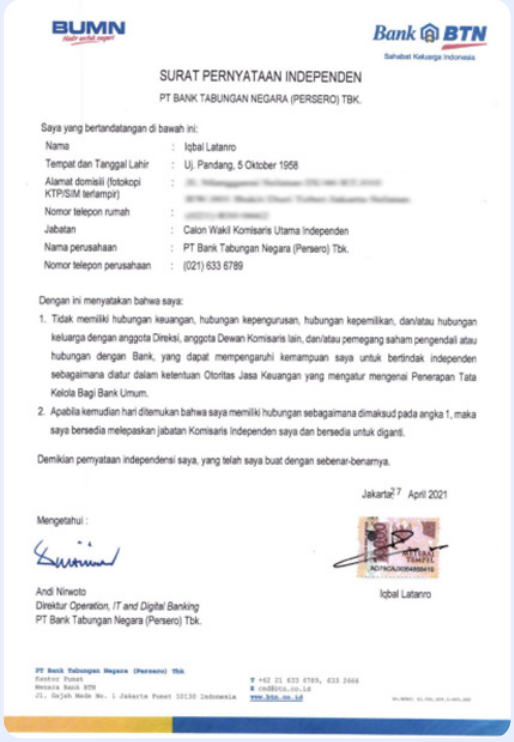
Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Jakarta, 5 Februari 2020

Mengetahui :

Nixon L.P. Napitupilu
Direktur PT Bank Tabungan Negara (Persero) Tbk

Chandra M. Hamzah



BUMN

Bank BTN
Sahabat Keluarga Indonesia

SURAT PERNYATAAN INDEPENDEN
PT BANK TABUNGAN NEGARA (PERSERO) TBK.

Saya yang bertandatangan di bawah ini:

Nama	:	Iqbal Latanro
Tempat dan Tanggal Lahir	:	Uj. Pandang, 5 Oktober 1958
Alamat domisili (fotokopi KTP/SIM terlampir)	:	[redacted]
Nomor telepon rumah	:	[redacted]
Jabatan	:	Calon Wakil Komisaris Utama Independen
Nama perusahaan	:	PT Bank Tabungan Negara (Persero) Tbk.
Nomor telepon perusahaan	:	(021) 633 6789

Dengan ini menyatakan bahwa saya:

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1, maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Jakarta, 27 April 2021

Mengetahui :

Andi Nirwoto
Direktur *Operation, IT and Digital Banking*
PT Bank Tabungan Negara (Persero) Tbk.

Iqbal Latanro

PT Bank Tabungan Negara (Persero) Tbk
Kantor Pusat
Menara Bank BTN
Jl. Gajah Mada No. 1 Jakarta Pusat 10130 Indonesia
T +62 21 633 6789, 633 2666
E cs@btn.co.id
www.btn.co.id

SURAT PERNYATAAN INDEPENDEN

PT BANK TABUNGAN NEGARA (PERSERO) Tbk

Saya yang bertanda tangan di bawah ini :

Nama	:	Armand Bachtiar Arief
Tempat/tanggal lahir	:	Tanjung Enim, 28 April 1952
Alamat domisili (foto kpi KTP / SIM terlampir	:	[redacted]
Nomor telepon rumah	:	[redacted]
Jabatan	:	Komisaris Independen
Nama perusahaan	:	PT.Bank Tabungan Negara (Persero) Tbk
Nomor telepon perusahaan	:	(021) 633 6789

Dengan ini menyatakan bahwa saya:

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1 maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Jakarta, 30 Januari 2020

Mengetahui :

Nixon L.P. Napitupilu
Direktur PT Bank Tabungan Negara (Persero) Tbk

Armand Bachtiar Arief

BUMN UNTUK INDONESIA — Bank BTN Sahabat Keluarga Indonesia

SURAT PERNYATAAN

Saya yang bertanda tangan di bawah ini:

Nama	:	Sentot A. Sentausa
Tempat dan Tanggal Lahir	:	Jakarta, 10 Juni 1957
Alamat domisili (fotokopi KTP/SIM terlampir)	:	[redacted]
Nomor telepon rumah	:	[redacted]
Jabatan	:	Komisaris Independen
Nama perusahaan	:	PT Bank Tabungan Negara (Persero) Tbk.
Nomor telepon perusahaan	:	(021) 633 6789

Dengan ini menyatakan bahwa saya:

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1 maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Jakarta, 13 April 2022

Mengetahui :

CHANDRA M. HAMZAH
Komisaris Utama/Independen
PT Bank Tabungan Negara (Persero) Tbk.

SENTOT A. SENTAUSA

PT Bank Tabungan Negara (Persero) Tbk
Kantor Pusat
Menara Bank BTN
Jl. Gajah Mada No. 1 Jakarta Pusat 10130 Indonesia
T +62 21 633 6789, 63 2666
E csd@btn.co.id
www.btn.co.id
halaman 1 dari 1

BUMN UNTUK INDONESIA — btn

SURAT PERNYATAAN

Saya yang bertanda tangan di bawah ini:

Nama	:	Adi Sulistyowati
Tempat dan Tanggal Lahir	:	Purbalingga, 11 Juni 1967
Alamat domisili (fotokopi KTP/SIM terlampir)	:	[redacted]
Nomor telepon rumah	:	[redacted]
Jabatan	:	Komisaris Independen
Nama perusahaan	:	PT Bank Tabungan Negara (Persero) Tbk.
Nomor telepon perusahaan	:	(021) 633 6789

Dengan ini menyatakan bahwa saya:

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1 maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Jakarta, 31 Mei 2024

Mengetahui :

CHANDRA M. HAMZAH
Komisaris Utama/Independen
PT Bank Tabungan Negara (Persero) Tbk.

ADI SULISTYOWATI

PT Bank Tabungan Negara (Persero) Tbk
Kantor Pusat
Menara Bank BTN
Jl. Gajah Mada No. 1, Jakarta Pusat 10130 Indonesia
T +62 21 633 6789, 633 2666
E csd@btn.co.id
www.btn.co.id
halaman 1 dari 1

BUMN UNTUK INDONESIA — btn

SURAT PERNYATAAN

Saya yang bertanda tangan di bawah ini:

Nama	:	Bambang Widjanarko
Tempat dan Tanggal Lahir	:	Kediri, 28 Oktober 1963
Alamat domisili (fotokopi KTP/SIM terlampir)	:	[redacted]
Nomor telepon rumah	:	[redacted]
Jabatan	:	Komisaris Independen
Nama perusahaan	:	PT Bank Tabungan Negara (Persero) Tbk.
Nomor telepon perusahaan	:	(021) 633 6789

Dengan ini menyatakan bahwa saya:

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1 maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Jakarta, 31 Mei 2024

Mengetahui :

CHANDRA M. HAMZAH
Komisaris Utama/Independen
PT Bank Tabungan Negara (Persero) Tbk.

BAMBANG WIDJANARKO

PT Bank Tabungan Negara (Persero) Tbk
Kantor Pusat
Menara Bank BTN
Jl. Gajah Mada No. 1, Jakarta Pusat 10130 Indonesia
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www.btn.co.id
halaman 1 dari 1

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btn

SURAT PERNYATAAN

Saya yang bertanda tangan di bawah ini:

Nama	:	Pietra Machreza Paloh
Tempat dan Tanggal Lahir	:	Jakarta, 3 Maret 1970
Alamat domisili (fotokopi KTP/SIM terlampir)	:	[redacted]
Nomor telepon rumah	:	[redacted]
Jabatan	:	Komisaris Independen
Nama perusahaan	:	PT Bank Tabungan Negara (Persero) Tbk
Nomor telepon perusahaan	:	(021) 633 6789

Dengan ini menyatakan bahwa saya:

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1 maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Jakarta, 14 April 2025

Mengetahui :

NIXON L.P. NAPITUPULU
Direktur Utama
PT Bank Tabungan Negara (Persero) Tbk

PIETRA MACHREZA PALOH

halaman 1 dari 1

PT Bank Tabungan Negara (Persero) Tbk
Kantor Pusat
Menara Bank BTN
Jl. Gajah Mada No. 1, Jakarta Pusat 10130 Indonesia
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E cst@btn.co.id
www.btn.co.id

BUMN UNTUK INDONESIA

btn

SURAT PERNYATAAN

Saya yang bertanda tangan di bawah ini:

Nama	:	Ida Nuryanti
Tempat dan Tanggal Lahir	:	Boyolali, 11 Juli 1967
Alamat domisili (fotokopi KTP/SIM terlampir)	:	[redacted]
Nomor telepon rumah	:	[redacted]
Jabatan	:	Komisaris Independen
Nama perusahaan	:	PT Bank Tabungan Negara (Persero) Tbk
Nomor telepon perusahaan	:	(021) 633 6789

Dengan ini menyatakan bahwa saya:

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1 maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Jakarta, April 2025

Mengetahui :

NIXON L.P. NAPITUPULU
Direktur Utama
PT Bank Tabungan Negara (Persero) Tbk

IDA NURYANTI

PT Bank Tabungan Negara (Persero) Tbk
Kantor Pusat
Menara Bank BTN
Jl. Gajah Mada No. 1, Jakarta Pusat 10130 Indonesia
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E cst@btn.co.id
www.btn.co.id

halaman 1 dari 1

BUMN UNTUK INDONESIA

btn

SURAT PERNYATAAN

Saya yang bertanda tangan di bawah ini:

Nama	:	Panangian Simanungkalit
Tempat dan Tanggal Lahir	:	Tarutung, 5 Januari 1960
Alamat domisili (fotokopi KTP/SIM terlampir)	:	[redacted]
Nomor telepon rumah	:	[redacted]
Jabatan	:	Komisaris Independen
Nama perusahaan	:	PT Bank Tabungan Negara (Persero) Tbk
Nomor telepon perusahaan	:	(021) 633 6789

Dengan ini menyatakan bahwa saya:

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1 maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Jakarta, 16 April 2025

Mengetahui :

NIXON L.P. NAPITUPULU
Direktur Utama
PT Bank Tabungan Negara (Persero) Tbk

PANANGIAN SIMANUNGKALIT

PT Bank Tabungan Negara (Persero) Tbk
Kantor Pusat
Menara Bank BTN
Jl. Gajah Mada No. 1, Jakarta Pusat 10130 Indonesia
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halaman 1 dari 1

Meeting of The Board of Commissioners

Meeting Policy

MEETING TYPE

1. The Board of Commissioners shall hold regular meeting at least 1 (once) a month, hereinafter referred to as the Board of Commissioner's Meeting.
2. The Board of Commissioners must hold regular meetings with the Board of Directors at least 1 (one) time in 1 (once) months, hereinafter referred to as the Board of Commissioners and Directors' Joint Meeting.
3. The Board of Commissioners is required to hold a meeting with the Sharia Supervisory Board (DPS) regularly at least once every 4 (four) months, hereinafter referred to as the meeting of the Board of Commissioners with the DPS.
4. 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 or the Board of Directors, by specifying matters to be discussed.

MEETING SUMMONS AND COMMENCEMENT

1. The Board of Commissioners' Meeting and the Board of Commissioners and Directors' Join Meeting must be commenced if attended by majority members of the Board of Commissioners.
2. The commencement of the Board of Commissioner's meeting must be attended by all members of the Board of Commissioners physically at least 2 (twice) in 1 (one) year.
3. In the event that a member of the Board of Commissioners is unable to attend a meeting in person, the member may attend the meeting through teleconference, video conference, or other electronic media facilities in accordance with applicable regulations.
4. Summons for a meeting must be conducted by the President Commissioners, and in the event the President Commissioners is absent, which does not need to be proven to any party, the summons for a meeting is made by the Vice President Commissioner.
5. In the event the Vice President Commissioner is absent due to any reason, which does not need to be proven to any party, the summons for a meeting is made by a member of the Board of Commissioners.
6. Invitation for the Board of Commissioners' Meeting is made in writing or directly delivered to each member of the Board of Commissioner with a sufficient receipt, or by registered mail, or courier service or by telex, facsimile, or email no later than 5 (five) days before the meeting is held, excluding the date of summons and the date of the meeting, or sooner considering the urgency.
7. The invitation is not required for meetings that have been scheduled upon the decisions of the Board of Commissioner's meetings held previously.
8. Invitation to the meeting must include the agenda, date, time and venue of the meeting.
9. The meeting is commenced in the Company's domicile or other places in the territory of the Republic of Indonesia or the Company's business activities.
10. The meeting is valid and shall have right to take a binding resolution if attended and/or represented by more than ½ (one half) of the total members of the Board of Commissioners.
11. Each member of the Board of Commissioners must attend at least 75% (seventy-five percent) of each of the total number of Meetings of the Board of Commissioners, Meetings of the Board of Commissioners with the Board of Directors, and Meetings of the Board of Commissioners with DPS held in 1 (one) fiscal year.

MEETING MATERIALS

1. Meeting materials can be distributed to all meeting participants at least 5 (five) working days before the meeting is held.
2. In the event the meeting is held outside schedule due to urgent and important issue, meeting materials can be delivered before the meeting is commenced.

CHAIRMAN OF MEETING

1. The meeting is chaired by the President Commissioner.
2. In the event that the President Commissioner is absent or unable to attend, the Vice President Commissioner shall chair the Board of Commissioners Meeting or a member of the Board of Commissioners appointed by the deputy head Commissioner who presides over the Board of Commissioners Meeting if, at the same time, the Head Commissioner is absent or unavailable and does not make the appointment.
3. In the event the Vice President Commissioner is absent due to any reason, which does not need to be proven to any party, the summons for a meeting is made by a member of the Board of Commissioners, being present and nominated in the meeting.
4. In the event the President Commissioner does not make appointment, senior member of the Board of Commissioners serving as member of the Board of Commissioners acts as the chairman of the meeting
5. In the event senior member of the Board of Commissioners serving as member of the Board of Commissioners is more than one, the oldest member of the Board of Commissioner acts as the chairman of the meeting.
6. If GMS does not appoint a Vice President Commissioner, in the event the President Commissioner is absent or unable to attend, the Board of Commissioner's Meeting is chaired by another member of the Board of Commissioner appointed by the President Commissioner.

DECISION MAKING

1. The Board of Commissioners is an assembly and each member of the Board of Commissioners cannot act independently, but rather based on the decision of the Board of Commissioners.
2. All decisions of the Board of Commissioners are taken at meetings.
3. Decision making at the Board of Commissioners' Meeting must firstly be made based on deliberation to reach consensus.
4. In the event that a decision based on deliberation to reach consensus is not reached, then the decision must be taken by voting based on affirmative votes of more than ½ (one-half) of the number of valid votes cast at the relevant meeting.
5. Each member of the Board of Commissioners has the right to cast 1 (one) vote and an additional 1 (one) vote for each other member of the Board of Commissioners, whom he or she legally represents at the meeting.
6. In the event that there is more than 1 (one) proposal, a reelection will be carried out so that 1 (one) proposal receives more than ½ (one-half) of the total votes cast.
7. A blank vote is deemed to approve the proposal submitted at the meeting.
8. Invalid votes are considered non-existent and are not counted in determining the number of votes cast at the meeting.
9. Voting regarding individuals is carried out using closed ballot papers without signatures, while voting regarding other matters is carried out verbally, unless the chairman of the meeting determines otherwise without any objection based on the majority of votes from those present.
10. If there are urgent and very important matters for the Company, the Board of Commissioners can also make valid decisions without holding a Board of Commissioners Meeting provided that all members of the Board of Commissioners have been notified in writing and all members of the Board of Commissioners have given their approval regarding the proposal submitted in writing and signing the agreement.
11. .Decisions taken in this way have the same legal standing as decisions legally taken at a Board of Commissioners' Meeting.
12. All decisions of the Board of Commissioners are binding on all members of the Board of Commissioners.
13. Each member of the Board of Commissioners who personally in any way, either directly or indirectly, has an interest in a transaction, contract or proposed contract in which the Company is a party, must declare the nature of his/her interest at the Board of Commissioners' Meeting and has no right to participate in decision making regarding matters relating to the transaction or contract.

MEETING DOCUMENTATION

1. Documentation of the meeting must be included in the Minutes of Meeting.
2. The Board of Commissioners must prepare minutes of meetings as referred to in and document them in accordance with the provisions of regulations.
3. Minutes of the Board of Commissioners' Meeting must be prepared by someone present at the meeting appointed by the chairman of the meeting and then signed by all members of the Board of Commissioners present and submitted to all members of the Board of Commissioners.

4. Minutes of meetings of the Board of Commissioners and Directors' Joint Meeting must be drawn up by someone, being present at the meeting and appointed by the chairman of the meeting, signed by all members of the Board of Commissioners and the Board of Directors who are present, and submitted to all members of the Board of Commissioners and the Board of Directors.
5. The minutes of the Board of Commissioners' meeting with the Sharia Supervisory Board (DPS) must be prepared by a person present at the meeting, who is appointed by the meeting's chairperson. The minutes should then be signed by all members of the Board of Commissioners and DPS who were present and distributed to all members of the Board of Commissioners and DPS.
6. Dissenting opinion that may arise at the meeting must be stated clearly in the minutes of the meeting along with the reasons for the dissenting opinion.
7. In the event that there are members of the Board of Commissioners and/or members of the Board of Directors who do not sign the results of the meeting, the related person must state the reasons in writing in a separate letter attached to the minutes of the meeting.
8. Minutes of meetings must be documented by the Company.
9. Minutes of meetings are valid evidence for members of the Board of Commissioners and for third parties regarding the decisions taken at the said meeting.

Internal Meeting of The Board of Commissioners

BOARD OF COMMISSIONERS INTERNAL MEETING PLAN

Based on the Board of Commissioners' 2025 Work Program, the Board of Commissioners planned to hold 48 (forty-eight) Board of Commissioners' meetings in 1 (one) year, or 4 (four) times in 1 (one) month, in excess of the minimum meeting requirement under OJK regulations of 1 (one) meeting every 2 (two) months. Meetings of the Board of Commissioners were generally held on Wednesdays or as required.

The Board of Commissioners also holds joint meetings with the Board of Commissioners' Supporting Organ Committees which in the outline will discuss the following agenda:

- Current Issues.
- Review/study of reports/incoming letters and progress of follow-up advice/directions to the previous Board of Directors.
- Exposure of the Board of Commissioners' Supporting Organs Committee in the form of suggestions, opinions/ recommendations to the Board of Commissioners regarding the review/studies that have been carried out to further serve as input for the Board of Commissioners in providing direction and advice to the Board of Directors as a form of active oversight by the Board of Commissioners.

REALIZATION OF INTERNAL MEETING OF THE BOARD OF COMMISSIONERS

Throughout 2025, the Board of Commissioners has held 56 (fifty six) internal meetings. In detail, it is presented in the table as follows:

Table of Board of Commissioners Internal Meetings

No.	Meeting Date	Agenda	Chandra M. Hamzah[1]	Iqbal Latanro[1]	Armand B. Arief[1]	Sentot A. Sentausa[1]	Adi Sulistyowati[1]	Bambang Widjanarko[1]
1	January 8, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	unable to present	Present	Present	Present	Present	Present
2	January 15, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	unable to present	Present	Present	Present	Present	Present
3	January 22, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	unable to present	Present	Present	Present	Present	Present
4	January 30, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	Present	Present	Present	Present	Present	Present
5	February 5, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	Present	Present	Present	Present	Present	Present
6	February 6, 2025	Closing Meeting on the Audit of BTN Financial Statements as of December 31, 2024	unable to present	Present	Present	Present	Present	Present
7	February 12, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	Present	Present	Present	Present	Present	Present
8	February 19, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	Present	Present	Present	Present	Present	Present
9	February 27, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	Present	Present	Present	Present	Present	Present
10	March 5, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	Present	Present	Present	Present	Present	Present
11	March 12, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	Present	Present	Present	Present	Present	Present
12	March 19, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	Present	Present	Present	Present	Present	Present

	Andin Hadiyanto[1]	Herry Trisaputra Zuna[1]	Himawan Arief Sugoto[1]	Suryo Utomo[2]	Dwi Ary Purnomo[2]	Fahri Hamzah[2]	Ida Nuryanti[2]	Panangian Simanungkalit[2]	Pietra Machreza Paloh[2]
	Present	Present	Present						
	Present	Present	Present						
	Present	Present	Present						
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	Present	Present	Present						
	Present	Present	Present						
	Present	Present	Present						

No.	Meeting Date	Agenda	Chandra M. Hamzah[1]	Iqbal Latanro[1]	Armand B. Arief[1]	Sentot A. Sentausa[1]	Adi Sulistyowati[1]	Bambang Widjanarko[1]
13	March 26, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information	Present	Present	Present	Present	Present	Present
14	June 30, 2025	• Incoming Mail • Latest Information • Other Information						
15	July 7, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
16	July 7, 2025	Kick-Off Meeting on the Audit of BTN Financial Statements as of June 30, 2025						
17	July 14, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
18	July 21, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
19	July 22, 2025	Corporate Action Plan for the Spin-off of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk through the Transfer of Rights and Obligations of the SUB to PT Bank Victoria Syariah (BVIS)						
20	July 28, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
21	August 4, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
22	August 11, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
23	August 19, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
24	August 25, 2025	Closing Meeting on the Audit of BTN Financial Statements as of June 30, 2025						

	Andin Hadiyanto[1]	Herry Trisaputra Zuna[1]	Himawan Arief Sugoto[1]	Suryo Utomo[2]	Dwi Ary Purnomo[2]	Fahri Hamzah[2]	Ida Nuryanti[2]	Panangian Simanungkalit[2]	Pietra Machreza Paloh[2]
	Present	Present	Present						
				Present	Present	Present as an observer	Present as an observer	Present as an observer	Present as an observer
				Present	Present	Present as an observer	Present as an observer	Present as an observer	Present as an observer
				Present	Present	Present as an observer	Present as an observer	Present as an observer	Present as an observer
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				Present	Present	Present as an observer	Present as an observer	Present as an observer	Present as an observer
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				Present	Present	Present as an observer	Present as an observer	Present	Present

No.	Meeting Date	Agenda	Chandra M. Hamzah[1]	Iqbal Latanro[1]	Armand B. Arief[1]	Sentot A. Sentausa[1]	Adi Sulistyowati[1]	Bambang Widjanarko[1]
25	September 8, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
26	September 8, 2025	Progress of the Implementation of Internal Control over Financial Reporting (ICoFR)						
27	September 15, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
28	September 15, 2025	Follow-up on Prospective Recipients of FLPP Subsidized Mortgage						
29	September 24, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
30	October 1, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
31	October 8, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
32	October 8, 2025	Indication of Targets and Assumptions in the Preparation of the RA/RT and the 2026 Annual Budget and Business Plan						
33	October 15, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
34	October 22, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
35	October 22, 2025	Kick-Off Meeting on the Audit of December 2025 Financial Statements with EY						
36	October 27, 2025	Discussion on the 2026 Annual Budget and Business Plan of PT Bank Tabungan Negara (Persero) Tbk						

	Andin Hadiyanto[1]	Herry Trisaputra Zuna[1]	Himawan Arief Sugoto[1]	Suryo Utomo[2]	Dwi Ary Purnomo[2]	Fahri Hamzah[2]	Ida Nuryanti[2]	Panangian Simanungkalit[2]	Pietra Machreza Paloh[2]
				Present	Present	Present as an observer	Present as an observer	Present	Present
				Present	Present	Present as an observer	Present as an observer	Present	Present
				Present	Present	Present as an observer	Present as an observer	Present	Present
				Present	Present	Present as an observer	Present as an observer	Present	Present
				Present	Present	Present as an observer	Present as an observer	Present	Present
				Present	Present	Present as an observer	Present as an observer	Present	Present
				Present	Present	Present as an observer	Present as an observer	Present	Present
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				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present

No.	Meeting Date	Agenda	Chandra M. Hamzah[1]	Iqbal Latanro[1]	Armand B. Arief[1]	Sentot A. Sentausa[1]	Adi Sulistyowati[1]	Bambang Widjanarko[1]
37	October 29, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
38	October 29, 2025	Strategy for Achieving Commercial Banking KPI						
39	October 29, 2025	Strategy for Achieving Consumer Banking KPI						
40	November 3, 2025	Discussion on the Results of the Board of Commissioners' Working Visit to the Bank's Branch Network						
41	November 5, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
42	November 12, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
43	November 12, 2025	Preparation for the Extraordinary GMS and Internal Audit Results for Q3 2025						
44	November 12, 2025	Update on the Strategy for Budget Surplus Balance (SAL) of IDR 25 Trillion						
45	November 19, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
46	November 19, 2025	Discussion on the Development of Information Technology Infrastructure						
47	November 19, 2025	Discussion on the Optimization of Balé						
48	November 26, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
49	November 26, 2025	Presentation of the Work Monitoring Dashboard via the Tableau Platform: Data Visualization BTN (datavisualization.btn.co.id) by the Data Management & Analytics Division (DMD)						

	Andin Hadiyanto[1]	Herry Trisaputra Zuna[1]	Himawan Arief Sugoto[1]	Suryo Utomo[2]	Dwi Ary Purnomo[2]	Fahri Hamzah[2]	Ida Nuryanti[2]	Panangian Simanungkalit[2]	Pietra Machreza Paloh[2]
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
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				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
				unable to present	Present	Present as an observer	Present	Present	Present
				unable to present	unable to present	Present as an observer	Present	Present	Present

No.	Meeting Date	Agenda	Chandra M. Hamzah[1]	Iqbal Latanro[1]	Armand B. Arief[1]	Sentot A. Sentausa[1]	Adi Sulistyowati[1]	Bambang Widjanarko[1]
50	December 3, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
51	December 10, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
52	December 16, 2025	Preparation for the Meeting of the Board of Directors and the Board of Commissioners in December 2025 (Discussion of the Board of Commissioners' Concerns on the Company's Strategic Issues in December 2025)						
53	December 17, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
54	December 17, 2025	Role of the Board of Commissioners in the Digital Era, IT Strategy, and Digital Transformation						
55	December 22, 2025	• Incoming Mail • Evaluation of Meeting Results • Latest Information • Other Information						
56	December 22, 2026	Discussion on the Proposed Risk Appetite and Risk Tolerance for 2026						

Joint Meeting of The Board of Commissioners and The Board of Directors

Joint Meeting Plan of The Board of Commissioners and The Board of Directorsi

Based on the decision made in the Board of Commissioners Meeting, it is decided that a joint meeting with the Board Of Commissioners is held in the period of at least 1 (once) every 4 (four) months. The topics discussed include:

1. Compilation of Bank Business Plan (RBB) and Company Work Plan and Budget (RKAP).
2. Evaluation of the Company's performance achievements
3. Implementation of Anti-Money Laundering, Countering the Financing of Terrorism, and Countering the Financing of Weapons of Mass Destruction programs
4. Implementation of Good Corporate Governance
5. Follow-up on findings from both internal and external audits.

	Andin Hadiyanto[1]	Herry Trisaputra Zuna[1]	Himawan Arief Sugoto[1]	Suryo Utomo[2]	Dwi Ary Purnomo[2]	Fahri Hamzah[2]	Ida Nuryanti[2]	Panangian Simanungkalit[2]	Pietra Machreza Paloh[2]
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present as an observer	Present	Present	Present
				Present	Present	Present	Present	Present	Present
				Present	Present	Present	Present	Present	Present
				Present	Present	Present	Present	Present	Present
				Present	Present	Present	Present	Present	Present

In 2025, it was agreed that joint meetings between the Board of Commissioners and the Board of Directors would be scheduled in the third week of each month. Meetings of the Board of Commissioners with the Board of Directors were convened and initiated by the Board of Commissioners, while meetings of the Board of Directors with the Board of Commissioners were convened and initiated by the Board of Directors. Such meetings were conducted in accordance with the Company's Articles of Association.

Realization of Board of Commissioners and Board of Directors Meetings

Throughout 2025, six (6) joint meetings between the Board of Commissioners and the Board of Directors initiated by the Board of Commissioners were held. The details are presented in the following table.

Table of Joint Meeting of the Board of Commissioners and the Board of Directors

No	Meeting Date	Meeting Agenda	Board of Commissioners		Board of Directors	
			Participant	Attendance	Participant	Attendance
1	January 22, 2025	1. Preparation for the Discussion of the Bank Business Plan for the 2025–2027 Period and Matters of Concern to the OJK 2. Bankwide Performance Review up to December 2024 3. SUB Performance Review up to December 2024 4. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan at the Bankwide and SUB up to December 2024 5. rogress of the Implementation of Corporate Plan Initiatives, including Profitability Aspects, up to December 2024 6. Progress of ICOFR Implementation in accordance with Regulations and Monitoring of Follow-up Actions on the ICOFR Diagnostic Review 7. Evaluation and Monitoring of New Bank Products (PBB) and Activities for Bank Purposes (KuKB), including Profitability Aspects, up to December 2024 8. Report on the Implementation of APU, PPT, and PPPSPM for the Second Semester of 2024 9. Monitoring of the Settlement of Credit Documents in the Out-of-Tolerance (LAT) Category 10. Progress Update on Project Hijra and Preparation for the Spin-off of the SUB	1. Chandra M. Hamzah 2. Iqbal Latanro 3. Armand B. Arief 4. Sentot A. Sentausa 5. Adi Sulistyowati 6. Bambang Widjanarko 7. Andin Hadiyanto 8. Herry Trisaputra Zuna 9. Himawan Arief Sugoto	– ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Andi Nirwoto 4. Elisabeth Novie Riswanti 5. Jasmin 6. Setiyo Wibowo 7. Hirwandi Gafar 8. Nofry Rony Poetra 9. Eko Waluyo 10. Hakim Putratama 11. Muhammad Iqbal	✓ ✓ ✓ ✓ ✓ ✓ - ✓ ✓ ✓ ✓
2	March 19, 2025	1. Bankwide and SUB Performance Review up to February 2025 2. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan at the Bankwide and SUB up to February 2025 3. Progress of ICOFR Implementation in accordance with Regulations and Monitoring of Follow-up Actions on the ICOFR Diagnostic Review 4. Progress of the Implementation of Corporate Plan Initiatives, including Profitability Aspects, up to February 2025 5. Progress Update on Project Hijra and Preparation for the Spin-off of the SUB.	1. Chandra M. Hamzah 2. Iqbal Latanro 3. Armand B. Arief 4. Sentot A. Sentausa 5. Adi Sulistyowati 6. Bambang Widjanarko 7. Andin Hadiyanto 8. Herry Trisaputra Zuna 9. Himawan Arief Sugoto	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Andi Nirwoto 4. Elisabeth Novie Riswanti 5. Jasmin 6. Setiyo Wibowo 7. Hirwandi Gafar 8. Nofry Rony Poetra 9. Eko Waluyo 10. Hakim Putratama 11. Muhammad Iqbal	✓ ✓ - ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

No	Meeting Date	Meeting Agenda	Board of Commissioners		Board of Directors	
			Participant	Attendance	Participant	Attendance
3	July 21, 2025	1. Achievement of the Collective KPI of the Board of Directors up to June 2025 2. Bankwide and SUB Performance Review up to June 2025 3. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan at the Bankwide up to June 2025 4. Progress of ICOFR Implementation in accordance with Regulations and Monitoring of Follow-up Actions on the ICOFR Diagnostic Review 5. Progress of the Implementation of Corporate Plan Initiatives, including Profitability Aspects, up to June 2025 6. Report on the Implementation of APU, PPT, and PPPSPM for the First Semester of 2025 7. Progress Update on the SUB Spin-off Project	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Fahri Hamzah 4. Ida Nuryanti 5. Panangian Simanungkalit 6. Pietra Machreza Paloh	✓ ✓ ✓* ✓* ✓* ✓*	1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Nofry Rony Poetra 4. Setiyo Wibowo 5. Eko Waluyo 6. Hirwandi Gafar 7. Tan Jacky Chen 8. Venda Yuniarti 9. Helmy Afrisa Nugroho 10. I Nyoman Sugiri Yasa 11. Rully Setiawan 12. Hermita	✓ ✓ ✓ ✓ ✓ ✓ ✓* ✓* ✓* ✓* ✓* ✓*
4	August 19, 2025	1. Bankwide and SUB Performance Review up to July 2025; 2. Bankwide and SUB Performance Review up to July 2025 3. Progress of ICOFR Implementation in accordance with Regulations and Monitoring of Follow-up Actions on the ICOFR Diagnostic Review; 4. Progress of the Implementation of Corporate Plan Initiatives, including Profitability Aspects, up to July 2025; 5. Progress Update on the SUB Spin-off Project	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Panangian Simanungkalit 4. Pietra Machreza Paloh 5. Fahri Hamzah 6. Ida Nuryanti	✓ ✓ ✓ ✓ ✓* ✓*	1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Nofry Rony Poetra 4. Setiyo Wibowo 5. Eko Waluyo 6. Hirwandi Gafar 7. I Nyoman Sugiri Yasa 8. Rully Setiawan 9. Hermita 10. Tan Jacky Chen 11. Venda Yuniarti 12. Helmy Afrisa Nugroho	✓ ✓ - ✓ ✓ ✓ ✓ ✓ ✓ ✓* ✓* ✓*
5	September 24, 2025	1. Bankwide and SUB Performance Review up to August 2025; 2. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan at the Bankwide up to August 2025 3. Progress of ICOFR Implementation in accordance with Regulations and Monitoring of Follow-up Actions on the ICOFR Diagnostic Review; 4. Progress of the Implementation of Corporate Plan Initiatives, including Profitability Aspects, up to August 2025; 5. Progress Update on the SUB Spin-off Project; and 6. Strategy for the Utilization of State Funds Placement at BTN.	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Panangian Simanungkalit 4. Pietra Machreza Paloh 5. Fahri Hamzah 6. Ida Nuryanti	✓ ✓ ✓ ✓ ✓* ✓*	1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Nofry Rony Poetra 4. Setiyo Wibowo 5. Eko Waluyo 6. Hirwandi Gafar 7. I Nyoman Sugiri Yasa 8. Rully Setiawan 9. Hermita 10. Tan Jacky Chen 11. Venda Yuniarti 12. Helmy Afrisa Nugroho	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓*

No	Meeting Date	Meeting Agenda	Board of Commissioners		Board of Directors	
			Participant	Attendance	Participant	Attendance
6	November 26, 2025	1. Bankwide and SUB Performance Review up to October 2025; 2. Monitoring of Risk Appetite, Risk Tolerance, and Recovery Plan at the Bankwide up to October 2025 3. Progress of the Implementation of Corporate Plan Initiatives, including Profitability Aspects; 4. Preparation for the Operation of Bank Syariah Nasional (BSN) and Capital Strengthening Strategy Post Spin-off; and 5. Monitoring of the Settlement of Principal Credit Documents	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Panangian Simanungkalit 4. Pietra Machreza Paloh 5. Ida Nuryanti 6. Fahri Hamzah	- - ✓ ✓ ✓ ✓*	1. Nixon L.P. Napitupulu 2. Oni Febriarto Rahardjo 3. Nofry Rony Poetra 4. Setiyo Wibowo 5. Eko Waluyo 6. Hirwandi Gafar 7. I Nyoman Sugiri Yasa 8. Rully Setiawan 9. Hermita 10. Tan Jacky Chen 11. Venda Yuniarti 12. Helmy Afrisa Nugroho	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓*

Notes:
✓ : Present
✓* : Present as observer

The realization of meetings between the Board of Directors and the Board of Commissioners is presented in the section on Meetings of the Board of Directors with the Board of Commissioners.

Meeting of The Board Of Commissioners With The Sharia Supervisory Board

Plan for Meetings between the Board of Commissioners and the Sharia Supervisory Board

Based on OJK Regulation No. 2 of 2024 dated February 16, 2024, regarding the Implementation of Sharia Governance for Sharia Commercial the Company's and Sharia Business Units, Article 31 paragraph (3), banks are required to hold meetings between the Sharia Supervisory Board and the Board of Commissioners at least once every four (4) months. The Board of Commissioners and the Sharia Supervisory Board have agreed that these meetings will be held at least once every four (4) months upon invitation from the Board of Commissioners. However, if necessary, the meetings may be conducted at any time, initiated by either party or both parties.

These meetings are conducted under the Guidelines and Code of Conduct for the Board of Commissioners and the Charter of the Sharia Supervisory Board.

Realization of the Meetings between the Board of Commissioners and the Sharia Supervisory Board

Throughout 2025, the Board of Commissioners held meetings with the Sharia Supervisory Board 3 (three) times. Below is a detailed table of the meetings between the Board of Commissioners and the Sharia Supervisory Board.

Table of Meetings Between the Board of Commissioners and the Sharia Supervisory Board

No	Meeting Date	Meeting Agenda	Board of Commissioners		Sharia Supervisory Board	
			Participant	Attendance	Participant	Attendance
1	March 19, 2025	Update on the Supervision of the SUB Restructuring Plan and Discussion on DPS Oversight for the First Quarter of 2025	1. Chandra M. Hamzah 2. Iqbal Latanro 3. Armand B. Arief 4. Sentot A. Sentausa 5. Adi Sulistyowati 6. Bambang Widjanarko 7. Andin Hadiyanto 8. Herry Trisaputra Zuna 9. Himawan Arief Sugoto	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	1. Muhammad Quraish Shihab 2. Mohammad Bagus Teguh Perwira 3. Muhammad Faiz	✓ ✓ ✓
2	August 11, 2025	Supervision by the Sharia Supervisory Board of BTN's Sharia Business Unit for the Second Quarter of 2025	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Fahri Hamzah 4. Ida Nuryanti 5. Panangian Simanungkalit 6. Pietra Machreza Paloh	✓ ✓ ✓* ✓* ✓* ✓*	1. Muhammad Quraish Shihab 2. Mohammad Bagus Teguh Perwira 3. Muhammad Faiz	✓ ✓ ✓
3	November 5, 2025	Supervision by the Sharia Supervisory Board of BTN's Sharia Business Unit for the Third Quarter of 2025	1. Suryo Utomo 2. Dwi Ary Purnomo 3. Ida Nuryanti 4. Panangian Simanungkalit 5. Pietra Machreza Paloh 6. Fahri Hamzah	✓ ✓ ✓ ✓ ✓ ✓*	1. Muhammad Quraish Shihab 2. Mohammad Bagus Teguh Perwira 3. Muhammad Faiz	✓ ✓ ✓

Notes:
✓ : Present
✓* : Present as Observer

Frequency and Attendance of Meetings

Table of the Frequency and Attendance of Board of Commissioners' Meetings

Name	Position	Internal Meeting of the Board of Commissioners			Board of Commissioners Meeting Inviting the Board of Directors and Board of Directors Meeting Inviting the Board of Commissioners			Meetings Between the Board of Commissioners and the Sharia Supervisory Board			GMS			Attendance Rate of All Meetings
		Attendance Number and Percentage			Attendance Number and Percentage			Attendance Number and Percentage			Attendance Number and Percentage			
		Number of Meeting	Number of Attendance	%	Number of Meeting	Number of Attendance	%	Number of Meeting	Number of Attendance	%	Number of Meeting	Number of Attendance	%	
Chandra M. Hamzah*	President Commissioner/ Independent	13	9	69,23%	3	2	66,67%	1	1	100%	1	1	100%	72,22%
Suryo Utomo**	President Commissioner	43	41	95,35%	6	5	83,34%	2	2	100%	1	1	100%	94,23%
Iqbal Latanro*	Vice President Commissioner/ Independent	13	13	100%	3	3	100%	1	1	100%	1	1	100%	100%
Dwi Ary Purnomo**	Vice President Commissioner	43	42	97,67%	6	5	83,34%	2	2	100%	1	1	100%	96,15%
Armand B. Arief*	Independent Commissioner	13	13	100%	3	3	100%	1	1	100%	1	1	100%	100%
Sentot A. Sentausa*	Independent Commissioner	13	13	100%	3	3	100%	1	1	100%	1	1	100%	100%
Andin Hadiyanto*	Commissioner	13	13	100%	3	3	100%	1	1	100%	1	1	100%	100%
Himawan Arief Sugoto*	Commissioner	13	13	100%	3	3	100%	1	1	100%	1	1	100%	100%
Herry Trisaputra Zuna*	Commissioner	13	13	100%	3	3	100%	1	1	100%	1	1	100%	100%
Adi Sulistyowati*	Independent Commissioner	13	13	100%	3	3	100%	1	1	100%	1	1	100%	100%
Bambang Widjanarko*	Independent Commissioner	13	13	100%	3	3	100%	1	1	100%	1	1	100%	100%
Fahri Hamzah**	Commissioner	4	4	100%	1	1	100%	-	-	-	-	-	-	77,78%
Ida Nuryanti**	Independent Commissioner	24	24	100%	3	3	100%	1	1	100%	1	1	100%	100%
Panangian Simanungkalit**	Independent Commissioner	34	34	100%	5	5	100%	1	1	100%	1	1	100%	100%
Pietra Machreza Paloh**	Independent Commissioner	34	34	100%	5	5	100%	1	1	100%	1	1	100%	100%

* Information is reported up to the end of the term of office. The term of office ended at the AGMS for Fiscal Year 2024 on March 26, 2025.
** Appointed at the AGMS for Fiscal Year 2024 on March 26, 2025

Competency Development of Board of Commissioners

Competency Development Policy

Policies related to competency development including the Board of Commissioners orientation program is governed by the Guidelines and Code of Conduct for the Board of Commissioners. The competency development policy for members of the Board of Commissioners includes:

1. Members of the Board of Commissioners are required to participate in continuous competency development programs, either domestically or internationally, with the aim of enhancing their skills and knowledge to support the execution of their duties, obligations, and responsibilities.
2. The plan for continuous competency development for members of the Board of Commissioners is outlined in the Board of Commissioners' annual work program.

3. If continuous education is conducted outside of the pre-determined work program, the competency development must be decided in a Board of Commissioners Meeting.
4. Members of the Board of Commissioners who have participated in continuous competency development must submit a written report on the results to the Board of Commissioners or present it during a Board of Commissioners Meeting.
5. New members of the Board of Commissioners are required to attend an orientation program to familiarize themselves with the Company;
6. Other matters concerning facilities for the implementation of continuous education refer to the Company's regulation.

Competency Development Realization

Throughout December 31, 2025,, members of the Company's Board of Commissioners participated in various competency enhancement programs, including training, workshops, conferences, and seminars, as detailed in the following table.

Name	Position	Types of Training and Development Programs Competency / Training	Time and place Implementation	Organizer
Chandra M. Hamzah*	President Commissioner/ Independent	Banking Risk Management Refreshment Program (Qualification Level 6)	March 12, 2025, Jakarta	LPPI
Suryo Utomo**	President Commissioner	Orientation Program for the Board of Commissioner	April 10, 2025 to May 28, 2025, Jakarta	BTN
		Banking Risk Management Education and Training (Qualification Level 6, Non-Tiered)	April 16–17, 2025, Jakarta	BTN
		Banking Risk Management Certification (Qualification Level 6, Non-Tiered)	April 21, 2025, Jakarta	LSP BSMR
		BTN Leadership Forum 2025 "One Vision, One Team"	May 15–16, 2025, Surakarta	BTN
		Onboarding Program for the Board of Commissioners (BoC)	June 23–24, 2025	IRPA
		Boardroom Bound: Board Oversight on Business Growth, Credit Quality, and Financial Fundamentals	September 27, 2025, Lombok	BTN
Iqbal Latanro*	Vice President Commissioner/ Independent	Win the Market with Digital Leadership and Customer Centricity	February 7, 2025, Jakarta	BTN
Dwi Ary Purnomo**	Vice President Commissioner	Orientation Program for the Board of Commissioners	April 10, 2025 to May 28, 2025, Jakarta	BTN
		Banking Risk Management Education and Training (Qualification Level 6, Non-Tiered)	April 16–17, 2025, Jakarta	BTN
		Banking Risk Management Certification (Qualification Level 6, Non-Tiered)	April 22, 2025, Jakarta	LSP LSPP
		BTN Leadership Forum 2025 "One Vision, One Team"	May 15–16, 2025, Surakarta	BTN
		Onboarding Program for Board of Commissioner (BoC)	June 23–24, 2025	IRPA
		Boardroom Bound: Board Oversight on Business Growth, Credit Quality, and Financial Fundamentals	September 27, 2025, Lombok	BTN
Armand B. Arief*	Independent Commissioner	Banking Risk Management Refresher Program (Qualification Level 6)	March 12, 2025, Jakarta	LPPI

Name	Position	Types of Training and Development Programs Competency / Training	Time and place Implementation	Organizer
Sentot A. Sentausa*	Independent Commissioner	Win the Market with Digital Leadership and Customer Centricity	February 7, 2025, Jakarta	BTN
Andin Hadiyanto*	Commissioner	Banking Risk Management Refresher Program (Qualification Level 6)6	March 12, 2025, Jakarta	LPPI
Himawan Arief Sugoto*	Commissioner	Win the Market with Digital Leadership and Customer Centricity	February 7, 2025, Jakarta	BTN
Herry Trisaputra Zuna*	Commissioner	Win the Market with Digital Leadership and Customer Centricity	February 7, 2025, Jakarta	BTN
Adi Sulistyowati*	Independent Commissioner	Win the Market with Digital Leadership and Customer Centricity	February 7, 2025, Jakarta	BTN
Bambang Widjanarko*	Independent Commissioner	Win the Market with Digital Leadership and Customer Centricity	February 7, 2025, Jakarta	BTN
Fahri Hamzah**	Commissioner	Orientation Program for the Board of Commissioners	April 10, 2025 to May 28, 2025, Jakarta	BTN
		Banking Risk Management Education and Training (Qualification Level 6, Non-Tiered)	April 16-17, 2025, Jakarta	BTN
		Banking Risk Management Certification (Qualification Level 6, Non-Tiered)	April 24, 2025, Jakarta	LSP LSPP
		BTN Leadership Forum 2025 "One Vision, One Team"	May 15-16, 2025, Surakarta	BTN
		Onboarding Program for Board of Commissioner (BoC)	June 23-24, 2025	IRPA
		Boardroom Bound: Board Oversight on Business Growth, Credit Quality, and Financial Fundamentals	September 27, 2025, Lombok	BTN
Ida Nuryanti**	Independent Commissioner	Orientation Program for the Board of Commissioners	April 10, 2025 to May 28, 2025, Jakarta	BTN
		Banking Risk Management Education and Training (Qualification Level 6, Non-Tiered)	April 16-17, 2025, Jakarta	BTN
		Banking Risk Management Certification (Qualification Level 6, Non-Tiered)	April 24, 2025, Jakarta	LSP LSPP
		BTN Leadership Forum 2025 "One Vision, One Team"	May 15-16, 2025, Surakarta	BTN
		Onboarding Program for Board of Commissioner (BoC)	June 23-24, 2025	IRPA
		National Conference of IIA Indonesia 2025: "Audit for Tomorrow: Strategic, Future-Ready, Sustainable"	August 27-28, 2025, Medan	Institute of Internal Auditors Indonesia
		Boardroom Bound: Board Oversight on Business Growth, Credit Quality, and Financial Fundamentals	September 27, 2025, Lombok	BTN

Name	Position	Types of Training and Development Programs Competency / Training	Time and place Implementation	Organizer
Panangian Simanungkalit**	Independent Commissioner	Executive Overview for BOC	April 4–7, 2025, Jakarta	LPPI
		Orientation Program for the Board of Commissioners	April 10, 2025 to May 28, 2025, Jakarta	BTN
		Banking Risk Management Education and Training (Qualification Level 6, Non-Tiered)	April 16–17, 2025, Jakarta	BTN
		Banking Risk Management Certification (Qualification Level 6, Non-Tiered)	April 22, 2025, Jakarta	LSP LSPP
		BTN Leadership Forum 2025 "One Vision, One Team"	May 15–16, 2025, Surakarta	BTN
		Onboarding Program for Board of Commissioner (BoC)	June 23–24, 2025	IRPA
		National Conference of IIA Indonesia 2025: "Audit for Tomorrow: Strategic, Future-Ready, Sustainable"	August 27–28, 2025, Medan	Institute of Internal Auditors Indonesia
		Boardroom Bound: Board Oversight on Business Growth, Credit Quality, and Financial Fundamentals	September 27, 2025, Lombok	BTN
Pietra Machreza Paloh**	Independent Commissioner	Orientation Program for the Board of Commissioners	April 10, 2025 to May 28, 2025, Jakarta	BTN
		Banking Risk Management Education and Training (Qualification Level 6, Non-Tiered)	April 16-17, 2025, Jakarta	BTN
		Banking Risk Management Certification (Qualification Level 6, Non-Tiered)	April 21, 2025, Jakarta	LSP BSMR
		BTN Leadership Forum 2025 "One Vision, One Team"	May 15-16, 2025, Surakarta	BTN
		Risk Management Refreshment: Readiness in Responding to the Escalation of Climate Risk and Cyber Risk 2025	June 18-19, 2025, Batam	IRPA
		Onboarding Program for Board of Commissioner (BoC)	June 23-24, 2025	IRPA
		National Conference of IIA Indonesia 2025: "Audit for Tomorrow: Strategic, Future-Ready, Sustainable"	August 27-28, 2025, Medan	Institute of Internal Auditors Indonesia
		Boardroom Bound: Board Oversight on Business Growth, Credit Quality, and Financial Fundamentals	September 27, 2025, Lombok	BTN

* Information is reported up to the end of the term of office. The term of office ended at the AGMS for Fiscal Year 2024 on March 26, 2025.
** Appointed at the AGMS for Fiscal Year 2024 on March 26, 2025

Orientation Program for New Members of The Board of Commissioners

The Company has always held an Orientation Program or Introduction for newly-appointed members of the Board of Directors to be acquainted with one another and establish cooperation as a solid, comprehensive, effective team. The Orientation Program also aims to provide insight into the condition of the Company in general. The orientation program for the Board of Commissioner is regulated in the Guidelines and Code of Conduct of the Board of Commissioners, namely:

1. Implementation of Good Corporate Governance and Code of Conduct principles in the Company.
2. Description regarding the duties and responsibilities of the Board of Commissioners and Board of Directors and other restrictions.
3. Overview of the Company in terms of the objectives, nature, and scope of the Company's activities, financial performance, and strategies, as well as the Company's short and long-term plans, risks, Internal Control, and other strategic issues.
4. Information related to delegated authorities, internal and external audits, internal control systems, and policies..

The realization of the orientation program for newly appointed members of the Board of Commissioners in 2025 was as follows:

Name	Position	Types of Training and Development Programs Competency / Training	Time and Place	Organizer
Suryo Utomo	President Commissioner	Orientation Program for the Board of Commissioners	April 10 – May 28, 2025, Jakarta	BTN
Dwi Ary Purnomo	Vice President Commissioner	Orientation Program for the Board of Commissioners	April 10 – May 28, 2025, Jakarta	BTN
Fahri Hamzah	Commissioner	Orientation Program for the Board of Commissioners	April 10 – May 28, 2025, Jakarta	BTN
Ida Nuryanti	Independent Commissioner	Orientation Program for the Board of Commissioners	April 10 – May 28, 2025, Jakarta	BTN
Panangian Simanungkalit	Independent Commissioner	Orientation Program for the Board of Commissioners	April 10 – May 28, 2025, Jakarta	BTN
Pietra Machreza Paloh	Independent Commissioner	Orientation Program for the Board of Commissioners	April 10 – May 28, 2025, Jakarta	BTN

Recommendation, Realization of Duties of The Board of Commissioners, and Supervision on The Implementation of Company Strategy

The Board of Commissioners has carried out supervisory duties, directing, providing advice, monitoring and evaluating the implementation of the Company's strategic policies, including:

1. Implementation of the Annual GMS decisions as follows:
   a. Ratification of the Company's Annual Report, Financial Statements, and PUMK Financial Report;
   b. Determination of the Use of the Company's Net Profit;
   c. Determination of Remuneration (salary/ honorarium, facilities, and allowances) and Bonuses for the Company's Board of Directors and Board of Commissioners;
   d. Appointment of a Public Accountant (AP) and/or Public Accounting Firm (KAP) to audit the Financial Statements and PUMK Program Financial Statements;
   e. Ratification of the Proposed Write-Off Limit;
   f. Approval of the Restructuring Plan for the Expansion of the Company's Sharia Business;
   g. Approval of the Acquisition of PT Bank Victoria Syariah Shares by the Company;
   h. Approval of amendments to the Company's Articles of Association; and
   i. Changes in the Composition of the Company's Management
2. Periodic review of the Company's performance at the Bank-wide and Sharia Business Unit (UUS) levels.
3. Periodic monitoring of risk management implementation, including the risk profile, Bank's Soundness Level, CAR, risk appetite, risk tolerance, and recovery plan.
4. Periodic monitoring of the implementation of the company's strategic plan initiatives.
5. Evaluation and monitoring of New Bank Products (PBB) and Activities for the Benefit of the Bank (KuKB).
6. Monitoring the implementation and follow-up of internal and external audit results.
7. Monitoring the completion of credit documents.

8. Monitoring the implementation of Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of the Financing of the Proliferation of Mass Destruction Weapons (APU, PPT, and PPPSPM) programs.
9. Monitoring the implementation of Internal Control over Financial Reporting (ICoFR).
10. Development of Sharia Business Unit (UUS) projects, including the acquisition of Sharia Commercial Banks and the spin-off of Sharia Business Units.
11. Monitoring the progress of customer data improvement.
12. Approval of the preparation of the Company's Long-Term Plan, Business Plan, and Work Plan & Budget, including any amendments thereto
13. Recommendations and Determination of Collegial, Individual, and State Capital Investment Key Performance Indicators (KPIs), including any amendments thereto.
14. Board of Commissioners' oversight of the Bank's Business Plan Performance and Implementation.
15. Company Organizational Development and Human Resources (HR) Management Strategy.
16. Recommendation for the appointment of a Public Accounting Firm (KAP) to audit the Company's financial statements and the Financial Statements of the Public Company.
17. Appointment of the Company's Corporate Rating Services.
18. Approval of the Company's internal provisions requiring Board of Commissioners approval.
19. Other strategic policies, including:
    a. Bank Performance and Implementation of the Bank's Business Plan
    b. Preparation and Amendments to the Bank's Business Plan and the Company's Work Plan & Budget
    c. Key Performance Indicators (KPIs) of the Collegial Board of Directors
    d. Operation of payment service providers
    e. Annual Audit Plan including budget.
    f. Provision of Credit/Financing to Related Parties.
    g. Directions for Credit Committee Meeting Decisions.
    h. Directions for the the implementation of the Anti-Bribery Management System.
    i. Operational Activities including Information Technology Infrastructure and Operations.
    j. Activities and Management of Credit and Financing.
    k. Publication of Financial Statements.
    l. New Bank Products (PBB) and Activities for the Bank's Interest (KuKB).
    m. Compliance Reports.
    n. Internal Audit Unit Activity Report
    o. Reports on the results of external/regulatory audits
    p. Anti-Fraud Strategy
    q. Sustainable Financial Action Plan.
    r. Evaluation of Audit Services by a Public Accounting Firm on Annual Financial Information.
    s. Affiliate Transactions
    t. Changes to Organizational Structure
    u. Recommendations for improving the Senior Executive Vice President (SEVP) Provisions of PT Bank Tabungan Negara (Persero) Tbk.
    v. Recommendations for Nominated Talent for Board of Directors-1 and Existing Board of Directors to the Financial Services CTC.
    w. Proposed remuneration for the Board of Commissioners and Directors, as well as bonuses for the Board of Commissioners and Directors.

Performance Assessment of The Board of Directors and The Board of Commissioners

In order to improve work performance and responsibility, the Board of Commissioners and the Board of Directors are committed to implementing policy and conducting performance assessment for the Board of Commissioners and Directors. The Board of Commissioners has its SelfAssessment Policy to assess the Board of Commissioners' performance, while the performance assessment of the Board of Directors is carried out through the achievement of KPIs which refer to the results of measurements carried out by external auditors who audit the company's annual financial reports.

Performance Assessment of The Board of Directors

Performance assessment of the Board of Directors, including the President Director, both collegially and individually is carried out once in 1 (one) year and has been implemented in 2025.

PROCEDURE OF PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The procedure for determining and assessing the performance of the Board of Directors refers to the Regulation of the Minister of BUMN number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of StateOwned Enterprises and the Decree of the Minister of BUMN Number SK-306/ MBU/11/2023 concerning Instructions Technical Preparation of Key Performance Indicators for BUMN. BUMN Directors are required to sign an Annual Management Contract which contains the KPI targets for Directors collectively and the KPI Directors individually.

The KPI of the Directors collectively and the KPI of the Directors individually are effective measuring tools in monitoring the performance and implementation of the duties of the Company Management carried out

by the Directors. The procedures for determining and assessing KPIs are regulated in articles 104 and 105 of the Minister of State-Owned Enterprises Regulation PER-2/MBU/03/2023 as follows.

1. The Board of Directors submits the Board of Directors' KPI proposals collegally to the GMS/ Minister to be determined simultaneously with the determination of the Company's Budget Work Plan.
2. Before ratifying the Company's Budget Work Plan, the Board of Commissioners must first consult with state shareholders to determine the KPI for the Board of Directors.
3. Directors are required to translate the KPIs of the Directors collectively into the KPIs of the Directors individually and submit them to the Board of Commissioners for approval.
4. The Board of Directors' KPI achievements are collectively reported in quarterly reports and annual reports.
5. The calculation of the Directors' KPI achievements is reviewed collegially and individually by a public accounting firm that audits the company's financial statements.

CRITERIA OF PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

Performance Assessment of Collegial Directors

The KPI used to measure and assess the performance of the Board of Directors collegiately in managing the company consists of 5 (five) perspectives, namely as follows:

1. Economic and social values for Indonesia;
2. Business model innovation;
3. Technology leadership;
4. Investment improvement; and
5. Talent Improvement..

Performance Assessment of Individual Directors

The Board of Directors' KPI, collectively, is the individual KPI for the President Director. Meanwhile, the KPI of the Directors individually is a cascading of the KPI of the Main Director based on the duties, functions and responsibilities of each Directorate of directors. Details of individual Directors' KPIs are presented in the following table.

No	Collegial KPI	Weight (%)	Cascade of Directorate KPI Weights				
			Dir. Consumer	Dir. Commercial	Dir. Corporate Banking	Dir. Network & Retail Funding	Dir. Treasury & International Banking
I. ECONOMIC AND SOCIAL VALUE FOR INDONESIA		57,00					
	A. FINANCIAL ASPECTS	29,00					
1.	PPOP	12,00	✓	✓	✓	✓	✓
2.	ROE Tier 1	10,00	✓	✓	✓	✓	✓
3.	Total Shareholder Return	7,00	✓	✓	✓	✓	✓
	B. OPERATIONAL ASPECTS						
4.	Cost of Credit (CoC)	10,00	✓	✓	✓		
5.	Cost to Income Ratio (CIR)	5,00	✓	✓	✓	✓	✓
	C. SOCIAL ASPECTS	13,00					
6.	Realization of Subsidized Mortgage Distribution	8,00	✓				
7.	NPS for Bank	5,00				✓	
II. BUSINESS MODEL INNOVATION		10,00					
8.	CASA Ratio	5,00		✓	✓	✓	✓
9.	Average Credit Growth in the High Yield Segment	5,00	✓	✓			

	Cascade of Directorate KPI Weights							
	Dir. Finance & Strategy	Dir. Risk Management	Dir. Human Capital & Compliance	Dir. Operations	Dir. Information Technology	SEVP Digital Business	SEVP Asset Management	SEVP Credit Risk
	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓
		✓						
	✓	✓	✓	✓	✓	✓	✓	✓
				✓				
						✓	✓	✓
		✓						

No	Collegial KPI	Weight (%)	Cascade of Directorate KPI Weights				
			Dir. Consumer	Dir. Commercial	Dir. Corporate Banking	Dir. Network & Retail Funding	Dir. Treasury & International Banking
III. TECHNOLOGY LEADERSHIP		**10,00**					
10.	Number of Active Users of Bale by BTN	5,00				✓	
11.	Cyber Security Breach	5,00					
IV. INCREASING INVESTMENT		**15,00**					
12.	Environment, Social, Governance (ESG) Rating	5,00					✓
13.	PM KPI Realization	5,00					
14.	Sustainable Financing/Credit	5,00	✓	✓	✓		
V. TALENT DEVELOPMENT		**8,00**					
15.	Human Capital *Transformation*	8,00	✓	✓	✓	✓	✓
	Total	**100,00**					

THE PARTY CONDUCTING THE ASSESSMENT

The Board of Commissioners assesses the performance of the Board of Directors performance of the Directors is assessed based on the calculation of the Directors' KPI achievements collegially and individually referring to the results of measurements carried out by external auditors who audit the company's annual financial reports. The Board of Commissioners, assisted by the Remuneration and Nomination Committee, conducts an assessment of the performance of the Board of Directors, both collectively and individually. Furthermore, the Board of Commissioners submits the results of the performance assessment of the Board of Directors collegial and individual to be reported to shareholders. Referring to article 105 paragraph (1) PER-2/MBU/03/2023, the achievements of the Board of Directors' KPI are collectively reported in quarterly reports and annual reports.

BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT RESULTS

Board of Directors' performance assessment was carried out during 2025 with the following assessment results:

No.	Indicators	Weight (%)	Unit	Polarity	Target Dec-25	Real Dec-25	Penc. Awal	Penc. Adj.	Final score
I.	**ECONOMIC AND SOCIAL VALUE FOR INDONESIA**	**57,00**							
	A. FINANCIAL ASPECTS	**2G,00**							
1.	PPOP	12,00	IDR Trillion	Maximize	10,68	10,75	100,63%	100,63%	• **12,08%**
2.	ROE Tier 1	10,00	%	Maximize	11,60	11,62	100,15%	100,15%	• **10,01%**
3.	Total Shareholder Return	7,00	%	Maximize	P25	P42	170,28%	110,00%	• **7,70%**
	B. OPERATIONAL ASPECTS	**15,00**							
4.	Cost of Credit (CoC)	8,00	%	Minimize	1,75	1,67	104,54%	104,54%	• **8,36%**
5.	Cost to Income Ratio (CIR)	7,00	%	Minimize	49,37	45,57	107,69%	107,69%	• **7,54%**

	Cascade of Directorate KPI Weights							
	Dir. Finance & Strategy	Dir. Risk Management	Dir. Human Capital & Compliance	Dir. Operations	Dir. Information Technology	SEVP Digital Business	SEVP Asset Management	SEVP Credit Risk
				✓	✓	✓	✓	✓
		✓			✓			
	✓	✓	✓					
	✓							
		✓						
	✓	✓	✓	✓	✓	✓	✓	✓

No.	Indicators	Weight (%)	Unit	Polarity	Target Dec-25	Real Dec-25	Penc. Awal	Penc. Adj.	Final score
	C. SOCIAL ASPECTS	**13,00**							
6.	Realization of subsidized mortgage distribution	8,00	%	Maximize	70,00	96,12	137,31%	110,00%	**8,80%**
7.	Net Promoter Score (NPS) for Bank	5,00	Score	Maximize	49,00	50,00	102,04%	102,04%	**5,10%**
II.	**BUSINESS MODEL INNOVATION**	**10,00**							
8.	CASA Ratio	5,00	%	Maximize	55,30	51,68	93,46%	93,46%	**4,67%**
9.	Average Credit Growth in the High Yield Segment	5,00	%	Maximize	23,28	11,49	49,33%	49,33%	**2,47%**
10.	Number of Active BTN Mobile Users	5,00	User	Maximize	1.690.000	2.363.820	139,87%	110,00%	**5,50%**
11.	Cyber Security Breach (Zero Incident)	5,00	Laporan	Minimize	0	0	110,00%	110,00%	**5,50%**
III.	**INVESTMENT DEVELOPMENT**	**15,00**							
12.	Rating Environment, Social, Governance (ESG)	5,00	Ratings	Maximize	BBB	AA	128,57%	110,00%	**5,50%**
13.	PM KPI Realization	5,00	%	Maximize	100,00	100,78	100,78%	100,78%	**5,04%**
14.	Sustainable Financing/Credit	5,00	IDR Trillion	Maximize	200,26	204,56	102,14%	102,14%	**5,11%**
IV.	**TALENT DEVELOPMENT**	**8,00**							
15.	Human Capital Transformation	8,00	%	Maximize	100,00	112,37	112,37%	110,00%	**8,80%**
	Total	**100,00**							**102,18%**

Performance Assessment of The Board of Commissioners

Performance assessment of the Board of Commissioners, both collegially and individually, is carried out once a year and has been implemented in 2025.

PROCEDURE OF PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

The Board of Commissioners Performance Assessment Procedures, both collegially and individually, were carried out through self-assessment based on the Regulation of the Minister of State-Owned Enterprises number PER-3/MBU/03/2023 dated March 24, 2023 concerning Organs and Human Resources of State-Owned Enterprises and the Decree of the Secretary of the Ministry of State-Owned Enterprises number SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.

CRITERIA OF PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

Collegial Performance Evaluation Criteria for the Board of Commissioners

The performance assessment criteria must be in accordance with the functions of the Board of Commissioners in supervising and providing advice to the Board of Directors, for the interests of the Company and shareholders in particular and stakeholders in general. The primary criteria of the Performance Assessment for the Board of Commissioners include:

1. Financial perspective;
2. Stakeholder perspective;
3. Internal process perspective;
4. Competency development perspective; and/or
5. Other perspectives as needed.

Individual Performance Assessment Criteria for the Board of Commissioners

The main criteria for evaluating the performance of the Board of Commissioners individually include:

1. Financial;
2. Stakeholders;
3. Internal Process;
4. Learning & Growth;
5. Work Behavior;
6. Additional/Ad Hoc Tasks

THE PARTY CONDUCTING THE ASSESSMENT

The performance assessment of the Board of Commissioners is carried out using a self-assessment mechanism and is reported or submitted periodically to shareholders.

RESULTS OF THE BOARD OF COMMISSIONERS' PERFORMANCE ASSESSMENT

Results of Collegial Performance Assessment of the Board of Commissioners

The results of the achievement of the performance of the Board of Commissioners in 2024 towards the Key Performance Indicators (KPI) targets determined in the work program are presented as follows:

Board of Commissioners Collegial KPI Table 2025

No	Indicator	P	Weight	Unit	January to December 2025			
					Target	Realization	Achievement	Value
a	*b*	*c*	*d*	*e*	*j*	*k*	*l*	m=d×l
1	**Financial**							**10,00%**
	Budget realization against work plan (investment grade, as a corporate valuation)	Min	10%	%	100	100	100%	10,00

No	Indicator	P	Weight	Unit	January to December 2025			
					Target	Realization	Achievement	Value
a	*b*	*c*	*d*	*e*	*j*	*k*	*l*	m=d×l
2	**Stakeholder**							**15,00%**
	Supervision and Submission of Reports on the Realization of Bank Business Plans and Recovery Plans to the Financial Services Authority periodically in accordance with the provisions	Max	5%	kali	2	2	100%	5,00
	Reviewing and submitting the Annual Management Report and Supervision Results of the Board of Commissioners of Payment Service Providers (PJP) to Bank Indonesia periodically in accordance with the provisions	Max	5%	kali	1	1	100%	5,00
	Review, approve and submit reports on the Company's performance oversight duties to the Ministry of State-Owned Enterprises periodically in accordance with the provisions.	Max	5%	kali	4	4	100%	5,00
3	**Internal Process**							**71,80%**
	Organizing and attending Board of Commissioners meetings periodically	Max	10%	kali	48	56	116,67%	11,67
	Organizing and attending regular meetings with the Board of Directors	Max	10%	kali	12	12	100%	10,00
	Organize and attend regular meetings with the Sharia Supervisory Board (DPS)	Max	5%	kali	4	3	75%	3,80
	Ensuring that the Board of Commissioners' Supporting Organ Committee has carried out its duties and functions properly and effectively in accordance with the provisions	Max	10%	%	100	120	120%	12,00
	Ensure the implementation of GCG principles at all levels of the organization	Max	10%	%	100	100	100%	10,00

No	Indicator	P	Weight	Unit	January to December 2025			
					Target	Realization	Achievement	Value
a	*b*	*c*	*d*	*e*	*j*	*k*	*l*	m=d×l
	Review, evaluate, approve, and monitor Company documents and/or policies as needed	Max	15%	%	100	120	120%	18,00
	Conducting visits to Work Units/Regional Offices/ Branch Offices in order to carry out the supervisory function of the Board of Commissioners	Max	5%	%	4	8	120%	6,00
4	**Learning & Growth**							**12,00%**
	Implementing improvements in knowledge, skills, and abilities through participation in seminars/ training according to their field of work.	Max	10%	Jam	20	30	120%	12,00
	Total		**100%**					**108,47%**

Results of Individual Performance Assessment of the Board of Commissioners

As regulated in the Minister of BUMN Regulation Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of BUMN, the Board of Commissioners is obliged to carry out an annual evaluation of each individual member of the Board of Commissioners. The method determined by the Board of Commissioners in assessing the performance of members of the Board of Commissioners is the self-assessment method which is then reviewed and approved by the Board of Commissioners. Assessment is carried out using key performance indicators that are specific, measurable, achievable, and relevant.

Performance assessment of the members of the Board of Commissioners has been carried out during 2025 with the assessment results based on the following main performance indicators:

Board of Commissioners Individual Assessment Table

No.	Key Performance Indicators (KPI)	Suryo Utomo	Dwi Ary Purnomo	Fahri Hamzah	Ida Nuryanti	Panangian Simanungkalit	Pietra Machreza Paloh
1	**Financial**						
	Budget realization to the Board of Commissioners' work plan	8,00	8,00	8,00	8,00	8,00	8,00
2	**Stakeholder**						
	Supervision and Submission of Reports on the Realization of Bank Business Plans and Recovery Plans to the Financial Services Authority periodically in accordance with the provisions	4,00	4,00	4,00	4,00	4,00	4,00

No.	Key Performance Indicators (KPI)	Suryo Utomo	Dwi Ary Purnomo	Fahri Hamzah	Ida Nuryanti	Panangian Simanungkalit	Pietra Machreza Paloh
	Reviewing and submitting the Annual Management Report and Supervision Results of the Board of Commissioners of Payment Service Providers (PJP) to Bank Indonesia periodically in accordance with the provisions	4,00	4,00	4,00	4,00	4,00	4,00
	Review, approve and submit reports on the Company's performance oversight duties to the Ministry of State-Owned Enterprises periodically in accordance with regulations.	4,00	4,00	4,00	4,00	4,00	4,00
3	**Internal Process**						
	Organize and attend regular Board of Commissioners Meetings	8,00	8,00	8,00	8,00	8,00	8,00
	Organize and attend regular meetings with the Board of Directors	8,00	8,00	8,00	8,00	8,00	8,00
	Organize and attend regular meetings with the Sharia Supervisory Board (DPS)	2,00	2,00	2,00	2,00	2,00	2,00
	Ensure that the Board of Commissioners' Supporting Organ Committee has carried out its duties and functions properly and effectively in accordance with the provisions.	8,00	8,00	8,00	8,00	8,00	8,00
	Ensuring the implementation of GCG principles at all levels of the organization	8,00	8,00	8,00	8,00	8,00	8,00
	Review, evaluate, approve and monitor Company documents and/or policies as needed.	12,00	12,00	12,00	12,00	12,00	12,00
	Conducting visits to Work Units/Regional Offices/ Branch Offices in order to carry out the supervisory function of the Board of Commissioners	4,80	4,80	4,80	4,80	4,80	4,80

No.	Key Performance Indicators (KPI)	Suryo Utomo	Dwi Ary Purnomo	Fahri Hamzah	Ida Nuryanti	Panangian Simanungkalit	Pietra Machreza Paloh
4	***Learning & Growth***						
	Implementing improvements in knowledge, skills and abilities through participation in seminars/training in accordance with their field of work.	9,60	9,60	9,60	9,60	9,60	9,60
Work Behavior							
	AKHLAK	18,80	18,80	18,80	18,80	18,80	18,80
Additional/AD Hoc Tasks							
1	President Commissioner also serves as a Member of the Board of Commissioners, a representative of the Indonesian Ministry of Finance	1,00					
2	Vice-President Commissioner also serves as a Member of the Board of Commissioners, representative of BP BUMN		1,00				
3	Member of the Board of Commissioners, representative of the Ministry of PKP			1,00			
4	Chairman of the Remuneration and Nomination Committee				1,00		
5	Chairman of the Audit Committee						1,00
6	Chairman of the Risk Monitoring Committee					1,00	
Total Achievement of Key Performance Indicators (KPI)		**100,20**	**100,20**	**100,20**	**100,20**	**100,20**	**100,20**
Predicate		**Excellent**	**Excellent**	**Excellent**	**Excellent**	**Excellent**	**Excellent**

Description:

Value	Predicate	Value	Predicate	Value	Predicate
<60	Not Good	<80	Quite Good	<100	Very Good
<70	Less Good	<90	Good	100	Excellent

Assessment of The Performance of Committees Under The Board of Commissioners and The Basis of Its Assessment

Performance assessment of the Committees under the Board of Commissioners is carried out once in a year and was implemented in 2025.

Procedure for The Performance Evaluation of The Board of Commissioners

The Board of Commissioners is assisted by 3 (three) committees, namely the Audit Committee, Remuneration and Nomination Committee, and Risk Monitoring Committee. The Board of Commissioners conducts an annual assessment of the effectiveness of the performance of the Committees under the Board of Commissioners. The assessment in question is based on the Minister of State-Owned Enterprises Regulation number PER-3/ MBU/03/2023 dated March 24, 2023 concerning Organs and Human Resources of State-Owned Enterprises and OJK Regulation number 17 of 2023 concerning the Implementation of Governance for Commercial Banks.

Criteria for Performance Evaluation of Committees Under The Board 0f Commissioners

Audit Committee performance assessment is based on specific, measurable, achievable and relevant benchmarks or assessment criteria contained in the main performance assessment indicators with the following aspectsikut:

1. Regular Aspects.
2. Non-Regular Aspects.
3. Other Aspects

The performance assessment of the Remuneration and Nomination Committee is based on specific, measurable, achievable and relevant benchmarks or assessment criteria contained in the main performance assessment indicators contained in the main performance assessment indicators with the following aspects:

1. Financial Aspect.
2. Customer Aspect.
3. Internal Process Aspect.
4. Learning & Growth Aspect.

The performance assessment of the Risk Monitoring Committee is based on specific, measurable, achievable and relevant benchmarks or assessment criteria contained in the main performance assessment indicators with the following aspects:

1. Aspects of Task and Responsibility Fulfilment.
2. Aspects of Planning and Reporting.
3. Aspects of Operations and Competency Development.
4. Dynamic Aspects

Party Carrying out The Assessment

Performance evaluation of Committees under the Board of Commissioners is carried out periodically using the self-assessment method and then submitted to the Board of Commissioners for review and approval.

Results of The Performance Assessment of The Committee Under The Board of Commissioners

The Board of Commissioners considers that throughout 2025, the Committees have carried out their duties and responsibilities quite effectively. The results of the performance assessment of committees under the Board of Commissioners are as follows.

PERFORMANCE ACHIEVEMENTS OF THE AUDIT COMMITTEE

The Audit Committee assessment is evaluated based on the Key Performance Indicators working paper as follows:

No	Key Performance Indicators	Weight (%)	Realization	Target	Achievement	Value (%)
		a	b	c	d=b/c	e=d×a
I	REGULAR	80				80,00
1	Providing recommendations for approval of the Annual Audit Plan to the Board of Commissioners	10	1	1	100%	10,00
2	Monitoring and evaluation of the implementation of Internal and External Audits including follow-up on audit results	10	4	4	100%	10,00
3	Attending the Internal Audit Exit Meeting	10	4	4	100%	10,00
4	Monitoring and evaluating the effectiveness of the internal control system including the implementation of ICOFR policies and procedures	10	4	4	100%	10,00
5	Checking and evaluating Quarterly Published Financial Reports	10	4	4	100%	10,00
6	Providing recommendations regarding the appointment of KAP and Evaluation of the Implementation of KAP Audit Services to the Board of Commissioners	10	2	2	100%	10,00
7	Reviewing, evaluating and providing input to the Board of Commissioners regarding monthly Performance Review material	10	12	12	100%	10,00
8	Preparing quarterly and annual reports on the activities of the Audit Committee to the Board of Commissioners	5	4	4	100%	5,00
9	Preparing a quarterly supervisory report of the Board of Commissioners on the Company's performance which is submitted to the Minister of State-Owned Enterprises and semesterly to the OJK.	5	6	6	100%	5,00
II	NON REGULAR	5				10,00
10	Competency Development related to Duties and Responsibilities (training hours)	5	56	15	200%	10,00
IV	OTHERS	15				30,00
11	Audit Committee Meeting	15	32	12	200%	30,00
TOTAL		100				120,00

PERFORMANCE ACHIEVEMENTS OF THE REMUNERATION AND NOMINATION COMMITTEE

The Remuneration and Nomination Committee assessment is evaluated based on the Key Performance Indicators working paper as follows:

Perspective	Key Performance Indicators	Weight (%)	Target	Realization	Achievement (%)	Score Value (Max 100%-120%)	Score (C x D x H x 100)
		(C)	(D)	(E)	(F)	(G)	(H)
Financial	Monitoring and Evaluating the Board of Commissioners' Budget Realization	10%	4	4	100,00%	100,00%	10,0
Stakeholder	Reviewing the Bank Business Plan Report (RBB), Company Work Plan and Budget (RKAP), Sustainable Financial Action Plan (RAKB) and Payment Service Provider Report (PJP) as well as Self-Assessment to the Bank Regarding GCG periodically in accordance with the provisions	5%	3	3	100,00%	100,00%	5,0
	Recommendations and Assessment of Candidate Members of the Board of Commissioners, Candidate Members of the Sharia Supervisory Board, and Directors related to the implementation of the Company's GMS	5%	3	3	100,00%	100,00%	5,0
	Conducting Communication and Coordination with the Human Resources Business Unit	5%	12	20	166,67%	120,00%	6,0
	Validation of BOD-1 Bank BTN Selected Talent Proposal	5%	3	1	33,33%	33,33%	1,7
	Preparing the Board of Commissioners' Supervisory Report regarding Human Resources to the Financial Services Authority and the Ministry of State-Owned Enterprises periodically in accordance with the provisions.	5%	6	6	100,00%	100,00%	5,0
Internal Process	Organizing and attending regular Remuneration and Nomination Committee meetings	20%	10	31	310,00%	120,00%	24,0
	Determination of income, amount of bonuses, bonuses and other incentives for the Board of Commissioners, Directors and Sharia Supervisory Board	5%	3	2	66,67%	66,67%	3,3
	Recommendations for Proposed Candidates for Head of Internal Audit Unit, Corporate Secretary, and Supporting Organs of the Board of Commissioners	5%	2	2	100,00%	100,00%	5,0
	Evaluation of Internal Policies related to Human Resources	10%	4	5	125,00%	120,00%	12,0
	Recommendations and Evaluation of Key Performance Indicators Collegially and Individually by the Board of Commissioners, Sharia Supervisory Board, and Board of Directors	5%	4	5	125,00%	120,00%	6,0
	Preparing the Work Program of the Board of Commissioners and the Remuneration and Nomination Committee	5%	1	1	100,00%	100,00%	5,0
	Conducting a review of the Proposed Work Program of the Sharia Supervisory Board	5%	1	1	100,00%	100,00%	5,0
	Preparing the Report on the Realization of the Remuneration and Nomination Committee's Work Program	5%	4	4	100,00%	100,00%	5,0

Perspective	Key Performance Indicators	Weight (%)	Target	Realization	Achievement (%)	Score Value (Max 100%-120%)	Score (C x D x H x 100)
Learning & Growth	Implementing knowledge improvements, skills and abilities through participation in seminars/training according to their field of work.	5%	20	30	150,00%	120,00%	6,0
Total		**100%**					
TOTAL (I)							104,00

Note:
For achievements that are colored red, their implementation can be done at any time if needed in accordance with the request submitted by the Board of Directors.

PERFORMANCE ACHIEVEMENTS OF THE RISK MONITORING COMMITTEE

The Risk Monitoring Committee's assessment is evaluated based on the Key Performance Indicators working paper as follows:

No	Performance Indicator	Unit	Realization	as per December 2025			
				Target	Achievement	Weight	Score (%)
			a	b	c=a÷b	d	e=c×d
I	ASPECTS OF FULFILLMENT OF DUTIES AND RESPONSIBILITIES					60,00	57,50
1	Reviewing the Risk Profile Report	unit	4	4	100,00	10,00	10,00
2	Reviewing Bank's Soundness Level Reports and Minimum Capital Requirement Obligations	unit	2	2	100,00	10,00	10,00
3	Reviewing and Providing Recommendations regarding Risk Appetite and Risk Tolerance	unit	3	1	200,00	5,00	10,00
4	Conducting a Review of the Recovery Action Plan and Updating the Resolution Plan	unit	1	2	50,00	5,00	2,50
5	Reviewing the Risk Maturity Index Assessment	unit	1	1	100,00	5,00	5,00
6	Reviewing the Credit Committee Decision Report	%	100	100	100,00	5,00	5,00
7	Reviewing the Sustainability Report and Sustainable Finance Action Plan	unit	2	2	100,00	5,00	5,00
8	Conducting a Review of Risk Management Policy Guidelines	unit	0	1	0,00	5,00	0,00
9	Conducting a Review of Compliance Reports	unit	4	4	100,00	5,00	5,00
10	Submitting Self-Assessment Report on Corporate Governance Implementation	unit	2	2	100,00	5,00	5,00
II	PLANNING AND REPORTING ASPECTS					15,00	15,00
11	Quarterly Activity Realization Report	unit	4	4	100,00	5,00	5,00
12	Annual Activity Realization Report	unit	1	1	100,00	5,00	5,00
13	Annual Work Program for the Following Year	unit	1	1	100,00	5,00	5,00
III	OPERATIONAL ASPECTS AND COMPETENCY DEVELOPMENT					15,00	28,00
14	Conducting Committee Meetings	unit	32	12	200,00	10,00	20,00
15	Competency Development Related to Duties and Responsibilities	jam	32	20	160,00	5,00	8,00

No	Performance Indicator	Unit	Realization	as per December 2025			
				Target	Achievement	Weight	Score (%)
			a	b	c=a÷b	d	e=c×d
IV	DYNAMIC ASPECTS					10,00	11,11
16	Completion of Other Tasks in accordance with the Risk Management Division	%	100	90	111,11	10,00	11,11
TOTAL						100	111,61

Mechanism for The Dismissal And Resignation of The Board of Commissioners

1. The dismissal or replacement of members of the Board of Commissioners must prioritize the best interests of the Company.
2. The dismissal or replacement of members of the Board of Commissioners, as mentioned above, which takes place before the end of the member's term, must consider at least the following:
   a. the member of the Board of Commissioners is deemed unable to perform their duties and responsibilities in managing and implementing the Company's health strategy;
   b. the dismissal or replacement of the members of the Board of Commissioners is not based on subjective assessments from shareholders but is based on objective evaluations related to the management of the Company;
   c. the dismissal or replacement of members of the Board of Commissioners has gone through the planning and applicable mechanism, which at least takes into account the assessment from the committee responsible for the nomination function and has been scheduled in the AGM;
   d. the dismissal or replacement of members of the Board of Commissioners does not result in issues within the organization and business activities of the Company;
   e. the implementation of the dismissal or replacement of members of the Board of Commissioners prioritizes good communication patterns with relevant parties; and
   f. the process is carried out with a focus on implementing good corporate governance and the principle of prudence.
   g. members of the Board of Commissioners are dismissed by the AGM
3. The dismissal of a member of the Board of Commissioners takes effect from the closing of the AGM.
4. A member of the Board of Commissioners may be dismissed at any time based on the decision of the AGM if there is evidence of the following:
   a. failure to perform their duties;
   b. violation of the Articles of Association and/or applicable laws and regulations;
   c. involvement in actions that harm the Company and/or state;
   d. engagement in actions that violate ethics and/or propriety that should be respected as a member of the Board of Commissioners;
   e. being found guilty by a court decision that has permanent legal force;
   f. resignation;
   g. other reasons deemed appropriate by the AGM in the best interests and objectives of the Company.
5. The decision of dismissal as referred to in point 3, letters a, b, c, d, and g, is made after the individual is given the opportunity to defend themselves in the AGM.
6. If there is a family relationship between a member of the Board of Commissioners and a member of the Board of Directors up to the third degree, either through direct or collateral lineage, including relationships arising from marriage, the AGM is authorized to dismiss one of them.
7. A member of the Board of Commissioners has the right to resign from their position before the term ends by notifying the Company in writing of their intention.
8. A member of the Board of Commissioners who is a candidate for:
   a. A member of the House of Representatives (DPR), Regional House Representatives (DPRD), or Regional representative Council (DPD);
   b. President or Vice President, and/or
   c. Governor, Deputy Governor, Regent, Deputy Regent, Mayor, or Deputy Mayor must resign and/or be dismissed from their position as a member of the Board of Commissioners under the Applicable laws and regulations, while observing their rights and obligations as stipulated by the regulations.
9. The Company is required to hold an AGM to decide on the resignation request of a member of the Board of Commissioners within a maximum period of 90 (ninety) days after receiving the written notice of resignation.

10. If the member of the Board of Commissioners resigns, causing the number of members of the Board of Commissioners to become less than 3 (three) people, the resignation is valid if it has been approved by the AGM and a new member of the Board of Commissioners has been appointed.

Nomination and Remuneration for The Board of Directors and Board of Commissioners

Board of Directors and Board of Commissioners Nomination Procedures

Board of Directors Nomination Procedure

The nomination procedure for Directors has been regulated in Special Policy No. KK.6-F concerning Good Corporate Governance Procedures. The nomination procedures for Directors are as follows:

1. Members of the Board of Directors are appointed and dismissed by GMS.
2. The selection of prospective members of the Board of Directors is carried out through a transparent selection and nomination process, taking into account the recommendations of the Board of Commissioners based on the study of the Remuneration and Nomination Committee, considering expertise, integrity, honesty, leadership, experience, behavior, dedication, and the adequacy of time for the progress of the Bank.
3. Candidates for members of the Board of Directors who are internal officials of the Company may be proposed by the Commissioners through a review of the Remuneration and Nomination Committee.
4. The appointment of members of the Board of Directors is carried out through a fit and proper test mechanism. Prospective members of the Board of Directors who pass the test must sign a management contract before being appointed as the Board of Directors.

Board of Commissioners Nomination Procedure

The nomination procedures for the Board of Commissioners are regulated in Special Policy No. KK.6-F dated August 25, 2023 concerning Good Corporate Governance Procedures and Work Guidelines and Regulations for the Board of Commissioners. The nomination procedures for the Board of Commissioners are:

1. Members of the Board of Commissioners are appointed and dismissed by GMS.
2. The selection of candidates for members of the Board of Commissioners is proposed by shareholders through a transparent selection and nomination process, taking into account the recommendations of the Remuneration and Nomination Committee and considering the personality of the candidates for the Board of Commissioners, including integrity, honesty, professionalism, leadership, experience, loyalty, and the adequacy of their time for the advancement of the Company.

Implementation and Remuneration Procedure for The Board of Directors and Board of Commissioners

Remuneration Policy of The Board of Commissioners and Directors

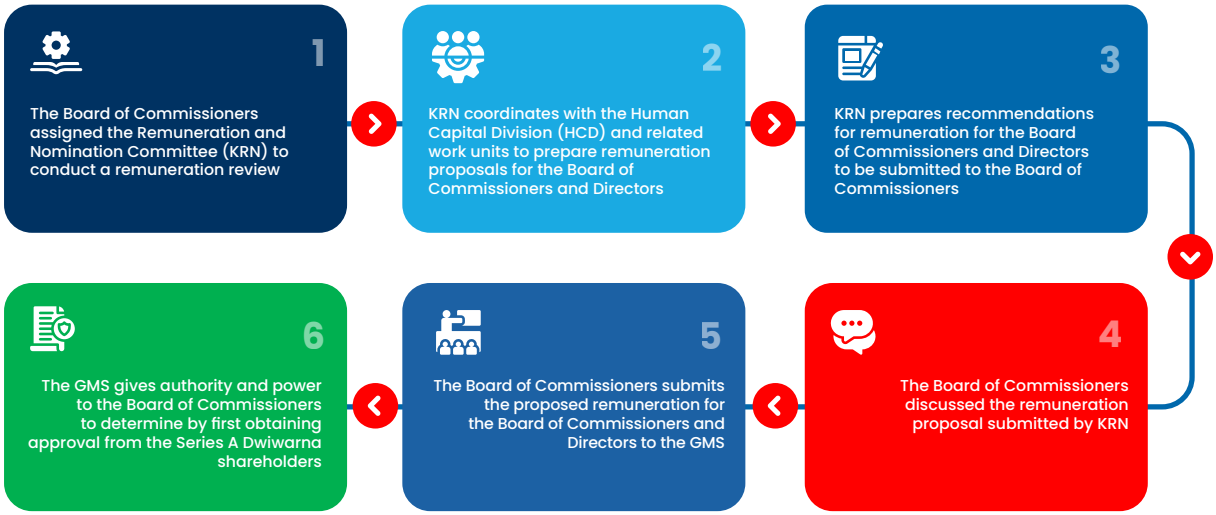
The preparation of the remuneration policy is inseparable from the Company's capabilities and is always based on a competitive, fair, and risk-based basis that is in line with the directions and policies of the OJK. To keep remuneration competitive, the Company always performs benchmarking through surveys conducted by independent parties.

Procedure for Determining Remuneration of The Board of Directors and Board of Commissioners

The Company has issued Special Policy (KK) No. 3-D concerning the Remuneration of the Board of Directors, Board of Commissioners, SEVP, and supporting organs of the Board of Commissioners. The scope of the policy includes, among others, the objectives of implementing governance in the provision of remuneration, variable remuneration, and material risk takers. The Company determines the remuneration of the Board of Commissioners and the Board of Directors with reference to the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 dated 20 March 2023 concerning Organs and Human Resources of State-Owned Enterprises, Letter of BPI Danantara Number S-063/DI-BP/VII/2025 dated 30 July 2025 regarding the Granting of Tantiem, Incentives, and/or Other Forms of Income to the Board of Directors and Board of Commissioners of SOEs and SOE Subsidiaries, and Letter of PT Danantara Asset Management (Persero) Number SR.235/DI-DAM/HC/2025 dated 23 December 2025 regarding the Submission of the Determination of BTN's Remuneration for 2025.

The policy stipulated at the Annual GMS dated 26 March 2025 granted authority and power to the Series A Dwiwarna Shareholder to determine the amount of tantiem and to determine the salary/honorarium, allowances, facilities, and other incentives for the Board of Commissioners and the Board of Directors, as well as granted authority and power to the Board of Commissioners, subject to prior written approval from the Series A Dwiwarna Shareholder, to determine the amount of tantiem, salary/honorarium, allowances, facilities, and other incentives for the Board of Directors.

Procedure for Determining The Remuneration for The Board of Directors and Board of Commissioners:



The scope of the Company's remuneration policy has been adjusted to OJK Regulation No. 5/POJK.03/2015 and OJK Circular Lette No. 40/ SEOJK.03/2016 on the Implementation of Governance in Providing Remuneration for Commercial Banks, including:

1. The principle of prudence in remuneration is based on performance and risk.
2. Determination of Material Risk Taker (MRT) is categorized as follows:
   a. Material Risk Takers (MRT) can be determined using qualitative methods according to the portion of responsibility that affects the main risk profile which will be determined in accordance with the risk profile evaluation determined by the Company every year.
   b. Determination of the MRT category can also be conducted quantitatively through a comparison of variable remuneration between MRT and non-MRT employees with consideration of performance and also the risk level of the position in question.
3. The implementation of variable remuneration is in accordance with regulatory provisions regarding the application of remuneration for commercial banks.

Indicators for Determining Remuneration for Directors and Board of Commissioners

The Company refers to the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 dated 20 March 2023 concerning Organs and Human Resources of State-Owned Enterprises, Letter of BPI Danantara Number S-063/DI-BP/VII/2025 dated 30 July 2025 regarding the Granting of Tantiem, Incentives, and/or Other Forms of Income to the Board of Directors and Board of Commissioners of SOEs and SOE Subsidiaries, and Letter of PT Danantara Asset Management (Persero) Number SR.235/DI-DAM/HC/2025 dated 23 December 2025 regarding the Submission of the Determination of BTN's Remuneration for 2025, as resolved at the General Meeting of Shareholders (GMS) for the financial year 2024 held on 26 March 2025. The salary/honorarium of members of the Board of Directors and the Board of Commissioners is determined, among others, based on the following factors:

1. Business scale factor
2. Business complexity factor
3. Inflation rate
4. Company's financial condition and capability
5. The Company's Long-Term Performance Condition.
6. Other factors that are relevant, and may not conflict with laws and regulations
7. The composition of the Salary/Honorarium of the Board of Directors and the Board of Commissioners is determined as follows:
   a. The President Director's salary is determined using the internal guidelines set by the Minister.
   b. The Vice President Director's salary is 95% of the President Director's salary.
   c. The salary of other members of the Board of Directors is 85% of the President Director's salary.
   d. The Main Commissioner's honorarium is 45% of the President Director's salary.
   e. The honorarium for the Vice President Commissioner is 42.5% of the salary for the President Director.
   f. The honorarium for members of the Board of Commissioners is 90% of the President Commissioner's salary.

Meanwhile, the Company's internal regulations are regulated in the provisions of Special Policy No. KK.3-D concerning the Income of the Board of Directors, Board of Commissioners, and Supporting Organs of the Board of Commissioners.

Remuneration consists of a remuneration structure that is oriented towards the sustainable development of the Company and encourages the achievement of long-term goals.

Structure and Remuneration Director and Board of Commissioners

In accordance with the provisions of Special Policy (KK) 3.D Regarding the Income of the Board of Directors, Board of Commissioners, and Supporting Organs of the Board of Commissioners, the remuneration structure indicating the types and/ or short-term, long-term and/ or post-employment rewards is as follows:

1. Types of short-term remuneration consist of: Honorarium, Allowances (holidays, transportation), Facilities (health, legal aid) and Tantiem.
2. Types of long-term and/or post-employment remuneration consist of Post-Employment Insurance and can also be given long-term incentives (LTI) and Tantiem/Work Incentives, where in the Tantiem can be given additional long-term incentives (LTI).

The remuneration components of the Board of Commissioners and Directors are regulated as follows:

1. The income of the Company's Board of Directors and Board of Commissioners is determined by the GMS/ Minister.
2. The income of SEVP is determined by the Board of Directors.
3. The income of members of the Company's Board of Directors may consist of:
   - Salary;
   - Allowances;
   - Facilities;
   - Tantiem / Work Incentive / Special Incentive; and
   - LTI.
4. The income of members of the Bank's Board of Commissioners may consist of:
   - Honorarium;
   - Allowance;
   - Facilities;
5. SEVP member earnings
   - Salary;
   - Allowances;
   - Facilities;
   - Tantiem / Work Incentive / Special Incentive; and
   - LTI.

Amount of Nominal/ Remuneration for Each Director and Board of Commissioners

The remuneration and facilities received by the Board of Directors and Board of Commissioners in 1 (one) year include the remuneration structure and details of nominal amounts, as in the table below:

No	Name	Position	salary	Tantiem*	Holiday allowance	Insurance	Soundness	Transportation Allowance	
								Transportation Allowance	Housing Benefit
1	Nixon L.P. Napitupulu	President Director	✓	-	✓	✓	✓	-	✓
2	Oni Febriarto Rahardjo	Vice President Director	✓	-	✓	✓	✓	-	✓
3	Setiyo Wibowo	Director	✓	-	✓	✓	✓	-	✓
4	Hirwandi Gafar	Director	✓	-	✓	✓	✓	-	✓
5	Nofry Rony Poetra	Director	✓	-	✓	✓	✓	-	✓
6	Eko Waluyo	Director	✓	-	✓	✓	✓	-	✓
7	Tan Jacky Chen	Director	✓	-	✓	✓	✓	-	✓
8	Venda Yuniarti	Director	✓	-	-	✓	✓	-	✓
9	Helmi Afrisa Nugroho	Director	✓	-	-	✓	✓	-	✓
10	I Nyoman Sugiri Yasa	Director	✓	-	-	✓	✓	-	✓
11	Rully Setiawan	Director	✓	-	-	✓	✓	-	✓
12	Hermita	Director	✓	-	-	✓	✓	-	✓

	Vehicle Facility			Overseas Business Travel	Domestic Business Travel	Communication Facility		PPh-21	Total
	(Operating Lease Option)	(Lease Purchase Option)	Fuel Oil (BBM)			Handphone	Mobile Phone Allowance		
	✓	-	✓	✓	✓	✓	✓	✓	✓
	-	✓	✓	✓	✓	✓	✓	✓	✓
	-	✓	✓	✓	✓	✓	✓	✓	✓
	-	✓	✓	✓	✓	✓	✓	✓	✓
	✓	-	✓	✓	✓	✓	✓	✓	✓
	✓	-	✓	✓	✓	✓	✓	✓	✓
	-	✓	✓	✓	✓	✓	✓	✓	✓
	-	✓	✓	-	✓	✓	✓	✓	✓
	-	✓	✓	-	✓	✓	-	✓	✓
	-	✓	✓	-	✓	-	-	✓	✓
	-	✓	✓	✓	✓	✓	✓	✓	✓
	-	✓	✓	✓	✓	✓	✓	✓	✓

No	Name	Position	salary	Tantiem*	Holiday allowance	Insurance	Soundness	Transportation Allowance	
								Transportation Allowance	Housing Benefit
13	Elisabeth Novie Riswanti	Director	✓	-	-	✓	✓	-	✓
14	Andi Nirwoto	Director	✓	-	✓	✓	✓	-	✓
15	Jasmin	Director	✓	-	✓	✓	✓	-	✓
16	Hakim Putratama	Director	✓	-	✓	-	✓	-	✓
17	Muhammad Iqbal	Director	✓	-	✓	✓	✓	-	✓
Jumlah Direksi			**Rp49.431.403.770,52**	**Rp0,00**	**Rp3.831.622.350,00**	**Rp9.514.003.370,00**	**Rp3.215.796.045,08**	**Rp0,00**	**Rp3.909.435.486,00**
1	Suryo Utomo	President Commissioner	✓	-	-	✓	✓	✓	-
2	Dwi Ary Purnomo	Vice President Commissioner	✓	-	-	✓	✓	✓	-
3	Fahri Hamzah	Commissioner	✓	-	-	-	-	✓	-
4	Ida Nuryanti	Commissioner	✓	-	-	✓	✓	✓	-
5	Pietra Machreza Paloh	Commissioner	✓	-	-	✓	✓	✓	-
6	Panangian Simanungkalit	Commissioner	✓	-	✓	✓	✓	✓	-
7	Chandra Martha Hamzah	President Commissioner	✓	-	✓	✓	✓	✓	-
8	Iqbal Latanro	Vice President Commissioner	✓	-	✓	✓	✓	✓	-
9	Andin Hadiyanto	Commissioner	✓	-	✓	✓	✓	✓	-
10	Armand B Arief	Commissioner	✓	-	✓	✓	-	✓	-
11	Herry Trisaputra Zuna	Commissioner	✓	-	✓	✓	✓	✓	-
12	Himawan Arief S.	Commissioner	✓	-	✓	✓	✓	✓	-
13	Sentot A Sentausa	Commissioner	✓	-	✓	✓	✓	✓	-
##	Adi Sulistyowati	Commissioner	✓	-	✓	✓	✓	✓	-
##	Bambang Widjanarko	Commissioner	✓	-	✓	✓	-	✓	-
Number of Board of Commissioners			**Rp13.665.593.848,84**	**Rp0,00**	**Rp1.651.007.955,00**	**Rp3.142.609.192,00**	**Rp1.054.019.209,00**	**Rp2.704.991.514,00**	**Rp0,00**
Number of Directors + Board of Commissioners			**Rp63.096.997.619,35**	**Rp0,00**	**Rp5.482.630.305,00**	**Rp12.656.612.562,00**	**Rp4.269.815.254,08**	**Rp2.704.991.514,00**	**Rp3.909.435.486,00**

* During 2025, there were no bonuses/tantiem granted

	Vehicle Facility			Overseas Business Travel	Domestic Business Travel	Communication Facility		PPh-21	Total
	(Operating Lease Option)	(Lease Purchase Option)	Fuel Oil (BBM)			Handphone	Mobile Phone Allowance		
	-	✓	✓	-	✓	✓	✓	✓	✓
	-	✓	✓	✓	✓	✓	✓	✓	✓
	-	✓	✓	-	✓	-	✓	✓	✓
	-	✓	✓	-	✓	✓	✓	✓	✓
	-	✓	✓	-	✓	-	-	✓	✓
	Rp1.933.639.992,00	**Rp8.036.700.000,00**	**Rp1.592.646.452,00**	**Rp912.093.775,00**	**Rp702.500.000,00**	**Rp474.516.000,00**	**Rp167.026.218,00**	**Rp21.657.178.144,00**	**Rp105.378.561.602,60**
	-	-	-	-	✓	-	-	✓	✓
	-	-	-	-	✓	-	-	✓	✓
	-	-	-	-	✓	-	-	✓	✓
	-	-	-	-	✓	-	-	✓	✓
	-	-	-	-	✓	-	-	✓	✓
	-	-	-	-	✓	-	-	✓	✓
	-	-	-	-	✓	-	-	✓	✓
	-	-	-	-	✓	-	-	✓	✓
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	-	-	-	-	✓	-	-	✓	✓
	-	-	-	-	✓	-	-	✓	✓
	-	-	-	-	✓	-	-	✓	✓
	Rp0,00	**Rp0,00**	**Rp0,00**	**Rp0,00**	**Rp219.250.000,00**	**Rp0,00**	**Rp0,00**	**Rp7.824.588.912,00**	**Rp30.262.060.630,84**
	Rp1.933.639.992,00	**Rp8.036.700.000,00**	**Rp1.592.646.452,00**	**Rp912.093.775,00**	**Rp921.750.000,00**	**Rp474.516.000,00**	**Rp167.026.218,00**	**Rp29.481.767.056,00**	**Rp135.640.622.233,44**

Diversity Policy for The Board of Directors and Board of Commissioner

Diversity of Policy for the Board of Commissioners and Directors The diversity policy for the composition of the Company's Board of Commissioners and Directors is regulated in the Articles of Association and Board Manual which stipulate that the Board of Commissioners and Directors are a combination of professionals who have the knowledge and experience required by the Company to enable an effective decision-making process, efficient and immediate. In determining the members of the Board of Commissioners and Directors, the Company always strives to ensure that the composition of the Board of Commissioners and Directors is diversein terms of competency, gender and age (presence of young top talent).

The composition diversity is aligned with the Company's needs, complexity, and strategic direction, enabling the Board of Commissioners and the Board of Directors to incorporate diverse perspectives into their deliberations and decision-making processes, reflecting the varied educational backgrounds, competencies, and experiences of each member.

To support the effective execution of their duties and responsibilities, the Company consistently promotes the enhancement of the competencies of the Board of Commissioners and the Board of Directors through participation in training, workshops, and other development programs relevant to the Company's business needs and corporate governance.

The implementation of diverse composition of the Board of Commissioners and Board of Directors is expected to provide added value to the Company, particularly in improving the quality of decision-making, strengthening the supervisory and risk management functions, and supporting the achievement of the Company's business performance and sustainability.

In accordance with the diversity policy set by the Ministry of SOEs, the target ratio of women in nominated talent is 25% and the target ratio of young top talent (≤ 42 years old) in nominated talent is 15%. The target achievement in 2025 shows that the ratio of women in nominated talent is 28% and the ratio of young top talent (≤ 42 years old) in nominated talent is 16%. Going forward, the Company will strive to be consistent in ensuring the diversity of the Board of Commissioners and Board of Directors, especially regarding gender and age diversity.

Diversity in The Composition of The Board of Directors

Diversity Aspects in the Composition of the Board of Directors, including:

1. Age
   Members of the Board of Directors represent a diverse range of age groups.
2. Gender
   Gender diversity is considered among the members of the Board of Directors.
3. Education, Experience, and Expertise; having at least:
   a. One member with expertise/work experience/education in economics, business, or finance;
   b. One member with expertise/work experience/education in the banking industry; and/or
   c. One member with expertise/work experience/education in risk management.

The diverse composition of the Company's Board of Directors is presented in the table below.

Table of Diversity in the Composition of the Board of Directors

Name	Position	Age	Gender	Education	Work Experience	Expertise
Nixon L.P Napitupulu	President Director	56 years old	Male	Bachelor of Economics	Experience in banking	Economics
Oni Febriarto Rahardjo	Vice President Director	54 years old	Male	Bachelor of Engineering Master of Management	Experience in banking	Management
Andi Nirwoto*	Director of Information Technology	55 years old	Male	Bachelor of Engineering Master of Finance	Experience in banking	Finance, Engineering
Elisabeth Novie Riswanti*	Director of Assets Management	58 years old	Female	Bachelor of Civil Law	Experience in banking	Business, Accounting

Name	Position	Age	Gender	Education	Work Experience	Expertise
Jasmin*	Director of Distribution & Institutional Banking	61 years old	Male	Bachelor of Economics (Accounting) International Business Degree	Experience in banking	Business, Accounting
Setiyo Wibowo	Director of Risk Management	48 years old	Male	Bachelor of Electrical Engineering MBA in Finance & Banking	Experience in banking	Finance, Engineering
Hirwandi Gafar	Director of Consumer Banking	57 years old	Male	Bachelor of Civil Engineering	Experience in banking	Civil Engineering
Nofry Rony Poetra	Director of Finance & Strategy	57 years old	Male	Bachelor of Economics MBA in Business	Experience in banking	Economics
Eko Waluyo	Director of Human Capital & Compliance	54 years old	Male	Bachelor of Economics Master of Management Master from Gatoon College of Business, Short Course Program in Cooperation with MM UGM	Experience in banking	Economic Management
Hakim Putratama*	Director of Operations & Customer Experience	49 years old	Male	Bachelor of Political Science Master of Science	Experience in banking	International Relations International Business
Muhammad Iqbal*	Director of SME & Retail Funding	52 years old	Male	Bachelor of Industrial Engineering Master of General Management Master of Business Administration	Experience in banking	Management
Rully Setiawan**	Director of Network & Retail Funding	51 Years Old	Male	Bachelor of Industrial Engineering Master of General Management Master of Business Administration	Having work experience in banking	Management
I Nyoman Sugiri Yasa**	Director of Operations	48 Years Old	Male	Bachelor of Politics Master of Science	Having work experience in banking	International Relations Science International Business
Hermita**	Director of Commercial Banking	57 Years Old	Female	Bachelor of Law Master of Agribusiness Management	Having work experience in banking	Law Management
Tan Jacky Chen**	Director of Information Technology	54 Years Old	Male	Bachelor of Engineering Master of Finance	Having work experience in banking	Technique Finance
Venda Yuniarti**	Director of Treasury & International Banking	45 Years Old	Female	Bachelor of Electrical Engineering Master of Business Administration (Corporate Finance)	Having work experience in banking	Technique Business Administration

Name	Position	Age	Gender	Education	Work Experience	Expertise
Helmy Afrisa Nugroho***	Director of Corporate Banking	60 Years Old	Male	Bachelor of Economics majoring Accounting International Business Degree	Having work experience in banking	Bussiness Accounting

*) Dismissed through the Annual GMS for the 2024 Fiscal Year on March 26, 2025.
**) Nominated through the Annual GMS for the 2024 Fiscal Year on March 26, 2025, having passed the OJK's fit and proper assessment.
***) Nominated through the Annual GMS for the 2024 Fiscal Year on March 26, 2025, in the OJK's fit and proper assessment process

Diversity in The Composition of The Board of Commissioners

The diversity aspects in the composition of the Board of Commissioners include:

1. Age
   Members of the Board of Commissioners represent a variety of age groups.
2. Gender
   Gender diversity is taken into consideration for the members of the Board of Commissioners.
3. Education, Experience, and Expertise; The Board of Commissioners includes at least:
   a. One member with expertise/work experience/education in economics, business, or finance;
   b. One member with expertise/work experience/education in the banking industry; and/or
   c. One member with expertise/work experience/education in risk management.
4. Independence
   a. The majority of the Board of Commissioners members are Independent Commissioners.
   b. The tenure of Independent Commissioners is limited to 2 (two) consecutive terms or a maximum of 10 (ten) years.

The diversity in the composition of the Board of Commissioners is presented in the table below

Table of Diversity in Composition of the Board of Commissioners

Name	Position	Period	Age	Gender	Education	Work Experience
Chandra M. Hamzah*	President Commissioner/ Independent	58 years old	Male	Bachelor (S1) of Law	Experienced in a law firm and the Corruption Eradication Commission.	Law, Finance, and People Management
Suryo Utomo**	President Commissioner	56 years old	Male	• Bachelor (S1) of Accounting Economics • Bachelor (S1) of Law • Master (S2) of Business Taxation • Doctor of Philosophy (S3)	Experienced at the Ministry of Finance of the Republic of Indonesia	Accounting, Law, Taxation, Finance, and IT/Information Systems
Iqbal Latanro*	Vice President Commissioner / Independent	67 years old	Male	• Bachelor (S1) of Economics • Master (S2) of Business Management	Experienced in Financial Services and Securities Rating Services	Banking, Compliance, and Risk Management
Dwi Ary Purnomo**	Vice President Commissioner	50 years old	Male	• Bachelor (S1) of Accounting • Master (S2) of Law	Work experience at the State-Owned Enterprises Regulatory Agency (BP BUMN)	Risk Management, Corporate Governance, Accounting, and Law

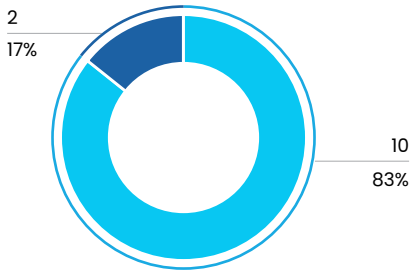
Name	Position	Period	Age	Gender	Education	Work Experience
Armand B. Arief*	Independent Commissioner	73 years old	Male	• Bachelor (S1) of Business Administratio • Master (S2) of Business Administration	Work experience in Financial Services and Financial Regulatory	Banking, Risk Management, and Business Management
Sentot A. Sentausa*	Independent Commissioner	68 years old	Male	• Bachelor (S1) of Statistics • Master (S2) of Business Administration	Experienced in Financial Services	Statistics, Business Management, Banking, and Risk Management
Andin Hadiyanto*	Commissioner	60 years old	Male	• Bachelor (S1) of Economics • Master (S2) of International Development • Doctor (S3) of International Development	Work experience at the Indonesian Ministry of Finance, the Ministry of Trade, the World Bank, the Asian Infrastructure Investment Bank (AIIB), and AMRO.	Finance and Macroeconomics
Himawan Arief Sugoto*	Komisaris	62 years old	Male	• Bachelor (S1) of Civil Engineerin • Master (S2) of Civil Engineering	Work experience at the Ministry of Agrarian Affairs and Spatial Planning/ National Land Agency	Property, Distribution and Trading, Management.
Herry Trisaputra Zuna*	Commissioner	58 years old	Male	• Bachelor (S1) of Civil Engineering • Bachelor (S1) of Management • Master (S2) of Highway Systems and Engineering • Doctor (S3) of Civil Engineering	Work experience at the Ministry of Public Works and Public Housing	Economics, Housing and Infrastructure Development Engineering
Adi Sulistyowati*	Independent Commissioner	58 years old	Female	Bachelor (S1) of Management Economics	Experienced in Financial Services	Banking, Risk Management, and Business Management
Bambang Widjanarko*	Independent Commissioner	62 years old	Male	• Bachelor (S1) of Accounting • Master (S2) of Business and Finance	Experienced in a Financial Regulatory Agency	Accounting, Auditing, Islamic Banking, and Business Management
Fahri Hamzah**	Commissioner	54 years old	Male	Bachelor (S1) of Economics	Experienced at the Ministry of Housing and Settlement Areas of the Republic of Indonesia and the Legislative Institution of the DPR RI	Macroeconomics, Housing, Political Science, and Risk Management
Ida Nuryanti**	Independent Commissioner	58 years old	Female	• Bachelor (1) of Law • Master (2) of Management	Experienced at Banking Regulator, Bank Indonesia	Compliance, Banking, Risk Management, Legal, People Management, and IT/ Information Systems
Panangian Simanungkalit**	Independent Commissioner	65 years old	Male	• Bachelor (S1) of Civil Engineering • Master Degree (S2) MSc. School of Engineering & Geoinformation Technology	Experienced in the housing and property sector	Property, Risk Management, Finance, and Macroeconomics

Name	Position	Period	Age	Gender	Education	Work Experience
Pietra Machreza Paloh**	Independent Commissioner	55 years old	Male	• Extensive Class, Business Administration • Master (S2) of Business Administration	Experienced in the energy business and aviation business fields	Business Management, Risk Management, Compliance, Finance.

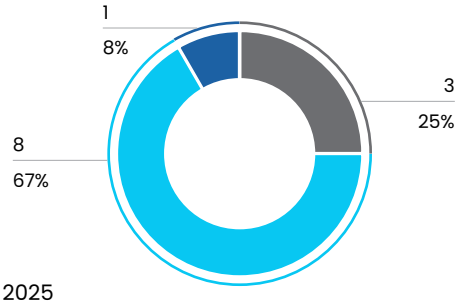
* Information was reported until the end of the term of office. The term of office ended at the 2024 Annual General Meeting of Shareholders on March 26, 2025.
** Appointed at the 2024 Fiscal Year AGM on March 26, 2025

In 2025, the composition of the Company's Board of Commissioners and Board of Directors fulfilled the diversity aspects in accordance with the Articles of Association, the Board Manual, and the Shareholders' Aspirations. For informational purposes, the diversity composition of the Bank's Board of Commissioners and Board of Directors is presented below:

Gender Diversity of the Board of Directors



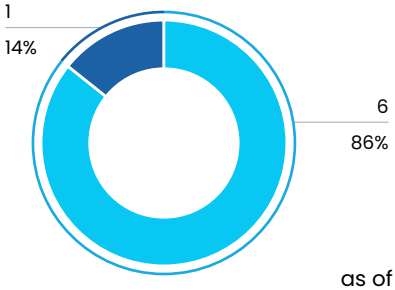
Age Diversity of the Board of Directors



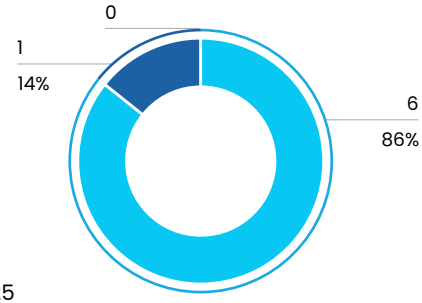
as of December 31, 2025

Male | Female | 40 - 49 Years Old | 50 - 59 Years Old | 60 - 69 Years Old

Gender Diversity of the Board of Commissioners



Age Diversity of the Board of Commissioners



as of December 31, 2025

Male | Female | 40 - 49 Years Old | 50 - 59 Years Old | 60 - 69 Years Old

Transparency of Share Ownership of The Board of Directors and Board of Commissioners

Share Ownership of Members of The Board of Directors and The Board of Commissioners

The Board of Directors and Board of Commissioners have disclosed their and/or family's share ownership which reaches 5% or more in the Company or other companies domiciled inside and outside the country. For share ownership up to December 31, 2025, the Board of Directors and the Board of Commissioners do not own shares with total ownership reaching 5% or more, both in the Company and other companies.

Board of Directors Share Ownership of 5% or More

Name	Position	Share Ownership (shares)			
		BTN	Other Banks	Financial institutions	Other Companies
Nixon L.P Napitupulu	President Director	Nil	Nil	Nil	Nil
Oni Febriarto Rahardjo	Vice President Director	Nil	Nil	Nil	Nil
Andi Nirwoto*	Director of Information Technology	Nil	Nil	Nil	Nil
Elisabeth Novie Riswanti*	Director of Assets Management	Nil	Nil	Nil	Nil
Jasmin*	Director of Distribution & Institutional Banking	Nil	Nil	Nil	Nil
Setiyo Wibowo	Director of Risk Management	Nil	Nil	Nil	Nil
Hirwandi Gafar	Director of Consumer Banking	Nil	Nil	Nil	Nil
Nofry Rony Poetra	Director of Finance & Strategy	Nil	Nil	Nil	Nil
Eko Waluyo	Director of Human Capital & Compliance	Nil	Nil	Nil	Nil
Hakim Putratama*	Director of Operations & Customer Experience	Nil	Nil	Nil	Nil
Muhammad Iqbal*	Director of SME & Retail Funding	Nil	Nil	Nil	Nil
Rully Setiawan**	Director of Network & Retail Funding	Nil	Nil	Nil	Nil
I Nyoman Sugiri Yasa**	Director of Operations	Nil	Nil	Nil	Nil
Hermita**	Director of Commercial Banking	Nil	Nil	Nil	Nil
Tan Jacky Chen**	Director of Information Technology	Nil	Nil	Nil	Nil
Venda Yuniarti**	Director of Treasury & International Banking	Nil	Nil	Nil	Nil
Helmy Afrisa Nugroho***	Director of Corporate Banking	Nil	Nil	Nil	Nil

*) Dismissed through the Annual GMS for the 2024 Fiscal Year on March 26, 2025.
**) Appointed through the Annual GMS for the 2024 Fiscal Year on March 26, 2025, has passed the OJK's fit and proper test.
***) Appointed through the Annual GMS for the 2024 Fiscal Year on March 26, 2025, in the OJK's fit and proper test process.

Board of Commissioners Share Ownership of 5% or More

Name	Position	Share Ownership (shares)			
		BTN	Other Banks	Financial institutions	Other Companies
Chandra M. Hamzah*	President Commissioner/ Independent	Nil	Nil	Nil	Nil
Suryo Utomo**	President Commissioner	Nil	Nil	Nil	Nil

Name	Position	Share Ownership (shares)			
		BTN	Other Banks	Financial institutions	Other Companies
Iqbal Latanro*	Vice President Commissioner / Independent	Nil	Nil	Nil	Nil
Dwi Ary Purnomo**	Vice President Commissioner	Nil	Nil	Nil	Nil
Armand B. Arief*	Independent Commissioner	Nil	Nil	Nil	Nil
Sentot A. Sentausa*	Independent Commissioner	Nil	Nil	Nil	Nil
Andin Hadiyanto*	Commissioner	Nil	Nil	Nil	Nil
Himawan Arief Sugoto*	Commissioner	Nil	Nil	Nil	Nil
Herry Trisaputra Zuna*	Commissioner	Nil	Nil	Nil	Nil
Adi Sulistyowati*	Independent Commissioner	Nil	Nil	Nil	Nil
Bambang Widjanarko*	Independent Commissioner	Nil	Nil	Nil	Nil
Fahri Hamzah**	Commissioner	Nil	Nil	Nil	Nil
Ida Nuryanti**	Independent Commissioner	Nil	Nil	Nil	Nil
Panangian Simanungkalit**	Independent Commissioner	Nil	Nil	Nil	Nil
Pietra Machreza Paloh**	Independent Commissioner	Nil	Nil	Nil	Nil

* Information was reported until the end of the term of office. The term of office ended at the 2024 Annual General Meeting of Shareholders on March 26, 2025.
**Appointed at the 2024 Fiscal Year AGM on March 26, 2025

Share Ownership Transactions of The Board of Directors and The Board of Commissioners

Share ownership transactions of the Company's Board of Directors and Board of Commissioners, including the submission of reports to the Regulator, refer to Financial Services Authority Regulation No. 4 of 2024 concerning Ownership Reports or Any Changes in Share Ownership of Public Companies and Reports on Activities of Pledge of Shares of Public Companies, Decree of the Board of Directors of PT Bursa Efek Indonesia No. Kep-00087/BEI/12-2025 concerning Regulation Number I-E concerning Obligations to Submit Information, and the Company's Articles of Association. Members of the Board of Directors or members of the Board of Commissioners who own shares with voting rights, either directly or indirectly, are required to submit a report on ownership of voting rights over shares and any changes in ownership of voting rights over shares of the Public Company (dhi. BBTN) to the Financial Services Authority. The report must be submitted no later than 3 (three) working days from the occurrence of ownership of voting rights over shares or any changes in ownership of voting rights over shares of the Public Company.

Throughout 2025, there were changes in the share ownership of members of the Board of Directors that were reported to the regulator in accordance with the procedures and mechanisms set out in the above policy, while there were no changes in the share ownership of the Board of Commissioners. The details of the share ownership transactions are as follows:

Name	Position	Transaction Date	Notification Date to the Company	Number of Shares and Percentage of Share Ownership		Number of Shares Purchased	Purchase Price per Share	Ownership status	Reporting Date to OJK	Transaction Purpose
				Before Transaction	After Transaction					
Tan Jacky Chen	Director of Information Technology	May 28, 2025	May 28, 2025	376.335 shares / 0,0026815%	724.135 shares / 0,0051597%	347.800 shares	May 28, 2025	Direct	June 10, 2025	2024 employee performance bonus granted in the form of shares

Organs and Committees Under The Board of Commissioners

Secretary of The Board of Commissioners

The secretary of the Board of Commissioners of the Company is appointed by the Board of Commissioners and is responsible to the Board of Commissioners of the Company. The responsibilities of the Secretary of the Board of Commissioners include organizing the administration, assisting the Board of Commissioners in performing the oversight function of the effective performance of the Company, and ensuring that the Board of Commissioners has implemented the principles of GCG properly.

Duties and Responsibilities of The Board of Commissioners Secretary

The duties and responsibilities as Secretary of the Board of Commissioners following the regulation of the minister of SOEs are to conduct activities to assist the Board of Commissioners in carrying out their duties in the form of:

1. Preparing for the meeting, including the briefing sheet of the Board of Commissioners;
2. Creating the Minutes of Meetings of the Board of Commissioners following the provisions of the Articles of Association;
3. Administering the documents of the Board of Commissioner, both incoming letters and exit letters, Minutes of Meetings, and other documents;
4. Drafting work plan and budget (RKAP) of the Board of Commissioners.
5. Drafting the reports of the Board of Commissioners.
6. Carrying out other duties of the Board of Commissioners..

Profile of Secretary of The Board of Commissioners

The brief profile of the Secretary of the Board of Commissioners of the Company is as follows.

Fahrudin*

Secretary of the Board of Commissioners

Indonesia Citizen,
Temanggung, November 19, 1983
(42 years ols as of December 2025,
Domicile in Jakarta Pusat DKI Jakarta.

Educational Background

- Bachelor of Accounting, University of Indonesia (2009)
- Master of Accounting, Gadjah Mada University (2012)

Work Experience

- Middle State Enterprise Governance at Assistant Deputy for TJSL - Ministry of SOEs (November 2023—present)
- Junior State Enterprise Governance at Assistant Deputy for TJSL - Ministry of SOEs (November 2021—October 2023)
- Secretary of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk (October 2022-November 2025)
- Secretary of the Supervisory Board of Perum Bulog (November 2019— September 2022)
- Secretary of the Board of Commissioners of PT Bank Negara Indonesia (Persero) Tbk (July 2017—October 2019)
- Secretary of the Board of Commissioners of PT Pembangunan Perumahan (Persero) Tbk (April 2016—July 2017).

Legal Basis for Appointment

- Board of Commissioners Decree Number 06/KOM/BTN/2022 dated September 28, 2022
- Board of Commissioners Decree number 11/KOM/BTN/2025 dated October 1, 2025

Period of Office

- October 01, 2022 to September 30, 2025 (Period I)
- November 1, 2025 to November 30, 2025 (Period II)

Concurrent Position

Management of Middle State Companies at the Assistant Deputy for TJSL, Ministry of BUMN.

*) term of office ended on November 30, 2025

Weny Maulatsih*

Secretary of the Board of Commissioners

Indonesia Citizen,
Banyumas, November 24, 1985
(40 years as of December 2024),
Domicile in Tangerang Selatan Banten.

Educational Background

- Diploma IV in Accounting - State College of Accountancy (2012)
- Master of Business Management - Bina Nusantara University (2020)

Work Experience

- Secretary of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk (2025 – present)
- Secretary of the Board of Commissioners of PT Bahana Pembinaan Usaha Indonesia (Persero) (2024 – 2025)
- Secretary of the Board of Commissioners of PT Semen Indonesia (Persero) Tbk (2022 – 2024)
- Secretary of the Board of Commissioners of PT Pelindo Terminal Petikemas (2021 – 2022)
- Coordinator of Organization and Culture of the State-Owned Enterprises Regulatory Agency (formerly Ministry of State-Owned Enterprises) (2021 – present)

*) Started on December 1, 2025

Legal Basis for Appointment

Board of Commissioners Decree Number 13/KOM/BTN/2025 dated November 26, 2025 concerning the Appointment of the Secretary of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk

Period of Office

December 01, 2025 to November 30, 2030 (Period I)

Concurrent Position

Coordinator of Organization and Culture of the State-Owned Enterprises Regulatory Agency (formerly Ministry of State-Owned Enterprises).

Competency Development of The Board of Commissioner Secretary

Name	Training and Competency Development Types/ Materials	Time and place Implementation	Organizer
Fahrudin*	Mastering Strategic Communication for Leader	January 8, 2025, Jakarta	TNYI
Weny Maulatsih**	-	-	-

*) term of office ended on November 30, 2025
*) Started from December 1, 2025

Implementation of Duties of The Board of Commissioners Secretary

The Secretary of the Board of Commissioners shall carry out the following duties:

1. To carry out administrative activities within the secretariat of the Board of Commissioners.
2. To Organize Board of Commissioners Meetings and meetings between the Board of Commissioners and Shareholders, Directors, and other stakeholders, including preparing meeting invitations, preparing meeting materials, and preparing minutes of meetings of the Board of Commissioners, including minutes of meetings between the Board of Commissioners and the Board of Directors.
3. To deliver the original minutes of the Board of Commissioners meeting to the Company.
4. To draft the Work Plan and the Board of Commissioners' Budget (RKAP).
5. To prepare the Board of Commissioners reports.
6. To ensure that the Board of Commissioners complies with statutory regulations and applies the principles of good corporate governance.
7. To provide the information required by the Board of Commissioners periodically and/or at any time it is requested
8. To coordinate Committee members (if needed) to facilitate the duty of the Board of Commissioners.

9. Acting as a liaison officer for the Board of Commissioners with other parties.
10. Collecting data, reports and/or information relevant to the implementation of the duties of the Board of Commissioners.
11. To perform other duties assigned by the Board of Commissioners regarding the duties and the functions of the Board of Commissioners.

Audit Committee

The Company establishes the Audit Committee in order to support the Board of Commissioners in carrying out the supervisory functions, including monitoring and evaluating the implementation of the internal control system, assessing the implementations of activities and the audit results carried out by the Internal Audit Unit and external auditors, reviewing financial information to be issued by the Company, and reviewing the compliance with the provisions related to the Company's activities.

Legal Basis for Establishing The Audit Committee

The establishment of the Audit Committee is based on the following regulations:

1. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises;
3. Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-5/DKU.MBU/11/2024 dated November 11, 2024, concerning Technical Guidelines for Internal Control Over Financial Reporting (ICFR) of State-Owned Enterprises;
4. Financial Services Authority Regulation No. 33/POJK.04/2014 dated December 8, 2014, concerning the Board of Commissioners of Issuers of Public Companies;
5. Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015, concerning the Establishment and the Guidelines for the work of Implementation of the Audit Committee;
6. Financial Services Authority Regulation No. 01/POJK.03/2019 dated January 28, 2019, concerning the implementation of the Internal Audit Function in Commercial Banks;
7. Financial Services Authority Regulation Number 9 of 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities;
8. Financial Services Authority Regulation Number 12 of 2023 dated July 12, 2023, concerning Sharia Business Units;
9. Financial Services Authority Regulation (POJK) Number 17 of 2023 concerning Implementation of Governance for Commercial Banks;
10. Financial Services Authority Regulation Number 2 of 2024 dated February 15, 2024, concerning the Implementation of Sharia Governance for Commercial Banks and Sharia Business Units;
11. Financial Services Authority Regulation Number 12 of 2024 dated July 23, 2024, concerning the Implementation of Anti-fraud Strategies for Financial Service Institutions;
12. Financial Service Authority Regulation Number 15 of 2024 dated October 2, 2024, concerning the Integrity of Bank Financial Reporting;
13. Financial Services Authority Circular Letter (SEOJK) Number 35/SEOJK.03/2017 concerning Standard Guidelines for Internal Control Systems for Commercial Banks;
14. Bank Indonesia Circular Letter No. 12/13/DPbS//2010 regarding the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units;
15. Articles of Association of the Company;
16. Board of Commissioners Decree Number 18/KOM/BTN/2024 dated December 18, 2024, regarding the Guidelines and Rules of Procedure for the Board of Commissioners of The Company.

Duties and Responsibilities of The Audit Committee

In carrying out its functions, the Audit Committee shall perform the following duties and responsibilities:

a. Internal and External Audit
    1. Assisting the Board of Commissioners in ensuring and reviewing the effectiveness of the internal control system, based on information obtained from the Internal Audit Unit (SKAI) at least once a year;
    2. Providing recommendations to the Board of Commissioners regarding: appointment and removal of the Head of the Internal Audit Work Unit, and provision of annual remuneration for the Internal Audit Work Unit as a whole as well as performance awards;
    3. Providing recommendations to the Board of Commissioners regarding the preparation of the audit plan, scope, and budget for the Internal Audit Unit;
    4. Monitoring and evaluating the audit planning, audit implementation, and follow-up on the results of internal and external audits to assess the adequacy of internal control
    5. Reviewing and evaluating internal auditor reports periodically, recommending and ensuring that the Board of Directors takes corrective action to overcome control weaknesses, fraud, compliance

issues with policies and laws and regulations or other problems identified and reported by the Internal Audit Work Unit;

6. Carrying out monitoring and evaluation used to provide recommendations to the Board of Commissioners at least regarding:
   a) Implementation of the duties of the internal audit work unit.
   b. Implementation of follow-up actions by the Board of Directors regarding the findings of the Company's internal audit work unit, external auditors, results of supervision by the Financial Services Authority, and/or results of supervision by other authorities and institutions.
7. Monitoring, reviewing, and assessing the effectiveness of the implementation of Internal and External Audit, including the management of the Whistleblowing System (WBS);
8. Ensuring the Internal Audit Unit communicates with the Board of Directors, Board of Commissioners, Sharia Supervisory Board, External Auditors, Bank Indonesia, and the Financial Services Authority (OJK);
9. Evaluating the performance of the Internal Audit Unit;
10. Ensuring the objectivity, independence, and integrity of Internal and External Auditors in performing their duties;
11. Providing recommendations to the Board of Commissioners regarding the issuance of the Internal Audit Charter;
12. Providing recommendations to the Board of Commissioners on the appointment of an independent external quality controller to review the performance of the Internal Audit Unit;

b. Financial Reporting
   1. Conducting monitoring and evaluation of:
      a) Implementation of internal control policies and procedures in the Company's financial reporting process (Internal Control over Financial Reporting or ICOFR);
      b. The conformity of Financial Statements with financial accounting standards and regulations set by the Financial Services Authority (OJK) regarding the recording of financial transactions;

      The results of the monitoring and evaluation are used to provide recommendations to the Board of Commissioners to ensure the integrity of the financial reporting process in the Company.
   2. Carrying out the procurement process for prospective public accounting firms in accordance with the provisions for procurement of the Company goods and services, and if necessary, request assistance from the Board of Directors in the procurement process.
   3. Provide recommendations to the Board of Commissioners regarding the appointment and/or replacement of Public Accountants/Public Accounting Firms based on independence, scope of assignment, and service fees;
   4. Evaluating the implementation of audit services for annual financial information carried out by Accountants/ Public Accountants/Public Accounting Firms.
   5. Monitoring and reviewing the financial reporting process audited by the External Auditor;
   6. Ensuring the credibility and objectivity of the Company's financial statements to be issued to external parties and regulatory bodies, including addressing complaints and/or notes of irregularities in the reports during the Audit Committee's review period;
   7. reviewing the financial information to be released by the Company to the public and/or regulatory authorities, including financial statements, projections, and other financial-related reports, as well as reviewing the monthly financial performance review;
   8. Providing an independent opinion in the event of a difference of opinion between management and the Accountant regarding the services provided;
   9. Reviewing complaints related to the Company's accounting and financial reporting processes.

c. Others
   1. Providing evaluations/recommendations to the Board of Commissioners regarding the appointment, reappointment and removal of Rating Companies to carry out Sound Level Assessments (Company Ratings) based on independence, scope of assignment and service fees.
   2. Providing recommendations regarding improvements to the management control system and its implementation.
   3. Conduct a review mechanism on related party transactions.
   4. Ensuring that there are satisfactory evaluation procedures for all information issued by the Company.
   5. Identifying matters that require the attention of the Board of Commissioners as well as other duties of the Board of Commissioners.
   6. Carrying out other authorities, duties and responsibilities related to its functions.
   7. Reviewing compliance with laws and regulations relating to Company activities.
   8. Reviewing and providing advice to the Board of Commissioners regarding potential conflicts of interest of the Company

9. Maintaining the confidentiality of documents, data and Company information; and
10. Carrying out other duties of the Board of Commissioners in accordance with the Audit Committee's field of duties.

Audit Committee Charter

The Audit Committee has a Work Guidelines and Regulations or Audit Committee Charter based on the Decree of the Board of Commissioners number 19/KOM/BTN/2024 dated December 18, 2024 concerning the Work Guidelines and Regulations of the Audit Committee of PT Bank Tabungan Negara (Persero) Tbk. The Guidelines and Procedures for the Work or the Audit Committee Charter serve as a reference for the Audit Committee in carrying out its duties effectively. The Audit Committee Charter is created with the aim of being the basis and guidance for the Audit Committee in carrying out its duties, including monitoring and evaluating the implementation of the internal control system, assessing the implementation of audit results carried out by the Internal Audit Unit and external Auditors, reviewing financial information to be issued by the Company, and reviewing the compliance with regulations relating to the Company's activities.

The contents of the Audit Committee Guidelines and Work Rules (Charter) include, among others:

Chapter I	General Provisions, the Purpose of Establishing the Audit Committee Charter	Article 1	General Provisions
		Article 2	Definition, Purpose, and Objectives of the Guidelines and Procedures for the Work of the Audit Committee.
Chapter II	Duties, Responsibilities, and Authorities of the Audit Committee	Article 3	Audit Committee Responsibilities and Authorities
		Article 4	Audit Committee Obligations
Chapter III	Working Procedures, Information Access and Confidentiality, Composition, Structure, and Membership Requirements	Article 5	Procedures and Working Methods of the Audit Committee
		Article 6	Access to and Confidentiality of Information
		Article 7	Structure, Appointment, and Termination of the Audit Committee
		Article 8	Membership Requirements of the Audit Committee
Chapter IV	Meeting, Reporting, Work Plan, Budget, Income, and Audit Committee Service Period	Article 9	Audit Committee Meetings
		Article 10	Audit Committee Reporting
		Article 11	Work Plan and Budget of the Audit Committee
		Article 12	Compensation for Audit Committee Members
		Article 13	Term of Office
Chapter V	Education, Support Personnel, and Complaints Handling	Article 14	Enhancement of Professionalism for Audit Committee Members and the Use of Support Staff
		Article 15	Handling Complaints or Reports of Alleged Violations Related to Financial Reports
Chapter VI	Evaluation and closing	Article 16	Evaluation
		Article 17	Closing

Authorities of The Audit Committee

The Audit Committee is granted authority by the Board of Commissioners to:

1. Access all relevant information, including documents, and data information about employees, funds, assets, and resources of the Company that are required in relation to the duties and functions of the Audit Committee.
2. Communicate directly with employees including the Board of Directors and those who carry out the internal audit, risk management, and accountants regarding the responsibilities of the Audit Committee.
3. Involve independent parties outside the members of the Audit Committee who are needed to assist them in carrying out their duties (if needed).
4. Do other authorities assigned by the Board of Commissioners.

Term of Office of The Audit Committee

The term of office for the Audit Committee members who are not members of the Board of Commissioners is no more than (3) three years and may be extended for 1 (one) or 2 (two) more years of service, without prejudice to the right of the Board of Commissioners to dismiss them at any time.

Structure, Membership, and Expertise of The Audit Committee

The Audit Committee is established by the Board of Commissioners, consisting of a chairperson and members, all of whom must be entirely independent. The committee comprises a minimum of 3 (three) members, including Independent Commissioners from both within and outside the Company. The membership of the Audit Committee must include at least 1 (one) Independent Commissioner who also serves as the Chair, 1 (one) Independent Party with expertise in finance/accounting, and 1 (one) Independent Party with expertise in legal/banking matters. This composition ensures a diverse and qualified team overseeing financial governance and compliance matters.

The chairman and members of the Audit Committee are appointed and dismissed by the Board of Commissioners. The Chairman of the Audit Committee is an Independent Commissioner. Audit Committee members may come from members of the Board of Commissioners or outside the Company.

The structure, membership, and expertise of the Audit Committee are listed in the table below.

Period of January 1 to March 26, 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Iqbal Latanro	Chairperson concurrently serving as a member	Vice President Commissioner/ Independent	Banking, Compliance, and Risk Management	First	10/03/2021	2025 AGM	06/09/2021	Board of Commissioners Decision Number 01/KOM/BTN/2021 dated March 31, 2021
Sentot A. Sentausa	Member	Independent Commissioner	Statistics, Business Management, Banking, and Risk Management	First	02/03/2022	2025 AGM	08/08/2022	Board of Commissioners Decision Number 03/KOM/BTN/2022 dated March 17, 2022
Bambang Widjanarko	Member	Independent Commissioner	Accounting, Audit, Compliance, Islamic Banking, and Risk Management	First	13/03/2024	2025 AGM	07/10/2024	Board of Commissioners DecisionNumber 06/KOM/BTN/2024 dated March 13, 2024
Endang A. Suprijatna	Member	Independent Party	Audit, Banking, Islamic Banking, and Accounting	First	13/03/2023	12/03/2026	-	Board of Directors Decision Number 167/DIR/2023 dated March 8, 2023
Indra Jaka Aprilyanta	Member	Independent Party	Audit, Investigation, Banking, Accounting	First	19/11/2024	18/11/2029	-	Board of Directors Decision Number 1066/DIR/2024 dated November 19, 2024

Period of March 26 to June 29, 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Endang A. Suprijatna	Member	Independent Party	Audit, Banking, Islamic Banking, and Accounting	First	13/03/2023	12/03/2026	-	Board of Directors Decision Number 167/DIR/2023 dated March 8, 2023

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Indra Jaka Aprilyanta	Member	Independent Party	Audit, Investigation, Banking, Accounting	First	19/11/2024	18/11/2029	-	Board of Directors Decision Number 1066/DIR/2024 dated November 19, 2024

Period of June 30 to December 31, 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Pietra Machreza Paloh	Chairperson concurrently serving as a member	Independent Commissioner	Business Management, Risk Management, Compliance, Finance.	First	30/06/2025	2030 AGM	15/08/2025	Board of Commissioners Decision number 03/KOM/BTN/2025 dated June 30, 2025
Ida Nuryanti	Member	Independent Commissioner	Compliance, Banking, Risk Management, Legal, People Management, and IT/ Information Systems	First	30/06/2025	2030 AGM	09/10/2025	Board of Commissioners Decision number 03/KOM/BTN/2025 dated June 30, 2025
Panangian Simanungkalit	Member	Independent Commissioner	Property, Risk Management, Finance, and Macro economics	First	30/06/2025	2030 AGM	15/08/2025	Board of Commissioners Decision number 03/KOM/BTN/2025 dated June 30, 2025
Endang A. Suprijatna	Member	Independent Party	Audit, Banking, Islamic Banking, and Accounting	First	13/03/2023	12/03/2026	-	Board of Directors Decision Number 167/DIR/2023 dated March 8, 2023
Indra Jaka Aprilyanta	Member	Independent Party	Audit, Investigation, Banking, Accounting	First	19/11/2024	18/11/2029	-	Board of Directors Decision Number 1066/DIR/2024 dated November 19, 2024

Profile of The Audit Committee

The profile of the Audit Committee as of December 31, 2025, is as follows.

Pietra Machreza Paloh **Chairman of the Audit Committee/ Independent Commissioner**	His profile can be seen in the Board of Commissioners section. His term as Chairman and member of the Audit Committee is from June 30, 2025, to the Annual General Meeting of Shareholders (AGMS) in 2030 (First Period)

Ida Nuryanti **Member of the Audit Committee/ Independent Commissioner**	His profile can be seen in the Board of Commissioners section. His term as Chairman and member of the Audit Committee is from June 30, 2025, to the Annual General Meeting of Shareholders (AGMS) in 2030 (First Period)

Panangian Simanungkalit **Member of the Audit Committee/ Independent Commissioner**	His profile can be seen in the Board of Commissioners section. His term as Chairman and member of the Audit Committee is from June 30, 2025, to the Annual General Meeting of Shareholders (AGMS) in 2030 (First Period)

Endang A. Suprijatna

Member of the Audit Committee/ Independent Party

Indonesian Citizen,
Sumedang, January 17, 1967
(58 years old as of December 2025),
Domicilie in Bekasi, Jawa Barat.

Educational Background

Bachelor of Economics majoring in Accounting, Padjajaran University (1991).

Certification

- Certification in Audit Committee Practices (CACP) from IKAI.
- Chartered Accountant (CA Indonesia) No. 11.D9268.
- Registered Accountant Certification from the Ministry of Finance of the Republic of Indonesia.
- Banking Risk Management Certification Level 6 from the Banking Professional Certification Institute (LSPP).
- Qualified Internal Auditor from the Qualified Internal Auditor Certification Board

Work Experience

- Regional Business Control Head (Head of Internal Audit) PT Bank Mandiri (Persero) Tbk Region VI West Java, Region VIII East Java and Region V South Jakarta including Bogor (2015-January 2023)
- Consumer Loans Business Center Manager Makassar, Palu, Kendari, Ambon, Samarinda & Bontang Region, Lampung Region (November 2009-2014)
- Small, Micro & Consumer Credit Audit Team Leader PT Bank Mandiri (Persero) Tbk (2006 – October 2009)
- Team Leader Audit Distribution (Branch) PT Bank Mandiri (Persero) Tbk (2005)
- Wholesale Banking Credit Audit Team Leader PT Bank Mandiri (Persero) Tbk (August 2001 - 2004)
- Senior Auditor General Audit PT Bank Mandiri (Persero) Tbk (July 1999-2001)
- Auditor of PT Bank Export Import Indonesia (Persero) (December 1993- 1999)

Legal Basis for Appointment

Decree of the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk. Number 167/DIR/2023 dated March 8, 2023 concerning the Determination of Mr. Endang A. Suprijatna as Member of the Audit Committee..

Period of Office

First term of office March 13, 2023 to March 12, 2026

Concurrent Position

No concurrent position

Indra Jaka Aprilyanta

Member of the Audit Committee/ Independent Party

Indonesian Citizen,
Yogyakarta, April 16, 1968
(57 years old as of December 2025),
Domicilie in Bogor, Jawa Barat.

Educational Background

Bachelor of Economics majoring in Accounting, Padjajaran University (1991).

Certification

- Certification in Audit Committee Practices No. Certificate 11013/CACP/X/2024 from the Indonesian Audit Committee Association (IKAI), 2024.
- Certified Forensic Auditor (CfrA) No. Reg. AUD. 082.0000239.2022 from the Forensic Auditor Professional Certification Institute 2022.
- Computer Hacking Forensic Investigator , Certification Number ECC4210578693 from EC-Council tahun 2022.
- Banking Risk Management Certification level 5, from the Risk Management Certification Agency in 2025.
- Chartered Accountant (CA Indonesia) No. 11.D10199 from IAI 2017.
- National Register of Accountants No. RNA 18068 from the Ministry of Finance of the Republic of Indonesia, Secretariat General, Center for Financial Profession Development, 2017.
- Certified Fraud Examiner dari Association of Certified Fraud Examiners (ACFE) 2012.
- Qualified Internal Auditor (QIA) No. Reg. 0587/QIA/99 Qualified Internal Auditor, Certification Board, 1999.
- National Register for Accountants No. D-10199 from the Ministry of Finance of the Republic of Indonesia, 1996.

Work Experience

- Investigator Head - Senior Investigator, Internal Audit, PT Bank Mandiri (Persero) Tbk (March 2020 to April 2024)
- Specialist – Investigation, Internal Audit, PT Bank Mandiri (Persero) Tbk (September 2016 s.d. March 2020)
- Senior Credit Risk Manager - Regional Risk Management III Jakarta Kota, PT Bank Mandiri (Persero) Tbk (November 2013 – September 2016)
- Credit Risk Manager Authority (Detasering) - Regional Risk Management III Jakarta Kota - Commercial Risk, PT Bank Mandiri (Persero) Tbk (June 2013 – November 2013)
- Lead Auditor – Wholesale Banking Audit, Internal Audit, PT Bank Mandiri (Persero) Tbk (December 2010 – May 2013)
- Team Leader - Commercial Banking Audit, Internal Audit, PT Bank Mandiri (Persero) Tbk (December 2008 – November 2010)
- Team Leader - Corporate Center Audit, Internal Audit, PT Bank Mandiri (Persero) Tbk (May 2006 - November 2008)
- Team Leader - Distribution Audit, Internal Audit, PT Bank Mandiri (Persero) Tbk (January 2003 - April 2006)
- Senior Auditor - Distribution Audit, Internal Audit, PT Bank Mandiri (Persero) Tbk (August 1999 - January 2003)
- Auditor, Supervision Bureau, PT Bank Ekspor Impor Indonesia (Persero) (December 1993 - July 1999).

Legal Basis for Appointment

Boards of Directors Decree PT Bank Tabungan Negara (Persero) Tbk, Number 1066/ DIR/2024, dated November 19, 2024, regarding the appointment of Mr. Indra Jaka Aprilyanta as a member of the Audit Committee.

Period of Office

First term of office: November 19, 2024 – November 18, 2027

Concurrent Position

Tidak memiliki rangkap jabatan

The Independency of The Audit Committee

Table of the Audit Committee Independency

Aspek Independensi	Iqbal Latanro	Sentot A. Sentausa	Bambang Widjanarko	Pietra Machreza Paloh	Ida Nuryanti	Panangian Simanungkalit	Endang A. Suprijatna	Indra Jaka Aprilyanta
Having no financial relationship with the members of the Board of Commissioners and the Board of Directors	✓	✓	✓	✓	✓	✓	✓	✓
Having no managerial relationship at the company, its subsidiaries, and its affiliates	✓	✓	✓	✓	✓	✓	✓	✓
Having no share ownership relationship in the Company	✓	✓	✓	✓	✓	✓	✓	✓
Having no familial relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee	✓	✓	✓	✓	✓	✓	✓	✓
Not serving as a member of a political party management or a government official	✓	✓	✓	✓	✓	✓	✓	✓

Training and/or Competency Development of The Audit Committee in 2025

Name	Position	Type of Training and Competency Development / Training Material	Time and place	Organizer
Iqbal Latanro*	Chairman and Member	Training and/or Competency Development can be seen in the Training and/or Competency Development section of the Board of Commissioners.		
Pietra Machreza Paloh**	Chairman and Member	Training and/or Competency Development can be seen in the Training and/or Competency Development section of the Board of Commissioners.		
Sentot A. Sentausa*	Member	Training and/or Competency Development can be seen in the Training and/or Competency Development section of the Board of Commissioners.		
Bambang Widjanarko*	Member	Training and/or Competency Development can be seen in the Training and/or Competency Development section of the Board of Commissioners.		
Ida Nuryanti**	Member	Training and/or Competency Development can be seen in the Training and/or Competency Development section of the Board of Commissioners.		
Panangian Simanungkalit**	Member	Training and/or Competency Development can be seen in the Training and/or Competency Development section of the Board of Commissioners.		

Name	Position	Type of Training and Competency Development / Training Material	Time and place	Organizer
Endang A. Suprijatna	Member	National Seminar "Banking Industry Readiness in Responding to Climate Risk & Cyber Risk Escalation in 2025"	Batam, June 18–19, 2025	Indonesian Risk Professional Association (IRPA)
		IKAI Seminar "Driving Enterprise Value Through Strategic Risk Oversight: The Critical Role of Oversight Boards and Internal Audit in Strengthening Risk Governance and Portfolio Management"	Jakarta, July 24, 2025	PT Bank Tabungan Negara (Persero) Tbk
		IIAA Indonesia National Conference "Audit for Tomorrow Strategic, Future Ready, Sustainable" 2025	Medan, August 27–28, 2025	Institute of Internal Auditors Indonesia
		BOC Forum 2025	Lombok, September 26–28, 2025	PT Bank Tabungan Negara (Persero) Tbk
		National Seminar on Internal Audit (SNIA) - Whats Driving Change to Stay Ahead of the Curve for Internal Auditors in the Coming Years	Denpasar, November 3–4, 2025	Internal Audit Education Foundation (YPIA)
		The 9th Indonesia Risk Management Outlook 2026 Seminar with the theme "Navigating Banking Business Amid Economic Landscape Turmoil"	Jakarta, November 13, 2025	Indonesian Banking Development Institute
Indra Jaka Aprilyanta	Member	Risk Management Certification Training & Test Level 5	Jakarta, February 6, 2025	Badan Sertifikasi Manajemen Risiko
		Risk Management Certification Level 6 Training	Jakarta, February 6, 2025	Indonesian Banking Development Institute
		IKAI Seminar "Driving Enterprise Value Through Strategic Risk Oversight: The Critical Role of Oversight Boards and Internal Audit in Strengthening Risk Governance and Portfolio Management"	Jakarta, July 24, 2025	PT Bank Tabungan Negara (Persero) Tbk
		IIAA Indonesia National Conference "Audit for Tomorrow Strategic, Future Ready, Sustainable" 2025	August 27-28, 2025	Institute of Internal Auditors Indonesia
		BOC Forum 2025	Lombok, September 26-28, 2025	PT Bank Tabungan Negara (Persero) Tbk
		Seminar on Internal Audit (SNIA) - Whats Driving Change to Stay Ahead of the Curve for Internal Auditors in the Coming Years	Denpasar, November 3-4, 2025	Internal Audit Education Foundation (YPIA)
		The 9th Indonesia Risk Management Outlook 2026 Seminar with the theme "Navigating Banking Business Amid Economic Landscape Turmoil"	Jakarta, November 13, 2025	Indonesian Banking Development Institute

[1]) The term of office ended at the 2024 Fiscal Year AGM on March 26, 2025
[2]) Appointed as Chairman and/or Member of the Audit Committee on June 30, 2025, effective after the determination of the fit and proper test from the Financial Services Authority..

The Audit Committee's Meeting

1. The Audit Committee holds meetings at least as frequently as the minimum number of meetings required by the Board of Commissioners, as stipulated in the Articles of Association and/or at least once a month.
2. The Audit Committee meeting can be conducted if attended by the majority of the Audit Committee members or at least 51% (fifty-one percent) of the total members
3. If there is a conflict of interest between the audit members about the discussion object, the committee has to declare that there is a conflict of interest and he/she does not have the right to vote in the decision making.
4. The meeting is chaired by the Head of Audit Committee or by the most senior member when the Head of Audit Committee is unable to attend.
5. Meeting decisions are taken based on consensus deliberation.
6. If consensus deliberation is not reached, the decisions are taken based on the majority vote.
7. Every Audit Committee meeting must be recorded in minutes, signed by all attending members, and properly documented in accordance with applicable laws and regulations.
8. The minutes as mentioned above shall be submitted in writing by the Audit Committee to the Board of Commissioners.
9. Dissenting opinion that occurs in the Audit Committee meeting must be included in the Minutes of Meeting clearly, along with the reasons for disagreements.
10. If an Audit Committee member is unable to attend the meeting physically, they may participate through face-to-face virtual meetings using information technology.
11. The attendance of the Audit Committee members is reported in the quarterly report and the annual report of the Audit Committee.

THE AUDIT COMMITTEE MEETING AGENDA

Throughout 2025, the date, meeting agenda, and Audit Committee meeting participants were recorded as follows.

No.	Date	Meeting Agenda	Participant
1	January 3, 2025	Discussion on Information Disclosure (KI) for Affiliate Transactions	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
2	January 6, 2025	Response to the Submission of the 2025 Public Accounting Firm (KAP) Procurement Auction Process for PT Bank Tabungan Negara (Persero) Tbk	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
3	January 9, 2025	Annual Audit Plan 2025	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
4	January 14, 2025	Results of the Examination and Follow-up of OJK Findings	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
5	January 20, 2025	Review of Whistle Blowing System (WBS)	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
6	February 3, 2025	Results of the Audit Board of the Republic of Indonesia (BPK-RI) Audit of Revenue and Expense Management in 2023	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta

No.	Date	Meeting Agenda	Participant
7	February 03, 2025	Recommendations for Appointment of Public Accounting Firm Services for the 2025 Fiscal Year	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
8	February 05, 2025	Closing Meeting of the Audit of Financial Statements for the 2024 Fiscal Year	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
9	February 10, 2025	Review of Published Financial Reports for Quarter IV 2024	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
10	February 14, 2025	Discussion on IAD Activity Reports until Quarter IV 2024	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
11	February 24, 2025	Adjustment of the 2025 RKAP and 2025-2027 RBB	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
12	February 24, 2025	Audit Committee Report for Quarter IV 2024	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
13	March 3, 2025	Anti-Fraud Strategy and Internal Control Over Financial Reporting	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
14	March 10, 2025	Management Letter for Fiscal Year 2024	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
15	March 10, 2025	Evaluation of Public Accounting Firm Services for the 2024 Fiscal Year and Disclosure of Affiliate Transaction Information	• Iqbal Latanro • Sentot A. Sentausa • Bambang Widjanarko • Endang A. Suprijatna • Indra Jaka Aprilyanta
16	August 26, 2025	Review of Published Financial Reports for the Second Quarter of 2025	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti as an Observer • Endang A. Suprijatna • Indra Jaka Aprilyanta
17	September 8, 2025	Progress of Internal Control over Financial Reporting Implementation	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti as an Observer • Endang A. Suprijatna • Indra Jaka Aprilyanta
18	September 18, 2025	Discussion on BPK RI Findings	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti as an Observer • Endang A. Suprijatna • Indra Jaka Aprilyanta

No.	Date	Meeting Agenda	Participant
19	September 30, 2025	Discussion on Action Plan for the Audit of the Republic of Indonesia's Supreme Audit Agency	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti as an Observer • Endang A. Suprijatna • Indra Jaka Aprilyanta
20	September 30, 2025	Control over Dormant Account Activation	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti as an Observer • Endang A. Suprijatna • Indra Jaka Aprilyanta
21	October 08, 2025	Progress of Completion of Principal Credit Documents	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti as an Observer • Endang A. Suprijatna • Indra Jaka Aprilyanta
22	October 21, 2025	Review of Published Financial Reports for Quarter III 2025	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta
23	October 21, 2025	Discussion on 2026 RKAP Concept	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta
24	October 29, 2025	Discussion on the Separation of Sharia Business Units and BTN Capital Inclusion in BSN	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta
25	November 05, 2025	Recommendation on the Appointment of Public Accounting Firm for Audit Services on BSN Financial Statements 31 December 2025	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta
26	November 17, 2025	Discussion on Debtor Restructuring	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta
27	November 21, 2025	Discussion on 2026 RKAP Draft Phase 3 and the 2026-2028 RBB	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta
28	December 16, 2025	Annual Audit Plan 2026	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta
29	December 17, 2025	Discussion on External Audit Results	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta
30	December 22, 2025	Discussion on Information Disclosure (KI) for Affiliate Transactions	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta

No.	Date	Meeting Agenda	Participant
31	December 22, 2025	Discussion on RKAP Draft for 2026 Phase 4 (Final)	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta
32	December 22, 2025	Preparation of the Audit Committee Work Program for 2026	• Pietra Machreza Paloh • Panangian Simanungkalit • Ida Nuryanti • Endang A. Suprijatna • Indra Jaka Aprilyanta

MEETING FREQUENCY AND ATTENDANCE LEVEL OF THE AUDIT

Throughout 2025, the Audit Committee held 32 (thirty-two) meetings. The frequency and attendance of each Audit Committee member are as follows.

Table of Audit Committee Meeting Attendance Level

Name	Position	Audit Committee Meetings		
		Number of Meeting	Number of Attendance	Percentage
Iqbal Latanro*	Chairperson and concurrent member	15	15	100%
Pietra Machreza Paloh**	Chairperson and concurrent member	17	17	100%
Sentot A. Sentausa*	Member	15	15	100%
Bambang Widjanarko*	Member	15	15	100%
Ida Nuryanti**	Member	17	17	100%
Panangian Simanungkalit**	Member	11	11	100%
Endang A. Suprijatna	Member	32	32	100%
Indra Jaka Aprilyanta	Member	32	32	100%

[1]) The term of office ended at the 2024 Fiscal Year AGM on March 26, 2025
[2]) Appointed as Chairman and/or Member of the Audit Committee on June 30, 2025, effective after the determination of the fit and proper assessment from the Financial Services Authority

Audit Committee Work Plan and Implementation of Duties in 2025

No	Activities	Accomplishment	Information
	A. AUDIT COMMITTEE ROUTINE ACTIVITIES:		
1	Providing input and recommendations for Approval of the Annual Audit Plan to the Board of Commissioners.	Accomplished	
2	Monthly monitoring and evaluation of the implementation of Internal Audit tasks & follow-up	Accomplished	
3	Attending the Internal Audit Exit Meeting	Accomplished	

No	Activities	Accomplishment	Information
4	Monitoring and evaluating the implementation of audits by External Auditors (OJK, BI, BPK, Audit Firms, etc.), including follow-up on audit results.	Accomplished	
5	Monitoring and evaluation of the implementation of internal control policies and procedures in the Bank's financial reporting process;	Accomplished	
6	Monitoring and evaluation of the conformity of Financial Reports with financial accounting standards and the provisions of the Financial Services Authority regarding the recording of financial transactions including Quarterly Published Financial Reports	Accomplished	
7	Providing recommendations on the appointment of Public Accountants to the Board of Commissioners for decision in the General Shareholders' Meeting.	Accomplished	
8	Conveying recommendations on the appointment of Public Accountants to the Board of Commissioners to be submitted to the Ministry of State-Owned Enterprises in the context of the General Shareholders' Meeting agenda.	Accomplished	
9	Memantau laporan penunjukan Kantor Akuntan Publik (KAP) sesuai Rapat Umum Pemegang Saham kepada OJK	Accomplished	
10	Monitoring of audit progress by Public Accounting Firm (KAP)	Accomplished	
11	Monitoring reports on the appointment of Public Accounting Firms according to the General Shareholders' Meeting to the OJK.	Accomplished	
12	Evaluating the implementation of Financial Information Audit Services by the Public Accounting Firm for submission to KBUMN	Accomplished	
13	Recommending the procurement and appointment of Rating Companies for assessing SOE's Soundness Level	Accomplished	
14	Reviewing, evaluating, and providing input to the Board of Commissioners regarding the monthly performance review material presented by the Board of Directors	Accomplished	
15	Compiling quarterly and annual reports on the activities of the Audit Committee to the Board of Commissioners	Accomplished	
16	Preparing the Board of Commissioners' Supervision Report on RBB Realization (Semi-Annual) for submission to the OJK (Audit Committee section)	Accomplished	
17	Preparing the Board of Commissioners' Response to Corporate Performance (Quarterly) for submission to the Minister of SOEs (Audit Committee section)	Accomplished	
18	Preparing the Payment System Report for Bank Indonesia (Audit Committee section)	Accomplished	
19	Assessment of the completion of the Self-Assessment GCG Half-Yearly Working Papers by the Audit Committee & Board of Commissioners.	Accomplished	
20	Compiling the Annual Report related to the Audit Committee and Board of Commissioners.	Accomplished	
21	Preparing the AGMS scenario (Audit Committee section)		
	B. INCIDENTAL ACTIVITIES OF THE AUDIT COMMITTEE		
1	Providing independent opinions in the event of differences of opinion between Management and Public Accountants regarding the services provided	Not yet accomplished	There is no difference of opinion yet
2	Reviewing complaints related to the bank's accounting and financial reporting processes	Not yet accomplished	There have been no complaints yet
3	Accompanying members of the Board of Commissioners on working visits to bank work units as assigned by the Board of Commissioners	Accomplished	
4	Participating in training, seminars, workshops as assigned by the Board of Commissioners for Competency Development related to Duties and Responsibilities	Accomplished	
5	Providing recommendations to the Board of Commissioners and guidance to work units in line with the Audit Committee's duties and responsibilities as per its charter	Accomplished	

No	Activities	Accomplishment	Information
	C. OTHERS		
1	Audit Committee Meetings	Accomplished	
2	Providing input on the RKAP and RBB concepts prepared by Management	Accomplished	

Audit Committee Statement on the Effectiveness of Internal Control System

The internal control system implemented by BTN has generally been running well. Management continues to strive to improve the implementation of the internal control system by referring to internal and external audit reports.

Remuneration and Nomination Committee

Remuneration and Nomination Committee is formed by and is responsible to the Board of Commissioners, whose task is to assist the Board of Commissioners in carrying out their duties. The Remuneration and Nomination Committee is one of the corporate organs, working together with the Human Capital Division and Learning Center Division as a tool owned by the Board of Directors for raising human capital as strategic assets and strategic partners, analyzing policies, monitoring the implementation of preparing prospective leaders that will be a role model, and providing meticulous attention to the implementation of good corporate governance, including policies and the amount of remuneration.

Legal Basis for Establishing The Remuneration and Nomination Committee

The Company establishes the Nomination and Remuneration Committee in accordance with the following Regulations, Provisions and Legislation:

1. Bank Indonesia Circular Letter No. 11/28/DPbS dated October 5, 2009, concerning Sharia Business Units, as amended by Bank Indonesia Circular Letter No. 15/51/DPbS dated December 30, 2013.
2. Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009, concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
3. Financial Services Authority Regulation No. 33/POJK.04/2014 dated December 1, 2014, regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies.
4. Financial Services Authority Regulation No. 34/POJK.04/2014 dated December 8, 2014, regarding the Nomination and Remuneration Committee of Issuers or Public Companies.
5. Financial Services Authority Regulation No. 45/POJK.03/2015 dated December 23, 2015, regarding the Implementation of Governance in Providing Remuneration for Commercial Banks.
6. OJK Circular Letter No. 40/SEOJK.03/2016 dated September 26, 2016, regarding the Implementation of Governance in Providing Remuneration for Commercial Banks.
7. Financial Services Authority Regulation No. 59/POJK.03/2017 dated December 18, 2017, regarding the Implementation of Governance in Providing Remuneration for Sharia Commercial Banks and Sharia Business Units.
8. Financial Services Authority Regulation No. 41/POJK.03/2019 dated December 26, 2019, on Mergers, Consolidations, Acquisitions, Integrations, and Conversions of Commercial Banks.
9. Financial Services Authority Regulation No. 4242/POJK.04/2020 dated July 1, 2020, on Affiliated Transactions and Conflict of Interest Transactions;
10. Financial Services Authority Regulation No. 8 of 2023 dated June 14, 2023, on the Implementation of AntiMoney Laundering, Prevention of Terrorism Financing, and Prevention of Proliferation Financing of Weapons of Mass Destruction in the Financial Services Sector.
11. Financial Services Authority Regulation No. 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks.
12. Financial Services Authority Regulation No. 2 of 2024 dated February 16, 2024, on the Implementation of Sharia Governance for Sharia Commercial Banks and Sharia Business Units.
13. Financial Services Authority Circular Letter No. 39/SEOJK.03/2016 dated September 13, 2016, on Fit and Proper Test for Candidates of Controlling Shareholders, Candidates of the Board of Directors, and Candidates of the Board of Commissioners.
14. Decree of the Minister of State-Owned Enterprises No. PER-1/ MBU/03/2023 dated March 24, 2023, regarding Special Assignments and Corporate Social and Environmental Responsibility Programs of State-Owned Enterprises.

15. Decree of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 24, 2023, regarding Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
16. Decree of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 24, 2023, regarding the Organization and Human Resources of State-Owned Enterprises.
17. Articles of Association of PT Bank Tabungan Negara (Persero) Tbk.
18. Joint Agreement Letter of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk No. 01/SKB/KOM/BTN/2024 and the Board of Directors No. SKB-01/DIR-BTN/2024 on Guidelines for the Working Relationship between the Board of Commissioners and the Board of Directors.
19. Board of Commissioners Decree No. 18/KOM/BTN/2024 dated December 18, 2024, on Guidelines and Rules of Procedure for the Board of Commissioners.
20. Board of Commissioners Decree No. 20/KOM/BTN/2024 dated December 18, 2024, on Guidelines and Rules of Procedure for the Remuneration and Nomination Committee.

Duties and Responsibilities of Remuneration and Nomination Committee

In accomplishing its main duties, the Committee is responsible to the Board of Commissioners for the following detailed responsibilities:

1. The duties of the Committee regarding remuneration are:
   a. The Committee provides recommendation to the Board of Commissioners related to:
      - Structure of remuneration.
      - Policy regarding remuneration.
      - Rate of remuneration.
   b. The Committee assists the Board of Commissionaires to assess the appropriateness between working performance and remuneration received by each member of Board of Directors and/or Board of Commissionaires.
   c. In completing the remuneration-related duties, it is obliged for the Committee to do the following procedure:
      - Formulating the structure, policy, and rate of remuneration for members of Board of Directors and/or Board of Commissionaires; and
      - Formulating structure, policy, and remuneration for members of Sharia Supervisory Board (DPS).
   d. The said remuneration structure may be in the form of fixed and/or variable salary, honorarium, incentive, or allowance.
   e. The drafting of structure, policy, and rate of remuneration has to consider the following aspects:
      - The relevance of remuneration applied to industries to the Company's business activities and business scale.
      - Duty, responsibility, and authority of members of the Board of Directors and/or Board of Commissionaires associated with the Company's goal achievement and performance.
      - The target of performance or the performance of each member of the Board of Directors and/or Board of Commissionaires.
      - Balance between the fixed and the variable allowance.
   f. The Committee evaluates remuneration-related policy which is based on performance, risk, fairness with peer groups, target, Company's long-term strategy, reserve fulfillment as regulated in the constitution, and the Company's future income potentia.
   g. The Committee delivers the result of the evaluation and recommendation to the Board of Commissionaires regarding:
      - Remuneration policy for the Board of Directors, Board of Commissionaires, and Sharia Supervisory Board to be delivered in the General Meeting of Shareholders (GMS).
      - Overall remuneration for employees to be submitted to the Board of Directors.
   h. The Committee carries out regular evaluation for at least once a year regarding the structure, policy, and rate of remuneration.
   i. The Committee formulates and evaluates the payroll and allowance system of the members of Board of Commissionaires, and provides recommendation related to:
      - Assessment of the system;
      - Available options, one of which is stock option;
      - Retirement System, Pension; and
      - Compensation System and other benefits of employee reduction.
   j. The Committee accomplishes other remuneration-related duties from the Board of Commissioners.
2. The duties of the Committee regarding Nomination are:
   a. The Committee provides recommendation to the Board of Commissioners regarding the following matters:
      - Nomination of Director candidates referring to the Company's strategy;
      - Composition of members of the Board of Directors and/or Board of Commissioners;
      - Required policy and criteria for Nomination process;
      - Performance evaluation policy for members of the Board of Directors and/or Board of Commissioners; and
      - Proposal for appointment and/or replacement of members of Sharia Supervisory Board to be submitted in the GMS.

b. The Committee assists the Board of Commissioners to conduct performance assessment of members of the Board of Directors and/or Board of Commissioners by referring to the valid parameters as an evaluation material.
c. The Committee offers recommendation to the Board of Commissioners concerning competency development program for members of the Board of Directors and/or Board of Commissioners.
d. The Committee recommends proposed candidates who are eligible to be appointed as members of the Board of Directors and/or Board of Commissioners to the Board of Commissioners to be submitted in the GMS.
e. In accomplishing its Nomination function, the Committee is obliged to complete the following procedures:
   - Formulating the composition and process of nomination for members of the Board of Directors and/or Board of Commissioners.
   - Formulating necessary policy and criteria for the Nomination process of the candidates of the Board of Directors and/or Board of Commissioners.
   - Assisting the evaluation of the performance of members of the Board of Directors and/or Board of Commissioners.
   - Formulating competency development program for members of the Board of Directors and/or Board of Commissioners.
   - Reviewing and proposing qualified member candidates of the Board of Directors and/or Board of Commissioners to the Board of Commissioners to be submitted in the GMS.
f. The Committee formulates, implements, and analyzes criteria and procedure of nomination for the candidates of Sharia Supervisory Board.
g. Developing a system and mechanism for assessing the performance of the Board of Commissioners, Board of Directors, and Sharia Supervisory Board.
h. Monitoring and analyzing criteria and nomination procedures for other executives up to one level below the Board of Directors.
i. Conducting identification and monitoring of the profiles of the Board of Commissioners, Board of Directors, and Executive Officers, particularly those who have been and will be included in the nominated talent pool, through:
   - Researching via the internet and/or print media, including social media monitoring.
   - Verifying the State Officials' Wealth Report (LHKPN).
   - Ensuring that the Board of Commissioners, Board of Directors, and Executive Officers do not have non-performing loans or financial issues or have been declared bankrupt.
   - Ensuring that the Board of Commissioners, Board of Directors, and Executive Officers are not engaged in activities/actions prohibited by applicable regulations
j. Conducting early detection of abuse of authority through crime/misuse of authority detection reports using the Whistle Blowing System (WBS) mechanism involving the Board of Commissioners, Board of Directors, and Executive Officers.
k. Providing reports on the identification and monitoring results of the profiles of the Board of Commissioners, Board of Directors, and Executive Officers to the President Commissioner.
l. Providing recommendations to the Board of Commissioners regarding Independent Parties who will become members of the audit committee as referred to in OJK Regulation No. 17 of 2023 dated September 14, 2023, on the Implementation of Governance for Commercial Banks, Article 64, Paragraph (1) Letter b, as well as members of the risk monitoring committee as referred to in Article 65, Paragraph (1) Letters b and c.
m. Reviewing the management system of the Human Resources Work Unit and human resource development policies, covering recruitment, assessment, competency enhancement, evaluation, promotion, demotion, termination, succession, selection, and other related aspects.
n. Carrying out other tasks assigned by the Board of Commissioners related to Nomination duties in accordance with applicable regulations and aligned with Shareholders' Aspirations.
o. The members of the Committee are obliged to sign integrity pact containing statement and commitment to comply with all statutory provisions and principles of good corporate governance).

Remuneration and Nomination Committee Charter

In carrying out its duties and responsibilities, the Remuneration and Nomination Committee refers to the Guidelines and Code of Conduct of the Remuneration and Nomination Committee based on the Board of Commissioners Decree No. 20/KOM/BTN/2024 dated December 18, 2024, concerning the Guidelines and Code of Conduct of the Remuneration and Nomination Committee of PT Bank Tabungan Negara (Persero) Tbk. Remuneration and Nomination Committee Work Guidelines and Rules aims to allow the Committee to work optimally and to ensure that the provisions recommendation for the remuneration and nomination of members of the Board of Commissioners, Board of Directors, Executives, Employees, and Human Capital policy is in accordance with the principles of Good Corporate Governance.

The Content of the Charter of Remuneration and Nomination Committee is as follows:

Chapter I	General Provision	Article 1	Definition
		Article 2	Purpose of Committee Formation
Chapter II	Duty, Responsibility, and Authority of the Committee	Article 3	Committee Duties
		Article 4	Responsibilities
		Article 5	Authority
Chapter III	Structure and Membership	Article 6	Composition and Structure
		Article 7	Membership Requirements
		Article 8	Term of Office
Chapter IV	Work Mechanism and Relationship	Article 9	Work Mechanism
		Article 10	Working Relationships
		Article 11	Supporting Staff
Chapter V	Work Plan and Implementation	Article 12	Work Plan and Budgeting
		Article 13	Committee Meetings
		Article 14	Reporting
		Article 15	Performance Evaluation
Chapter VI	Competency and Income Development	Article 16	Competency Development
		Article 17	Committee Member Compensation
Chapter VII	Closing	Article 18	Closing

Authority of The Remuneration and Nomination Committee

The Committee holds the following authorities granted by the Board of Commissioners:

1. Reviewing, examining, analyzing, and giving opinions and recommendations within the coverage of their duty.
2. Requesting the Company to survey and/or do benchmarking according to the needs of the Committee.
3. Requesting, researching, and obtaining necessary information from the Bank's internal and external parties.
4. Seeking and obtaining various information including necessary documents from:
   a. Bank BTN (including Bank employees); and/or
   b. Other relevant parties.
5. Being provided with inputs and/or suggestions from the Bank BTN's external parties in relation to their duties.
6. Performing direct communication with relevant parties related the committee's duties.

Term of Office of The Remuneration and Nomination Committee

1. The term of office of the Committee members who holds concurrent position in the Board of Commissioners shall end accordingly once their position as member of the Board of Commissioners ends;
2. The term of office of the Committee members who is not a concurrent member of the Board of Commissioners is 3 (three) years at the maximum and is extendable for once within 2 (two) terms of office provided that the Board of Commissioners is still entitled to dismiss the respected Committee members at any time;
3. If a concurrent member of the Board of Commissioners holding a position as the chairman of the Committee releases his status as a member of the Board of Commissioners, the position of the Committee chairman must be replaced by another member of the Board of Commissioners within 30 (thirty) days at maximum.
4. Replacement of Remuneration and Nomination Committee members who are not from the Board of Commissioners must be conducted within a maximum period of sixty (60) days after the concerned Committee member is no longer able to perform their function.

Structure, Membership, and Expertise of The Remuneration and Nomination Committee

The composition of Remuneration and Nomination Committee should at least have 1 (one) Independent Commissioner, 1 (one) Commissioner, and 1 (one) Executive who supervises human resources or 1 (one) employee representative. The Committee is led by the Independent Commissioner.

If the Remuneration and Nomination Committee has more than 3 (three) personnel, there should be at least 2 (two) Independent Commissioners. When necessary, the Remuneration and Nomination Committee may appoint independent members from an outside Bank BTN.

Members of the Remuneration and Nomination Committee are appointed by the Board of Directors by referring to the decision made in the meeting of the Board of Commissioners. The Executives or representatives of the Remuneration Committee members must be knowledgeable about the Company remuneration system, nomination system, and succession plan.

Members of the Committee are appointed and dismissed based on the decision made in the meeting of the Board of Commissioners. The decision has to be followed-up by the Board of Directors by issuing letter of appointment/ dismissal. The respected decision shall be documented. The chairman of the Committee can only hold concurrent positions as the chairman of the committee for 1 (one) other Committee at the maximum.

Period of 1 January to 26 March, 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appoinment
					Starting	End		
Chandra M. Hamzah	Chairman and Member	President Commissioner/ Independent	Law, Finance, Risk Management, and People Management	Second	06/03/2024	2025 AGM	04/05/2020	Board of Commissioners Decision number 03/KOM/BTN/2024 dated March 6, 2024
Iqbal Latanro	Member	Vice President Commissioner/ Independent	Banking, Compliance, Risk Management and People Management	First	10/03/2021	2025 AGM	06/09/2021	Board of Commissioners Decision Number 03/KOM/BTN/ IV/2021 dated April 1, 2021
Armand B. Arief	Member	Independent Commissioner	*Banking, Risk Management, Business Management and People Management*	Second	06/03/2024	2025 AGM	14/05/2020	Board of Commissioners Decision number 03/KOM/BTN/2024 dated March 6, 2024
Sentot A. Sentausa	Member	Independent Commissioner	Banking, Compliance, and Risk Management	First	02/03/2022	2025 AGM	08/08/2022	Board of Commissioners Decision Number 02/KOM/BTN/2022 dated March 17, 2022
Andin Hadiyanto	Member	Commissioner	Banking, Risk Management, and Business Management	Second	06/03/2024	2025 AGM	10/07/2020	Board of Commissioners Decision number 03/KOM/BTN/2024 dated March 6, 2024
Herry Trisaputra Zuna	Member	Commissioner	Accounting, Auditing, Islamic Banking, and Business Management	First	02/03/2022	2025 AGM	11/10/2022	Board of Commissioners Decision Number 02/KOM/BTN/2022 dated March 17, 2022

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appoinment
					Starting	End		
Himawan Arief Sugoto	Member	Commissioner	Banking, Compliance, Risk Management and Business Administration	First	02/03/2022	2025 AGM	03/10/2022	Board of Commissioners Decision Number 02/KOM/BTN/2022 dated March 17, 2022
Adi Sulistyowati	Member	Independent Commissioner	Macroeconomics, Risk Management, and Business Administration	First	06/03/2024	2025 AGM	07/10/2024	Keputusan Dewan Komisaris nomor 05/KOM/BTN/2024 tanggal 13 Maret 2024
Bambang Widjanarko	Member	Independent Commissioner	Management and Business, Risk Management, Finance, Agrarian and Spatial Planning	First	13/03/2024	2025 AGM	07/10/2024	Board of Commissioners Decision number 05/KOM/BTN/2024 dated March 13, 2024
Moch. Amin Nurdin	Member	Independent Party	Human Capital, Finance, and Corporate Relations	Second	07/11/2024	06/11/2026	-	Board of Directors Decision Number 1065/DIR/2024 dated November 19, 2024
Rahmayati	Member (Ex Officio)	Executive Officer in charge of HR	*Human Capital, Finance, and Corporate Relations*	Second	17/03/2025	16/03/2027	-	Board of Commissioners Decision number 02/KOM/BTN/2025 dated March 17, 2025

Period of March 26 to June 29, 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Moch. Amin Nurdin	Member	Independent Party	Human Capital, Finance, dan Corporate Relation	Second	07/11/2024	06/11/2026	-	Board of Directors Decision Number 1065/DIR/2024 dated
Rahmayati	Member (Ex Officio)	Executive Officer in charge of HR	Human Capital, Finance, dan Corporate Relation	Second	17/03/2025	16/03/2027	-	Board of Commissioners Decision number 02/KOM/BTN/2025 dated March 17, 2025

Period of June 30, to August 21, 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Ida Nuryanti	Chairman concurrently Member	Independent Commissioner*	Compliance, Banking, Risk Management, Legal, People Management, and IT/ Information Systems	First	30/06/2025	2030 AGM	in the PKK Process	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Suryo Utomo	Member	President Commissione	Accounting, Law, Taxation, Finance, and IT/Information Systems	First	30/06/2025	2030 AGM	26/06/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Dwi Ary Purnomo	Member	Vice President Commissioner	Risk Management, Corporate Governance, Accounting, and Law	First	30/06/2025	2030 AGM	26/06/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Fahri Hamzah	Member	Commissioner*	Macroeconomics, Housing & Settlement Policy, and Risk Management	First	30/06/2025	2030 AGM	Dalam proses PKK	Keputusan Dewan Komisaris nomor 05/KOM/BTN/2025 tanggal 30 Juni 2025
Panangian Simanungkalit	Member	Independent Commissioner	Property, Risk Management, Finance, and Macroeconomics	First	30/06/2025	2030 AGM	15/08/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Pietra Machreza Paloh	Member	Independent Commissioner	Business Management, Risk Management, Compliance, Finance	First	30/06/2025	2030 AGM	15/08/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Moch. Amin Nurdin**	Member	Independent Party	Human Capital, Finance, dan Corporate Relation	Second	07/11/2024	06/11/2026	-	Board of Directors Decision Number 1065/DIR/2024 dated November 19, 2024
Rahmayati	Member (Ex Officio)	Executive Officer in charge of HR	*Human Capital, Finance, dan Corporate Relation*	Second	17/03/2025	16/03/2027	-	Board of Commissioners Decision number 02/KOM/BTN/2025 dated March 17, 2025

*) in the process of Fit and Proper Test by the OJK
**) Served as a member of the Remuneration and Nomination Committee from an Independent Party until August 22, 2025

Period of August 22 to September 25 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Ida Nuryanti	Chairman concurrently Member	Independent Commissioner*	Compliance, Banking, Risk Management, Legal, People Management, and IT/Information Systems	First	30/06/2025	2030 AGM	In the PKK process	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Suryo Utomo	Member	President Commissioner	Accounting, Law, Taxation, Finance, and IT/Information Systems	First	30/06/2025	2030 AGM	26/06/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Dwi Ary Purnomo	Member	Vice President Commissioner	Risk Management, Corporate Governance, Accounting, and Law	First	30/06/2025	2030 AGM	26/06/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Fahri Hamzah	Member	Commissioner*	Macroeconomics, Housing & Settlement Policy, and Risk Management	First	30/06/2025	2030 AGM	Dalam proses PKK	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Panangian Simanungkalit	Member	Independent Commissioner	Property, Risk Management, Finance, and Macroeconomics	First	30/06/2025	2030 AGM	Dalam proses PKK	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Pietra Machreza Paloh	Member	Independent Commissioner	Business Management, Risk Management, Compliance, Finance	First	30/06/2025	2030 AGM	15/08/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Rahmayati	Member (Ex Officio)	Executive Officer in charge of HR	Human Capital, Finance, dan Corporate Relation	Second	17/03/2025	16/03/2027	-	Board of Commissioners Decision number 02/KOM/BTN/2025 dated March 17, 2025

*) in the Fit and Proper Test process by the OJK

Period of September 26 to. December 31, 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Ida Nuryanti	Chairman concurrently Member	Independent Commissioner	Compliance, Banking, Risk Management, Legal, People Management, and IT/Information Systems	First	30/06/2025	2030 AGM	09/10/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Suryo Utomo	Member	President Commissioner	Accounting, Law, Taxation, Finance, and IT/Information Systems	First	30/06/2025	2030 AGM	26/06/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Dwi Ary Purnomo	Member	Vice President Commissioner	Risk Management, Corporate Governance, Accounting, and Law	First	30/06/2025	2030 AGM	26/06/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Fahri Hamzah	Member	Commissioner	Macroeconomics, Housing & Settlement Policy, and Risk Management	First	30/06/2025	2030 AGM	17/12/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Panangian Simanungkalit	Member	Independent Commissioner	Property, Risk Management, Finance, and Macroeconomics	First	30/06/2025	2030 AGM	15/08/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025

Name	Position	Information	Expertise	Period	Term of Office		Effective	Basis of Appointment
					Starting	End		
Pietra Machreza Paloh	Member	Independent Commissioner	Business Management, Risk Management, Compliance, Finance	First	30/06/2025	2030 AGM	15/08/2025	Board of Commissioners Decision number 05/KOM/BTN/2025 dated June 30, 2025
Nurhayati Saadah	Member	Independent Party	Human Resources, Management, Macroeconomics, and Banking Regulation	First	26/09/2024	25/09/2028	-	• Board of Commissioners Decision number 10/KOM/BTN/2025 dated September 3, 2025 • Board of Directors Decision Number 1696/DIR/2025 dated September 22, 2025
Rahmayati	Member (Ex Officio)	Executive Officer overseeing Human Resources	Human Capital, Finance, dan Corporate Relation	Second	17/03/2025	16/03/2027	-	Board of Commissioners Decision number 02/KOM/BTN/2025 dated March 17, 2025

PROFILE OF THE REMUNERATION AND NOMINATION COMMITTEE

The profile of the Remuneration and Nomination Committee as of December 31, 2025 is as follows.

Ida Nuryanti **Chairman of the Remuneration and Nomination Committee / Independent Commissioner**	Her profile can be seen in the Board of Commissioners section. His term as Chairman and member of the Audit Committee is from June 30, 2025, to the Annual General Meeting of Shareholders (AGMS) in 2030 (First Period)
Suryo Utomo **Member of the Remuneration and Nomination Committee / President Commissioner**	His profile can be seen in the Board of Commissioners section. His term as Chairman and member of the Audit Committee is from June 30, 2025, to the Annual General Meeting of Shareholders (AGMS) in 2030 (First Period)
Dwi Ary Purnomo **Member of the Remuneration and Nomination Committee / Vice President Commissioner**	His profile can be seen in the Board of Commissioners section. His term as Chairman and member of the Audit Committee is from June 30, 2025, to the Annual General Meeting of Shareholders (AGMS) in 2030 (First Period)
Fahri Hamzah **Member of the Remuneration and Nomination Committee / Commissioner**	His profile can be seen in the Board of Commissioners section. His term as Chairman and member of the Audit Committee is from June 30, 2025, to the Annual General Meeting of Shareholders (AGMS) in 2030 (First Period)
Panangian Simanungkalit **Member of the Remuneration and Nomination Committee / Independent Commissioner**	His profile can be seen in the Board of Commissioners section. His term as Chairman and member of the Audit Committee is from June 30, 2025, to the Annual General Meeting of Shareholders (AGMS) in 2030 (First Period)
Pietra Machreza Paloh **Member of the Remuneration and Nomination Committee / Independent Commissioner**	His profile can be seen in the Board of Commissioners section. His term as Chairman and member of the Audit Committee is from June 30, 2025, to the Annual General Meeting of Shareholders (AGMS) in 2030 (First Period)

Nurhayati Saadah

Remuneration and Nomination Committee Member/Independent Party

Indonesian Citizen,
Magelang, June 16, 1966
(59 years old as of December 2025),
Domicilie in Jakarta Timur, DKI Jakarta.

Educational Background

- Bachelor (S1) of Socioeconomics, Gadjah Mada University, Yogyakarta (1991).
- Master (S2) of Management, PPM Graduate School of Management, Jakarta (2005).

Certification

- Human Resources Manager Certification, 2025
- Project & Resource Management Certification, 2025
- Advanced Level Banking Supervision Certification, 2016
- Internal Audit Certification, 2013

Work Experience

- Member of the Non-Supervisory Committee for Human Resources & Strategic Management, BPJS Ketenagakerjaan (2024 – 2025)
- Head of the Human Resources Division and Member of the HR Committee, Information Systems Department, Bank Indonesia (2016 – 2023)
- Head of the Internal Management & Information Division, Inclusive Finance & MSMEs Department, Bank Indonesia (2007 – 2016)
- Head of the Credit Management Division, BPR Credit and Supervision Department, Bank Indonesia (1999 – 2015)
- Analyst in the Credit Department, Bank Indonesia (1993 – 1998)
- Officer, Bank Muamalat Indonesia (1992)

Basis of Appointment

- Board of Commissioners Decision Number 10/KOM/BTN/2025 dated September 3, 2025
- Board of Directors Decision Number 1696/DIR/2025 dated September 22, 2025

Period of Office

First Period with Term of Office: September 26, 2025 to September 25, 2028

Rahmayati

Member of the Remuneration and Nomination Committee (Ex-Officio)

Indonesian Citizen,
Ujung Pandang, July 13, 1973
(52 Years old as of December 2025),
Domicilie in Jakarta Timur, DKI Jakarta.

Educational Background

- Bachelor's Degree (S1) Civil Engineering, Hasanuddin University
- Master's Degree (S2) in Busines management, The Australian National

Certification

- Banking Risk Management Certification Level 5 Executive Officer Batch 1 (2025)
- Certified Human Resources Manager (2023)
- Refresher for Risk Management Certification Level 3 (2022)
- Basic Knowledge Certification in Pension Fund (2022)
- PSAK 24 Training (2022)
- Treasury Level Basic Certification (2021))
- Treasury Level Basic Certification (2021)
- 4DX : Managers Implementation (2020)
- Certified Professional Human Resource (2019)

Work Experience

- Human Capital Management Division Head, Human Capital Management - Human Capital Management Division Head, Human Capital Management Division (October 1, 2022 – present)
- Acting Human Capital Management Division Head, Human Capital Management Division (February 14, 2022 – September 30, 2022)
- Sharia Funding & Treasury Deputy, Sharia Business Division (December 1, 2021 – February 13, 2022)
- Sharia Business Deputy, Sharia Business Division (April 1, 2021 – November 30, 2021)

Basis of Appointment

- Board of Commissioners Decision Number 02/KOM/BTN/2022 dated March 17, 2022
- Board of Commissioners Decision number 02/KOM/BTN/2025 dated March 17, 2025.

Period of Office

- First Period with Term of Office: March 17, 2022 - March 16, 2025
- Second Period with Term of Office: March 17, 2025 - March 16, 2027

Concurrent Position

Human Capital Management Division Head, Human Capital Management Division, October 1, 2022 - present.

Independency of The Remuneration and Nomination Committee

Table of Independence of the Remuneration and Nomination Committee

Aspect of Independency	Chandra M. Hamzah[1]	Iqbal Latanro[1]	Armand B. Arief[1]	Sentot A. Sentausa[1]	Adi Sulistyowati[1]	Bambang Widjanarko[1]	Andin Hadiyanto[1]
Not having financial association with the Board of Commissioners and Directors	✓	✓	✓	✓	✓	✓	✓
Not having management association in the company, subsidiary company, or affiliated company	✓	✓	✓	✓	✓	✓	✓
Not having association of share ownership more than or equal to 5% (fivepercent) in the Company	✓	✓	✓	✓	✓	✓	✓
Not having familial relationship with the Board of Commissioners, Directors, and/or fellow members of the Risk Monitoring Committee	✓	✓	✓	✓	✓	✓	✓
Not serving as administrators of political parties, public officials and government	✓	✓	✓	✓	✓	✓	✓

[1] Ceased from duty as of the closing of the Annual General Meeting of Shareholders for the 2024 Fiscal Year on March 26, 2025
[2] Appointed at the Annual GMS for the 2024 Fiscal Year on March 26, 2025.
[3] Served as a member of the Remuneration and Nomination Committee from an Independent Party until August 21, 2025
[4] served as a member of the Remuneration and Nomination Committee from an Independent Party since September 26, 2025

Training and/or Competency Development of The Remuneration and Nomination Committee In 2025

Name	Position	Types of Training and Development Materials Competency / Training	Time and place Implementation	Organizer
Chandra M. Hamzah*	Chairman and concurrent member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Ida Nuryanti**	Chairman and concurrent member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Iqbal Latanro*	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Armand B. Arief*	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Sentot A. Sentausa*	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Adi Sulistyowati*	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Bambang Widjanarko*	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Andin Hadiyanto*	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Herry Trisaputra Zuna*	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Himawan Arief Sugoto*	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Suryo Utomo**	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		

	Herry Trisaputra Zuna[1]	Himawan Arief Sugoto[1]	Ida Nuryanti[2]	Suryo Utomo[2]	Dwi Ary Purnomo[2]	Fahri Hamzah[2]	Panangian Simanungkalit[2]	Pietra Machreza Paloh[2]	Moch. Amin Nurdin3	Nurhayati Saadah4	Rahmayati
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Name	Position	Types of Training and Development Materials Competency / Training	Time and place Implementation	Organizer
Dwi Ary Purnomo**	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Fahri Hamzah**	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Panangian Simanungkalit**	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Pietra Machreza Paloh**	member	Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners		
Moch. Amin Nurdin***	member	Banking Risk Management Training Qualification 6	Jakarta, April 16-17, 2025	LPPI
Nurhayati Saadah****	member	The 9th Indonesia Risk Management Outlook 2026 Seminar with the theme "Navigating Banking Business Amid Economic Landscape Turmoil"	Jakarta, November 13, 2025	LPPI
		Risk Beyond International Conference on Enterprise Risk Management 2025 - Risk Odyssey momentum, Building a Resilient Risk DNA	Denpasar, December 4-5, 2025	Indonesia Risk Management Professional Association

Name	Position	Types of Training and Development Materials Competency / Training	Time and place Implementation	Organizer
Rahmayati	Member (*Ex Officio*)	Market with Digital Leadership and Customer Centricity	Jakarta, February 7, 2025	BTN
		Compliance Excellence February 2025 Edition Managerial - Know Your Employee	Jakarta, February 13, 2025	BTN
		BOD-1 Competency Enhancement	Jakarta, March 6, 2025, Jakarta	BTN
		Compliance Excellence March 2025 Edition on Gratification Control and ISO 37001:2016 SMAP Policy (Managerial)	Jakarta, March 13, 2025	BTN
		Srikandi BTN Workshop 2025 - Srikandi BTN Empowerment	Jakarta, May 5, 2025	BTN
		BTN Leadership Forum 3 in 2025	Solo, May 15-16, 2025	BTN
		Banking Risk Management Certification Level 5 Executive Officer Batch 1	Jakarta, July 10, 2025	BTN
		Internalization of Bank BTN's Respectful Workplace Policy (RWP) 2025	Jakarta, July 30, 2025	BTN
		Refreshment of Post-Employment Benefit Provisions in Accordance with PSAK 24 of 2025	Jakarta, August 11, 2025	BTN
		Compliance Excellence August 2025 Edition - Data Privacy Excellence (Managerial)	Jakarta, August 13, 2025	BTN
		Top Gun Program Cohort 1	Jakarta, August 22-24, 2025	BTN
		Internalization of Security Awareness Period of August 2025	Jakarta, August 27, 2025	BTN
		Socialization of the 2025 BTN Competency Dictionary	Jakarta, August 27, 2025	BTN
		Compliance Excellence September 2025 Edition - Environmental, Social, and Governance (ESG) Implementation Procedures - Managerial	Jakarta, September 8, 2025	BTN
		Socialization of Risk Appetite and Risk Tolerance 2025	Jakarta, September 22, 2025	BTN
		Socialization of the Technical Instructions for Internal Control Over Financial Reporting (ICOFR)	Jakarta, September 22, 2025	BTN
		Socialization of Housing Credit Program (KPP) Products	Jakarta, November 7, 2025	BTN
		Compliance Excellence November 2025 Edition - Dormant Account Activation Control (Managerial)	Jakarta, November 7, 2025	BTN
		Compliance Excellence December 2025 Edition - Consumer Collection (Managerial)	Jakarta, December 11, 2025	BTN

* Ceased from duty as of the closing of the Annual General Meeting of Shareholders for the 2024 Fiscal Year on March 26, 2025
** Appointed at the Annual GMS for the 2024 Fiscal Year on March 26, 2025.
*** Served as a member of the Remuneration and Nomination Committee from an Independent Party until August 21, 2025
**** served as a member of the Remuneration and Nomination Committee from an Independent Party since September 26, 2025

The Remuneration and Nomination Committee's Meeting

Meeting is conducted by at least fulfilling the minimum requirement from the Board of Commissioners stipulated in the Company's Articles of Association. The meeting quorum is attended by minimum of 51% (fifty-one percent) of the Committee members either physically or proxied by other means. The meeting of the Remuneration and Nomination Committee is considered legitimate if attended by at least 51% (fifty-one percent) of total Committee members including 1 (one) Independent Commissioner and 1 (one) Independent Party.

If members of the Board of Commissioners are unable to physically attend the meeting, they may attend through the power of attorney, teleconferences, and other methods in accordance with the legal procedure and constitution.

Meeting is chaired by the Chairman of the Committee or a member appointed by the attending members if the Chairman of the Committee is not present. The decision of the Committee meeting is made based on deliberation and consensus. When consensus is not reached, decision-making is done under one man one vote principle.

The Committee meeting result shall be documented in the Minutes of Meeting signed by all Committee members present, welldocumented, and submitted to the Board of Commissioners. The Minutes contain information about time and place of the meeting, meeting agenda, topic of discussion, dissension (if any), and meeting decision. Dissenting opinion taking place during the meeting must be clearly recorded in the minute along with the underlying reasons.

The Committee is allowed to conduct special meeting if necessary. The Committee's meeting may invite the management or other parties as resource person. Meeting is held by invitation and with preceding approved agenda, and the meeting outcome has to be recorded in the Minutes of Meeting. The original document shall be owned by the Committee, and the carbon copy is sent to the Secretary of the Board of Commissioners, and if necessary, can be shared to the absent participants.

The decision made in the meeting is declared legitimate and binding if attended by at least 51% (fifty-one percent) of the total Committee members including the Independent Commissioner and Executives who supervise human resources.

THE REMUNERATION AND NOMINATION COMMITTEE'S MEETING AGENDA

Throughout 2025, the meeting dates, agenda, and participants of the Remuneration and Nomination Committee meetings are as follows.

Table of Remuneration and Nomination Committee Meeting Agenda

No.	Meeting Date	Meeting Agenda	Meeting Participants	Description
1.	January 15, 2025	1. Review of the Key Performance Indicators (KPI) of the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk on a collegial basis; and 2. Review of the achievement of the Key Performance Indicators (KPI) of the Sharia Supervisory Board for the year 2024 and determination of the Key Performance Indicators (KPI) of the Sharia Supervisory Board for the year 2025	1. Iqbal Latanro 2. Armand B. Arief 3. Sentot A. Sentausa 4. Andin Hadiyanto 5. Herry Trisaputra Zuna 6. Himawan Arief Sugoto 7. Moch Amin Nurdin 8. Rahmayati	Remuneration and Nomination
2.	February 12, 2025	1. Transfer duties of the Senior Executive Vice President (SEVP) Operations; 2. Review of the achievement of the Key Performance Indicators (KPI) of the Board of Commissioners for the year 2024 on a collegial basis; 3. Review of the achievement of the Key Performance Indicators (KPI) of the Board of Commissioners for the year 2024 on an individual basis; and 4. Determination of the remuneration of the Board of Directors and the Board of Commissioners for the year 2025, as well as the tantiem of the Board of Directors and the Board of Commissioners for the year 2024.	1. Chandra M. Hamzah 2. Iqbal Latanro 3. Armand B. Arief 4. Sentot A. Sentausa 5. Andin Hadiyanto 6. Herry Trisaputra Zuna 7. Himawan Arief Sugoto 8. Moch Amin Nurdin 9. Rahmayati	Remuneration and Nomination

No.	Meeting Date	Meeting Agenda	Meeting Participants	Description
3.	February 19, 2025	Discussion on Post-Employment Insurance for the Board of Directors and the Board of Commissioners for the year 2023	1. Iqbal Latanro 2. Armand B. Arief 3. Sentot A. Sentausa 4. Andin Hadiyanto 5. Herry Trisaputra Zuna 6. Himawan Arief Sugoto 7. Moch Amin Nurdin 8. Rahmayati	Remuneration
4.	February 27, 2025	1. Evaluation and proposal of *Nominated Talent BoD, Existing* PT Bank Tabungan Negara (Persero) Tbk. 2. Proposal for the update of N*ominated Talent BoD*-1 PT Bank Tabungan Negara (Persero) Tbk; 3. Discussion on the realization of the Board of Directors' Key Performance Indicators (KPI) on a collegial basis for the year 2024 (*audited*); 4. Determination of the Board of Directors' Key Performance Indicators (KPI) on a collegial basis for the year 2025; 5. Further discussion on Post-Employment Insurance for the Board of Directors and the Board of Commissioners for the year 2023; and 6. Performance evaluation of employees within the Secretariat of the Board of Commissioners.	1. Chandra M. Hamzah 2. Iqbal Latanro 3. Armand B. Arief 4. Sentot A. Sentausa 5. Bambang Widjanarko 6. Adi Sulistyowati 7. Andin Hadiyanto 8. Herry Trisaputra Zuna 9. Himawan Arief Sugoto 10.Moch Amin Nurdin 11. Rahmayati	Remuneration and Nomination
5.	March 5, 2025	1. Approval of amendments to the Head Office Organizational Structure; and 2. Performance evaluation of the supporting organs of the Board of Commissioners	1. Chandra M. Hamzah 2. Iqbal Latanro 3. Armand B. Arief 4. Sentot A. Sentausa 5. Bambang Widjanarko 6. Adi Sulistyowati 7. Andin Hadiyanto 8. Herry Trisaputra Zuna 9. Himawan Arief Sugoto 10.Moch Amin Nurdin 11. Rahmayati	Remuneration and Nomination
6.	March 12, 2025	1. Discussion on the proposed candidates for the Senior Executive Vice President (SEVP) Operations; 2. Extension of the tenure of Ex officio members of the Remuneration Committee; and 3. Determination of the appointment of staff for the Secretariat of the Board of Commissioners	1. Chandra M. Hamzah 2. Iqbal Latanro 3. Armand B. Arief 4. Sentot A. Sentausa 5. Bambang Widjanarko 6. Adi Sulistyowati 7. Andin Hadiyanto 8. Herry Trisaputra Zuna 9. Himawan Arief Sugoto 10.Moch Amin Nurdin 11. Rahmayati	Nomination
7.	March 19, 2025	Further discussion on the determination of the Board of Directors' Key Performance Indicators (KPI) on a collegial basis for the year 2025	1. Chandra M. Hamzah 2. Iqbal Latanro 3. Armand B. Arief 4. Sentot A. Sentausa 5. Bambang Widjanarko 6. Adi Sulistyowati 7. Andin Hadiyanto 8. Herry Trisaputra Zuna 9. Himawan Arief Sugoto 10.Moch Amin Nurdin 11. Rahmayati	Remuneration and Nomination
8.	March 26, 2025	Recommendation of candidates for the Company's management	1. Chandra M. Hamzah 2. Iqbal Latanro 3. Armand B. Arief 4. Sentot A. Sentausa 5. Bambang Widjanarko 6. Adi Sulistyowati 7. Andin Hadiyanto 8. Herry Trisaputra Zuna 9. Himawan Arief Sugoto 10.Moch Amin Nurdin	Nomination

No.	Meeting Date	Meeting Agenda	Meeting Participants	Description
9.	April 30, 2025	Duties and main functions of the Remuneration and Nomination Committee	1. Ida Nuryanti as an Observer 2. Suryo Utomo as an Observer 3. Dwi Ary Purnomo as an Observer 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit as an Observer 6. Pietra Machreza Paloh as an Observer 7. Moch Amin Nurdin 8. Rahmayati	Remuneration and Nomination
10.	May 20, 2025	1. Key Performance Indicators (KPI), initiatives, and Long-Term Plan (RJP) for Human Capital 2. Review and validation of public complaints	1. Ida Nuryanti as an Observer 2. Suryo Utomo as an Observer 3. Dwi Ary Purnomo as an Observer 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit as an Observer 6. Pietra Machreza Paloh as an Observer 7. Moch Amin Nurdin 8. Rahmayati	Remuneration and Nomination
11.	July 7, 2025	Organizational Structure of the Head Office of PT Bank Tabungan Negara (Persero) Tbk for the year 2025	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit as an Observer 6. Pietra Machreza Paloh as an Observer 7. Moch Amin Nurdin	Remuneration and Nomination
12.	July 14, 2025	*Update* on the Imposition of Sanctions for Violations of the *Respectful Workplace Policy* (RWP)	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit as an Observer 6. Pietra Machreza Paloh as an Observer 7. Moch Amin Nurdin 8. Rahmayati	Nomination
13.	July 16, 2025	Nomination of Candidates for the Management of Sharia Business Unit (BUS) of PT Bank Tabungan Negara (Persero) Tbk	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit as an Observer 6. Pietra Machreza Paloh as an Observer 7. Moch Amin Nurdin 8. Rahmayati	Nomination

No.	Meeting Date	Meeting Agenda	Meeting Participants	Description
14.	July 21, 2025	1. Discussion on the OJK Fit and Proper Test Questionnaire for the Director of Corporate Banking; 2. Update on the proposed amendments to the Head Office Organizational Structure of BTN; dan 3. *Update* on the proposed composition of candidates for the management of subsidiaries (BUS BTN).	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit as an Observer 6. Pietra Machreza Paloh as an Observer 7. Moch Amin Nurdin	Nomination
15.	July 28, 2025	1. Resignation of an Independent Member of the Remuneration and Nomination Committee; 2. Process and Procedures for the Recruitment of an Independent Member of the Remuneration and Nomination Committee; 3. *Progress* on the Proposed Approval of Amendments to the Head Office Organizational Structure of BTN; and 4. *Progress* on the Composition of Candidates for the Management of Subsidiaries (BUS BTN).	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit as an Observer 6. Pietra Machreza Paloh as an Observer 7. Moch Amin Nurdin	Remuneration and Nomination
16.	August 11, 2025	1. *Progress* of the Recruitment of an Independent Member of the Remuneration and Nomination Committee; 2. Replacement of Staff of the Board of Commissioners' Secretariat; 3. Proposal for Amendments to the Target and Glossary Key Performance Indicators (KPI) of the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk for 2025; dan 4. Refinement of Provisions Governing *Senior Executive Vice President* (SEVP).	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit as an Observer 6. Pietra Machreza Paloh as an Observer 7. Moch Amin Nurdin 8. Rahmayati	Remuneration and Nomination
17.	August 12, 2025	1. *Update* on the Refinement of Provisions Governing Senior Executive Vice President (SEVP); 2. *Update* on the Remuneration of the Supporting Organs of the Board of Commissioners; and 3. Further Discussion on the Progress of Recruitment of an Independent member of the Remuneration and Nomination Committee	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit as an Observer 6. Pietra Machreza Paloh as an Observer 7. Moch Amin Nurdin 8. Rahmayati	Remuneration and Nomination
18.	August 19, 2025	1. Further Discussion on the Proposed Amendments to the Targets and Glossary Key Performance Indicators (KPI) of the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk for 2025; 2. Further Discussion on the Remuneration of the Supporting Organs of the Board of Commissioners; and 3. Further Discussion on the Progress of Recruitment of an Independent Member of the Remuneration and Nomination Committee; 4. Plan for an Overseas Workshop for the Board of Commissioners; and 5. *Update* on the Proposed Management of Subsidiaries (BUS BTN)	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Moch Amin Nurdin	Remuneration and Nomination

No.	Meeting Date	Meeting Agenda	Meeting Participants	Description
19.	August 25, 2025	Discussion on the Results of Interviews of Candidates for the Remuneration and Nomination Committee	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh	Nomination
20.	September 8, 2025	1. Update on the Recruitment process of an Independent Member of the Remuneration and Nomination Committee; 2. Discussion on the Realization of the Board of Commissioners' Key Performance Indicators (KPI); and 3. Plan for Overseas Official Travel of Members of the Board of Commissioners	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Rahmayati	Remuneration and Nomination
21.	September 15, 2025	Appointment of an Independent member of the Remuneration and Nomination Committee	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Rahmayati	Nomination
22.	September 24, 2025	1. Composition of the Committees Supporting the Board OF Commissioners; 2. Performance Evaluation and Reappointment of the Corporate Secretary to the Board of Commissioners of BTN; and 3. Proposal for Amendments to the Targets and Glossary of Key Performance Indicators (KPI) of the Board of Directors collegially of PT Bank Tabungan Negara (Persero) Tbk for 2025	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Rahmayati	Remuneration and Nomination
23.	October 8, 2025	1. Update on the Achievement of the Board of Directors' KPI collegially and individually; and 2. Proposal for the Board of Directors' Key Performance Indicators (KPI) related to the Placement of Government Funds (SAL) on the Ministry of Finance at PT Bank Tabungan Negara (Persero) Tbk for 2025	1. Ida Nuryanti as an Observer 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Nurhayati Saadah 8. Rahmayati	Remuneration and Nomination
24.	October 15, 2025	1. Update on the Provision of Related Party Loans (bank Executive Officers); and 2. Recommendation and Assessement of the Proposed Candidates for the Sharia Supervisory Board of PT Bank Syariah Nasional ("BSN")	1. Ida Nuryanti 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Nurhayati Saadah 8. Rahmayati	Nomination
25.	October 29, 2025	1. Approval of the Granting of Loans or Financing to Bank Executive officers; 2. Strategy for achieving the KPI of the Commercial Banking Directorate; and 3. Strategy for achieving the KPI of the Consumer Banking Directorate.	1. Ida Nuryanti 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Nurhayati Saadah 8. Rahmayati	Remuneration and Nomination

No.	Meeting Date	Meeting Agenda	Meeting Participants	Description
26.	November 5, 2025	Evaluation and Adjustment of Honoraria for Independent members of the Risk Monitoring Committee	1. Ida Nuryanti 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Nurhayati Saadah 8. Rahmayati	Remuneration
27.	November 12, 2025	Work Plan and Budget of the Board of Commissioners for 2026	1. Ida Nuryanti 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Nurhayati Saadah 8. Rahmayati	Remuneration and Nomination
28.	November 26, 2025	1. Determination of the Dismissal and Appointment of the Secretary to the Board of Commissioners; and *2. Talent Mobility Plan for BOC Support Specialist*	1. Ida Nuryanti 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Nurhayati Saadah 8. Rahmayati	Remuneration and Nomination
29.	December 10, 2025	1. Leave Request of members of the Board of Directors; and 2. Managementof Employee Sanctions	1. Ida Nuryanti 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah as an Observer 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Nurhayati Saadah 8. Rahmayati	Remuneration and Nomination
30.	December 17, 2025	Amendments to the Head Office Organizational Structure of PT Bank Tabungan Negara (Persero) Tbk	1. Ida Nuryanti 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Nurhayati Saadah	Remuneration and Nomination
31.	December 22, 2025	Formulation of the 2026 Work Program of the Remuneration and Nomination Committee	1. Ida Nuryanti 2. Suryo Utomo 3. Dwi Ary Purnomo 4. Fahri Hamzah 5. Panangian Simanungkalit 6. Pietra Machreza Paloh 7. Nurhayati Saadah 8. Rahmayati	Remuneration and Nomination

FREQUENCY AND ATTENDANCE LEVEL OF REMUNERATION AND NOMINATION COMMITTEE MEETINGS

Table of Meeting Frequency and Attendance Level of The Remuneration and Nomination Committee

Name	Position	Meeting of Remuneration and Nomination Committee		
		Total and Percentage of Attendance		
		Total Meeting	Total Attendance	Percentage
Chandra M. Hamzah*	Chairman concurrently Member	8	6	75%
Ida Nuryanti**	Chairman concurrently Member	8	8	100%

Name	Position	Meeting of Remuneration and Nomination Committee		
		Total and Percentage of Attendance		
		Total Meeting	Total Attendance	Percentage
Iqbal Latanro*	Member	8	8	100%
Armand B. Arief*	Member	8	8	100%
Sentot A. Sentausa*	Member	8	8	100%
Adi Sulistyowati*	Member	8	8	100%
Bambang Widjanarko*	Member	8	8	100%
Andin Hadiyanto*	Member	8	8	100%
Herry Trisaputra Zuna*	Member	8	8	100%
Himawan Arief Sugoto*	Member	8	8	100%
Suryo Utomo**	Member	21	21	100%
Dwi Ary Purnomo**	Member	21	21	100%
Fahri Hamzah**	Member	2	2	100%
Panangian Simanungkalit**	Member	14	14	100%
Pietra Machreza Paloh**	Member	14	14	100%
Moch. Amin Nurdin***	Member	18	18	100%
Nurhayati Saadah****	Member	9	9	100%
Rahmayati	Member	31	26	84%

* Ceased to serve as of the closing of the Annual General Meeting of Shareholders for the Fiscal Year 2024 on March 26, 2025
** Appointed at the Annual General Meeting of Shareholders for the Fiscal Year 2024 on March 26, 2025.
*** served as an Independent Member of the remuneration and Nomination Committee until August 22, 2025
**** served as an Independent Member of the Remuneration and Nomination Committee starting from September 26, 2025

Work Program and Implementation of Duties of The Remuneration and Nomination Committee in 2025

In 2025, the remuneration and Nomination Committee carried out the work program that had been prepared in the previous year. All planned programs were implemented. Details of the work program and the realization of its implementation are presented as follows:

No		Work Plan	Implementation
1	FINANCIAL		
	a	Monitoring and Evaluation of the Realization of the Board of Commissioners' budget	Implemented
2	STAKEHOLDER		
	b	Review of the Bank Business Plan (RBB), Corporate Work Plan and Budget (RKAP), Sustainable Finance Action Plan (RKAB), Payment Service Provider (PJP) reports, and periodic self-assessment of the Bank's GCG in accordance with prevailing regulations	Implemented
	c	Recommendation and Assessment of Candidates for the Board of Commissioners, Candidates for the Sharia Supervisory Board, and Members of the Board of Directors in relation to the Implementation of the Company's GMS	Implemented
	d	Validation of the proposed Selected Talent BoD-1 of Bank BTN	Implemented
	e	Preparation of the Board of Commissioners' Supervisory Report related to Human Resources for the Financial Services Authority (OJK) and the Ministry of State-owned Enterprises, periodically in accordance with prevailing regulations	Implemented

No		Work Plan	Implementation
	f	Review of the Bank Business Plan (RBB), Corporate Work Plan and Budget (RKAP), Sustainable Finance Action Plan (RKAB), Payment Service Provider (PJP) reports, and periodic self-assessment of the Bank's GCG in accordance with prevailing regulations	Implemented
3	INTERNAL PROCESS		
	g	Organizing and Attending Meetings of the Remuneration and Nomination Committee regularly	Implemented
	h	Determining Remuneration, the Amount of Tantiem, Bonuses, and other incentives for the Board of Commissioners, the Board of Directors, and the Sharia Supervisory Board	Implemented
	i	Providing Recommendations for the Appointment of Candidates for the Head of the Internal Audit Unit, Corporate Secretary, and supporting organs of the Board of Commissioners	Implemented
	j	Evaluating Internal Policies Related to Human Resources	Implemented
	k	Recommending and Evaluating Key Performance Indicators (KPIs) for the Board of Commissioners, the Sharia Supervisory Board, and the Board of Directors collegially and individually	
	l	Preparing the work programs of the Board of Commissioners and the Remuneration and Nomination Committee	Implemented
	m	Reviewing the proposed work programs of the Sharia Supervisory Board	
	n	Preparing reports on the realization of the Remuneration and Nomination Committee's work program	Implemented
3	LEARNING & GROWTH		
	p	Implementing the enhancement of knowledge, expertise, and competencies through participation in seminars and/or training programs in accordance with respective duties and areas of responsibility	Implemented
4	SPECIAL TASKS AND OTHER THINGS		
	q	Conducting communication and coordination with the Human Resources Work Unit	Implemented

Director and Key Management Succession Policy

In assisting the implementation of the duties of the Board of Commissioners regarding the succession of the President Director and other members of the Board of Directors in accordance with the Minister of State-Owned Enterprises Regulation No. 3 of 2023 concerning Organs and Human Resources of State-Owned Enterprises, the Remuneration and Nomination Committee implements the mechanism for the process of submitting nominated talent as candidates for BUMN Directors, namely:

1. **Selected Talent**
   Determination of Selected Talent BoD-1 is carried out through Directors' Meetings at each BUMN.
2. **Nominated Talent**
   Review and Determination of BoD-1 Nominated Talent by the respective BUMN Board of Commissioners through the Remuneration and Nomination Committee.
3. **Nominated Talent Cluster**
   Nominated Talent will be validated and calibrated by the Cluster Talent Committee (CTC) to become Eligible Talent.
4. **Eligible Talent**
   The Nominated Talent Cluster will undergo background checking by the Ministry of SOEs through the Deputy for Human Resources & Information Technology (SDMTI) KBUMN which will then become Eligible Talent.
5. **Qualified Talent**
   Eligible Talent will undergo an Assessment at the Assessment Center appointed by the Ministry of BUMN and then become Qualified Talent.

The sources of Selected Talent and Nominated Talent from SOE are BOD-1 from SOE or SOE Subsidiaries which contribute significantly and have strategic value or BOD-1 from SOE or SOE Subsidiaries which is applied the same as SOE in accordance with the Law.

In preparing candidates or successors for the Company's Directors, various Company talent developments are carried out, especially BOD-1, BOD-2 and Women Talent and Millennial Talent to increase Readiness Level and prepare them to become Nominated Talent, including through programs:

a) Expert Talk Session
b) Pendalaman Kompetensi Talenta Kementerian BUMN
c) Business Essential (BSE)
d) Asesmen Talenta Kompetensi KBUMN
e) Top Gun Leadership Camp BSE Program
f) SESPIBANK – LPPI 2025
g) Leadership Forum 2025
h) Public Speaking for C Level Executive
i) Group Executive Cross Mentoring Leadership

j) Learning From Public Figure (Personal Branding)
k) Digital Leadership Bootcamp for BOD-1

In addition, in the external search process for BOD-1 Talent in 2025, which will subsequently be prepared as candidates for the Company's Board of Directors (BOD) through a development mechanism and the nomination of nominated talent, the Company engaged the services of a professional executive search firm/headhunter, PT Daya Dimensi Indonesia (DDI).

Risk Monitoring Committe

The Risk Monitoring Committee is a Supporting Organ formed by and responsible to the Board of Commissioners whose task is to assist the Board of Commissioners in evaluating the suitability of the Risk Management Policy with the implementation of that policy and monitoring as well as evaluating the implementation of the duties of the Risk Management Committee and the Risk Management Work Unit.

The purpose of establishing the Committee is to assist and support the implementation of the duties and responsibilities of the Board of Commissioners in ensuring the implementation of supervision and providing advice to the Board of Directors as well as compliance with statutory regulations and the Company's internal regulations related to:

1. Implementating a strong function of risk management supervision;
2. Developing a risk management culture in order to reduce the possibility of unethical banking practices occurring; and
3. Identified matters related to risk management that require the attention of the Board of Commissioners...

Legal Basis for Establishing The Risk Monitoring Committee

The Company establishes Risk Monitoring Committee under the following legal bases:

1. OJK Regulation No 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks.
2. OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017 on the Implementation of Governance for General Bank.
3. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 24, 2023 concerning Organs and Human Resources of StateOwned Enterprises;
5. Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises No. SK-3/ DKU. MBU/05/2023 concerning Technical Instructions for the Composition and Qualifications of Risk Management Organs within State-Owned Enterprises.
6. Company's Articles of Association

Duties and Responsibilities of The Risk Monitoring Committee

Referring to the Risk Monitoring Committee Charter, duties and responsibilities of Risk Monitoring Committee are as follows:

1. Evaluating the alignment between the company's risk management policy and its implementation;
2. Monitoring and evaluating the duty accomplishment of the Risk Management Committee and working unit of risk management;
3. Gathering and assessing information, clarifications, documents, and/or reports related to the implementation of risk management;
4. Monitoring the adequacy of identification process, measurement, monitoring, control, and information system of risk management;
5. Encouraging the empowerment of the Company's risk management function;
6. Reporting to the Board of Commissioners about the possibility of Bank risk and proposing a variety of solutions
7. Conducting risk monitoring in the working unit which is closely related to risk-based decision-making and cooperating with risk management work unit.
8. Reviewing, evaluating, and/or providing recommendation on matters which require approval, consultation, or decision making by the Board of Commissioners in accordance with the Articles of Association, Working Relationship of the Board of Commissioners and Directors, and regulator's decree.
9. Performing other duties assigned by the Board of Commissioners within the relevant scope of duties of risk management.
10. The evaluation and monitoring activities mentioned above also cover the function of Sharia risk management in UUS (Sharia Business Units).
11. The results of the duties and responsibilities outlined above are used to provide recommendations to the Board of Commissioners.

Charter of The Risk Monitoring Committee

The Guidelines and Rules of Procedure for the Risk Monitoring Committee are prepared based on applicable laws and regulations and are periodically reviewed, with the most recent update based on the Board of Commissioners Decree No. 21/KOM/BTN/2024

dated December 18, 2024, concerning the Guidelines and Rules of Procedure for the Risk Monitoring Committee of PT Bank Tabungan Negara (Persero) Tbk, containing the following provisions:

Chapter I General Provision	Article 1 Definition
	Article 2 Objectives
Chapter II Duty, Responsibility, and Authority	Article 3 Duties and Responsibilities
	Article 4 Authority
Chapter III Structure and Membership	Article 5 Composition and Structure
	Article 6 Membership Requirements
	Article 7 Term of Office
Chapter IV Work Mechanism and Relationship	Article 8 Work Mechanism
	Article 9 Employment Relations
	Article 10 Supporting Personnel
Chapter V Work Planning and Execution	Article 11 Work Plan and Budgeting
	Article 12 Committee Meetings
	Article 13 Report
	Article 14 Evaluation
Chapter VI Competency Development and Income	Article 15 Competency Development
	Article 16 Income
Chapter VII Others	Article 17 Closing

Authorities of The Risk Monitoring Committee

Daccomplishing its function, the Risk Management Committee holds the following authority to:

1. Carrying out activities in the implementation of the duties and responsibilities of the Risk Monitoring Committee.
2. Communicate with the Directors and/or Executives and internal Bank parties to obtain necessary information, clarifications, documents, and reports.
3. Obtain inputs and/or suggestions from the Bank's external parties related to the duty of the Risk Management Committee.

Term of Office of The Risk Monitoring Committee

1. The term of office of the Committee members serving as a concurrent member of the Board of Commissioners automatically ends once their position as members of the Board of Commissioners ends;
2. The term of office of the Committee members who has not served as concurrent members of the Board of Commissioners is 3 (three) years at the maximum and is extendable to once for 2 (two) terms of office provided that the Board of Commissioners is still entitled to dismiss the respected Committee members at any time;
3. If a member of the Board of Commissioners holds a concurrent position as the chairman of the Committee releases his status as a member of the Board of Commissioners, the position of the Committee chairman must be replaced by another member of the Board of Commissioners within maximum of 30 (thirty) days.

Structure, Membership, and Expertise of The Risk Monitoring Committee

Period of January 1 to March 26, 2025

Nama	Position	Description	Expertise	Period	Term of Office		Basis of Appointment
					Start	End	
Armand B. Arief	Chairman and Member	Independent Commissioner	Banking, Risk Management, Business Management	Second	March 6, 2024	AGMS 2025	Resolution of the Board of Commissioners Number 04/KOM/ BTN/2024 dated March 17, 2024
Herry Trisaputra Zuna	Member	Commissioner	Macroeconomics, Management, Public Works, and Housing	First	March 17, 2022	AGMS 2025	Resolution of the Board of Commissioners Number 04/KOM/ BTN/2022 dated March 17, 2022
Himawan Arief Sugoto	Member	Commissioner	Management and Business, Risk Management, Finance, Land Affairs, and Spatial Planning	First	March 17, 2022	AGMS 2025	Resolution of the Board of Commissioners Number 04/KOM/ BTN/2022 dated March 17, 2022
Adi Sulistyowati	Member	Independent Commissioner	Banking, Risk Management, and Business Management	First	March 13, 2024	AGMS 2025	Resolution of the Board of Commissioners Number 07/KOM/ BTN/2024 dated March 13, 2024
Andin Hadiyanto	Member	Commissioner	Banking, Compliance, Risk Management, and Business Administration	First	October 16, 2024	AGMS 2025	Resolution of the Board of Commissioners Number 10/KOM/ BTN2024 dated October 16, 2024
Ignace Widiatmoko	Member	Independent Party	Risk Management, Banking, Finance, Sharia Banking	Second	November 7, 2024	November 6, 2026	Resolution of the Board of Commissioners Number 1064/DIR/2024 dated November 19, 2024
Pamuji Gesang Raharjo	Member	Independent Party	Banking, Risk Management, Finance, Sharia Banking	Second	November 30, 2024	November 29, 2026	Resolution of the Board of Commissioners Number 1063/DIR/2024 dated November 19, 2024

Period of March 26 to June 29, 2025

Name	Position	Description	Expertise	Period	Term of Office		Basis of Appointment
					Start	End	
Ignace Widiatmoko	Member	Independent Party	Risk Management, Banking, Finance, Sharia Banking	Second	07/11/2024	06/11/2026	Resolution of the Board of Commissioners Number 1064/DIR/2024 dated November 19, 2024
Pamuji Gesang Raharjo	Member	Independent Party	Banking, Risk Management, Finance, Sharia Banking	Second	30/11/2024	29/11/2026	Board of Directors Decision Number 1063/DIR/2024 dated November 19, 2024

Period of June 30 to December 31, 2025:

Name	Position	Description	Expertise	Period	Term of Office		Basis of Appointment
					Start	End	
Panangian Simanungkalit	Chairman concurrently serving as Member	Independent Commissioner	Property, Risk Management, Finance, and Macroeconomics	First	30/06/2025	AGMS 2030	Resolution of the Board of Commissioners Number 04/KOM/BTN/2025 dated June 30, 2025
Suryo Utomo	Member	President Commissioner	Accounting, Law, Taxation, Finance, and Information Technology	First	30/06/2025	AGMS 2030	Resolution of the Board of Commissioners Number 04/KOM/BTN/2025 dated June 30, 2025
Dwi Ary Purnomo	Member	Vice President Commissioner	Risk Management, Corporate Governance, Accounting, and Law	First	30/06/2025	AGMS 2030	Resolution of the Board of Commissioners Number 04/KOM/BTN/2025 dated June 30, 2025
Ignace Widiatmoko	Member	Independent Party	Risk Management, Banking, Finance, Sharia Banking	Second	07/11/2024	06/11/2026	Resolution of the Board of Commissioners Number 1064/DIR/2024 dated November 19, 2024
Pamuji Gesang Raharjo	Member	Independent Party	Banking, Risk Management, Finance, Sharia Banking	Second	30/11/2024	29/11/2026	Resolution of the Board of Commissioners Number 1063/DIR/2024 dated November 19, 2024

Profile of The Risk Monitoring Committee

The profile of the Risk Monitoring Committee as of December 31, 2025, is as follows.

Panangian Simanungkalit **Chairman concurrent member of the Risk Monitoring Committee**	Profile can be found in the Board of Commissioners' Profile section. His tenure as Chairman concurrent member of the Risk Monitoring Committee runs from June 29, 2025, to the 2030 AGMS (First Term)
Suryo Utomo **Member of the Risk Monitoring Committee**	Profile can be found in the Board of Commissioners' Profile section. His tenure as member of the Risk Monitoring Committee runs from June 29, 2025, to the 2030 AGMS (First Term)
Dwi Ary Purnomo **Member of the Risk Monitoring Committee**	Profile can be found in the Board of Commissioners' Profile section. His tenure as member of the Risk Monitoring Committee runs from June 29, 2025, to the 2030 AGMS (First Term)

Ignace Widiatmoko

Member of the Risk Monitoring Committee/ Independent Party

Indonesian Citizen,
Probolinggo, July 07 1960
(65 years old as of December 2025),
Domicilie in Tangerang Selatan Banten.

Educational Background

- Bachelor of Corporate Economics, Diponegoro University, Semarang (1984)
- Master of Business Administration di Rutgers The State University (1995)

Certification

- Banking Risk Management Certification Level 7 according to KKNI (2024)
- Certification in Audit Committee Practices (CACP) from IKAI (2019)

Work Experience

- Vice President of Risk Management of Bank Mandiri (2007—2015).
- Commissioner of PT Resik Guna Maju (2015—2018).
- Managing Director PT Gedung Bank Exim (2015—2018).
- Risk Monitoring Committee and Audit Committee of Rabobank International Indonesia (2018—2020).
- Risk Monitoring Committee of Industrial Commercial of Bank of China Indonesia (2018—2021).
- Risk Monitoring Committee and Audit Committee of Bank Victoria International Tbk (2021).

Legal Basis for Appointment

- First Term: Board of Directors Decree No. 1002/DIR/2021 dated November 8, 2021, regarding the Appointment of Mr. Ignace Widiatmoko as a Member of the Risk Monitoring Committee
- Second Term: Board of Directors Decree No. 1064/DIR/2024 dated November 19, 2024, regarding the Extension of the Term of Office of the Risk Monitoring Committee Member at PT Bank Tabungan Negara (Persero) Tbk

Period of Office

- First Term with a Tenure from November 7, 2021, to November 6, 2024
- Second Term with a Tenure from November 7, 2024, to November 6, 2026

Concurrent Position

None

Pamuji Gesang Raharjo

Member of the Risk Monitoring Committee/ Independent Party

Indonesian Citizen,
Jakarta, April 10, 1968
(57 years old as of December 2025),
Domicilie in Jakarta Pusat DKI Jakarta.

Educational Background

- Bachelor of Economics, University of Dr. Moestopo (1996)
- Master of Risk Management, University of Indonesia (2003)
- Doctor of Business and Management (Finance) Bogor Agricultural University (2014)

Certification

- Banking Risk Management Certification Level 7 according to KKNI (2024)
- Certified of Financial Consultant (CFC) Institute of Financial Consultant from IFC (2013)
- Certified of Investment Market and Banking Analyst (CIMBA) Investment Market and Banking Analyst Association (2014)
- Certification in Audit Committee Practices (CACP) from IKAI (2022)

Work Experience

- General Manager of Risk Management Perum Pegadaian (2010 – 2011);
- Director of Risk Management Center Indonesia (2009 – 2011);
- Member of Risk Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk (2007 – 2010 and 2011 – 2016);
- Member of Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk (2016 – 2021);

Legal Basis for Appointment

- Board of Directors Decree No. 1067/DIR/2021 dated December 1, 2021, regarding the Appointment of Mr. Pamuji Gesang Raharjo as a Member of the Risk Monitoring Committee
- Board of Directors Decree No. 1063/DIR/2024 dated November 19, 2024, regarding the Extension of the Term of Office of the Risk Monitoring Committee Member at PT Bank Tabungan Negara (Persero) Tbk

Period of Office

- First Term with a Tenure from November 30, 2021, to November 29, 2024
- Second Term with a Tenure from November 30, 2024, to November 29, 2026

Concurrent Position

None

Independency of The Risk Monitoring Committee

Table of Risk Monitoring Committee's Independency

Aspect of Independency	Panangian Simanungkalit[1]	Suryo Utomo[1]	Dwi Ary Purnomo[1]	Armand B. Arief[2]	Herry Trisaputra Zuna[2]	Himawan Arief Sugoto[2]	Adi Sulistyowati[2]	Andin Hadiyanto[2]	Ignace Widiatmoko	Pamuji Gesang Raharjo
Having no financial Association with the Board of Commissioners and Directors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Having no management relation in the company, subsidiary company, or affiliated company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Has no ownership relationship shares in the company of 5% or more	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having familial relationship with the Board of Commissioners, Directors, and/or fellow members of the Risk Monitoring Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not serving as administrators of political parties, public officials and government	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Training and/or Competency Development of The Risk Monitoring Committee In 2025

Name	Position	Types of Training and Materials	Time and Place of Implementation	Organizer
Panangian Simanungkalit	Chairman concurrently Member	Training and/or Competency Enhancement can be seen in the Training and/or Competency Enhancement section of the Board of Commissioners		
Suryo Utomo	Member	Training and/or Competency Enhancement can be seen in the Training and/or Competency Enhancement section of the Board of Commissioners		
Dwi Ary Purnomo	Member	Training and/or Competency Enhancement can be seen in the Training and/or Competency Enhancement section of the Board of Commissioners		

Name	Position	Types of Training and Materials	Time and Place of Implementation	Organizer
Ignace Widiatmoko	Member	National Seminar on "Banking Industry Readiness in Responding to the Escalation of Climate Risk and Cyber Risks 2025"	Batam, June 18-19, 2025	Indonesian Risk Professional Association (IRPA)
		IKAI Seminar "Driving Enterprise Value Through Strategic Risk Oversight: The Critical Role of Oversight Boards and Internal Audit in Strengthening Risk Governance and Portfolio Management"	Jakarta, July 24, 2025	PT Bank Tabungan Negara (Persero) Tbk
		IIA Indonesia National Conference 2025 "Audit forTomorrow Strafegic, Future Ready, Sustainable."	Medan, August 27-28, 2025	Institute of Internal Auditors Indonesia
		BOC Forum 2025	Lombok, September 26-28, 2025	PT Bank Tabungan Negara (Persero) Tbk
		Risk Beyond International Conference on Enterprise Risk Management 2025 - Risk Odyssey momentum, Building a Resilient Risk DNA	Denpasar, November 4-5, 2025	Indonesia Risk Management Professional Association
		Seminar The 9th Indonesia Risk Management Outlook 2026 dengan Tema "Navigating Banking Business Amid Economic Landscape Turmoil"	Jakarta, November 13, 2025	Lembaga Pengembangan Perbankan Indonesia
Pamuji Gesang Raharjo	Member	National Seminar on "Banking Industry Readiness in Responding to the Escalation in Climate and Cyber Risks 2025"	Batam, June 18-19, 2025	Indonesian Risk Professional Association (IRPA)
		IKAI Seminar "Driving Enterprise Value Through Strategic Risk Oversight : The Critical Role of Oversight Boards and Internal Audit in Strengthening Risk Governance and Portfolio Management"	Jakarta, July 24, 2025	PT Bank Tabungan Negara (Persero) Tbk
		BOC Forum 2025	Lombok, September 26-28, 2025	PT Bank Tabungan Negara (Persero) Tbk
		Risk Beyond International Conference on Enterprise Risk Management 2025 - Risk Odyssey momentum, Building a Resilient Risk DNA	Denpasar, November 4-5, 2025	Indonesia Risk Management Professional Association
		Seminar The 9th Indonesia Risk Management Outlook 2026 dengan Tema "Navigating Banking Business Amid Economic Landscape Turmoil"	Jakarta, November 13, 2025	Indonesian Banking Development Institute

Risk Monitoring Committee Meeting

The Risk Monitoring Committee meetings are held as needed by the Company, at least once (1) a month. The meetings are conducted if attended by the majority of the committee members.

If members of the Risk Monitoring Committee are unable to physically attend the meeting, they may attend through the power of attorney, teleconferences technology, and other means in accordance with the legal procedure and constitution.

The meetings are chaired by the Committee Chair, or in the event of the Chair's absence, the meeting is led by a committee member appointed by the attending members. Decisions in the committee meetings are made based on deliberation and consensus. If consensus is not reached, decisions are made by majority vote.

The Committee meeting result must be in writing in the form of the Minutes of Meeting signed by all Committee attendees, and shall be well-documented, and submitted to the Board of Commissioners. The Minutes of Meeting includes information about time and place of the meeting, meeting agenda, topic of discussion, dissension (if any), and meeting decision. Dissenting opinion occurring during the meeting must be clearly recorded in the Minutes, along with the underlying reasons.

The Risk Monitoring Committee is allowed to conduct special meeting if necessary. Committee meeting may invite the management or other parties as resource person. The meeting is held by invitation and approved agenda, and the meeting outcome has to be recorded in the Minutes of Meeting. The original document must be possessed by the Committee, and the carbon copy shall be sent to the Secretary of the Board of Commissioners and, if necessary, can be shared to the absent invitees.

THE RISK MONITORING COMMITTEE'S MEETING AGENDA

Throughout 2025, the Risk Monitoring Committee held 32 (thirty-two) meetings, thereby fulfilling the requirement to convene meetings at least once a month. The meeting agendas covered the implementation of the Committee's duties and responsibilities, as follows:

Table of the Risk Monitoring Committee's Meeting Agenda

No.	Meeting Date	Meeting Agenda	Meeting Participants
1	January 3, 2025	Review of the Request for Approval from Series A Dwiwarna Shareholders regarding the Corporate Action Plan for the Acquisition and Capital Participation in PT Bank Victoria Syariah in the context of the Spin-Off of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo
2	January 6, 2025	Recommendation on the Request for Approval of the Appetite and Risk Tolerance for the year 2025	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo
3	January 7, 2025	Review of the Credit Committee Meeting Decision Report for the November 2024 period	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo
4	January 22, 2025	Review of the Request for Approval form Series A Dwiwarna Shareholders and the Board of Commissioners regarding the Acquisition and Capital Participation in PT Bank Victoria Syariah by PT Bank Tabungan Negara (Persero) Tbk in the context of the Spin-Off of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo

No.	Meeting Date	Meeting Agenda	Meeting Participants
5	January 23, 2025	Preparation of the Performance Realization Report of the Risk Monitoring Committee for the Fourth Quarter of 2024 and for the year 2024	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo
6	February 3, 2025	Review of the Credit Committee Meeting Decision Report for the December 2024 Period	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo
7	February 4, 2025	Review of the Compliance Report up to the Fourth quarter or Second Semester of 2024	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo
8	February 21, 2025	Review of the Bank Soundness Level for the Second Semester of 2024	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo
9	February 24, 2025	Review of the Credit Committee meeting Decision Report for the January 2025 period 2025	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Ignace Widiatmoko • Pamuji Gesang Raharjo
10	March 3, 2025	Review of the Realization Report on the Implementationof Troubled Asset Sale Transactions, accompanied by the Purchase of Securities	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo
11	March 13, 2025	Review of the Realization of the Macroprudential Inclusive Financing Ratio (RPIM) for the year 2024 and the Determination of the RPIM Target for the year 2025 of PT Bank Tabungan Negara (Persero) Tbk	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo
12	March 17, 2025	Review of the Final Report on the Self-Assessment on the Implementation of Good Corporate Governance of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk Tahun 2024	• Armand B. Arief • Herry Trisaputra Zuna • Himawan Arief Sugoto • Adi Sulistyowati • Andin Hadiyanto • Ignace Widiatmoko • Pamuji Gesang Raharjo
13	July 7, 2025	Review of the Final Report of the Bottom-Up Stress Test for the year 2025	• Panangian Simanungkalit as an Observer • Ignace Widiatmoko • Pamuji Gesang Raharjo

No.	Meeting Date	Meeting Agenda	Meeting Participants
14	July 14, 2025	Changes to the Target of the macroprudential Inclusive Financing Ratio (RPIM) for the year 2025	• Panangian Simanungkalit as an Observer • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
15	July 22, 2025	Strategy for Reducing the Cost of Fund (CoF) in Retail Third-Party Funds (DPK Retail) and the Projection of CoF as of December 2025	• Panangian Simanungkalit as an Observer • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
16	August 4, 2025	Discussionof the Bank Soundness Level (TKB) Report for Bankwide and Sharia Business Unit (UUS) as well as the Minimum Capital Adequacy Requirement (KPMM) positions as of June 2025	• Panangian Simanungkalit as an Observer • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
17	August 11, 2025	Recommendation on the Updating of Special Policies concerning Procedures for the Implementation of Anti-Money Laundering, Counter-Terrorism Financing, and Counter-Proliferation Financing of Weapons of Mass Destruction (AML, CTF, and CPF)	• Panangian Simanungkalit as an Observer • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
18	August 19, 2025	Review of the Compliance Report for the Second Quarter of 2025 and the Compliance Report for the First Semester of 2025	• Panangian Simanungkalit as an Observer • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
19	August 25, 2025	Preparation of the Performance Realization Report of the Risk Monitoring Committee for the First and Second Quarters of 2025	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
20	October 20, 2025	Recommendation on the Application for Approval of the BTN Group Principle Guidelines	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
21	October 27, 2025	Recommendation on the Proposed Risk Appetite and Risk Tolerance Indicators for the Year 2026	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
22	October 29, 2025	Preparation of the Performance Realization Report of the Risk Monitoring Committee for the Third Quarter of 2025	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
23	November 03, 2025	Review of the Compliance report for the Third Quarter of 2025	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
24	November 10, 2025	Review of the Credit Committee meeting Decision reports for the Period of May to August 2025	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo

No.	Meeting Date	Meeting Agenda	Meeting Participants
25	November 14, 2025	Review of the Risk Profile Report for the Third Quarter of 2025	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
26	November 17, 2025	Recommendation on the Management Review meeting Report of ISO 37001:2016 Anti-Bribery Management System (ABMS)	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
27	November 19, 2025	Recommendation on the Management Review Meeting Report of ISO 37301:2021 Compliance Management System	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
28	November 24, 2025	Review of the Credit Committee meeting Decision Report for the October 2025 period	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
29	November 25, 2025	Review of the updating of the Recovery Action Plan and the Sustainable Finance Action Plan	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
30	December 15, 2025	Recommendation on the Application for Approval of the Granting of a Credit Line Facility to PT Bank Syariah Nasional	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
31	December 17, 2025	Recommendation on the Proposed Risk Appetite and Risk Tolerance Threshold for the Year 2026	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo
32	December 22, 2025	Preparation of the Risk Monitoring Committee Work Program for the Year 2026	• Panangian Simanungkalit • Suryo Utomo • Dwi Ary Purnomo • Ignace Widiatmoko • Pamuji Gesang Raharjo

FREQUENCY AND ATTENDANCE LEVEL OF RISK MONITORING COMMITTEE MEETINGS

Risk Monitoring Committee Meeting Attendance Rate Table

Name	Position	Risk Monitoring Committee Meeting		
		Total Meeting	Total Attendance	Percentage
Armand B. Arief*	Chairman and concurrently a member	12	12	100%
Panangian Simanungkalit**	Chairman and concurrently a member	14	14	100%
Herry Trisaputra Zuna*	Member	12	12	100%
Himawan Arief Sugoto*	Member	12	12	100%
Adi Sulistyowati*	Member	12	12	100%
Andin Hadiyanto*	Member	12	12	100%

Name	Position	Risk Monitoring Committee Meeting		
		Total Meeting	Total Attendance	Percentage
Suryo Utomo**	Member	20	19	95,00%
Dwi Ary Purnomo**	Member	20	19	95,00%
Ignace Widiatmoko	Member	32	32	100%
Pamuji Gesang Raharjo	Member	32	32	100%

* Ceased to serve as of the closing of the Annual General Meeting of Shareholders for the 2024 Financial Year on March 26, 2025
** Appointed at the Annual General Meeting of Shareholders for the 2024 Financial Year on March 26, 2025.

Work Plan and The Implementation of Duties of The Risk Monitoring Committee of 2025

No		Work Plan	Implementation	Information
1	REGULAR			
	a	Review of Risk Profile Report	Implemented	
	b	Review of the Bank Soundness Level Report and Minimum Capital Adequacy Requirement	Implemented	
	c	Review and Provision of Input on Risk Appetite and Risk Tolerance	Implemented	
	b	Review of the update to the Recovery Plan	Implemented	
	c	Review of the update to the Resolution Plan	Not Implemented	There was no update to the Resolution Plan in 2025
	d	Assessment of the Risk Management Policy Guidelines	Not Implemented	There were no significant matters requiring revision of the Risk Management Policy Guidelines (PKMR)
	e	Review of the Risk Maturity Index Assessment	Implemented	
	f	Review of the Credit Committee Meeting Decisions Reports	Implemented	
	g	Review of Compliance Report	Implemented	
	h	Submission of the Self-Assessment Report on the Implementation of Corporate Governance	Implemented	
	i	Review of the Sustainable Finance Action Plan	Implemented	
	j	Review of the Sustainability Report	Implemented	
	k	Preparation of the Risk Monitoring Committee Work Program	Implemented	
	l	Preparation of the Risk Monitoring Committee Report	Implemented	
	m	Conducting Risk Monitoring Committee Meetings	Implemented	
2	NONREGULAR			
	a	Strategic Initiatives and New Regulations		
		Issuance of General Policies, Special Policies, and/or Technical Guidelines requiring the attention and/or approval of the Board of Commissioners	Implemented	
	b	Recommendations on General and Special Policies, including		

No	Work Plan	Implementation	Information
	Updates to General Policies, Special Policies, and/or Technical Guidelines requiring attention and/or approval of the Board of Commissioners	Implemented	
3	MONITORING OF THE IMPLEMENTATION OF COMMITTEE RECOMMENDATIONS		
	Communication and coordination with the Risk Management Work Unit	Implemented	
4	DISCUSSION OF TOP RISKS AT RISK-TAKING UNITS		
	Requesting and evaluating data, information, and/or clarification from the Risk Management Work Unit and other relevant Work Units	Implemented	
5	SPECIAL DUTIES AND OTHER MATTERS		
	Other duties assigned by the Chairman of the Committee, the Board of Commissioners, and/or members of the Board of Commissioners	Implemented	

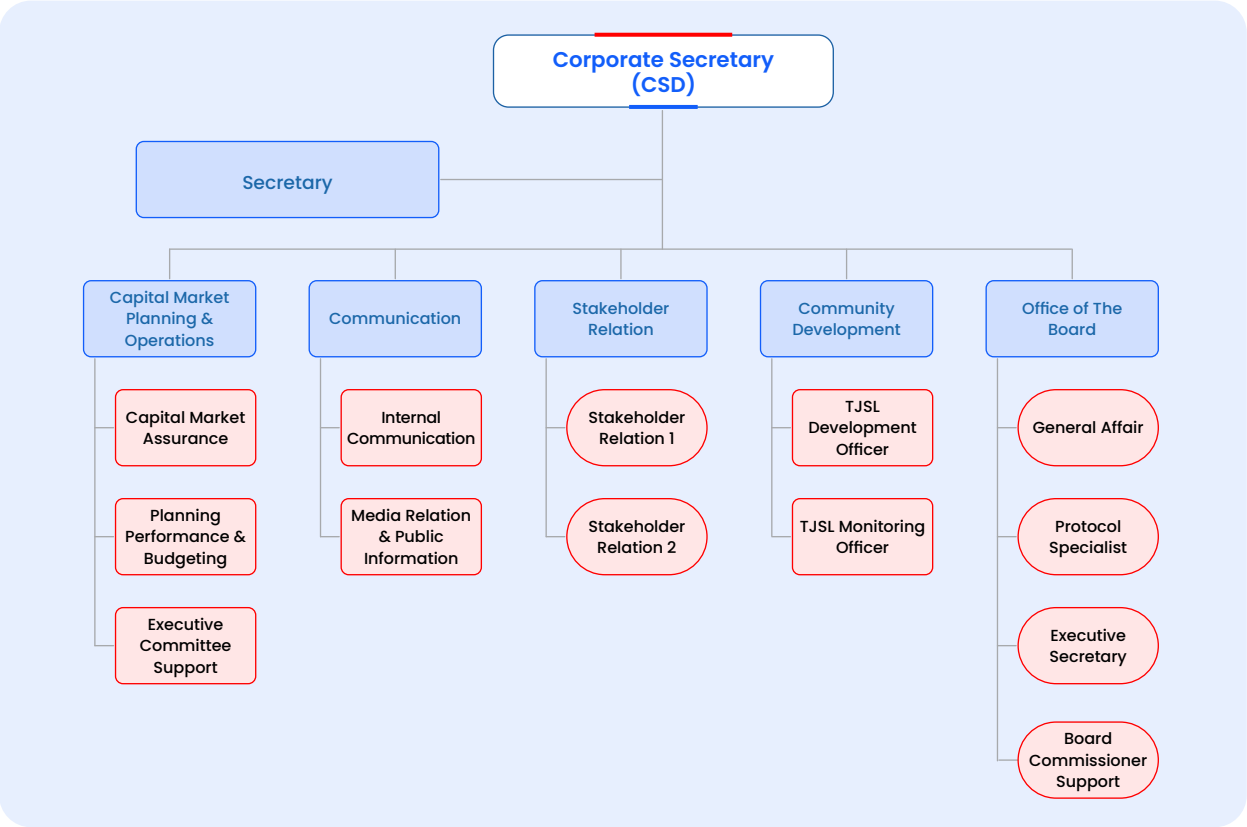
Organs and Committees Under The Directors

Corporate Secretary

As a supporting organ to the Board of Directors in the implementation of good corporate governance, the Corporate Secretary has a significant role in ensuring that the Company has been following the regulations related to the disclosure requirements in line with the implementation of GCG principles. The Corporate Secretary has to perform corporate's responsibilities regarding the disclosure of materials and relevant information to the stakeholders. The Corporate Secretary also provides relevant information to the Board of Directors and Board of Commissioners, organizes the information, coordinates, and documents the meeting of the Board of Directors, the joint meeting of the Board of Directors and the Board of Commissioners, GMS, and other activities with stakeholders.

The Structure of The Corporate Secretary

The Corporate Secretary is managed by the Corporate Secretary Division (CSD) which is led by the Corporate Secretary Division Head (dhi. Corporate Secretary), and is responsible to the President Director in carrying out his/her duties. The Corporate Secretary is assisted by a Senior Manager/Assistant Vice President who is responsible for each work unit including Capital Market, Planning & Operations, Communication, Stakeholder Relation, Community Development, and Office of the Board



Functions, Duties, and Responsibilities of The Corporate Secretary

In carrying out its duties and responsibilities, the Corporate Secretary also refers to the Financial Services Authority Regulation No. 35/POJK.04/2014, dated December 8, 2014, concerning Corporate Secretary of Issuers or Public Companies. Based on these regulations, the Corporate Secretary shall perform its duties and responsibilities, which include:

1. Following-up the progress of the capital market, particularly in terms of the laws and regulations applied in the capital market sector.
2. Providing input to the Company's Directors and Board of Commissioners for Complying with the provisions of laws and regulations in the capital market sector.
3. Assisting the Board of Directors and Board of Commissioners in the implementation of the corporate governance which includes:
   a. Disclosure of information to the public, including the availability of information on the issuer or Company's websites.
   b. Report submission to the Financial Services Authority on schedule.
   c. Conducting and documenting the General Meeting of the Shareholders (GMS).
   d. Conducting and documenting meetings of the Board Directors and or Board of Commissioners.
   e. Conducting orientation programs for the Board of Directors and/or the Board of Commissioners.
4. As a communicator between the Company and shareholders of issuers or public companies, Financial Services Authority, and other stakeholders.

Corporate Secretary Profile

Ramon Armando

Corporate Secretary

Indonesian Citizen,
51 years as of December 2025,
Domicilie in Jakarta.

Educational Background

- Social Sciences/Administration from the University of Indonesia (1996)
- Master (S2) in Commerce from The University of Sydney in 1998

Certification

Level 5 Risk Management Competency

Work Experience

- Marketing Communication Division Head Bank BTN (2020-2023)
- VP Retail Marketing Communication Bank Mandiri (2015-2020)
- VP Corporate Communication Bank Mandiri (2010-2015)
- Regional Card Manager Bandung Bank Mandiri (2010).

Legal Basis for Appointment

Directors' Decree Number 231/DIR/2023 dated April 14 2023

Corporate Secretary Competency Development Program

Types of Training and Development Materials Competency / Training	Time and place	Organizer
Podcast Sahabat Transformasi - BTN Digital Store: Empowering Your Digital Journey	Jakarta, January 6, 2025	PT Bank Tabungan Negara (Persero) Tbk
BTN Prospera Socialization Program - Retail Funding Division - Tahun 2025	Jakarta, January 9, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, January 2025 Edition – Anti-Fraud Strategi (SAF)	Jakarta, January 14, 2025	PT Bank Tabungan Negara (Persero) Tbk
Cash Management System (CMS) Internalization Program	Jakarta, January 20, 2025	PT Bank Tabungan Negara (Persero) Tbk
Corporate Identity Socialization Program	Jakarta, January 21, 2025	PT Bank Tabungan Negara (Persero) Tbk
MSME Product Knowledge Internalization Program	Jakarta, January 21, 2025	PT Bank Tabungan Negara (Persero) Tbk
Risk Management Certification Refreshment (Qualification Level 5) through E – Learning Method	Jakarta, February 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, February 2025 Edition - Know Your Employee	Jakarta, February 10, 2025	PT Bank Tabungan Negara (Persero) Tbk
Security Awareness Socialization, February 2025	Jakarta, February 19, 2025	PT Bank Tabungan Negara (Persero) Tbk
Professional Services Program	Jakarta, February 28, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, March 2025 Edition Gratuity Control and Anti-Bribery Management System (ABMS) Policy ISO 37001:2016	Jakarta, March 10, 2025	PT Bank Tabungan Negara (Persero) Tbk

Types of Training and Development Materials Competency / Training	Time and place	Organizer
Socialization of BTN's New Vision and Mission and Strategic Initiatives of the 2025 -2029 RJPP	Jakarta, March 18, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, April 2025 Edition- Employee Disciplinary Sanctions	Jakarta, April 17, 2025	PT Bank Tabungan Negara (Persero) Tbk
Bale Agen Socialization Program, April 2025	Jakarta, April 17, 2025	PT Bank Tabungan Negara (Persero) Tbk
Cyber Threat & Digital Risk Awareness Socialization	Jakarta, April 24, 2025	PT Bank Tabungan Negara (Persero) Tbk
ESG Awareness Socialization for Greenhouse gas (GHG) Emission Calculation	Jakarta, May 2, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, May 2025 Edition – Identification and Handling of Cash Transactions in the Implementation of AML, CFT, and CPF Programs	Jakarta, May 14, 2025	PT Bank Tabungan Negara (Persero) Tbk
BTN Leadership Forum 3 - 2025 "One Vision, One Team"	Jakarta, May 15-16, 2025	PT Bank Tabungan Negara (Persero) Tbk
Security Awareness, May 2025 Period	Jakarta, May 19, 2025	PT Bank Tabungan Negara (Persero) Tbk
BTN Smart Residence Back Office Administrator Refreshment Program	Jakarta, May 23, 2025	PT Bank Tabungan Negara (Persero) Tbk
Residential Collateral Loan (KAR) Product Socialization	Jakarta, June 3, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, June 2025 Edition Conflict of Interest Management (Managerial)	Jakarta, June 12, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, July 2025 Edition (Managerial) – Healthy Business Competition Compliance Procedures	Jakarta, July 7, 2025	PT Bank Tabungan Negara (Persero) Tbk
Internalization of the Respectful Workplace Policy (RWP) Bank BTN 2025	Jakarta, July 27, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, August 2025 Edition - Data Privacy Excellence (Managerial)	Jakarta, August 13, 2025	PT Bank Tabungan Negara (Persero) Tbk
Security Awareness Internalization Program, August 2025 Period	Jakarta, August 20, 2025	PT Bank Tabungan Negara (Persero) Tbk
BTN Competency Dictionary Socialization 2025	Jakarta, August 25, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, September 2025 Edition- Environmental, Social, and Governance (ESG) Implementation Procedures - Managerial	Jakarta, September 8, 2025	PT Bank Tabungan Negara (Persero) Tbk
Risk Appetite & Risk Tolerance Socialization 2025	Jakarta, September 19, 2025	PT Bank Tabungan Negara (Persero) Tbk
Internal Control Over Financial Reporting (ICOFR) Technical Guidelines Socialization	Jakarta, September 19, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, October 2025 Edition – Credit Documentation Management (Managerial)	Jakarta, October 3, 2025	PT Bank Tabungan Negara (Persero) Tbk
Housing Program Credit (KPP) Product Socialization	Jakarta, November 10, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, November 2025 Edition- Control of Dormant Account Activation (Managerial)	Jakarta, November 10, 2025	PT Bank Tabungan Negara (Persero) Tbk
Compliance Excellence, December 2025 Edition - Consumer Collection (Managerial)	Jakarta, December 9, 2025	PT Bank Tabungan Negara (Persero) Tbk
Legal Awareness on PKPU and Bankruptcy	Jakarta, December 16, 2025	PT Bank Tabungan Negara (Persero) Tbk

Implementation of Corporate Secretary Duties in 2025

Throughout 2025, the Corporate Secretary has carried out the following duties and responsibilities:

1. Presentation of Capital Market Developments to the Board of Directors and Board of Commissioners, including the dissemination of information on the latest regulations and provisions in the capital market that the Company must comply with. Several new regulations that have been socialized and internalized within the Company's internal regulations by the Corporate Secretary include:
   a. Financial Services Authority Regulation No. 2 of 2024, dated March 6, 2024, concerning the Implementation of Sharia Governance for Sharia Commercial Banks and Sharia Business Units.
   b. Financial Services Authority Regulation No. 30 of 2024, dated December 19, 2024, concerning Financial Conglomerates and Parent Companies of Financial Conglomerates.
   c. Financial Services Authority Regulation No. 45 of 2024, dated December 27, 2024, concerning the Development and Strengthening of Issuers and Public Companies.
2. Communication program to the capital market community together with Investor Relations. The method used is as follows:
   a. Direct, through the General Meeting of Shareholders and Public Expose.
   b. Indirect, through Annual Reports, Publication of Financial Reports, and Press Releases.
   c. Information Disclosure to, among others, shareholders, relevant regulators, and/or the public.
3. Fulfillment of Information disclosure obligations as regulated, among others, in:
   a. Financial Services Authority Regulation No. 8/ POJK.04/2015 dated June 25, 2015 concerning Issuer or Public Company Websites,
   b. Financial Services Authority Regulation No. 31/ POJK.04/2015 dated December 22, 2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies,
   c. Decree of the Board of Directors of the Indonesian Stock Exchange No. Kep-00066/BEI/09-2022 Concerning Amendments to Regulation Number I-E Concerning the Obligation to Submit Information.

   Throughout 2025, the Corporate Secretary submitted a total of 15 (fifteen) information disclosure reports to the Financial Services Authority (OJK) and the Stock Exchange. All such reports were submitted within the prescribed timeframe in accordance with applicable regulations, namely, no later than the end of the second (2nd) business day following the issuance of a decision or the occurrence of material information or facts that may affect the value of the Company's securities or investors' investment decisions. In addition to the aforementioned information disclosure, the Corporate Secretary also coordinated the submission of explanations in response to inquiries or requests from the Stock Exchange concerning news or information related to the Company. Pursuant to Stock Exchange Regulation No. I-E, a listed company is required to provide a written response to matters raised by the Stock exchange no later than one (1) trading day after receipt of the request for clarification from the Stock exchange, whether delivered via facsimile or other means of communication. During 2025, the Company received a total of 5 (five) requests for clarification from the Stock Exchange and the Financial Services Authority (OJK).
4. Increased Access to Information to the Public

   The Company always makes it easy for stakeholders and/ or the public (public) to access information and communicate with stakeholders using a one door policy which is assisted in coordination by the Corporate Secretary. The Company also improves the quality of information delivery to the public by providing Public Information Disclosure services on the Company's website, in order to fulfill the following provisions:
   a. Law of the Republic of Indonesia no. 14 of 2008 dated April 30, 2008 concerning Openness of Public Information.
   b. Republic of Indonesia Government Regulation no. 61 of 2010 dated August 23, 2010 concerning Implementation of Law no. 14 of 2008 concerning Openness of Public Information.
   c. Information Commission Regulation no. 1 of 2010 dated June 7, 2010 concerning Public Information Service Standards.

   Apart from publications via the Company's website, the public can also access information about the Company through mass media, as well as social media consisting of Facebook, X, YouTube and Instagram which are managed jointly with the Marketing Communication Division.
5. Media Relations and Information Access

   The Corporate Secretary continuously strives to maintain strong and constructive relationships with the mass media, including electronic media (television and radio), print media (newspapers and magazines), and online media. Throughout 2025, the Corporate Secretary issued press releases and photo news items with news value for the Company, covering developments in business performance, Social and Environmental Responsibility (TJSL), and the Company's operational activities. During the year, the Company published a total of 168 (one hundred sixty-eight) press releases and 117 (one hundred seventeen) photo news items.

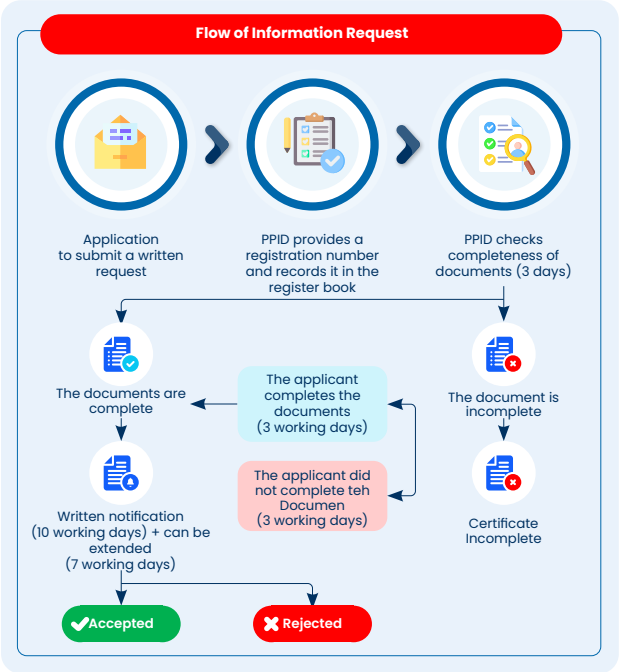
6. The Corporate Secretary coordinated the organization of the Company's General Meeting of Shareholders (GMS) in accordance with Financial Services Authority (POJK) No. 15/POJK.04/2020 dated April 20, 2020 concerning the Planning and Implementation of General meetings of Shareholders of Public Companies. Throughout 2025, the Company held 2 (two) General Meetings of Shareholders, namely the annual General Meeting of Shareholders on March 26, 2025, and the Extraordinary General Meeting of Shareholders on November 18, 2025. All stages of the GMS were conducted in compliance with the aforementioned POJK and the Company's Articles of Association, including the notification, announcement, and convening of the GMS, as well as the submission of minutes and official reports of the GMS.
7. Organizing and Documenting Directors' Meetings and Directors' Meetings with the Board of Commissioners, including;
   a. Receive proposed agendas and materials that will be decided at Board of Directors Meetings and Board of Directors Meetings with the Board of Commissioners from other Divisions/Desk/work units.
   b. Ensure that the delivery of materials, quorum and decision making at Board of Directors Meetings and Board of Directors Meetings with the Board of Commissioners run in accordance with applicable regulations.
   c. Prepare minutes signed by the Directors who attend the Directors' Meeting and the Directors' Meeting with the Board of Commissioners initiated by the Directors.
   d. Administering minutes of Directors' Meetings. Convey the decisions of the Board of Directors Meeting and the Board of Directors Meeting with the Board of Commissioners to the relevant Division/Desk/work unit for immediate follow-up..

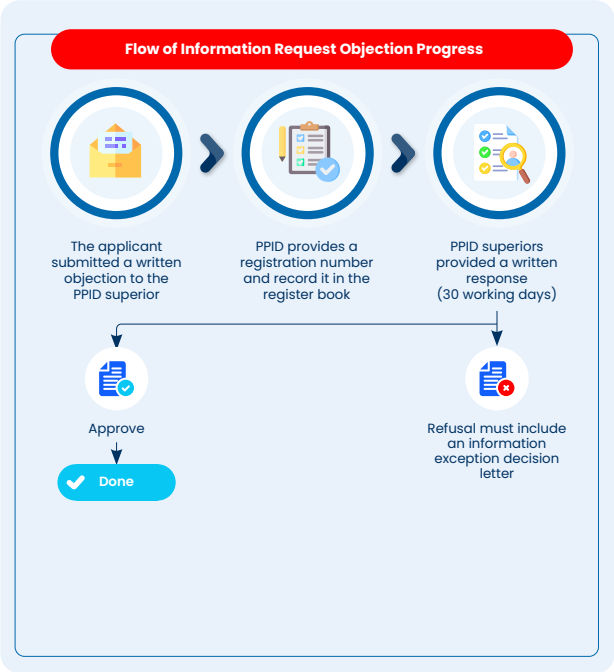
   During 2025, the Corporate Secretary coordinated the implementation of a total of 173 (one hundred seventy-three) Board of Directors' meetings, 6 (six) Board of Commissioners' meetings attended by the Board of Directors, and 3 (three) Board of Directors' meetings attended by the Board of Commisioners.
8. Implementation of Orientation Program for newly appointed members of the Board of Directors and the Board of Commissioners, namely , Bapak Rully Setiawan, Bapak I Nyoman Sugiri Yasa, Ibu Hermita, Ibu Venda Yuniarti, Bapak Tan Jacky Chen, Bapak Helmy Afrisa Nugroho, Bapak Suryo Utomo, Bapak Dwi Ary Purnomo, Bapak Panangian Simanungkalit, Bapak Pietra machreza Paloh, Ibu Ida Nuryanti, Bapak Fahri Hamzah.

IMPLEMENTATION OF THE DUTIES OF THE CORPORATE SECRETARY AS INFORMATION AND DOCUMENTATION MANAGEMENT OFFICER (PPID)

Standard Operating Procedure for Public Information Disclosure (SOP KIP)

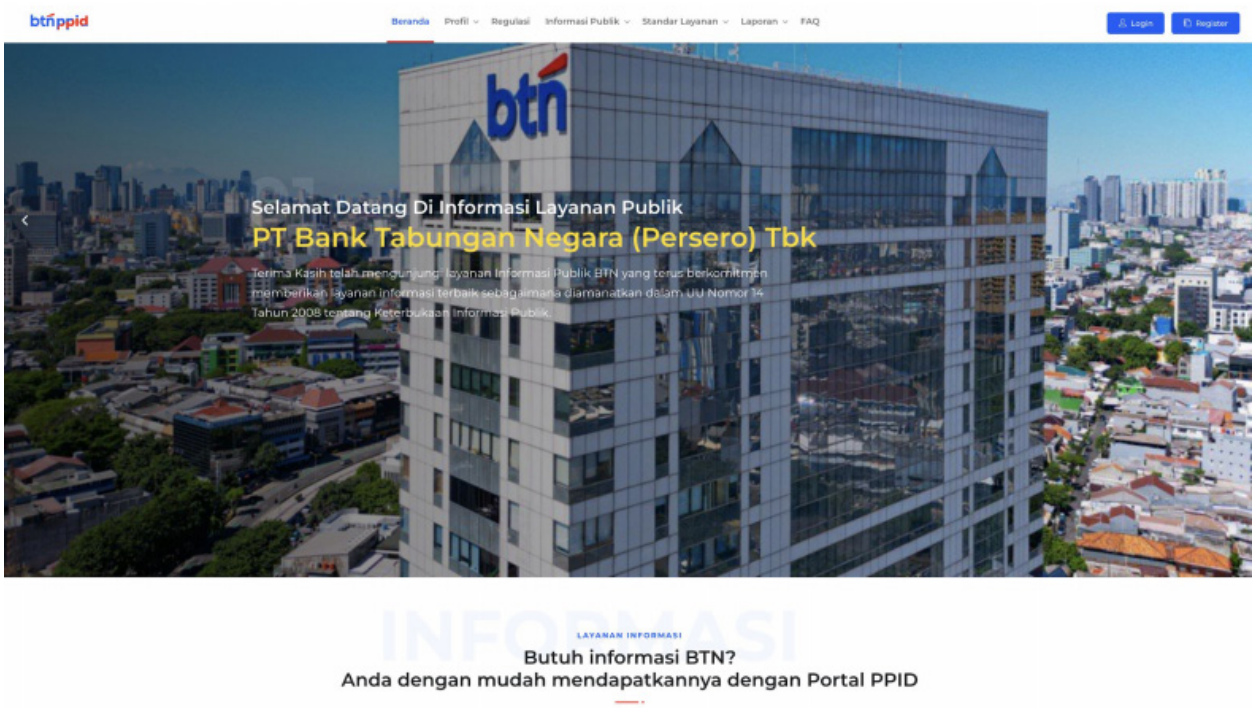
BTN's Standard Operating Procedure for Public Information Disclosure (SOP KIP) is comprehensively compiled in the Technical Instructions of PT Bank Tabungan Negara (Persero) Tbk Number PT.9-AD.1 concerning Submission of Information to the Public.





Management System of Public Information Administration

Implementing Public Information services that include the process of storing, documenting, providing, and servicing the Company's Public Information is the scope of responsibility of the BTN PPID. The close support of technology for the management of Public Information administration is reflected in the form of administrative processes ranging from registration, information requests, written notifications, filing objections to management reports that have been digitally integrated through the BTN PPID Portal. The BTN PPID Portal can be accessed and navigated by the Public easily and free of charge.



Facilities and Infrastructure

Public Information Service Room is prepared for the public who come directly to the office (face-to-face) in order to obtain Public Information at BTN offices throughout Indonesia. The Company provides supporting service facilities such as service desks, waiting rooms, digital information boards, and services for people with disabilities such as wheelchair ramps. The public will be served by Public Information Service Officers at Branch Offices and PPID Officers at the Head Office. Especially for people with disabilities, they will also be assisted in accessing the BTN PPID Portal through the facilities provided. In addition, the BTN PPID Portal is equipped with sound, color settings, letters, and others. Through official social media such as Instagram, X, Youtube, Facebook, TikTok, and so on. The Company presents the latest Public Information that is easily accessible to the public.

Accessibility

Requests for information by the public can be submitted through open access for the public provided by the Company.

1. Members of the public may submit information requests in person by visiting the Central PPID Office at BTN Head Office, Menara BTN, 20th Floor, Jalan Gajah Mada Number 1, Central Jakarta, the Public Information Service Room, Menara 2 BTN, Jalan H.R. Rasuna Said Number 1 South Jakarta, or the nearest Branch office in the region of the information requester.
2. Information can also be requested by letter sent to the PPID Head Office and/or the nearest Branch Office.
3. If it is requested via e-mail, it can be sent to csd@btn.co.id.
4. For those who find it easier to communicate by telephone, they can contact the PPID Head Office at 021-6336789 Ext. 2003.
5. Information request can also be sent via the Whatsapp application to 0877-7150-0286.
6. Other information channels that are currently very easy to access are also monitored for follow-up, namely the BTN PPID Portal https://ppid.btn.co.id. and/or via the BTN PPID android application which can be downloaded via the smartphone of the information user.

Human Resources
In accordance with the organizational structure of PPID BTN, human resources (HR) at the Head Office and Branch Offices of the Company throughout Indonesia have been mapped well, who are also organic employees of the Company. In this regard, the HR of PPID BTN Head Office consists of 3 (three) BTN employees with a public relations background, while the HR of PPID BTN Branch Office consists of a minimum of 3 (three) BTN employees who are Heads of Branch Offices and Customer Service of the Company. To support the implementation of the responsibilities and duties of each unit, PPID HR receives online learning, socialization, and internalization of Public Information Disclosure organized by PPID Head Office.

BTN PPID Portal and BTN PPID Mobile Apps
As the mission of BTN PPID is to provide Public Information and services through digital innovation, the Company is continuously improving the function of the BTN PPID Portal. In 2025, the BTN PPID Mobile Apps were launched which make it easier for the Public to access Public Information related to the Company. In addition, the BTN PPID Portal has been integrated with the corporate Website so that the Public can visit and navigate all needs through one digital channel.

Budget
The Company provides a number of budgets to support Public Information service activities. In 2025, a budget of IDR468,000,000 (Four hundred and sixty eight million rupiah) was provided, which was used to support Public Information Service Room facilities, Public Information Disclosure meeting/socialization activities, making communication materials such as Public Information service videos, and supporting activities held together with the Information Commission of the Republic of Indonesia to increase public awareness of Public Information Disclosure and its implementation in the Company.

Recapitulation of Public Information Services 2025
A total of 52 (fifty-two) public information requests were received by the Company and comprehensively recorded, submitted through both online channels (BTN PPID Portal, BTN PPID Mobile Application, and email) and offline channels (written correspondence and in-person visits to the office.

Applicant	Total	Average Time for Provision of Information	Information			Reason for Rejection
			Rejected	Partially Granted	Granted	
Individual	52	7 Working Days	3	-	49	Incomplete application data
Legal Entity	0		0	-	-	-
Group	0		0	-	-	-

In 2025, several information requests could not be fulfilled due to incomplete applicant data. Based on the recapitulation, it can be concluded that the majority of applicants submitted Public Information Requests through the BTN PPID Portal.

Obstacles in the Implementation of Public Information Services
Throughout 2025, the implementation of Public Information Services encountered several challenges arising from both internal and external factors. From an internal perspective, differences in service facility standards and layout among Branch offices remain, resulting in uneven quality and comfort of public information services. In addition, limited understanding in handling certain cases at the Branch office level may potentially lead to differing interpretations and, in some cases, service-related disputes.

From an external perspective, some information apllicants continues to submit requests for information that had already been disclosed through the Company's official communication channels. This condition requires the active role of service officers to continuous;y provide explanations in order to enhance public information literacy.

Recommendations and Follow-up Plans for Public Information Services
As part of efforts to enhance the quality and consistency of the implementation of Public Information Services, the Information and Documentation Management Officer (PPID) has established a number of recommendations and follow-up action plans to be implemented on an ongoing basis in 2026, taking into account the challenges and constraints identified in previous periods, as follows:

1. To continue improving Public Information Service facilities and infrastructure at Branch Offices, including the fulfillment of accessibility aspects for persons with disabilities, in order to deliver an equitable and comfortable service experience, integrated with the Company's digital service concept.
2. To optimize the development and utilization of the BTN PPID Portal and the BTN PPID mobile application, accompanied by strengthened public outreach and socialization, to broaden access to public information services and reduce repetitive information requests.
3. To enhance the competency and understanding of Public Information Service officers at Branch offices through continuous socialization and training programs, particularly in relation to the implementation of Public Information Disclosure and the handling of cases and potential information disputes.
4. To strengthen the Company's active participation in activities related to public Information Disclosure, whether organized internally or by authorized institutions, as part of efforts to improve the quality of information governance.
5. To carry out responsive and continuous updates to internal regulations and policies to ensure ongoing alignment with prevailing regulatory requirements, thereby ensuring legal certainty and optimal quality of Public Information Services for the public.

The Function of The Internal Audit Division

The internal audit functions as a strategic business partner for the management in optimizing the implementation of the Company's Good Corporate Governance, risk management, and providing assurance and recommendation independently and objectively on the Company's internal control. The internal audit function is carried out by the Internal Audit Division (IAD) through an evaluation process based on the objective risk-based audits and consulting services, especially those concerning the improvement and refinement of risk management, control, and governance processes. This function is carried out through proactive, enthusiastic, and dynamic approach by conducting effective communications, and focusing on business and stakeholder's orientation, understanding the root of the problem about areas with high-risk, emphasizing findings on quality, and recommending practical and workable solutions.

The Position of The Internal Audit Function in The Organizational Structure

The Internal Audit Division (IAD), as the executor of the internal audit function, operates under the supervision of the President Director, as stipulated in Technical Guidelines No.PT.3-A.6, most recently amended on September 3, 2025, concerning the Organizational Structure of the Head office, regional Offices, and Branch Offices. In addition, the position of the internal audit function is also set out in the Internal Audit Charter, as regulated under Special Policy No.KK.7-A dated April 27, 2023, as most recently amended on October 31, 2023, specifically in Chapter II regarding the Structure and Position of the IAD, which states that:

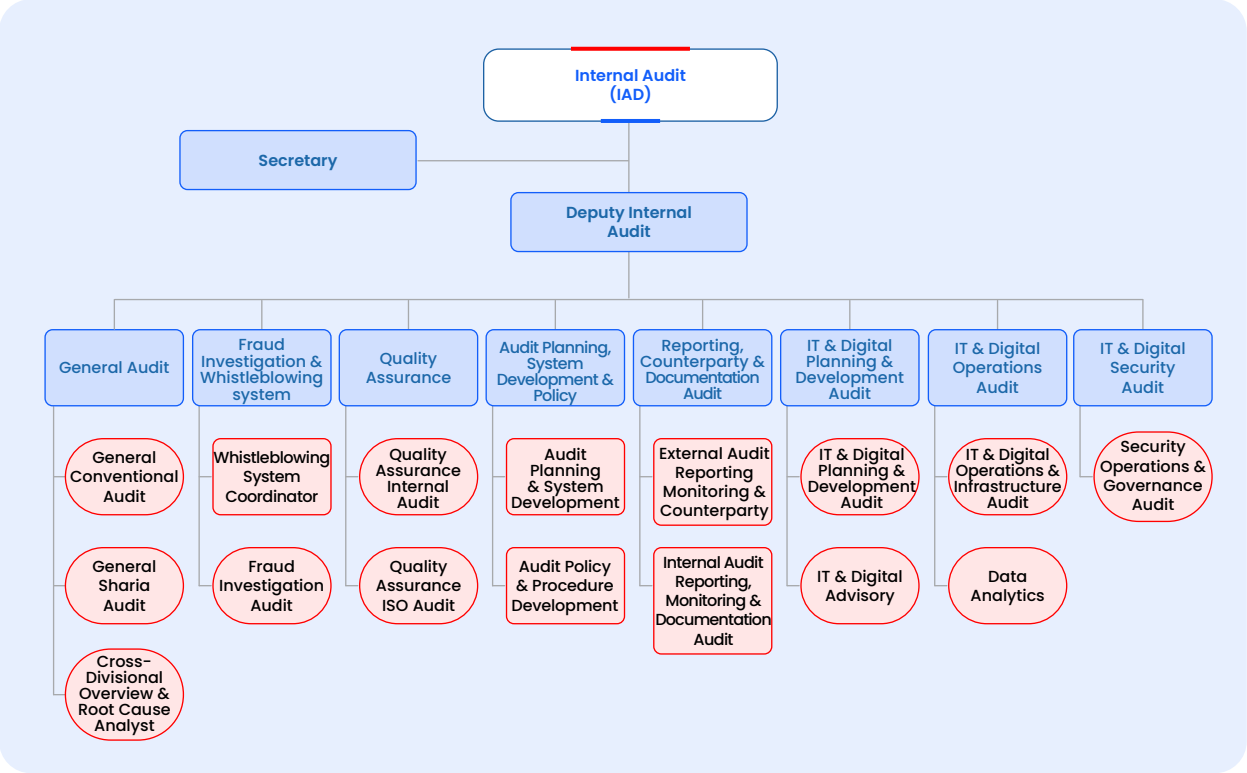
1. Point 1 states that the Internal Audit Division (IAD) is an Internal Audit Work Unit (SKAI) in the Company organization whose position is directly under the President Director.
2. Point 2 states that the IAD as referred to in point 1 is led by a Division Head who is directly responsible to the Main Director.
3. Point 3 states that the Head of IAD as referred to in point 2 is appointed and dismissed by the President Director after obtaining approval from the Board of Commissioners by considering the recommendations of the Audit Committee and reporting to the Financial Services Authority.

The Parties Entitled to Appoint and Terminate The Head of Internal Audit Vision

Parties involved in the process of appointing or dismissing the Head of the Internal Audit Division are the President Director, the Board of Commissioners, and the Financial Services Authority as regulators. The process of appointing or dismissing which describes the involvement of the several parties referred to is as follows:

1. The Director conducts a fit and proper test on candidates for the Head of the Internal Audit Division.
2. The President Director submits a request for approval for the appointment/dismissal of the Head of the Internal Audit Division to the Board of Commissioners.
3. The Board of Commissioners, based on the recommendation of the Audit Committee approves or disapproves the appointment and/or dismissal of the Head of the Internal Audit Division.
4. The Board of Commissioners and the Board of Directors submit reports on the appointment/dismissal of the head of the Internal Audit Division to the Financial Services Authority as the regulator.

Internal Audit Division Organizational Structure



The Profile of The Head of Internal Audit

Hendratno Tri Wibowo

Head of Internal Audit Division

Indonesian Citizen,
Surakarta, May 24, 1974 (
51 years old as of December 2025),
Domicilie in Tangerang Selatan.

Educational Background

- Diploma (D3) of Accounting from State College of Accountancy (1995)
- Bachelor degree (S1) of Accounting from Indonesia University (1998)
- Master (S2) of Accounting from The University of Queensland, Australia (2003)

Certification

- Certified Internal Audit Executive (CIAE)
- Qualified Internal Auditor (QIA)
- Risk Management Competency Level 4 (Stage 6)
- Banking Professional Certification Institute

Work Experience

- Auditor/Investigator, Indonesian Audit Board (1995-2010)
- Fraud Risk Management Division Head, Bank Permata Tbk (2011-2020)
- Post Mortem & Forensic Audit (Special Audit) Division Head, Bank Exim Indonesia (2020-2021)
- Head of Internal Audit Division, BTN (2021- present)

Legal Basis for Appointment

- Board of Directors Decree No. 642/DIR/2021 July 26, 2021 concerning the Head of the Internal Audit Work Unit of PT Bank Tabungan Negara (Persero) Tbk
- Letter of the Board of Commissioners of PT Bank Tabungan Negara No.60/KOM/ BTN/V/2021 dated May 05, 2021 regarding Approval of the Proposed Appointment of the Head of the Internal Audit Division/Head of the Internal Audit Work Unit (IAWU).

Internal Audit Charter

The Internal Audit Division has been equipped with a Work Guide called the Internal Audit Charter which has been prepared since 2002 and then updated and finalized based on Special Policy No.KK.7-A dated April 27, 2023 as last amended on October 31, 2023 regarding the Internal Audit Charter. The Internal Audit Charter is also the basis for the existence and the implementation of supervisory duties and responsibilities for IAD. Therefore, the Internal Audit Charter is disseminated to all employees and other related parties to encourage the effectiveness of the implementation of the internal audit function. The contents of the Internal Audit Charter are as follows:

1. Internal Audit Division Mission;
2. Structure and Position of the Internal Audit Division
3. Scope;
4. Duties, Responsibilities, and Authorities;
5. Independence, Objectivity and Prohibition of Duplication of Duties and Positions of Internal Auditors;
6. Code of Ethics and Requirements for Internal Auditors
7. Use of External Party Services in Carrying Out Internal Audits;
8. Relationship between the Internal Audit Division and External Auditors or Legal Experts;
9. Others.

Duties and Responsibilities of The Internal Audit Division

The Internal Audit Division assists the duties of the President Director and the Board of Commissioners as well as all levels of management in ensuring the adequacy of the Company's internal control system and providing strategic and constructive suggestions for the management of the Company within the framework of implementing good and healthy corporate governance with the following tasks:

1. To assist the duties of the President Director and the Board of Commissioners in carrying out supervision by elaborating operationally in planning, implementing, and monitoring audit results.
2. To make analysis and assessments in the terms of finance, accounting, operations, and other activities through onsite audits and off-site monitoring, including conducting management audits of all the Company's work units;
3. To identify all possibilities to improve and increase the efficiency of the use of resources and funds.
4. Provide suggestions for improvement and objective information about the activities examined at all levels of management.
5. Prepare and implement the Annual Internal Audit plan and budget allocation for implementing the internal audit function
6. Test and evaluate the effectiveness of the implementation of the internal control system, risk management and corporate governance processes in accordance with statutory regulations and the Company policies.
7. To carry out inspections and assessments on the efficiency and effectiveness in the fields of finance, accounting, operations, human resources, marketing, information technology, and other activities;
8. To compile an audit report and submit the report to the President Director and the Board of Commissioners;
9. To control, analyze, and report the implementation of followup improvements that have been suggested;
10. To cooperate with the Audit Committee;
11. To develop a program to evaluate the quality of the internal audit activities;
12. To carry out special inspections (audits) if necessary.

The Authorities of The Internal Audit Division

To be able to carry out audit missions, functions and tasks, the IAD has at least the following authorities:

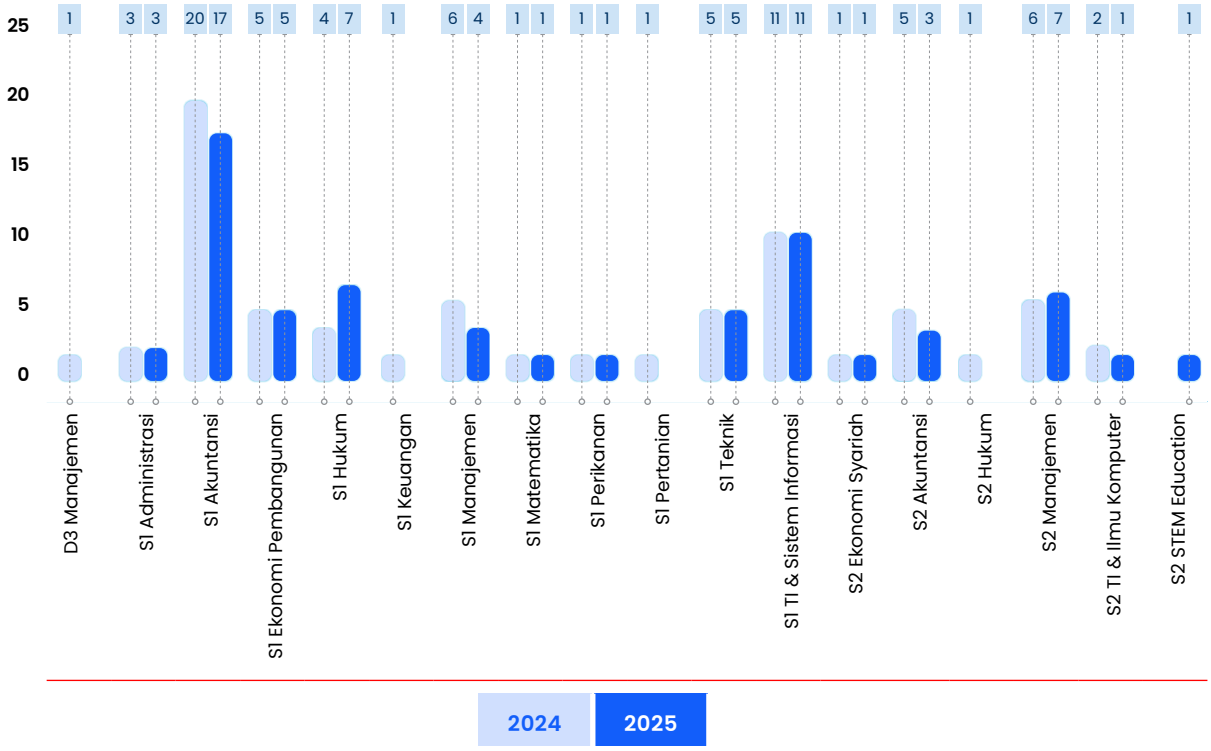
1. Access all information, data including but not limited to employee data and resources as well as other matters deemed necessary related to their duties and functions.
2. Communicate directly with the Board of Directors, Board of Commissioners, Audit Committee and/or Sharia Supervisory Board as well as members of the Board of Directors, Board of Commissioners, Audit Committee and/or Sharia Supervisory Board.
3. Hold regular and incidental meetings with the Board of Directors, Board of Commissioners, Audit Committee and/or Sharia Supervisory Board in connection with the implementation of their duties and functions.
4. Coordinate its activities with the activities of the external auditors.
5. Participate in strategic meetings..

Personnel Composition of The Internal Audit Division

The Company places strong emphasis on the adequacy of the composition of personnel within the Internal Audit Division in supporting the effective performance of its duties, in terms of the number of personnel, job qualifications, and competencies. As of December 2025, the Internal Audit Division comprised a total of **67 (sixty-seven)** personnel, led by 1 (one) Division Head, consisting of 33 (thirty-three) personnel in the General Audit Department, 4 (four) personnel in the Fraud Investigation & Whistleblowing System Department, 6 (six) personnel in the quality Assurance Department, 5 (five) personnel in the Audit Planning,

System Development & Policy Department, 7 (seven) personnel in the Reporting, Counterparty & Documentation Audit Department, 4 (four) personnel in the IT & Digital Planning & Development Audit Department, and 3 (three) personnel in the IT & Digital Seccurity Audit Department.

The following is the composition of the Internal Audit Division personnel based on education



Internal Audit Division Competency Improvement Program

Each IAD member is facilitated and encouraged to develop their competence in supporting the implementation of the internal audit function. Competency development is carried out by means of knowledge sharing between the Head of IAD, Directors, and auditors on Internal Policies and Procedures, certification programs, education and training, workshops and seminars. Throughout 2025, competency development was carried out through various internal and external training programs, including the following:

Internal Audit Division Personnel Competency Development Table

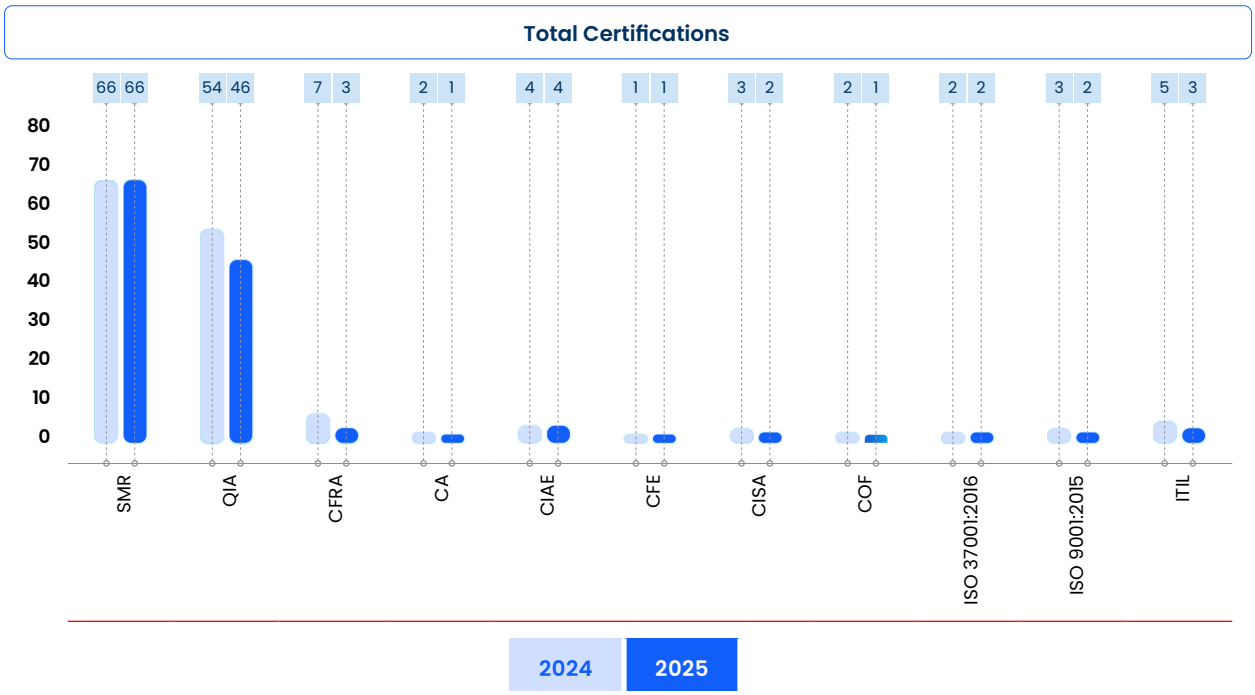
No	Name of Training/Education	Fasilitator	Implementation	Total Participant
CERTIFICATION				
1	Competency Test for Certified Forensic Auditor (CFrA)	Fraud Auditing Development Institute (LPFA)	January 20, 22, 2025	2
2	Qualified Internal Auditor (QIA) Training- Basic	Internal Audit Education Foundation (YPIA)	January 20 - February 5, 2025	1
3	Qualified Internal Auditor (QIA) Training - Advanced	Internal Audit Education Foundation (YPIA)	January 20 - February 5, 2025	12
4	Qualified Internal Auditor (QIA) Training- Managerial	Internal Audit Education Foundation (YPIA)	January 20 - February 3, 2025	6
5	Banking Risk Management Certification Preparation and Competency Test- Qualification Level 5	Bank BTN & LSP LSPP	February 7, 10, and 14, 2025	1
6	Banking Risk Management Certification Preparation Qualification Level 4	Bank BTN	March 17-18, 2025	2

No	Name of Training/Education	Fasilitator	Implementation	Total Participant
7	Qualified Internal Auditor (QIA) Training- Basic	Internal Audit Education Foundation (YPIA)	June 2-17, 2025	1
8	Certified Internal Audit Executive (CIAE) Training	Financial and Development Supervisory Agency (BPKP)	June 30 - July 11, 2025, July 14-18, 2025	2
9	Certified Fraud Examiner (CFE) Training	Association of Certified Fraud Examiner (ACFE)	August 4-8, 2025	1
10	Banking Risk Management Certification Preparation and Competency Test- Qualification Level 4	Bank BTN & LSP LSPP	August 25-26, 2025, February 14, 2025	7
11	Forensic Auditor Profession (CFrA) Certification Preparation & Competency Review	Indonesia Forensic Auditor Association (AAFI)	October 28-30, 2025, November 1-2, 2025	1
12	Banking Risk Management Certification Preparation and Competency Test- Qualification Level 4	Bank BTN & LSP LSPP	November 11, 19, 2025	4
TRAINING AND WORKSHOP				
1	BTN Business Process Refreshment Training	Bank BTN	January 7-20, 2025	74
2	IT Change & Release Management Training	PT Cynnex Integrasi Solusi	January 6, 8, and 9, 2025	10
3	NIST Cybersecurity Framework Training	PT Cynnex Integrasi Solusi	January 10, 13, and 14, 2025	11
4	IT Sharing Session	Bank BTN	January 15, 16, 2025	11
5	Pre-Retirement Training 2025 - Batch 1	Bank BTN	January 18, 23, and 24, 2025	1
6	Mastering Excellent Public Speaking Skills for Auditors Training	Talk Inc	February 5, 2025	20
7	General Internal Control over Financial Reporting (ICoFR) Training	KAP Rintis, Jumadi, Rianto & Rekan (PwC)	February 6-7, 2025	25
8	Expert Sharing Session: Values Creation- Win The Market with Digital Leadership and Customer Centricity	Pandu Patria Sjahrir	February 7, 2025	1
9	Personal Data Protection Training	PT Cynnex Integrasi Solusi	February 10, 11, 2025	11
10	Critical Fraud Points Identification in Procurement & Supply Chain Management Corporate Sector	Lembaga Pengembangan Fraud Auditing (LPFA)	February 10, 11, 2025	15
11	Specialized Internal Control over Financial Reporting (ICoFR) Training	KAP Rintis, Jumadi, Rianto & Rekan (PwC)	February 12, 2025	14
12	Fundamentals of Treasury Operations from Audit Perspective Training	Alta Perfecto	February 13, 14, 2025	15
13	Fundamental of Trade Finance from Audit Perspective Training	Alta Perfecto	February 17, 18, 2025	15
14	Internal Control over Financial Reporting (ICoFR) Training	Ministry of State-Owned Enterprises	February 18, 19, 2025	3
15	Refreshment Training on APU, PPT, dan PPPSPM Program Implementation	Educzation adn Training Center (Pusdiklat) APUPPT	February 19, 2025	1
16	Data Analytics: Advance Financial Analytics Training	OJK Institute	February 26, 27, 2025	1
17	"Finding and Keeping Whistleblower Mechanism for Effective Anti-Fraud Workshop	LPPSP University of Indonesia	March 13-14, 2025	2

No	Name of Training/Education	Fasilitator	Implementation	Total Participant
18	Basic islamic Banking Education (PDPS)	Indonesia Banking Development Institute (LPPI)	March 19-20, 2025	3
19	Powerpoint Presentation Skill Design and Data Storytelling Skill Training	PT Artistik Salindia Lima	April 21-22, 2025	1
20	Workshop Digital Forensic di Sektor Jasa Keuangan	OJK Institute	April 28-30, 2025	1
21	BTN Leadership Forum 2025	Bank BTN	May 16, 2025	1
22	Fraud Auditing Training Level 2	Fraud Auditing Development Institute (LPFA)	May 20-23, 2025	1
23	BSE Masterclass "Global Trade Tensions: Turning Crisis into Opportunity"	BUMN School of Excellence (BSE)	May 28, 2025	1
24	Islamic Banking Internal Audit Training	IAIB dan Muamalat Institute	June 11, 2025	10
25	Training on the Preparation of RACI Matrix for Internal Regulations	Indonesian Banking Education Institute (LPPI)	June 16, 2025	2
26	KPK RI Investigation Training	KPK RI dan FKSPI	June 23-26, 2025	3
27	National Anti Fraud Conference (NAFC) 2025	Association of Certified Fraud Examiners (ACFE)	June 25-26, 2025	3
28	Internal Audit Conference (KAI) and FKSPI National Congress	Internal Audit Education Foundation (YPIA)	July 2-4, 2025	3
29	Pre-Retirement Training Program 2025 - Batch 2	Bank BTN	July 12-13, 2025	1
30	Basic Islamic Banking Training (PDPS)	Indonesian Banking Development Institute (LPPI)	July 23-24, 2025	4
31	Workshop on Quality Assessment "Evaluating Internal Audit Effectiveness"	Internal Audit Education Foundation (YPIA)	July 28-29, 2025	3
32	IIA National Conference	Institute of Internal Auditors (IIA)	August 27-28, 2025	4
33	Secretary Excellence Program: Developing Interpersonal Skills for Secretary Training	PT Trikata Esa Karsa (Talk Inc)	September 12-13, 2025	1
34	OJK Webinar : "The Role of Digital Forensics in the Handling and Disclosure of Financial Crimes"	OJK Institute	October 16, 2025	5
35	Business Acumen Training	Mr. Ryan Kiryanto (Independent Commissioner of Bank DKI)	October 17, 2025	3
36	Business Acumen for Strategic Allignment Training	Mr. Yudo Anggoro (Director of Center for Policy and Public Management SBM ITB)	November 04, 2025	2
37	Expert Tallk Session "Human Capital as a Catalyst for Sustainable Business Growth"	Mr. Agus Dwi Handaya (Managing Director Human Capital HO Danantara)	November 7, 2025	11
38	ESG & GRC and Data Analytic Training	Mr. Jerry Marmen (President Commissioner of Kookmin Bank) and Mr. Lucky Herviana (Chief Digital Transformation Officer PT CRIF Financial Information Agency)	November 10, 2025	3
39	Digital Business Transformation Training	Dr. Sahat Hutajulu (Lecturer at SBM ITB)	November 11, 2025	2
40	Macroecomics Outlook & Strategic Impact Training	Mr. Mulya Amri (Executive Director of Kadin Indonesia)	November 18, 2025	2

Professional Certification of The Internal Audit Division

The number of Internal Audit Division personnel's certification for the position of December 2025 is as follows:



Notes:
SMR (Risk Management Certification), QIA (Qualified Internal Auditor), CFrA (Certified Forensic Auditor), CA (Chartered Accountant), CIAE (Certified Internal Audit Executive), CFE (Certified Fraud Examiner), CISA (Certified Information System Auditor) COF (Certified Oxygen Forensic), ISO 37001:2016 (Anti-Bribery Management System), ISO 9001:2015 (Quality Management System), ITIL Foundation Certificate in IT Service Management.

In addition to personnel development through professional certification programs and competency-based training, IAD also actively participates as a member of professional internal audit associations, including The Institute of Internal Auditors (The IIA), Association Certified Fraud Examiner (ACFE) Indonesia Chapter, and other relevant professional organizations.

Code of Conduct of The Auditors

The Internal Audit Code of Conduct is the norms and principles regarding decency and appropriateness that must be complied with and implemented by internal auditors, which at least includes the internal audit code of conduct as stipulated by the internal audit professional association, as follows:

1. Integrity
   a. To perform their duties honestly, carefully, responsibly, and thoroughly.
   b. To comply with the law and make disclosures in accordance with statutory regulations and the profession.
   c. To not intentionally/knowingly engage in prohibited/ illegal activities, do not take actions that could undermine the credibility of the Internal Audit and the internal audit profession.
   d. To respect and support the organization's legitimate and ethical goals.
2. Objectivity
   a. Not involved in activities or have a relationship that will reasonably be expected to hinder the Internal Auditor's fair assessment. This includes any activities or relationships that result in a conflict of interest.
   b. To not accept anything that has an impact or is suspected to have an impact on professional judgment.
   c. Must disclose all material facts known to him, which if not disclosed could distort the report on the activities being reviewed..
3. Confidentiality
   a. To be careful in using and maintaining the information obtained in the performance of duties.
   b. To not use information for the benefit of anyone and/or in any way that would be against the laws and/or the Company's regulations.
4. Competency
   a. To carry out tasks in accordance with the knowledge, skills, and experience only.
   b. To carry out audits in accordance with Internal Audit Professional Standards.
   c. To improve expertise, effectiveness, and quality continuously

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Brief Report on The Implementation of Internal Audit Activities in 2025

In 2025, the Internal Audit Division (IAD) has prepared an audit work plan or program and carried out audit activities in accordance with the plans that have been prepared. The work program plan includes the nature and scope of the audit, risk assessment, composition and number of the audit team personnel, standard effective of audit work days, length of standard audit days, required number of personnel and qualifications for IAD members, and IAD personnel development.

INTERNAL AUDIT WORK PLAN

The Internal Audit Division's Work Plan is set out in the Annual Audit Plan document with a one-year implementation period. The Annual Audit Plan for 2025 was approved by the President Director through Memo No.179/M/IAD/APSP/XII/2024 dated December 18, 2024, and by the Board of Commissioners through Letter No.33/KOM/BTN/II/2025 dated February 19, 2025, as last amended based on the approval of teh President Director through IAD No.109/M/IAD/APSP/X/2025 dated October 23, 2025 and the approval of the Board of Commissioenrs through Letter No.215/KOM/BTN/XII/2025 dated December 22, 2025 concerning the Approval of Amendments to the 2025 Annual Audit Plan (AAP).

In general, the Internal Audit Work Plan for 2025 is as follows:

Table of the Internal Audit's Work Plan

Audit Object	Amount		Change		Information
	2025	2024	+/-	%	
A. General Audit	71	72	-1	-1,38	
B. Audit ICT	20	18	2	-11,11	
C. Special Audit	0	0	0	0	There is no scheduled planning for the implementation of special audits/investigations in 2025, will follow assignments from stakeholders and the whistleblowing system.
D. Quality Audit	27	31	-4	-12,90	
Number of Audit Objects	118	**121**			

IMPLEMENTATION OF THE INTERNAL AUDIT DIVISION WORK PROGRAM

During the period January to December 2025, the Internal Audit Division carried out audit activities with audit objects which include:

A. General Audit comprises:
   1. Operational Audits of the office network, including Branch Offices (KC), Sharia Branch Offices (KC Syariah), and Regional Offices.
   2. Thematic Audits focusing on specific themes, particularly related to the role of the division in supporting the achievement of the Company's goals and objectives.
   3. Mandatory Audits conducted in accordance with regulations issued by the regulators.

B. Information and Communication Technology (ICT) Audit comprises:
   1. Operational Audits of IT functions in the first line, including planning, operations, and security.
   2. Thematic Audits, focusing on specific themes, particularly related to the role of the division in supporting the achievement of the Company's goals and objectives
   3. Mandatory Audits conducted in accordance with regulations issued by the regulators.

C. Special Audits conducted in relation to alleged fraud or for specific purposes.

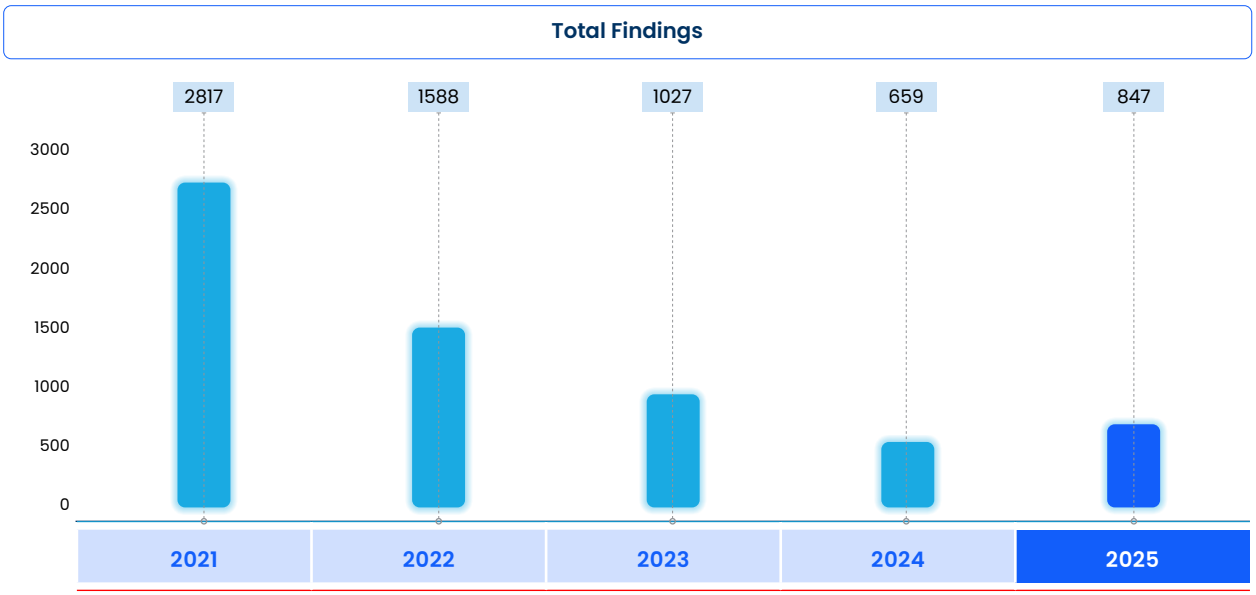
D. Quality Audits of work units within the Internal Audit Division in accordance with the International Standards for the Professional Practice of Internal Auditing and ISO 9001:2015 (Quality Management System).

The following are details of the audit implementation during the period January to December 2025:

Table of Realization of the Internal Audit Work Program

No	Description	Target	Realization	% Achievement
A	General Audit	71	71	100,00%
B	Audit ICT	20	20	100,00%
C	Special Audit	0	8	100,00%
D	Quality Audit	27	28	103,70%
TOTAL		**118**	**118**	**107,63%**

Audit activities during the period of January to December 2025 resulted in 847 audit findings as presented in the following graph of audit findings for the last 5 (five) years:



MONITORING THE AUDIT RESULTS FOLLOW-UP

Follow-up on audit findings is carried out by the auditee. The results of the follow-up implementation are reported to the Head of IAD and then evaluated to see whether the follow-up is in accordance with the intended purpose. Followup that has been completed will be declared "completely followed-up" and informed to the auditee and the Board of Directors. Meanwhile, follow-up actions that have not been completed and remain classified as "pending items" are required to be finalized by the auditee, along with the necessary explanations. These pending follow-up actions are reported by the Head of IAD to the Board of Directors. As of December 2025, follow-up actions have been carried out on audit findings resulting from audits conducted in 2022, 2023, 2024, and 2025. A summary of the audit follow-up status is presented in the following table:

Table of Follow-Ups of the Audit Results Based on Due Date for Completion

No	Audit Results	Total findings	Completed		Not Yet Due		% The Completion of readiness of Findings
			Total	%	Not yet due	due	
1	2	3	4	5=4/3	6	7	8=4/(4+7)
I	INTERNAL AUDIT DIVISION						
I.1	**Year 2025**						
	General Audit of Branch Office (KC)	352	344	97,73%	6	2	99,42%
	General Audit of Sharia Branch Office (KC Syariah)	110	110	100,00%	0	0	100,00%
	General Audit of Divisions and Regional Offices	247	67	27,13%	179	1	98,53%
	ICT Audit	138	109	78,99%	29	0	100,00%
	Sub Total	**847**	**630**	**74,38%**	**214**	**3**	**99,53%**
I.2	**Year 2024**						
	General Audit of Branch Office (KC)	358	358	100,00%	0	0	100,00%
	General Audit of Sharia Branch Office (KC Syariah)	109	109	100,00%	0	0	100,00%
	General Audit of Divisions and Regional Offices	133	133	100,00%	0	0	100,00%
	ICT Audit	81	81	100,00%	0	0	100,00%
	Sub Total	**681**	**681**	**100,00%**	**0**	**0**	**100,00%**
I.3	**Year 2023**						
	General Audit of Branch Office (KC)	558	558	100,00%	0	0	100,00%
	General Audit of Sharia Branch Office (KC Syariah)	169	169	100,00%	0	0	100,00%
	General Audit of Divisions and Regional Offices	162	162	100,00%	0	0	100,00%
	ICT Audit	138	138	100,00%	0	0	100,00%
	Sub Total	**1027**	**1027**	**100,00%**	**0**	**0**	**100,00%**
I.4	**Year 2022**						
	General Audit of Branch Office (KC)	908	908	100,00%	0	0	100,00%
	General Audit of Sharia Branch Office (KC Syariah)	217	217	100,00%	0	0	100,00%
	General Audit of Divisions and Regional Offices	337	337	100,00%	0	0	100,00%
	ICT Audit	134	134	100,00%	0	0	100,00%
	Sub Total	1596	1596	100,00%	0	0	100,00%
	Total Internal Commitment	**4151**	**3934**	**94,77%**	**214**	**3**	**99,92%**
II	EXTERNAL COMMITMENT						
II.1	**The Financial Services Authority (OJK)**						
	General OJK Examination Result Report (KHP) Tahun 2022	203	203	100,00%	0	0	100,00%
	General OJK Examination Result Report (KHP) Tahun 2023	246	246	100,00%	0	0	100,00%
	General OJK Examination Result Report (KHP) Tahun 2024	446	444	99,55%	2	0	100,00%
	General OJK Examination Result Report (KHP) Tahun 2025	205	68	33,17%	137	0	100,00%
	Total OJK Commitments	**1100**	**961**	**87,36%**	**139**	**0**	**100,00%**
II.2	**Bank Indonesia**						
	Thematic Examination Result Report (KHP) on Integrated Balance Sheet Reporting (LBUT) 2022	52	52	100,00%	0	0	100,00%
	Payment Systems Examination Result Report (KHP) 2025	77	36	46,75%	41	0	100,00%
	Total BI Commitments	**129**	**88**	**68,22%**	**41**	**0**	**100,00%**

No	Audit Results	Total findings	Completed		Not Yet Due		% The Completion of readiness of Findings
			Total	%	Not yet due	due	
1	2	3	4	5=4/3	6	7	8=4/(4+7)
II.3	**Audit Board of the Republic of Indonesia (BPK RI)**						
	Audit Result Report (LHP) on SBK and SBUM 2022	52	42	80,77%	0	10	80,77%
	Audit Result Report (LHP) on the Management of Commercial, Investment, and Operational Credit 2023	137	12	8,76%	125	0	100,00%
	Audit Result Report (LHP) on SBK and SBUM 2024	7	0	0,00%	7	0	100,00%
	Audit Result Report (LHP) on Revenue and Expenses 2024	54	0	0,00%	54	0	100,00%
	Total BPK RI Commitments	**250**	**54**	**21,60%**	**186**	**10**	**84,38%**
II.4	**Finance and Development Supervisory Agency**						
	Review of National Economic Recovery (PEN) Fund Placement 2022	3	3	100,00%	0	0	100,00%
	Review of Social Assistance Programs (PKH, Basic Food Program, and Cash Transfers/ BLT 2022	3	3	100,00%	0	0	100,00%
	Review of the P3DN Program in support of the Proudly Made in Indonesia (BBI) Initiative 2022	16	16	100,00%	0	0	100,00%
	Review of Social Assistance Programs (PKH, Basic Food Program) for the period 2019 to 2022	2	2	100,00%	0	0	100,00%
	Evaluation of performance and Financial Accountability 2024	9	7	77,78%	2	0	100,00%
	Total BPKP RI Commitments	**33**	**31**	**93,94%**	**2**	**0**	**100,00%**
II.5	**Public Accounting Firms (KAP)**						
	Management Letter on Interim Financial Statements as of June 30, 2022	65	65	100,00%	0	0	100,00%
	Management Letter on Interim Financial Statements as of December 31, 2022	72	72	100,00%	0	0	100,00%
	Management Letter on Interim Financial Statements as of December 31, 2023	80	80	100,00%	0	0	100,00%
	Management Letter on Interim Financial Statements as of December 31, 2024	104	104	100,00%	0	0	100,00%
	Management Letter on Interim Financial Statements as of June 30, 2025	62	54	87,10%	8	0	100,00%
	Total KAP Commitments	**383**	**375**	**97,91%**	**8**	**0**	**100,00%**
II.6	**PWC**						
	Internal Audit Function Quality Assessment Services 2023	17	17	100,00%	0	0	100,00%
	Total PWC Commitments	**17**	**17**	**100,00%**	**0**	**0**	**100,00%**
	Total External Commitments	**1912**	**1526**	**79,81%**	**376**	**10**	**99,35%**
	Total Internal and External Audit Commitments	**6063**	**5460**	**90,05%**	**590**	**13**	**99,76%**

THE IMPLEMENTATION OF MEETINGS OF THE INTERNAL AUDIT DIVISION WITH THE BOARD OF DIRECTORS AND THE AUDIT COMMITTEE

Referring to the Internal Audit Charter, the internal audit division has the authority to hold regular and incidental meetings with the Board of Directors, the Board of Commissioners, and the Audit Committee in relation to the implementation of its duties and functions. During 2025, meetings of the Board of Directors and the Board of Commissioners involving the internal audit division were held with various agendas as outlined in the following table:

Implementation of Internal Audit Division Meetings with the Board of Directors

No	Date	Renaming Agenda
1	February 4, 2025	Kick Off for the Enhancement of the Standard Policy on Outsourced Personnel (TAD) Management
2	February 10, 2025	Kick Off Meeting on the Implementation of the 2025-2029 Corporate Long-Term Plan (RJPP) and the 2025-2029 GRC Roadmap
3	February 21, 2025	Directorate Working Meeting
4	February 27, 2025	Discussion on OJK Regulation (POJK) Number 30 of 2024 on Financial Conglomeration and Financial Conglomerate Holding Companies
5	April 29, 2025	Town Hall Meeting on the Board of Directors' Direction for Performance Improvement in 2025
6	July 3, 2025	2025 Business Review
7	August 8, 2025	Operational Risk Forum
8	October 2, 2025	Human Capital Summit 2025

Meetings of the Internal Audit Division with the Board of Commissioners/ Audit Committee

No	Date	Agenda
1	January 9, 2025	Discussion on the 2025 Annual Audit Plan
2	February 3, 2025	Discussion on External Audit Results
3	February 6, 2025	Closing Meeting of the 2024 Financial Statements Audit
4	February 17, 2025	Discussion on IAD Activity Report up to Quarter IV 2024
5	March 10, 2025	Management Letter for Fiscal Year 2024
6	May 7, 2025	Discussion on IAD Activity Report for Quarter I 2025
7	June 13, 2025	Discussion on Anti-Fraud and Investigation Strategy
8	July 14, 2025	Discussion on End-to-End Case Handling
9	July 22, 2025	Discussion on Follow-up of Internal and External Audit Findings
10	August 12, 2025	Discussion on IAD Activity Report for Quarter II 2025
11	September 18, 2025	Discussion on External Audit Results
12	September 30, 2025	Discussion on Follow-up Actions on External Audit Examination
13	November 12, 2025	Discussion on Internal Audit Results for Quarter III 2025
14	December 16, 2025	Discussion on the 2026 Annual Audit Plan

Assurance Review of Internal Audit

Since December 2017, the Internal Audit Division of the Company has succeeded in upgrading the ISO 9001:2008 quality standard to ISO 9001:2015. Periodically, surveillance audits have been carried out by external auditors to assess the Internal Audit Division's compliance with the ISO 9001: 2015 quality standard.

Table of Surveillance Audit Implementation for ISO 9001:2008 and ISO 9001:2015 Certification

No	External Audit	Year	Description
1	PT SGS	2023	The implementation of surveillance audit for ISO 9001:2015 certification by PT SGS External Audit
2	PT SGS	2024	The implementation of surveillance audit for ISO 9001:2015 certification by PT SGS External Audit
3	PT SGS	2025	The implementation of surveillance audit for ISO 9001:2015 certification by PT SGS External Audit

The review of the implementation of the bank's internal audit function as regulated in OJK Regulation No.01/POJK.03/2019 in assessing the conformity of the internal function with regulations, standards and codes of ethics, as well as efficiency and effectiveness has been carried out by a minimum of 3 (three) independent assessors.) once a year with the following description:

Table of Independent Assessors Regarding Assessment of Audit Implementation

No	External Audit	Year	Description
1	PT Deloitte Touche Tohmatsu	2018	The implementation of the gap analysis review process for policies, procedures, and methodologies as well as the implementation of audits of SPFAIB best practices every 3 years by the External Auditor.
2	PT KPMG Sidharta Advisory	2020	The implementation of the gap analysis review process for policies, procedures, and methodologies as well as the implementation of audits of SPFAIB best practices every 3 years by the External Auditor.
3	PT PricewaterhouseCoopers (PWC)	2023	The implementation of the gap analysis review process for policies, procedures, and methodologies as well as the implementation of audits of best practices for the Standards for Implementing Internal Audit Functions in Commercial Banks every 3 years by the External Auditor

Risk Management Work Unit

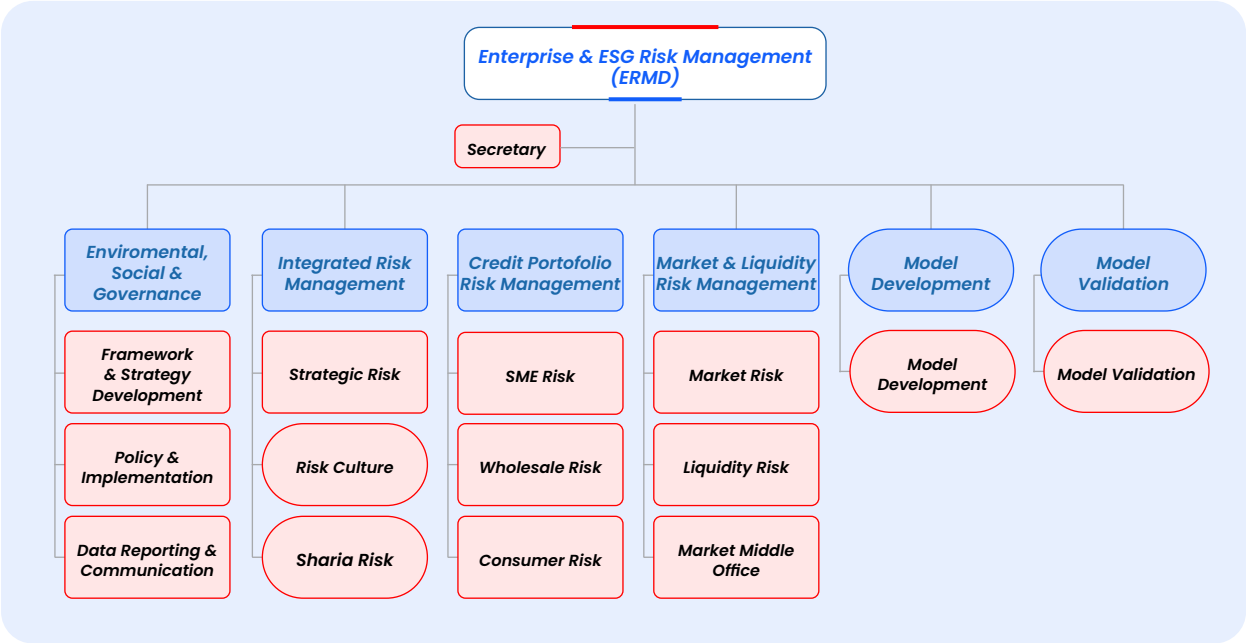
Risk Management & ESG Work Unit and Operational and Digital Risk Management Work Unit is a work unit that reports directly to the Director in charge of the Risk Management function and operates independently from operational work units as risk-taking units, the Internal Audit Division, and the Compliance Unit. The Bank's Risk Management function consists of the Risk Management & ESG Unit and the Operational and Digital Risk Management Unit. The Bank's risk governance, which is based on the principles of Good Corporate Governance (GCG), is reflected in the involvement of all organs of the Company in the implementation of risk management. This is evident from the organizational structure of the Company's risk management function.

The Board of Commissioners through Risk Monitoring Committee meetings and the Board of Directors through Risk Management Committee meetings are responsible for ensuring that the implementation of Risk Management is adequate in accordance with the characteristics, complexity and risk profile of the company. The Board of Commissioners and Directors play an active role in the risk management process in order to mitigate the company's risks through the Quality of Risk Management Implementation including risk governance, risk management framework, risk management process and the adequacy of the management information system as well as the adequacy of the internal control system.

The Company's risk governance which is based on the principles of Good Corporate Governance is realized from the involvement of all Company organs in managing risk management. This can be seen from the composition of the company's risk management organization. The Board of Commissioners and Directors are responsible for ensuring that the implementation of Risk Management is adequate in accordance with the characteristics, complexity and risk profile of the company. The Board of Commissioners and Directors play an active role in the risk management process in order to mitigate the company's risks through the Quality of Risk Management Implementation which includes risk governance, risk management framework, risk management process, adequacy of human resources, and the adequacy of the risk management information system, as well as the adequacy of the control system risk.

Risk Management Unit Structure

The Risk Management Unit (SKMR) of the Company consists of Enterprise & ESG Risk Management Division (ERMD) and Digital & Operations Risk Management Division (DORD), each led by a Division Head who is directly responsible to the Risk Management Director. The organizational structure of the Enterprise & ESG Risk Management Division consists of the Market & Liquidity Risk Management Department, Credit Risk Management Department, Integrated Risk Management Department, ESG Department, Model Validation, and Model Development.



The Credit Portfolio Risk Management Department functions to ensure the effectiveness of the company's Credit Risk management, which focuses primarily on providing credit or housing financing, whose asset portfolio is dominated by Home Ownership Credit (KPR) which is influenced by changes in the external business climate.

The Market & Liquidity Risk Management Department functions to ensure the effectiveness of Market Risk and Liquidity Risk management which, among others, establishes a plan that will be carried out if the Company experiences financial stress conditions that can jeopardize business continuity.

The Integrated Risk Management Department ensures the effectiveness of strategic risk management and coordinates the implementation of risk management on both an individual and consolidated basis in accordance with applicable regulations and best practices, including its role in the Company's strategic planning and in supporting decision-making to enhance shareholder value and strengthen investor confidence.

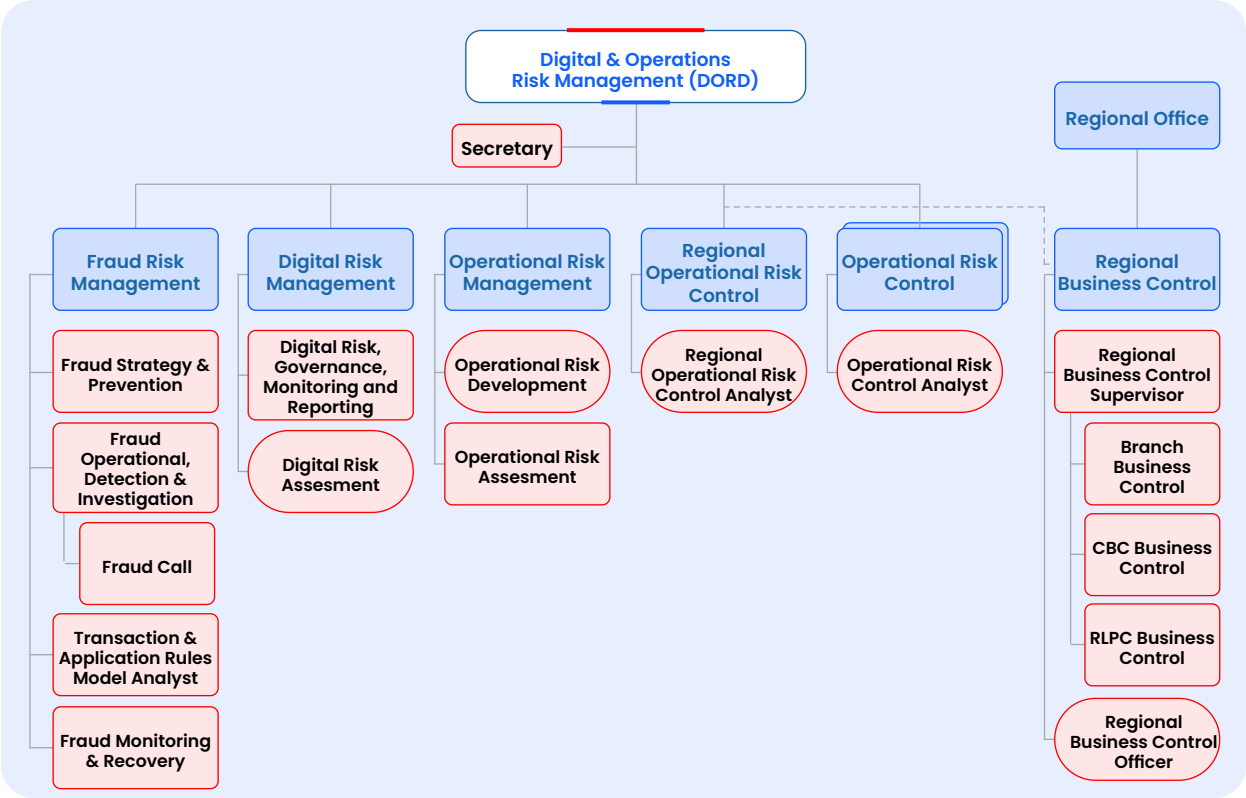
The ESG Department functions to ensure that all of the Bank's programs and business activities are aligned with the Company's ESG Roadmap & Framework and the Sustainable Development Goals (SDGs). The formulation of strategies, policies, and oversight is carried out over business and operational activities to support the achievement of sustainable development objectives, including those related to environmental impact management, addressing social issues, and maintaining responsible and ethical governance standards in banking operations.

Model Validation serves to validate and test risk models to ensure that the models are accurate, reliable, and comply with applicable regulations. In addition, it also plays a role in ensuring that the management of each risk is managed in accordance with the ISO 9001:2015 Quality Management Standard.

The Model Development function is responsible for developing and maintaining risk models used by the Company to support effective risk management in compliance with applicable regulations. Development activities include the design of methodologies, data processing, and the application of statistical and analytical techniques to ensure that the models accurately reflect the Bank's risk profile. In addition, Model Development conducts periodic calibration and enhancement of models to ensure their continued relevance amid changes in market conditions, portfolio characteristics, and regulatory requirements. This function also supports the integration of risk models into business decision-making processes, risk measurements, and strategic planning, thereby enhancing the quality of risk management and supporting the Company's business sustainability.

The Organizational Structure of Digital & Operations Risk Management Division (DORD) consists of Fraud Risk Management Department, Digital Risk Management Department, Operational Risk Management Department, Regional Operational Risk Control Department, and Operational Risk Control Department.

Structure of Operational and Digital Risk Management Unit



The Fraud Risk Management Department functions to coordinate and monitor the process of developing and formulating, implementing, and reviewing the Anti-Fraud Strategy, including the Fraud Risk Appetite, Risk Tolerance, and risk limits in accordance with regulatory requirements and business needs, as well as to prepare reports on the implementation of the Anti-Fraud Strategy.

The Digital Risk Management Department is responsible for ensuring the effectiveness of IT, Digital, and Cyber risk management related to the technological solutions used by the company to achieve secure and reliable technology services. There are six risk domains covered: Information and Cyber Security risk; IT Service Delivery, Resilience, and Continuity risk; IT Third-Party risk; Data Quality and Data Privacy risk; IT Project Delivery risk; and IT Regulatory Compliance risk. Risk management is carried out through a framework that aligns with industry best practices and is integrated with the IT service lifecycle to achieve optimal results.

The Operational Risk Management Department ensures the overall effectiveness of operational risk management for the bank, including coordinating with the Operations Risk Controller Management and Digital Risk Management. Additionally, it also manages Business Continuity Management (BCM) bankwide to manage operational risks from external factors.

The Regional Operational Risk Control Department serves as a control tower for overseeing and evaluating the implementation of internal controls at Branch Offices (KC) and Commercial Banking Centers (CBC) conducted by Branch Business Control (BBC) and Commercial Banking Center – Business Control (CBCBC), which are monoline organs within the Regional Office.

The Operational Risk Control (ORC) Department acts as a 1.5th line of model and performs the operational risk control function for Risk Owner and Risk Manager Units at the Head Office. The ORC Department comprises Operational Risk Control Retail Banking, Operational Risk Control Wholesale Banking, Operational Risk Control Risk & Assets Management, Operational Risk Control Operation & Human Capital dan Operational Risk Control Loan Factory, which is specifically responsible for the identification and analysis of consumer credit business processes that have an impact on operational risk.

Since 2015, the implementation of management activities has implemented and obtained ISO 9001:2008 certification which was upgraded to ISO 9001:2015 in May 2018. Certification is also continuously maintained every year and an annual audit is carried out on the implementation of ISO 9001:2015 certification while continuing to strengthen commitment to continue working in accordance with implemented quality standards by making continuous improvements,

fostering a risk culture and encouraging the implementation of effective risk management at all levels of the company's organization and business activities in accordance with applicable regulations

Currently ISO 9001:2015 has been used by various organizations throughout the world, which can help them run more efficient and profitable operations. ISO 9001:2015 provides a framework for more consistent business performance, excellent service and continuous improvement over a long period of time. ISO 9001:2015 provides many advantages and capabilities in terms of business scale in recent years. This standard is a very helpful tool in company development and makes the Bank BTN organization more resilient.

Duties and Responsibilities of The Risk Management Work Unit

The Risk Management Work Unit is a work unit that is directly responsible to the Director who oversees the Risk Management function and is independent of the Operational Work Unit which is a risk-taking unit, the Internal Audit Work Unit and the Compliance Work Unit. The responsibilities of the Risk Management Work Unit include:

1. Providing input to the Board of Directors in the formulation of risk Management policies, strategies, and frameworks, both on an individual basis and consolidated basis.
2. Developing procedures and tools for the identification, measurement, monitoring, and control of risks, both individually and on a consolidated basis.
3. Designing and implementing the instruments required for the application of individual and consolidated Risk Management.
4. Monitor the implementation of Risk Management policies, strategies and frameworks recommended by the Risk Management Committee and approved by the Board of Directors.
5. Monitoring the implementation of consolidated Risk Management policies, strategies, and frameworks recommended by the Integrated Risk Management committee and approved by the Board of Directors.
6. Monitoring risk positions/exposures as a whole, as well as per risk, including monitoring compliance with established risk tolerances and limits.
7. Conduct stress testing to determine the impact of the implementation of Risk Management policies and strategies on the portfolio or overall performance of the Company.
8. Review proposed new activities and/or products developed by other units. The assessment focuses primarily on aspects of the Company's ability to manage new activities and/or products including the completeness of the systems and procedures used and their impact on the Company's overall risk exposure.
9. Performing Internal Control Testingto ensure the availability of more accurate reports, enhance compliance with applicable regulations, reduce financial impacts/losses, deviations, including fraud, and violations of prudential principles.
10. Provide recommendations to business work units and/or to the Risk Management Committee regarding the implementation of Risk Management, including regarding the amount or maximum risk exposure that can be maintained and carry out escalations as needed.
11. Evaluate the accuracy and validity of data used by the Company to measure Risk for Company's that use models for internal purposes.
12. Prepare and submit Risk profile reports to Regulators, Board of Commissioners, Directors and Risk Management Committee periodically or at least quarterly. The frequency of reports is increased if market conditions change rapidly.
13. Carry out regular reviews with a frequency adjusted to the Company's needs, to ensure: a. adequacy of the Risk Management framework; b. accuracy of Risk assessment methodology; And c. adequacy of the Risk Management information system.
14. Establishing an Integrated risk taxonomy for the Company and its subsidiaries in line with the need to support the achievement of performance targets of the Company and its subsidiaries.
15. The organizational structure, duties and responsibilities as well as other matters including the work procedures of the Risk Management work unit are regulated in a separate internal regulation.
16. Implement ESG risk management, including climate risk and its impact on society, and establish a governance framework to ensure that these risks are managed in an integrated manner between business units, risk management units, and operational units.
17. Provide the Board of Directors with up-to-date information on risks and business developments related to climate change to help the Board of Directors implement supervisory activities more optimally.
18. Implement fraud risk management through 4 pillars of Anti-Fraud strategy (Prevention, Detection, Investigation, Monitoring & Recovery).
19. Implement IT, Digital, and Cyber risk management.
20. Performing other duties related to the risk management function.

Profile of The Head of The Risk Management Unit

The Head of the Enterprise Risk Management Division also acts as secretary of the Risk Management Committee under the Board of Directors is held by Wilson Arafat based on the Board of Directors' Decree No. 86/KUASA/DIR/2025 dated May 6, 2025 and has served until now.

Wilson Arafat

Enterprise & ESG Risk Management Division Head

Indonesian Citizen,
Palembang, March 21, 1972
(53 years ols as of December 2025),
Domicilie in Jakarta.

Educational Background

Master of Management, Gadjah Mada University (2004).

Certification

- Risk Management Certification Level 6 by LSPP (2024)
- BSE - Chief Financial Officer School (2024)
- BSE Business Essential - Finance For Executive Stream (2024)
- Financial Acumen Columbia Business School (2024)
- Seminar on Sustainable Finance Forum 2023 – Dubai (2023)
- Indonesia Risk Management Outlook 2023 (2022)
- Refreshment Program: Implementation of Basel III Reform Basel IV for Calculation of ATMR on Credit Risk (2022)
- Certification for Credit Risk Management (2022)
- Market Risk & Middle Office Function (2021)
- Risk Management Certification by LSPP Level 4 (2021),
- Business Strategy Facing the Impact of Cvd VC (2020)
- Executive Development Program (2019)
- Company Guidelines on Governance Policy (2018)
- The Positive Leader – DCO Transformation - Hong Kong (2017)
- GRC Professional Certificate – Arizona (2016)
- 2015 Asean Corporate Conference: Governance Transformation in Asean Performance and Priorities – Philippines (2015)
- Integrated Governance, Risk Management, and Compliance - Australia (2014)
- 8th International Conference on Corporate Governance – UK (2010)

Work Experience

- Started his professional career at BTN since 1998 through the Officer Development Program path, serving as an Executor in the Financial Report Analysis and Reconciliation Work Unit.
- Since 2008, he has served as the head of section in charge in the Policy Section Work Unit.
- From 2010 to 2011, he held Good Corporate Governance Implementation with his last position as GCG Implementation & Monitoring Department Head.
- He served as Superintendent Spec Curiculum & Program Development and Senior Associate Culture Specialist in the Human Capital Division (2011-2013).
- From 2013 to 2016, he served as Corporate Governance Department Head in the Compliance & Governance Division.
- From 2017 to 2018, he held the Transformation Project with his last position as Transformation Management Office Head in the Transformation & Partnership Management Division.
- His last position was Management Division Head of Procurement & Fixed Asset which was held from 2019 to 2021

Legal Basis for Appointment

Board of Directors Decree No. 86/KUASA/DIR/2025 dated May 6, 2025

The Head of Digital & Operations Risk Management Division is held by Makhadir Mukhamad based on Decree No. 2845/2025 dated September 1, 2025 and has served until now.

Makhadir Mukhamad

Digital & Operations Risk Management Division Head

Indonesian Citizen,
Tegal, May 11, 1986
(Age 39 years as of December 31, 2025),
Domicilie in Jakarta.

Educational Background

Bachelor of Mechanical Engineering, University of Indonesia (2010)

Certification

- Risk Management Certification Level 5 by LSPP (2024)
- BTN Leadership Forum 2 – 2024 (2024)
- Journey Into Cyber Resilience (2025)
- Enhancing Third-Party Risk Monitoring (2025)
- ACFE Preparation Training (2024)
- QRGP Certification (2021)
- Internal Control Over Financial Reporting (ICOFR) Training 2025
- Investigation Training for RBC and DORD Units 2025
- National Anti-Fraud Conference 2025
- SMDP Batch 2 (2025)

Work Experience

- Digital & Operations Risk Management Division Head (September 2025 to present)
- Digital Risk Management Department Head (January 2024 to August 2025)
- Fraud Risk Management Department Head (January 2024 to March 2025)
- IT Risk Management Department Head (August 2022 to January 2024).

Legal Basis for Appointment

Decree No. 2845/2025 dated September 1, 2025

Competency Development in The Field of Risk Management

Types of Training and Education	Number of Participants
Classroom / Virtual Classroom	**7545**
Risk Management Certification Level 4	378
Risk Management Certification Level 5	259
Refreshment of Risk Management Certification Level 4 through E-Learning Methods	1111
Refreshment of Risk Management Certification Level 5 through E-Learning Methods	1148
Banking Risk Management Recertification Level 4	30
Banking Risk Management Recertification Level 5	41
AML, CFT, and PFWMD Certification	20
Branch Visit for Internalization of AML, CFT, and PPPPSM Implementation	140
Refreshment of AML, CFT, and PFWMD Program Implementation	1054
Refreshment of AML, CFT, and PFWMD Program Implementation in 2025 through PPATK E-Learning	663
Self-Learning Onboarding for AML, CFT, and PFWMD	15
Socialization and Implementation of the Report Monitoring System (SIMOLA) for the Implementation of AML, CFT, and PFWMD Programs	293

Types of Training and Education	Number of Participants
Fundamentals of Risk Management	12
Fraud Auditing	1
Internal Control Over Financial Reporting (ICOFR)	157
IT Risk Management	6
Market & Liquidity Risk Management	24
Operational Risk Control (ORC) Analyst	25
Project Management Foundations: Risk	10
BTN Group Risk Management	29
Risk-Taking for Leaders	8
Risk Appetite and Risk Culture: "The Main Pillars in Strengthening Risk Management in the Financial Sector"	10
Seminar on Addressing Climate Risk Analysis in Financial Stability Assessment	1
Sharing Knowledge in Branch Control to Socialize the New Top 10 Risks	215
Training & Certification in Risk and Information Systems Control (CRISC)	6
Training for Risk Management Certification Trainers	7
ISO 37301:2021 Compliance Management System	16
Carbon Emissions (Greenhouse Gas)	30
Focusing Treasury Product Knowledge & Risk	51
Financial Statement Analysis and Negotiation Skills	20
Financial Statement Analysis and the Commercial Credit Industry Sector	57
Financial Statement Analysis and the Business Sector	89
Legal Aspects of Land and Credit Documents	40
Smart Selling & Risk Sensing of COP SME	282
Micro Business Loan (KUR) & KUMK Credit Agreement Document Checks up to 500 million Rupiah	133
Effective Pre-Screening & Refreshment Consumer Credit Product Knowledge	36
Effective Pre-Screening of Non-Subsidized Mortgage Applications	259
Sharia Consumer Financing Approvals in 2025	74
Continuing Sharia Banking Education	413
Consumer Credit Verification and Analysis for Loan Officers	106
OJK Webinar "Risk & Governance Summit (RGS) 2025	115
Workforce Transformation Through Artificial Intelligence (AI)	28
Workshop and Seminar on Business Judgement Rule (BJR) & ESGRC	1
Workshop on Verification and Analysis Process for DVO and RRO	128
Workshop on Fraud Risk Assessment (FRA)	4
Self-Paced	**63307**
Annual Risk Self-Assessment for Leaders 2025	164
Be the ESG Champion?	56

Types of Training and Education	Number of Participants
Compliance Excellence - Understanding Cash Transactions and Their Handling in the Implementation of the APUPPT and PPPSPM Programs	13426
Compliance Excellence - ISO 37301 Compliance Management System	399
Introduction to Risk Management	636
Remedial Compliance Excellence August 2025 Edition - Data Privacy Excellence	240
Sallie Krawcheck on Risk-Taking	81
Cyber Threat & Digital Risk Awareness Outreach	11359
ESG Awareness Outreach for GHG Emission Calculations	11157
Internal Control Over Financial Reporting (ICOFR) Technical Guidelines Outreach	12585
Risk Appetite & Risk Tolerance 2025 Outreach	12619
The New Age of Risk Management Strategy for Business	585

Risk Management Certification

No	Number of Employees		SMR Level Mapping					Suitability
			Not SMR yet	Level 4	Level 5	Level 6	Level 7	
1	Mandatory Level 4	1.626	1	940	684	1	-	99,94%
2	Mandatory Level 5	419		6	395	14	4	98,57%
3	Mandatory Level 6	6				6	-	100,00%
4	Mandatory Level 7	17					17	100,00%
Total Employees		**2.068**	**1**	**946**	**1.079**	**21**	**21**	**99,66%**

Description:

- Employees who are required to be certified but have not yet been certified according to their level
- Employees who are required to be certified and comply with their level
- Employees who are required to be certified and already have certification at a level above that required

Implementation of Risk Management Work Unit Tasks in 2025

In carrying out tasks during 2025, apart from the strategic initiative pillars mentioned above, the implementation of risk management has also made several improvements as follows:

Determination of Risk Appetite Statement (RAS) and Risk Limits

In preparing Risk Management policies and strategies, the Company's Board of Directors has established a Risk Appetite Statement (RAS) and other risk limits. RAS is reviewed annually or at any time taking into account changes in the Company's business plans and objectives as well as changes in business environmental conditions. RAS is used as an objective guide in making strategic decisions related to risk management and as a tool for Management in implementing good business governance. Next, RAS is reduced to the risk limit for each risk indicator. Determination of RAS and risk limits is carried out by taking into account the level of risk to be taken as well as the Company's overall strategy and targets. The risk limits set include overall risk (composite), per risk type, and per functional activity. The determination of risk limits is used as a guide for Work Unit activities to manage the type and amount of risk that is acceptable.

Recovery Plan

The preparation of Systemic Company Recovery Action Plan as one of the Systemic Banks in Indonesia, the Company has an obligation to prepare a Recovery Action Plan document as regulated in the OJK Regulation No. 5 of 2024 concerning Determination of Supervision Status and Handling of Commercial Bank Problems. The Action Plan document prepared contains mechanisms that are expected to prevent, restore and/ or improve the

Company's financial condition as a result of the financial crisis or other financial market disruptions which impact capital, liquidity, profitability, and asset quality which endanger the Company's business continuity. The Recovery Plan included an analysis of the condition of all business lines, including stress testing for the Bank's idiosyncratic market-wide shock and combination crises that could jeopardize business continuity. The Company periodically updates the Recovery Action Plan Document as part of its sustainable financial planning. The updated Recovery Action Plan document was submitted to the Regulator in November 2025 for 2026.

Resolution Plan Update

The preparation of the Resolution Plan for Systemic Companies has been submitted by the Deposit Insurance Corporation (LPS) as a Company that is obliged to prepare a Resolution Plan document in accordance with Deposit Insurance Corporation Regulation No. 2 of 2024 concerning General Bank Resolution Plans. The Resolution Plan document contains information related to the bank and the resolution strategy used as a consideration by the Deposit Insurance Corporation (LPS) in handling or resolving banks designated as failed. The Resolution Plan contains information aligned with the Recovery Action Plan. The Company has updated the Resolution Plan in accordance with regulatory requirements. For 2025, a resolvency test was conducted for the Company's corporate actions and the transfer of its sharia business unit to a subsidiary of Bank Syariah Nasional.

Implementation of Climate Risk Stress Test

The Company has implemented a Climate Risk Stress Test in accordance with the Climate Risk Stress Test Guidelines issued by the Financial Service Authority (OJK) in 2023. In 2025, the Company conducted a Climate Risk Stress Test review, with the results containing calculations on the impact analysis of transition risk scenarios, physical risk scenarios, and climate change mitigation plans on the Company's minimum capital and liquidity adequacy in the short, medium, and long term. This report is the second of its kind, following the previous one in 2024.

Review of Risk Management Policies

In accordance with OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016 concerning the Implementation of Risk Management for Commercial Company's, in managing risk banks are required to implement risk management effectively. To implement risk management effectively, the Company has developed a risk management policy which is contained in a risk management policy and at least every year a review and/or update of several risk management policies is carried out so that they are easily understood by risk owners and risk managers as a guide in implementing them. The Company has aligned its internal policy structure in accordance with the Transformation of Policy and Procedure Architecture where policies and procedures are adjusted to the policy hierarchy from the highest to General Policy, Special Policy and Technical Regulations. The Company has a Policy and Procedures Work Unit to periodically review and monitor Policies and Procedures.

Preparation for the Implementation of the Internal Liquidity Adequacy Assessment Process (ILAAP)

The Company was one of the participants in the ILAAP report pilot test in accordance with OJK Circular Letter No. 26/SEOJK/03/2025 concerning the Internal Liquidity Adequacy Assessment Process for Commercial Banks, which took effect on November 19, 2025. In implementing the ILAAP, the Company must ensure that its liquidity management aligns with its risk appetite and risk tolerance, and takes into account the impact of liquidity risk on the Company's condition. The ILAAP Report consists of the ILAAP Implementation Report, Intraday Liquidity Report, LCR Report in Significant Foreign Currencies, Funding Profile Report, Survival Period Monitoring (SPM) Report, and Displaced Commercial Risk (DCR) Customer Report.

Balance Sheet Optimization (BSO) Initiative

Balance Sheet Optimization (BSO) is an initiative to optimize the balance sheet with the aim of increasing profitability growth, optimizing risk and return, and improving capital efficiency through four levers: capital/asset optimization, liquidity/funding optimization, interest rate risk management, and enablers.

Implementation of the "Pay Your Installments Using Your Waste" Program

In 2025, the Company launched a household waste management program in collaboration with the start-up Waste Management, which was initiated at the end of September 2025. This program aims to encourage the creation of a circular economy. As of December 2025, the Company had exchanged 716 kg of non-organic waste, equivalent to a reduction in emissions of 734 kg of CO_2.

Low-Emission Housing Implementation

In 2025, the Company expanded the implementation of the Eco Housing Fee Saver program and built 10,000 low-emission housing units using 15% environmentally friendly materials. This included innovative materials such as floor decking containing 3.6 kg of plastic waste and paving blocks containing 2 kg of plastic waste per square meter. These innovations not only help reduce plastic waste but also improve the quality of the building materials used, creating more durable and efficient homes.

Implementation of the Risk Maturity Index Assessment
To assess the maturity of risk management, the Company conducted a Risk Maturity Index assessment in accordance with Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 24, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, which was issued through Decree No. 8 of the Minister of State-Owned Enterprises. Based on the RMI assessment results, with the Bank's RMI rating of 4.03 (Better Practices) in 2025, a risk management improvement plan was developed in accordance with Regulatory provisions and Best Practices, which is expected to impact the Company's future performance.

Implementation of Minimum Capital for Operational Risk Using the Standard Approach
In order to implement OJK Circular Letter No. 6/SEOJK.03/2020 dated April 29, 2020, concerning the Calculation of Risk-Weighted Assets for Operational Risk Using the Standardized Approach for Commercial Company's, effective January 1, 2023, the Bank periodically reviews its operational risk loss and recovery data.

Implementation of The Early Warning System (Ews) for The Msme, Commercial and Corporate Credit Segments
Early Warning System is a mechanism or system for detection or recognition of early signs or symptoms which are expected to influence developments in the progress and decline of the debtor's business conditions. The Early Warning System is implemented to minimize and prevent losses due to bad credit, so the Bank must implement an effective and sustainable system for monitoring the credit facilities that have been provided. In this case, the Risk Management Work Unit together with related business units routinely monitors portfolio quality and early warning indicators for the asset quality of the credit portfolio. It is hoped that this effort can be used to monitor MSME, Commercial and Corporate credit debtors so as to provide information in the form of early warnings about the possibility of debtors experiencing default.

Preparation And Implementation of Portfolio Guideline for Commercial, Corporate and Financial Institutions Segments
BTN's strategic steps in strengthening financing risk management aim to control the composition of the credit portfolio while ensuring healthy credit portfolio growth. In this effort, BTN implements credit risk management through the Portfolio Guideline to reduce credit concentration risk. This Portfolio Guideline is a strategic initiative designed to ensure that financing distribution always takes into account current macroeconomic conditions, especially in certain sectors that are considered to still have financing feasibility. In addition, this initiative includes the identification of priority sectors that support the development of the company's business efforts. Aspects that are the main focus include analysis and monitoring of NPLs per industrial sector, determination of financing limits per sector, and growth prospects for the industrial sector. The Company is currently developing its 2025 Portfolio Guidelines, which cover the Small and Medium Enterprises (SME) segment, to improve the effectiveness of portfolio risk management and support sustainable business development.

Development of Credit Scoring Model (CSM) for The Small Medium Enterprise (SME) Segment
In an effort to minimize the risks that the Company will accept in providing credit to the SME segment, a Credit Scoring Model (CSM) is needed This SME Credit Scoring Model is designed to help analyze and quantify the eligibility of prospective debtors with recommendations in the form of High Risk or Low Risk, which has been integrated from the data entry process through BTNLaku to the Decision Engine stage. This model aims to improve efficiency, accuracy in credit decision making and support the principle of prudence (prudential banking) to ensure a quality SME credit portfolio.

Strengthening Regional Business Control (Rbc), Branch Businesscontrol (Bbc), Commercial Banking Center Business Control(Cbc-Bc), and Regional Loan Processing Center Business Control (Rlpc-Bc)
The Company has an organ to improve operational risk supervision and mitigation/prevention of operational loss by implementing the Operations Risk Controller Department in the Risk Management Work Unit and placing the Regional Business Control (RBC) organ in the Regional Office, Branch Business Control (BBC) which is a monoline Regional Office and on duty at Branch Offices and Sharia Branch Offices, Commercial Banking Center Business Control (CBC-BC) which is a monoline Regional Office and on duty at the Commercial Banking Center (CBC) and Regional Loan Processing Center Business Control (RLPC-BC) which is a monoline Office Region and works at the Regional Loan Processing Center. Continuous strengthening of the Business Control organ has been carried out by periodically prioritizing risks (Top 10 Risks) which are reported to the Board of Directors. The Bank also plans to establish Operational Risk Control at the directorate level as part of operational risk mitigation at the directorate level.

Developing and Strengthening Governance Models

In order to strengthen model governance, the Company has developed provisions and framework regarding model governance to improve the quality of risk management implementation in the Company. In addition, by strengthening model governance, segregation of duties can be implemented in the model lifecycle, where the Company's provisions have separated functions, duties and responsibilities between model development, model operational implementation, model evaluation and validation so that model management is more independent.

IT Digital & Cyber Risk

The Company strengthens IT, digital, and cyber risk management through DORD by monitoring IT, digital & cyber risk profiles and implementing a program to strengthen digital and cyber attack risk control. The IT, digital & cyber risk profile components are developed using the applicable OJK provisions as a basis, and carrying out the necessary developments to adjust to the Company's conditions and connect with the key risk indicator matrix that has been formed. Reporting on risk profiles and key risk indicators is carried out periodically to Management to provide comprehensive visibility.

Strengthening digital and cyber attack risk control is carried out using a 3 pillar transformation approach, namely people, processes and technology.

1. People, strengthening is done through an internalization program for IT, digital & cyber risk management which aims to convey the tone at the top from the Board of Directors to all employees, and equip employees by increasing employee awareness of IT, digital & Cyber threats and how to prevent them. Through an IT, digital & cyber risk awareness program by conducting socialization through branch office visits and implementing e-learning.
2. Process, the Company has strengthened internal processes related to IT and Digital, such as conducting reviews of policies and procedures related to IT and digital, and monitoring risks on strategic IT projects.
3. Technology, the Company improves the tools and rules that have been implemented to improve the protection of the Company's computer assets and Third-Party Risk Monitoring tools.

The Board of Directors, through the Information Technology Steering Committee, carries out evaluations of IT, digital & cyber risks which are carried out through regular meetings at least 4 (four) times during the current year with one of the discussions relating to IT Key Risk Indicator (KRI) Monitoring. Furthermore, the Board of Commissioners also reviews the results of IT, digital & cyber risks once a year.

Continuing Development and Strengthening Utilization of Risk Management Tools

To strengthen the utilization of Risk Management Tools, several developments have been carried out, including:

1. Implementation of a market risk monitoring system/ interest rate risk in the banking book (IRRBB) and Liquidity Risk monitoring application.
2. Utilization of the Bloomberg Terminal to support the effective implementation of risk management in supporting the management of liquidity risk, credit risk and other risks.
3. Strengthening the role of risk management by developing Sustainability Environment Risk Management.
4. Enhancement of the Credit Scoring Model (CSM) for consumer credit.
5. Developing Collection Scoring for the Consumer segment.
6. Maintenance of ISO implementation in ERMD through Surveillance and ISO 9001:2015 Recertification in the Risk Management Work Unit to improve the quality service standards of the Risk Management Work Unit to all stakeholders.
7. Utilization of integrated Operational Risk Tools as an effort to manage operational risk in the Work Unit, including LED, RCSA, and KRI tools.
8. Conducting the creation of a Fraud Detection System application that functions as a tool that helps Company in the prevention, detection, investigation, and monitoring of fraud, especially in credit applications and transaction activities.
9. Utilization of Operational Risk data visualization in the context of risk prioritization (Top 10 Risks) which can be used by management.
10. Addition of data analytics functions as the basis for Business Control organs in carrying out internal control testing

Risk Management Monitoring and Reporting

To implement risk management in accordance with Financial Services Authority (OJK) Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the Implementation of Risk Management for Commercial Banks, the Bank conducted risk management monitoring and reporting, submitted to internal and external parties. Submission of risk management reports to regulators in 2025 included:

1. Recovery Plan;
2. Resolution Plan;
3. Leverage Ratio;
4. Risk Profile;
5. Bank's Soundness Level;
6. Minimum Capital Requirement according to Risk Profile;
7. Liquidity Coverage Ratio;
8. Net Stable Funding Ratio;
9. Maximum Credit Granting Limit;
10. Risk Weighted Assets;
11. Report of Indonesian Green Taxonomy;
12. Taxonomy Report for Sustainable Finance;
13. Report of Sustainable Finance Action Plan (RAKB) 2025;
14. Reports to the Ministry of BUMN; And
15. Other Ad-hock reports.

INTERNAL CONTROL OVER FINANCIAL REPORTING (ICOFR)

The Company has implemented Internal Control Over Financial Reporting (ICOFR) as part of its internal control system to provide reasonable assurance of the reliability and integrity of financial reporting in accordance with OJK Regulation No. 15/2024 concerning the Integrity of Bank Financial Reporting and also SK-5/2024 concerning Technical Instructions for Internal Control over Financial Reporting (ICOFR) for State-Owned Enterprises.

The Company has been conducting ICOFR diagnostics since 2024 and has implemented ICOFR in 2025. Currently, the Company has a Special Policy and Technical Instructions that regulate ICOFR, including establishing a Special Business Unit in the Digital & Operations Risk Management Division to implement ICOFR referring to the established stages:

1. Design
   The Company has determined the scope of the ICOFR in coordination with the First, Second, and Third Lines. The next stage of the Design is the preparation, validation, and approval of the Business Process Mapping (BPM) and Risk Control Matrix (RCM) by the First Line, which has been evaluated by the Second Line.
2. Implementation & Continuous Monitoring
   The Company has conducted a Control Self-Assessment (CSA) by the First Line, validated the control design, and evaluated the CSA results by the Second Line using a Test of One (TOO).
3. Evaluation
   The Company is currently in the Evaluation phase, which involves data providing by the First Line, assisted by the Second Line, to be evaluated by the Third Line. Throughout this stage, the Third Line evaluates the effectiveness of the ICOFR implementation through a Test of Design (TOD) and a Test of Effectiveness (TOE).
4. Remediation
   Throughout this stage, several BPMs and RCMs from the First Line require improvement due to deficiencies in the control design based on the CSA results from the First Line and the TOO from the Second Line. The Third Line's role is to re-evaluate the remediation results through the TOD and TOE.
5. Reporting
   Furthermore, the Company will prepare a management assessment report, taking into account the results of the Degree of Deficiency (DOD) calculation and the ICOFR evaluation by the Third Line, referring to the roadmap outlined in the technical guidelines.

ANTI FRAUD STRATEGY

Following the OJK Regulation No. 12 of 2024 concerning the Implementation of Anti-Fraud Strategy (SAF) for Commercial Banks, BTN has a roadmap for developing an Anti-Fraud Strategy (SAF) for the next 3 years (2024-2026), where the preparation of the roadmap is carried out based on the 4 pillars of OJK which are developed in 10 aspects, namely (1) Organization, (2) Strategy & Policy, (3) Procedure and Governance, (4) Process, (5) Fraud Investigation (6) System, (7) Use of Data, (8) Use of Analytics, (9) Digital Channels, (10) Reporting/Training.

The Company has completed the establishment of a dedicated anti-fraud organization, the Fraud Risk Management Department, under the Digital and Operations Risk Management Division (DORD) since February 2024.

Implementation of Fraud Risk Management based on 4 (four) Pillars:

1. Prevention: Anti-fraud awareness through the preparation and socialization of an anti-fraud declaration, an anti-fraud culture program for employees, a fraud awareness program for consumers, vulnerability identification through a fraud risk assessment, and a "know your employees" policy involving collaboration across relevant divisions.
2. Detection: Digital Fraud Monitoring & Detection: Developing rules, models, and monitoring flagged/triggered activities in the FDS (VRM), as well as monitoring reports from the Indonesia Anti-Scam Center (IASC). Non-Digital Fraud: coordination, consolidation, and evaluation of detection results from incidental control testing.

3. Investigation, Reporting, and Sanctions: Monitoring includes prevention, investigation progress status, fraud detection results, investigation results, sanction determination, and recovery.
4. Monitoring, Evaluation and Follow-up: Monitoring of fraud event status through the Fraud event database, imposition of sanctions, completion of action plans, and recovery efforts, evaluation of fraud event reports, Preparation of preventive follow-up actions.

Committees Under The Board of Directors

The Company forms and determines the structure and membership of Committees under the Board of Directors in order to support the implementation of the Board of Directors' duties. These committees play a role in facilitating monitoring and creating effective problem solving and developing aspects deemed strategic by the Company in accordance with applicable regulations. These Committees include:

1. Risk Management Committee → ERMD
2. Integrated Risk Management Committee
3. Asset and Liability Management Committee (ALCO) → TRSD
4. Credit Policy Committee;
5. Credit Committee;
6. Human Capital Committee;
7. Information Technology Steering Committee;
8. Transformation Steering Committee;
9. Business Committee; and
10. Environmental, Social, and Governance (ESG) Committee
11. Capital and Subsidiary Committee

Risk Management Committee

The Risk Management Committee (KOMAR) plays an active role in providing recommendations to the President Director regarding the risks inherent in policies that will be determined by the Board of Directors as well as providing evaluations of provisions that are deemed to be less appropriate with current developments and need to be adjusted. KOMAR is actively involved in assessing the risks inherent in each new product and/or service/activity so that the Company can take the necessary mitigation steps and also evaluate the General Risk Management Policy (KUMR).

The Risk Management Committee is a committee that plays a role in providing recommendations to the President Director to formulate policies, strategies and risk management targets as well as facilities for monitoring and making decisions related to the implementation of the Company's risk management.

RISK MANAGEMENT COMMITTEE WORK GUIDELINES

The work guidelines for the Risk Management Committee refer to Special Policy Number KK.9-D concerning Directors' Governance Procedures. These guidelines regulate, among other things, Committee Responsibilities, Committee Duties and Functions, Committee Authorities, Duties of the Chair, Secretary and Committee Members and Procedures for Conducting Committee Meetings.

DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT COMMITTEE

The Risk Management Committee is responsible for decisions made at the Risk Management Committee Meeting, submitting reports on Significant Decisions made to the Board of Directors Meeting, as well as determining corrective steps regarding matters relating to the implementation of risk management in the Company.

The task of the Risk Management Committee is to evaluate and provide recommendations to the President Director regarding risk management which at least includes:

1. Preparation of Risk Management Policy and its changes, including risk management strategy and contingency plan in case of abnormal external conditions. The preparation is carried out together with the Division/Desk Head of the operational work unit and the Head of the Risk Management & ESG Work Unit and the Head of the Operational and Digital Risk Management Work Unit.
2. Improvements or improvements to the implementation of risk management carried out periodically or incidentally as a result of changes in the Bank's external and internal conditions which affect the Bank's capital adequacy and risk profile as well as the results of evaluations of the effectiveness of such implementation.
3. Making business decisions that deviate from normal procedures (Irregularities), such as decisions to exceed significant business expansion compared to the bank's previously determined business plan or taking risk positions/ exposures that exceed predetermined limits.
4. Monitoring and managing risks.
5. Decision on proposed Bank policies, standards, and procedures.
6. Integrated risk management strategy with capital adequacy.
7. Establish a risk management framework and methodology.

RISK MANAGEMENT COMMITTEE MEMBERSHIP

The Risk Management Committee is regulated in the Policy on Board of Directors' Governance Procedures, chaired by the Director of Risk Management with the majority of members of the Board of Directors in accordance with the Decision of the Board of Directors Meeting No. 123 dated August 25, 2025, with the following composition:

Structure	Position	Voting Rights	Information
Chairman	Director in charge of Risk Management	✓	Permanent member
Directors / SEVP	Director in charge of Finance & Strategy	✓	Permanent member
	Director in charge of Consumer Banking	✓	Permanent member
	Director in charge of Treasury & International Banking	✓	Permanent member
	Director in charge of Human Capital & Compliance	x	Permanent member
	Director in charge of Operations	✓	Permanent member
	Director in charge of Network & Retail Funding	✓	Permanent member
	Director in charge of Information Technology	✓	Permanent member
	Director in charge of Corporate Banking	✓	Non-Permanent member
	Director in charge of Commercial Banking	✓	Non-Permanent member
	SEVP yang membawahi Digital Businss	✓	Non-Permanent member
	SEVP in charge of Assets Management	✓	Non-Permanent member
	SEVP in charge of Credit Risk	✓	Non-Permanent member

Notes:
If the President Director/Vice-President Director attended the Risk Management Committee Meeting, the President Director/Vice-President Director acted for the chairperson and had voting rights.

PROFILE OF RISK MANAGEMENT COMMITTEE MEMBERS

The profiles of the members of the Risk Management Committee, both from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

INDEPENDENCE OF THE RISK MANAGEMENT COMMITTEE

All members of the Risk Management Committee do not have any financial, management, share ownership and/or family relationships with the Board of Commissioners, Board of Directors and/or Controlling Shareholders or relationships with the Company, which may affect their ability to act independently.

TRANSPARENCY OF CONCURRENT POSITIONS OF RISK MANAGEMENT COMMITTEE

Disclosure of transparency of concurrent positions of members of the Risk Management Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

TERM AND PERIOD OF OFFICE OF THE RISK MANAGEMENT COMMITTEE

The term of office and term of office of the Risk Management Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

COMPETENCY TRAINING AND DEVELOPMENT

Training of Risk Management Committee members from the Board of Directors can be seen in the Sub-Chapter on Training and/or Competency Improvement for Members of the Board of Directors in the Corporate Governance Chapter in this Annual Report.

MEETINGS AND IMPLEMENTATION OF DUTIES OF THE RISK MANAGEMENT COMMITTEE IN 2025

The Risk Management Committee meeting policy is regulated in the Risk Management Committee Implementation Guidelines. Based on this Policy, the Risk Management Committee meets at least once every three months. During 2025, the Risk Management Committee carried out its duties and responsibilities by holding 11 (eleven) meetings. The meeting dates and agendas, in accordance with their respective duties and responsibilities, are as follows.

No	Date	Agenda	Quorum
1.	January 2, 2025	Discussion on Portfolio Guidelines for SME & Wholesale Credit and Sharia Financing	100%
2.	January 15, 2025	Discussion on Self-Assessment Results for Conventional and Sharia Business Unit (SBU) Risk Profile Reports for Q4/2024	80%
3.	April 28, 2025	Discussion on Self-Assessment Results for Conventional and Sharia Business Unit (SBU) Risk Profile Reports for Q1/2025	60%
4.	May 19, 2025	Request for Approval of Implementation of Credit Scoring Model (CSM) with External Data	80%
5.	May 27, 2025	Request for Approval of Special Policy on Subsidiary Management	60%
6.	June 24, 2025	Discussion on Bottom-Up Stress Test (BUST) 2025	60%
7.	July 15, 2025	Discussion on Self-Assessment Results for Individual Bank's Soundness Levels for Semester I/2025 and Sharia Business Unit (SBU) Risk Profiles for Q2/2024	100%
8.	July 29, 2025	Discussion on Self-Assessment Results for Consolidated Bank's Soundness Levels for Semester I/2025	100%
9.	October 14, 2025	Discussion on Self-Assessment Results for Individual and Sharia Business Unit (SBU) Risk Profiles for Q3/2025	62,5%
10.	October 21, 2025	Discussion on Policy Updates on Authorization and Fiat Payment in Payment Orders and Policy Updates of Authority to Approve Principles Procurement Permits	66,7%
11.	November 24, 2025	Discussion on the 2026 Recovery Action Plan Report	100%

ANTI-FRAUD SUBCOMMITTEE

The Anti-Fraud Sub-Committee is positioned under the Risk Management Committee and plays an active role in formulating improvements to the fraud risks inherent in each policy, as well as evaluating provisions, systems, and procedures that are deemed not in line with the latest fraud risk developments and require adjustment. The Anti-Fraud Sub-Committee is also actively involved in assessing the potential fraud risks in each product and activity, so that the Company can establish adequate prevention and mitigation measures. In addition, the Anti-Fraud Sub-Committee periodically evaluates the effectiveness of applicable anti-fraud policies and strategies.

The Anti-Fraud Sub-Committee is responsible for formulating anti-fraud policies, strategies, and programs, including strengthening internal control systems, whistleblowing mechanisms, and overseeing the implementation of an anti-fraud culture across all work units. This committee also serves as a monitoring tool and strategic decision-making forum for the Company's anti-fraud program, ensuring the effective and sustainable implementation of good governance principles and fraud risk management.

Anti-Fraud Sub-Committee Work Guidelines

The Anti-Fraud Sub-Committee work guidelines refer to Special Policy Number KK.9-D concerning Governance Procedures for Board of Directors Committees. These guidelines, among other things, regulate the Committee's Responsibilities, Duties and Functions, Committee Authorities, Duties of the Chairperson, Secretary, and Members, and Procedures for Committee Meetings.

Duties and Responsibilities of the Anti-Fraud Sub-Committee

The Anti-Fraud Sub-Committee plays a crucial role in implementing effective anti-fraud management. The authorities and responsibilities of the Anti-Fraud Sub-Committee are as follows:

1. Establishing the fraud risk management framework and methodology.
2. Establishing fraud risk management policies and strategies in accordance with the company's objectives and vision.
3. Establishing fraud risk tolerance limits and ensuring that the risks that occur are within the tolerance limits.
4. Ensuring that strategies and actions are effectively implemented in managing fraud risk.
5. Assessing and evaluating the effectiveness of the implemented fraud risk mitigation process.
6. Recommending changes to fraud risk management policies and strategies based on performance evaluations and changes in the business environment.
7. Approving reports related to the implementation of the Anti-Fraud Strategy to regulators.

The Risk Management Committee's duties include evaluating and providing recommendations to the President Director regarding risk management, which include at least the following:

1. Preparation of Risk Management Policies and their amendments, including risk management strategies and contingency plans in the event of abnormal external conditions. This preparation is carried out in collaboration with the Division/Desk Heads of operational work units, the Head of the Risk Management & ESG Work Unit, and the Head of the Operational and Digital Risk Management Work Unit.
2. Periodic or incidental improvements or refinements to the implementation of risk management as a result of changes in the Company's external and internal conditions that affect the Company's capital adequacy and risk profile, as well as the results of evaluations of the effectiveness of such implementation.
3. Determining business decisions that deviate from normal procedures (irregularities), such as decisions to significantly exceed business expansion compared to the Bank's predetermined business plan or taking risk positions/exposures that exceed established limits.
4. Monitoring and managing risk.
5. Deciding on proposed Company policies, standards, and procedures.
6. Integrated risk management strategies with capital adequacy.
7. Establish a risk management framework and methodology.

Membership Structure of the Anti-Fraud Sub-Committee

The Anti-Fraud Sub-Committee is regulated in Special Policy Number KK.9-D concerning Board of Directors Governance Procedures in accordance with Board of Directors Meeting Decision No. 123 dated August 25, 2025, with the following composition:

Structure	Positions	Voting Rights	Description
Chairman	Director in charge of Risk Management	✓	Permanent Member
Directors / SEVP	Director in charge of Operations*	✓	Permanent Member
	Director in charge of Network & Retail Funding**	✓	Permanent Member
	Director in charge of Information Technology	✓	Permanent Member
	Director in charge of Human Capital & Compliance	X	Permanent Member
	SEVP in charge of Digital Business	✓	Permanent Member
	Director in charge of Finance & Strategy	✓	Non-Permanent Members
	Director in charge of Consumer Banking	✓	Non-Permanent Members
	Director in charge of Treasury & International Banking	✓	Non-Permanent Members
	SEVP in charge of Corporate Banking	✓	Non-Permanent Members
	SEVP in charge of Commercial Banking	✓	Non-Permanent Members
	SEVP in charge of Assets Management	✓	Non-Permanent Members
	SEVP in charge of Credit Risk	✓	Non-Permanent Members

Note:
If the President Director/Deputy President Director attends the Anti-Fraud Subcommittee Meeting, the President Director/Deputy President Director shall act as chair and have voting rights.
*) Alternate Chair I
**) Alternate Chair II

Anti-Fraud Sub-Committee Member Profiles

The profiles of the Anti-Fraud Sub-Committee members, both from the Board of Directors and SEVPs, can be found in the Company Profile chapter, under the Profiles of Directors and Profiles of Officials One Level Below the Board of Directors sections of this Annual Report.

Independence of the Anti-Fraud Sub-Committee

All members of the Anti-Fraud Sub-Committee have no financial, management, share ownership, or family relationships with the Board of Commissioners, Board of Directors, and/or Controlling Shareholders, or any relationship with the Company that could affect their ability to act independently.

Transparency of Concurrent Positions of the Anti-Fraud Sub-Committee

Disclosure of the transparency of concurrent positions of members of the Anti-Fraud Sub-Committee from the Board of Directors can be found in the Corporate Governance chapter in the section on concurrent positions in this Annual Report.

Term of Office and Period of Office of the Anti-Fraud Sub-Committee
The term of office and period of office of the Anti-Fraud Sub-Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Board of Directors and Head of Division of the Company who are members of the committee.

Training and Competency Development
Training for members of the Anti-Fraud Sub-Committee from the Board of Directors can be found in the Training and/or Competency Improvement Sub-Chapter for Members of the Board of Directors in the Corporate Governance chapter of this Annual Report.

Anti-Fraud Sub-Committee Meetings and Implementation of Duties in 2025
The Anti-Fraud Sub-Committee meeting policy is regulated in the Fraud Risk Management Implementation Policy. Based on this policy, Anti-Fraud Sub-Committee meetings are held quarterly. During 2025, the Anti-Fraud Sub-Committee carried out its duties and responsibilities through four meetings. The meeting dates and agendas, in accordance with their respective duties and responsibilities, are as follows:

No	Date	Agenda	Quorum
1	January 13, 2025	Anti-Fraud Strategy Report for the Fourth Quarter of 2024 and Reporting to the Financial Services Authority (OJK)	100%
2	May 19, 2025	Anti-Fraud Strategy Report, Quarter I, 2025	100%
3	July 22, 2025	Anti-Fraud Strategy Report for the Second Quarter of 2025 and Reporting to the Financial Services Authority (OJK)	100%
4	November 3, 2025	Anti-Fraud Strategy Report, Quarter III, 2025	80%

Integrated Risk Management Committee

As a form of active supervision of the implementation of consolidated risk management, the Company established an Integrated Risk Management Committee based on the Decision of the Board of Directors Meeting No. 123 dated August 25, 2025. The Integrated Risk Management Committee consists of the Company's Board of Directors together with the Directors of Subsidiaries. The Committee plays an active role in providing recommendations to the President Director on consolidated risk management, including monitoring, evaluating and making decisions on risk management between the Company and its subsidiaries.

INTEGRATED RISK MANAGEMENT COMMITTEE WORKING GUIDELINES

The working guidelines of the Risk Management Committee refer to Special Policy Number KK.9-D concerning the Governance Procedures of the Board of Directors' Committees. These guidelines, among other things, regulate the Committee's Responsibilities, Duties and Functions, Committee Authorities, Duties of the Chairperson, Secretary, and Members, and Procedures for Committee Meetings.

DUTIES AND RESPONSIBILITIES OF THE INTEGRATED RISK MANAGEMENT COMMITTEE

The Integrated Risk Management Committee is responsible for decisions made at Integrated Risk Management Committee meetings, submitting reports on significant decisions made to Board of Directors meetings, and determining corrective actions regarding the implementation of risk management within the Company Group.

The Integrated Risk Management Committee's duties include evaluating and providing recommendations to the President Director regarding risk management, which include at least the following:

1. Developing an Integrated Risk Management Policy, its guidelines, and guidelines for implementing Integrated Risk Management.
2. Improving or refining the implementation of Integrated Risk Management based on the results of the Integrated Risk Management evaluation.
3. Evaluating the results of the Integrated Risk Profile report review and monitoring the risk level of each risk in an integrated manner.
4. Determining business decisions that deviate from normal procedures (irregularities), such as decisions to significantly exceed business expansion compared to the Bank's previously established business plan or taking risk positions/exposures that exceed established limits.
5. Deciding on proposed new strategic business lines that significantly impact the Financial Conglomerate's risk exposure.

INTEGRATED RISK MANAGEMENT COMMITTEE MEMBERSHIP STRUCTURE

The Integrated Risk Management Committee is regulated in the Policy on Board of Directors' Governance Procedures in accordance with Board of Directors Meeting Decision No. 123 dated August 25, 2025, with the following composition:

Structure	Position	Voting Rights	Information
Chairman	Director in charge of Risk Management	✓	Permanent member
Directors / SEVP	Director in charge of Finance & Strategy	✓	Permanent member
	Director in charge of Human Capital & Compliance	X	Permanent member
	Director in charge of Information Technology	✓	Permanent member
	Director in charge of Treasury & International Banking	✓	Permanent member
	Director of Subsidiary Supervisory Services	✓	Permanent member
	Director in charge of Operations	✓	Non-Permanent Member
	Director in charge of Consumer Banking	X	Non-Permanent Member
	Director in charge of Network & Retail Funding	✓	Non-Permanent Member
	Director in charge of Corporate Banking	✓	Non-Permanent Member
	Director in charge of Commercial Banking	✓	Non-Permanent Member
	SEVP in charge of Digital Business	✓	Non-Permanent Member
	SEVP in charge of Assets Management	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

Notes:
1. If the President Director/Vice President Director attends the Integrated Risk Management Committee meeting, the President Director/Vice President Director shall act as chair and has voting rights.
2. If the Subsidiary's Advisory Director acts as another Permanent Member, the Integrated Risk Management Committee quorum calculation will only include one position.

PROFILE OF INTEGRATED RISK MANAGEMENT COMMITTEE MEMBERS

The profiles of Integrated Risk Management members from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profile of Officials One Level Below Directors section in this Annual Report.

INDEPENDENCE OF THE INTEGRATED RISK MANAGEMENT COMMITTEE

All members do not have any financial, management, share ownership and/ or family relationships with the Board of Commissioners, Board of Directors and/ or Controlling Shareholders or relationships with the Company, which may affect their ability to act independently.

TRANSPARENCY OF CONCURRENT POSITION OF INTEGRATED RISK MANAGEMENT COMMITTEE

Disclosure of transparency of concurrent positions of Integrated Risk Management members from the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

TERM AND PERIOD OF OFFICE OF THE INTEGRATED RISK MANAGEMENT COMMITTEE

The term of office and period of office of the Integrated Risk Management Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Board of Directors and Head of Division of the Company who are members of the committee.

COMPETENCY TRAINING AND DEVELOPMENT

Training for Integrated Risk Management members from the Board of Directors can be seen in the Sub-Chapter on Training and/or Competency Improvement for Board of Directors Members in the Corporate Governance Chapter in this Annual Report.

MEETINGS AND IMPLEMENTATION OF THE INTEGRATED RISK MANAGEMENT COMMITTEE DUTIES IN 2025

The Integrated Risk Management Committee's meeting policy is regulated in the Integrated Risk Management Committee Implementation Guidelines. Based on this policy, meetings are held once every three months. The Integrated Risk Management Committee has carried out its duties and responsibilities by holding one meeting. The meeting dates and agendas, in accordance with its duties and responsibilities, are as follows:

No	Date	Meeting Agenda	Quorum
1.	October 29, 2025	Discussion on the Consolidated Risk Profile Self-Assessment Results for Q3/2025	60%

Assets and Liabilities Committee

The Asset and Liability Committee or hereinafter referred to as ALCO was formed by the Board of Directors with the aim of assisting the Board of Directors in formulating policies, compiling and establishing market risk management strategies as well as facilities for monitoring and making decisions regarding the implementation of the Company's Asset Liability Management (ALM) to maximize profitability and maintain the structure of the Company's balance sheet.

WORK GUIDELINES FOR THE ASSET AND LIABILITIES COMMITTEE

ALCO work guidelines refer to Special Policy No. KK.9-D concerning Governance Procedures for the Board of Directors Committee. This Special Policy regulates, among other things, matters that serve as guidelines for Company officials in carrying out their duties and functions as a Board of Directors Committee and the implementation of Board of Directors Committee Meetings, one of which is the Assets and Liabilities Committee (ALCO), including:

1. Functions and Structure of the Asset and Liability Committee.
2. Responsibilities, Duties, and Functions of the Asset and Liability Committee.
3. Procedures for Holding Meetings of the Asset and Liability Committee.
4. Minutes of Meetings and Follow-up of the Asset and Liability Committee.
5. Supporting Group of the Asset and Liability Committee.

DUTIES AND RESPONSIBILITIES OF THE ASSET AND LIABILITIES COMMITTEE

Responsibility

1. The Assets and Liabilities Committee is responsible for evaluating, developing and establishing liquidity management strategies, so that the Company can fulfill maturing obligations from cash flow funding sources and/or from high quality liquid assets that can be pledged as collateral, without disrupting the Company's activities and financial condition.
2. The Assets and Liabilities Committee is responsible for determining and evaluating the Company's asset and liability position in accordance with the objectives of managing liquidity risk, interest rate risk and exchange rate risk.
3. The Assets and Liabilities Committee is responsible for determining and evaluating the pricing of the Company's assets and liabilities, to ensure that the prices can optimize the results of investment, minimize the cost of funds, and maintain the Company's balance sheet structure in accordance with the Company's ALMA strategy.
4. The Assets and Liabilities Committee is responsible for determining and evaluating the implementation and results related to the management of the Bank's assets and liabilities, which at least includes: liquidity management; gap management (maturity and repricing risks); foreign exchange management; income and investment management.
5. The Assets and Liabilities Committee is responsible for evaluating, developing and establishing ALIVA Bank management strategies every 6 (six) months.

Task

1. The duties and functions of the Assets and Liabilities Committee include the following:
   a. Manage liquidity management strategies, market risk management strategies, credit risk management strategies, and Bank asset and liability management strategies in order to meet the Company's liquidity needs.
   b. Minimize idle funds.
   c. Maximizing Bank profitability and maintaining the Bank's balance sheet structure.
2. The duties and functions of the Asset and Liability Committee related to the Asset and Liability Committee Meeting or ALCO Meeting include the following:
   a. Decide on all issues discussed in the Asset and Liability Committee Meeting agenda in accordance with their duties and responsibilities.
   b. Request the relevant Work Unit to implement and follow up on the results of the Asset and Liability Committee Meeting.
   c. Request the relevant Work Units to report on the implementation of the results of the decisions of the Asset and Liability Committee Meetings periodically, the implementation of which is carried out by the Management Unit in charge of Compliance.
3. The duties and functions of the Asset and Liability Committee can also decide that the Bank is in a liquidity crisis condition in accordance with the provisions of the Contingency Funding Plan (CFP).
   a. Declares that the Company is in a liquidity crisis condition based on the Liquidity Crisis Management Committee (LCMC) Recommendations and states that the liquidity crisis has been successfully resolved.
   b. Activate the Contingency Funding Plan (CFP) when a liquidity crisis occurs and deactivate it again when the liquidity crisis has been resolved.
   c. activate the Contingency Funding Plan Command Center (CFPCC) when a liquidity crisis occurs and deactivate it again when the liquidity crisis has been resolved.

MEMBERSHIP STRUCTURE OF THE ASSET AND LIABILITIES COMMITTEE

The Assets and Liabilities Committee is regulated in the Policy on Board of Directors Governance Procedures in accordance with Board of Directors Meeting Resolution No. 123 dated August 25, 2025, with the following composition:

Structure	Position	Voting Rights	Information
Chairman	President Director	✓	(Chairman) Permanent member
Directors / SEVP	Vice President Director*)	✓	Permanent member
	Director in charge of Treasury & International Banking	✓	Permanent member
	Director in charge of Finance & Strategy	✓	Permanent member
	Director in charge of Risk Management	✓	Permanent member
	Director in charge of Consumer Banking	✓	Permanent member
	Director in charge of Commercial Banking	✓	Permanent member
	Director in charge of Corporate Banking	✓	Permanent member
	Director in charge of Network & Retail Funding	✓	Permanent member
	Director in charge of Human Capital & Compliance	X	Permanent member
	SEVP in charge of Digital Business	✓	Permanent member
	SEVP in charge of Asset Management	✓	Permanent member
	Director in charge of Information Technology	✓	Non-Permanent Member
	Director in charge of Operations	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

*) Alternate Chairman 1

PROFILE OF ASSETS AND LIABILITIES COMMITTEE MEMBERS

The profiles of ALCO members from the Company's Board of Directors and SEVP can be seen in the Company Profile Chapter in the Directors' Profiles and Officers' Profiles one level below the Directors in this Annual Report.

INDEPENDENCE OF THE ASSET AND LIABILITIES COMMITTEE

All ALCO members have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

TRANSPARENCY OF THE CONCURRENT POSITION OF THE ASSET AND LIABILITIES COMMITTEE

Disclosure of transparency of Concurrent Position of ALCO members from the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

TERM AND PERIOD OF OFFICE OF THE ASSET AND LIABILITIES COMMITTEE

The term of office and term of office of ALCO, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

TRAINING AND COMPETENCY DEVELOPMENT

Training for ALCO members from the Board of Directors can be seen in the Training and/or Competency Improvement Subchapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

MEETINGS AND IMPLEMENTATION OF THE DUTIES OF THE ASSET AND LIABILITY COMMITTEE IN 2025

ALCO meeting policies are regulated in KK.9-D of the Board of Directors Committee Governance Procedures. Based on this Policy, ALCO Committee meetings are held at least once every three months, but if deemed necessary, the Committee Chair may hold meetings at any time. During 2025, ALCO has carried out its duties and responsibilities through holding 14 (fourteen) meetings. The meeting dates and agendas according to their duties and responsibilities are as follows:

No	Date	Meeting Agenda	Quorum
1	January 15, 2025	- Evaluation of TPF Counter Deposit Interest Rates - Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo	84,6%
2	February 3, 2025	- Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo	100%
3	February 18, 2025	- Evaluation of TPF Counter Deposit Interest Rates - Evaluation of TPF Special Deposit Interest Rates	100%
4	March 19, 2025	- Liquidity Strategy Throughout Nyepi and Eid al-Fitr	83,3%
5	April 22, 2025	- Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo	71,4%
6	May 27, 2025	- Evaluation of TPF Counter Deposit Interest Rates - Evaluation of TPF Special Deposit Interest Rates - Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo	71,4%
7	June 17, 2025	- Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo - Evaluation of Commercial Loan Interest Rates	71,4%
8	July 22, 2025	- Evaluation of TPF Special Deposit Interest Rates - Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo	100%
9	September 03, 2025	- Evaluation of TPF Counter Deposit Interest Rates - Evaluation of TPF Special Deposit Interest Rates - Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo	100%
10	September 15, 2025	- Evaluation of TPF Special Fund Interest Rates - Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo - Commercial Loan Interest Rates	100%
11	September 23, 2025	- Evaluation of TPF Special Deposit Interest Rates - Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo	100%
12	October 23, 2025	- Evaluation of TPF Commercial Loan Interest Rates - Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo - Evaluation of Commercial Loan Interest Rates	100%
13	November 25, 2025	- Evaluation of Interest Rates of Non-Subsidized Consumer Loan Promo - Evaluation of Commercial Loan Interest Rates	90,9%
14	December 17, 2025	- Liquidity Strategy end of 2025 - TPF and Loan Strategy for 2026	63,6%

CREDIT OR FINANCING POLICY COMMITTEE

The Credit or Financing Policy Committee is a committee that plays a role in formulating policies, supervising policy implementation, monitoring the development and condition of the credit portfolio and providing direction for improvement steps in the credit sector.

WORK GUIDELINES FOR THE CREDIT OR FINANCING POLICY COMMITTEE

The work guidelines for the Credit or financing Policy Committee refer to Special Policy No. KK.9-D concerning the Governance Procedures of the Board of Directors Committee, with the following contents:

1. Function and Structure
2. Responsibilities, Duties, Functions, and Authorities
3. Provisions for Meetings and Minutes of the Board of Directors Committee Meetings

DUTIES AND RESPONSIBILITIES OF THE CREDIT OR FINANCING POLICY COMMITTEE

The responsibilities of the Credit or financing Policy Committee are as follows:
1. The Credit or Financing Policy Committee is responsible for the decisions made during the Committee's meetings.
2. The Credit or Financing Policy Committee is responsible for submitting reports on significant decisions made to the Board of Directors' meeting and providing a copy to the Board of Commissioners at least once a year.

The duties and functions of the Credit and Financing Policy Committee are as follows:
1. Providing input to the Board of Directors in preparing the Bank's Credit Policy, particularly related to the formulation of prudential principles in credit or financing.
2. Supervising the consistent and proper implementation of the Bank's Credit Policy and formulating solutions to overcome obstacles or challenges in its application. Additionally, the Credit or Financing Policy Committee conducts periodic reviews of the Credit Policy and provides recommendations to the Board of Directors if changes or improvements are necessary.
3. Monitor and evaluate:
   a. Development and quality of the overall credit or financing portfolio.
   b. Correct implementation of authority to decide on credit or financing.
   c. Correctness of the process of granting, development and quality of credit or financing provided to parties related to the Company and certain large debtors.
   d. Correct implementation of LLL provisions.
   e. Compliance with statutory provisions and other regulations in the implementation of providing credit or financing.
   f. Settlement of problem loans in accordance with those stipulated in the KPB.
   g. The Company's efforts to meet the adequacy of the amount of credit or financing write-offs.
4. Making decisions on proposed regulations related to credit.

MEMBERSHIP STRUCTURE OF THE CREDIT OR FINANCING POLICY COMMITTEE

The structure and membership of the Credit or Financing Policy Committee refer to Special Policy No. KK.9-D concerning the Governance Procedures of the Board of Directors Committee in accordance with the Decision of the Board of Directors Meeting No. 123 dated August 25, 2025, with the following structure and membership:

Structure	Position	Voting Rights	Information
Chairman	President Director	✓	Permanent member
Directors/ SEVP	Vice President Director *)	✓	Permanent member
	Director in charge of Risk Management**)	✓	Permanent member
	Director in charge of Commercial Banking	✓	Permanent member
	Director in charge of Consumer Banking	✓	Permanent member
	Director in charge of Corporate Banking	✓	Permanent member
	Director in charge of Treasury & International Banking	✓	Permanent member
	Director in charge of Finance & Strategy	✓	Permanent member
	Director in charge of Operations	✓	Permanent member
	Director in charge of Human Capital & Compliance	X	Permanent member
	SEVP in charge of Credit Risk	✓	Permanent member

Structure	Position	Voting Rights	Information
	Director in charge of Information Technology	✓	Non-Permanent Member
	SEVP in charge of Digital Business	✓	Non-Permanent Member
	SEVP in charge of Assets Management	✓	Non-Permanent Member
	Director in charge of Network & Retail Funding	✓	Non-Permanent Member

*) Substitute Chairman I
**) Substitute Chairman I

PROFILE OF MEMBERS OF THE CREDIT OR FINANCING POLICY COMMITTEE

The profiles of members of the Credit or Financing Policy Committee, both from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

INDEPENDENCE OF THE COMMITTEE COMMITTEE ON CREDIT OR FINANCING POLICY

All members of the Credit or Financing Policy Committee do not have financial, management, share ownership and/ or family relationships with the Board of Commissioners, Directors and/ or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

TRANSPARENCY OF THE CONCURRENT POSITIONS OF THE CREDIT OR FINANCING POLICY COMMITTEE

Disclosure of the transparency of concurrent positions of members of the Credit or Financing Policy Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

TERM OF OFFICE AND PERIOD OF OFFICE OF THE CREDIT OR FINANCING POLICY COMMITTEE

The term of office and term of office of the Credit or Financing Policy Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

TRAINING AND COMPETENCE DEVELOPMENT OR FINANCING

Training for members of the Credit or Financing Policy Committee from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-Chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

MEETINGS AND IMPLEMENTATION OF DUTIES OF THE CREDIT OR FINANCING POLICY COMMITTEE IN 2025

The Credit or Financing Policy Committee meetings are held at least once every three months. During 2025, the Credit Policy Committee carried out its duties and responsibilities through five meetings. The dates of the meetings and their agendas, in accordance with their duties and responsibilities, are as follows:

No	Date	Agenda	Quorum
1	February 03, 2025	Discussion on the Initial Special Policy on Collection Management and Credit Settlement for the Consumer Segment	91,7%
2	March 11, 2025	1. Proposed Special Policy on Consumer Credit Distribution Through the Asset Purchase Scheme 2. Proposed Authority to Decide on Penalty Relief/Elimination for Early Repayment and Proposed Authority to Decide on Penalty Relief/Elimination, Interest, and Fines for Buyback Guarantees	60%

No	Date	Agenda	Quorum
3	July 01, 2025	Proposed Special Policy on Foreign Exchange Proceeds from Export Financing	60%
4	October 07, 2025	Proposed Special Policy on Housing Program Loan Products	60%
5	October 15, 2025	1. Proposed Credit Facilities >90% of the Bank's Legal Lending Limit may only be granted for credit facilities guaranteed by the Government of the Republic of Indonesia and supporting Government Programs 2. The authority to decide on credit facilities, as referred to in point 1 above, is the authority of the A1 Credit Committee, attended by all Divisions.	80%

Credit Committee

The Credit Committee is a committee that plays a role in providing decisions on granting credit (new credit or credit restructuring) in accordance with the highest authority based on the Credit Decision Authority Limit (BMPK).

CREDIT COMMITTEE WORK GUIDELINES

The work of the Credit Committee refers to Special Policy (KK).9-D, with the following contents:
- Function and Structure
- Responsibilities, Tasks, Functions, Authorities
- Meeting Provisions and Minutes of the Board of Directors's Committee Meetings
- Membership of the Credit Committee Meetings

DUTIES AND RESPONSIBILITIES OF THE CREDIT COMMITTEE

The duties and responsibilities of the Credit Committee are as follows:
1. To make decisions on the approval or rejection of credit or financing applications according to specific authorities established by the Board of Directors.
2. To be responsible for carrying out tasks related to the granting, modification of facilities, and/or restructuring of credit or financing under its authority limits.
3. To reject requests and/or influence from parties with an interest in the credit or financing applicant for the approval of credit or financing that is purely formal.
4. To coordinate with the Asset & Liabilities Committee (ALCO) on aspects of credit/ financing funding as well as credit/financing rates.

CREDIT COMMITTEE MEMBERSHIP STRUCTURE

The Credit Committee in the Policy on the Governance Procedures of the Board of Directors in accordance with the Decision of the Board of Directors Meeting No. 123 dated August 25, 2025, with the following composition:

1. The types and levels of the Credit Committee based on their authority are divided into the following categories:

No	Committee Type	Committee Level	Work Unit
1	Commitee A	A1	Board of Directors
		A2	
		A3	
		A4W	
2	Commitee B	B	Headquarters
3	Commitee C	C1	Regional Office
		C2	Commercial Banking Center (CBC)
4	Commitee D	D1	Branch Office/Sharia Branch Office
		D2	
		D3	

2. The Credit Committee at the Board of Directors level is divided into 4 (four) levels with a minimum quorum of Permanent Members present as follows:

Committee	Business	Risk Function	Independent Function
Committee A1	4 people	4 people	1 people
Committee A2	3 people	3 people	1 people
Committee A3	2 people	2 people	1 people
Committee A4	1 people	1 people	1 people

3. Permanent Membership in the Credit Committee at the Board of Directors level is divided into 3 (three) functions and the voting rights attached to each function are as follows:

Risk Function		Business Functions	
Position	**Voting Rights**	**Position**	**Voting Rights**
President Director	✓	Vice President Director	✓
Director in charge of Risk Management	✓	Director in charge of Consumer Banking	✓
Director in charge of Finance & Strategy	✓	Director in charge of Corporate Banking	✓
Director in charge of Information Technology	✓	Director in charge of Network & Retail Funding	✓
SEVP in charge of Operations	✓	Director in charge of Commercial Banking	✓
SEVP in charge of Credit Risk	✓	Director in charge of Treasury & International Banking	✓
SEVP in charge of Asset Management	✓	SEVP in charge of Digital Business	✓
Independent Function			**Voting Rights**
Director in charge of Human Capital & Compliance			X

Non-Permanent Membership in the Credit Committee at the Board of Directors level is regulated by the following provisions:

No	Non-Permanent Members	Voting Rights
1	Head/Deputy Head of the Commercial Credit Business Unit or Official Holding RKK Authority	X
2	Head of the Corporate Credit Business Unit or Official Holding RKK Authority	X
3	Head of the SME Credit Business Unit or Official Holding RKK Authority	X
4	Head of the Sharia Business Unit or Official Holding RKK Authority	X
5	Head of the Commercial Asset Management Business Unit or Official Holding RKK Authority	X
6	Head of the Financial Institutions and Capital Markets Business Unit or Official Holding RKK Authority	X
7	Head/Deputy Head of the Commercial Credit Risk Business Unit or Official Holding RKK Authority	X
8	Head of the Commercial Credit Business Unit at the Commercial Banking Center	X

No	Non-Permanent Members	Voting Rights
9	Head of the Commercial Credit Risk Business Unit at the Commercial Banking Center	X
10	Head of the Legal Business Unit or Official Holding RKK Authority	X
11	Head of the Compliance Business Unit or Official Holding RKK Authority	X
12	Head of the Internal Audit Unit or Official Holding RKK Authority	X

4. Membership in the Credit Committee other than at the Board of Directors level is regulated by provisions according to each level as follows:
   A. Credit Committee B
   - Permanent member

Risk Function		Business Functions	
Position	Voting Rights	Position	Voting Rights
Head/Deputy Head of the Commer-cial Credit Risk Working Unit or Offi-cal Holder of the Wholesale Credit Risk Authority (RKK)	✓	Head/Deputy Head of the Wholesale Credit Business Unit or Official Holding RKK Authority	✓
		Head of the Corporate Credit Business Unit or Official Holding RKK Authority	✓
		Head of the SME Credit Business Unit or Official Holding RKK Authority;	✓
		Head of the Commercial Financing Business Unit or Official Holding RKK Authority	✓
		Head of the Commercial Asset Management Business Unit or Official Holding RKK Authority	✓
		Head of the Financial Institutions and Capital Markets Business Unit or Official Holding RKK Authority	✓

   - Non-Permanent Members

No	Non-permanent Member	Voting Rights
1	Head of Commercial Credit Business Unit	X
2	Head of Corporate Credit Business Unit	X
3	Head of SME Credit Business Unit	X
4	Head of Sharia Business Unit	X
5	Head of Financial Institutions and Capital Markets Business Unit	X
6	Head of Commercial Asset Management Business Unit	X
7	Head of Commercial Credit Business Unit at the Commercial Banking Center	X
8	Head of Wholesale Credit Risk Business Unit	X
9	Head of Commercial Credit Risk Business Unit at the Commercial Banking Center	X
10	Head of Legal Business Unit or Authorized Officer	X
11	Head of Compliance Business Unit or Authorized Officer	X

B. Credit Committee C1

- Permanent member

Risk Function		Business Functions	
Position	Voting Rights	Position	Voting Rights
Head of Wholesale Credit Risk Work Unit at the Regional Office	✓	Head of Regional Office	✓
		Head of the Commercial Asset Settlement Work Unit at the Regional Office	✓

- Non-Permanent Members

No	Non-Permanent Members	Voting Rights
1	Deputy Head of Regional Office	X
2	Head of the SME Credit Work Unit at the Regional Office	X
3	Head of Commercial Credit Work Unit at the Commercial Banking Center	X
4	Head of the Wholesale Credit Risk Work Unit at the Commercial Banking Center	X
5	Commercial Credit Risk Analyst at Regional Office **)	X
6	Legal Checklist *)	X
7	Compliance Checklist *)	X

C. Credit Committee C2

- Permanent member

Risk Function		Business Functions	
Position	Voting Rights	Position	Voting Rights
Head of Commercial Credit Work Unit at the Commercial Banking Center	✓	Head of the Commercial redit Risk Work Unit at the Commercial Banking Center	✓

- Non-Permanent Members

No	Non-Permanent Members	Voting Rights
1	Commercial Credit Work Unit Manager at the Commercial Banking Center	X
2	Commercial Credit Risk Work Unit Manager at the Commercial Banking Center	X
3	Legal Checklist *)	X
4	Compliance Checklist *)	X

D. D.Credit Committee D

- Permanent member

Risk Function		Business Functions	
Position	Voting Rights	Position	Voting Rights
Head of SME Credit/ Financing Risk Work Unit at Branch Offices/Sharia Branch Offices	✓	Branch Head or Head of Sharia Branch	✓

- Non-Permanent Members

No	Non-Permanent Members	Voting Rights
1	Head of SME Credit Work Unit at Branch OfficeSME at Branch Office	X
2	Head of Commercial Financing Work Unit at the Sharia Branch Office	X
3	SME Credit/Financing Risk Analyst at Branch Offices/Sharia Branch Offices	X
4	Legal Checklist *)	X
5	Compliance Checklist *)	X

PROFILE OF CREDIT COMMITTEE MEMBERS

The profiles of Credit Committee members from both the Board of Directors and SEVP of the Company can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

INDEPENDENCE OF THE CREDIT COMMITTEE

All members of the Credit Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

TRANSPARENCY OF CONCURRENT POSITIONS OF THE CREDIT COMMITTEE

Disclosure of the transparency of concurrent positions of members of the Credit Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

TERM OF OFFICE AND PERIOD OF OFFICE OF THE CREDIT COMMITTEE

The term of office and term of office of the Credit Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

TRAINING AND COMPETENCY DEVELOPMENT

Training for Credit Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

MEETINGS AND IMPLEMENTATION OF CREDIT COMMITTEE TASKS IN 2025

Meeting Policy

1. The composition of the Credit/Financing Committee consists of business functions and risk functions. This division of two (2) functions aims to establish a system of checks and balances between the business unit as the initiator and the credit risk unit as the risk mitigation unit.
2. Decision-making by the Credit/Financing Committee is conducted through joint meetings called the Credit Committee Meeting (RKK).
3. Credit/Financing Committee meetings must reach decisions through deliberation and consensus. If consensus cannot be achieved, decisions must be made by voting, requiring more than half ½ of the members with voting rights to agree. There is no escalation of credit or financing decisions to a higher authority if consensus is not reached.
4. Before the Credit/Financing Committee Meeting (RKK), a pre-meeting (Pre-RKK) is conducted to coordinate and discuss credit applications, facility changes, or credit/financing restructuring by the relevant work units.
5. Every Decision from the Credit or Financing Committee must be recorded, documented, and signed by the Permanent and Non-Permanent Members of the Credit Committee.

Meeting Implementation

The organization of the Credit Committee is proposed by the Proposing Division, in this case the Commercial Credit Business Division and the Commercial Credit Risk Division. During 2025, the Credit Committee carried out its duties and responsibilities through a total of 3,041 meetings at various levels, with the details as follows:

No	Credit Committee Level	Number of Meetings	Quorum
1	Credit Committee A	147	100%
2	Credit Committee B	164	100%
3	Credit Committee C1	128	100%
4	Credit Committee C2	501	100%
5	Credit Committee D	2.101	100%

HUMAN CAPITAL COMMITTEE

The Human Capital Committee is a committee that plays a role in improving the quality of Human Capital policies by adhering to the principles of good governance and enhancing the quality of human capital management to support the Company's business strategy.

HUMAN CAPITAL COMMITTEE WORK GUIDELINES

The work guidelines of the Human Capital Committee refer to the Special Policy KK.9 – D on the Procedures for the Governance of the Board of Directors' Committee, with the following content:

1. Function and Structure
2. Responsibilities, Duties, Functions, and Authority
3. Meeting Regulations and Minutes of the Board of Directors Committee Meetings.

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL COMMITTEE

The duties and responsibilities of the Human Capital Committee are to assist the President Director with matters relating to, among other things and at least include:

1. Recommend strategies, policies and human capital management systems that are in line with the Company's Business Plan.
2. Has the authority to make decisions regarding the implementation of management in the personnel sector.
3. Responsible for recommending policy proposals which will then be decided through the mechanism of the
4. Board of Directors Meeting. Decide on proposed Bank policies, standards and procedures related to human capital.
5. Has the authority to make decisions other than points 1 – 4 above if given a mandate by the Board of Directors Meeting.
6. If necessary, coordinate with the Remuneration and Nomination Committee in reviewing the Human Capital Management system/policy.
7. The Human Capital Committee at the Headquarters is responsible for reporting significant decisions to the Board of Directors' Meeting at least once a year.

MEMBERSHIP STRUCTURE OF THE HUMAN CAPITAL COMMITTEE

The Human Capital Committee is regulated in the Policy on Board of Directors' Governance Procedures in accordance with Board of Directors Meeting Decision No. 123 dated August 25, 2025, with the following composition:

Structure	Position	Voting Rights	Information
Chairman	President Director	✓	Permanent member
Member	Vice President Director*)	✓	Permanent member
	Director in charge of Human Capital & Compliance	✓	Permanent member
	Director in charge of Risk Management	✓	Permanent member
	Director in charge of Network & Retail Funding	✓	Permanent member
	Director in charge of Finance & Strategy	✓	Permanent member
	Director in charge of Information Technology	✓	Permanent member
	Director in charge of Consumer Banking	✓	Permanent member
	Director in charge of Corporate Banking	✓	Permanent member
	Director in charge of Commercial Banking	✓	Permanent member
	Director in charge of Operations	✓	Permanent member
	Director in charge of Treasury & International Banking	✓	Permanent member
	SEVP in charge of Digital Business	✓	Permanent member
	SEVP in charge of Assets Management	✓	Permanent member
	SEVP in charge of Credit Risk	✓	Permanent member

Note:
*) Substitute Chairperson I

PROFILE OF MEMBERS OF THE HUMAN CAPITAL COMMITTEE

The profiles of members of the Human Capital Committee, both those from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

INDEPENDENCE OF THE HUMAN CAPITAL COMMITTEE

All members of the Human Capital Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/ or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

TRANSPARENCY OF CONCURRENT POSITIONS OF THE HUMAN CAPITAL COMMITTEE

Disclosure of transparency of concurrent positions of members of the Human Capital Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

TERM OF OFFICE AND PERIOD OF OFFICE OF THE HUMAN CAPITAL COMMITTEE

The term of office and term of office of the Human Capital Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

TRAINING AND COMPETENCY DEVELOPMENT

Training for Human Capital Committee members from the Board of Directors can be seen in the Training and/ or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

MEETINGS AND IMPLEMENTATION OF DUTIES OF THE HUMAN CAPITAL COMMITTEE IN 2025

The Human Capital Committee meeting policy is conducted at least once every three months. During 2025, the Human Capital Committee has carried out its duties and responsibilities through 26 (twenty-six) meetings. The dates of the meetings and the agendas in accordance with its duties and responsibilities are as follows:

No	Date	Meeting Agenda	Quorum
1	January 20, 2025	Discussion on Talent Mobility for Structural Officials	100%
2	January 30, 2025	Discussion on Transfers and Rotations for Structural Officials	100%
3	February 18, 2025	Filling SEVP and Structural Official Positions	100%
4	February 24, 2025	Discussion on BTN's Nominated Talent for 2025	100%
5	March 4, 2025	Discussion on Talent Mobility & Structural Position Filling	100%
6	March 6, 2025	Discussion on Talent Mobility for Branch Manager Positions	100%
7	March 18, 2025	1) Proposed Performance Rating Distribution Table for the 2024 Fiscal Year Performance Assessment 2) Proposed Increase in Authority for the Assessment Committee	100%
8	April 10, 2025	Discussion on the Employee Prosperity Program for 2024 Fiscal Year	100%
9	April 21, 2025	Presentation of BTN's 2024 Employee Engagement Survey (EES) Results	100%
10	April 21, 2025	1) Proposed Individual Performance Assessment for Division Heads, Deputy Division Heads, Regional Heads, Deputy Regional Heads, Conventional and Sharia Branch Heads for 2024 Fiscal Year, and Talent Mobility Measurement. 2) Proposed Employee Prosperity Program (Annual Bonus) for 2024 Fiscal Year.	100%
11	April 21, 2025	Discussion on Talent Mobility in Affiliated Companies	100%

No	Date	Meeting Agenda	Quorum
12	May 23, 2025	Discussion on Talent Mobility & Structural Position Fulfillment	100%
13	June 16, 2025	Discussion of the 2025-2029 Human Capital Long-Term Development Plan	100%
14	June 26, 2025	Discussion on Talent Mobility for Branch Managers	100%
15	June 30, 2025	Improvement of the 2025 Salary Increase Mechanism and Allowances for Business Unit Leadership Positions	100%
16	June 30, 2025	Discussion on Talent Mobility for Regional Office Officials	100%
17	July 8, 2025	Discussion on Talent Mobility for Sharia Business Unit Officials	100%
18	July 22, 2025	Discussion on Talent Mobility for Structural Officials	100%
19	August 8, 2025	Discussion on Talent Mobility for Structural Officials	100%
20	August 20, 2025	Discussion of the Culture Roadmap 2025-2029	100%
21	August 27, 2025	Discussion on Talent Mobility for Structural Officials	100%
22	August 27, 2025	Discussion on Talent Mobility for Structural Officials	100%
23	August 27, 2025	Discussion of the Proposed Establishment and Remuneration of SEVP	100%
24	September 2, 2025	Discussion on Talent Mobility for Structural Officials	100%
25	September 2, 2025	Proposed Remuneration for Subsidiary Management	100%
26	September 9, 2025	Discussion on Talent Mobility for Structural Positions & Assignments	100%
27	September 16, 2025	Discussion on Talent Mobility for L1 Structural Officials	100%
28	September 17, 2025	Discussion on Talent Mobility for Branch Managers	100%
29	October 27, 2025	Discussion on Talent Mobility for Structural Officials	100%
30	December 23, 2025	Discussion on Talent Mobility for Structural Officials	100%

Information Technology Steering Committee

In accordance with Financial Services Authority Regulation Number 11/POJK.03/2022 concerning the Implementation of Information Technology by Commercial Banks, Companies are required to have an Information Technology Steering Committee. To support this, there needs to be provisions governing the Information Technology Steering Committee. In this regard, the Board of Directors considers it necessary to regulate provisions regarding the Information Technology Steering Committee in the form of Special Policy Number KK.9-D concerning Governance Procedures for the Board of Directors Committee.

INFORMATION TECHNOLOGY STEERING COMMITTEE WORK GUIDELINES

The working guidelines for the Information Technology Steering Committee refer to the Company's internal provisions, specifically the Special Policy Number KK.9-D regarding the Governance Procedure of the Board of Directors Committee.

DUTIES AND RESPONSIBILITIES OF THE INFORMATION TECHNOLOGY STEERING COMMITTEE

The responsibilities of the Information Technology Steering Committee are as follows:

1. The Information Technology Steering Committee is responsible for the recommendations agreed upon in the Information Technology Steering Committee meetings.
2. The Information Technology Steering Committee is responsible for reporting significant decisions made to the Board of Directors meetings.
3. The committee is responsible for establishing corrective measures concerning issues related to the implementation of risk management in BTN..

The tasks and functions of the Information Technology Steering Committee include providing recommendations to the Board of Directors on the following:

1. Ensuring that the Information Technology Strategic Plan is aligned and in line with the Company's strategic business plan, as outlined in the Long-Term Plan (RJP). In providing recommendations, the Information Technology Steering Committee must consider efficiency and effectiveness, as well as the following factors:

a. A roadmap to achieve Information Technology needs that support the Company's business strategy. The roadmap consists of the current state, the desired future state, and the steps to be taken to achieve the desired state.
b. The resources needed;
c. The benefits to be obtained when the RSTI is implemented, and
d. Potential obstacles that may arise during the implementation of the RSTI.

2. Deciding on proposals regarding policies, standards, and procedures related to Information Technology within the Bank.
3. Ensuring the implementation of the Information Technology Strategic Plan (RSTI) as outlined in the Company's Work and Budget Plan (RKAP).
4. Evaluating, directing, and monitoring the implementation of Information Technology operations.
5. Monitoring the prioritization of IT APEX and IT OPEX for the development of Information Technology based on the RSTI.
6. Having the authority to make decisions on prioritization and reallocation of IT CAPEX, IT OPEX, and IT Plans by considering the following aspects:
   a. Alignment between the Information Technology development plan and the RSTI; and
   b. Alignment between the implementation of Information Technology development and the agreed-upon Information Technology Development Plan portfolio list.
7. Evaluating the cost-effectiveness of IT investments concerning the planned benefits.
8. Monitoring Information Technology performance and efforts to improve its performance.
9. Addressing issues related to Information Technology that cannot be resolved effectively, efficiently, and on time by the Users and Information Technology Providers.
10. The sufficiency and allocation of resources within the Company.
11. The effectiveness of measures to minimize risks regarding the company's investment in Information Technology to ensure that these investments contribute to achieving the Company's business goals.
12. Strategies and corrective actions concerning the implementation or risk management related to Information Technology, Digital, and Cyber aspects in the Company.

MEMBERSHIP STRUCTURE OF THE INFORMATION TECHNOLOGY STEERING COMMITTEE

The structure and membership of the Information Technology Steering Committee (KPTI) refer to Special Policy No. KK.9-D concerning the Governance Procedures of the Board of Directors Committee in accordance with the Decision of the Board of Directors Meeting No. 123 dated August 25, 2025, with the following structure and membership:

Structure	Position	Voting Rights	Information
Chairman	President Director	✓	Permanent member
Anggota	Vice President Director*)	✓	Permanent member
	Director in charge of Information Technology	✓	Permanent member
	Director in charge of Risk Management	✓	Permanent member
	Director in charge of Finance & Strategy	✓	Permanent member
	Director in charge of Human Capital & Compliance	X	Permanent member
	Director in charge of Operations	✓	Permanent member
	SEVP in charge of Digital Business	✓	Permanent member
	Director in charge of Treasury & International Banking	✓	Non-Permanent Member
	Director in charge of Corporate Banking	✓	Non-Permanent Member
	Director in charge of Commercial Banking	✓	Non-Permanent Member
	Director in charge of Consumer Banking	✓	Non-Permanent Member
	Director in charge of Network & Retail Funding	✓	Non-Permanent Member
	SEVP in charge of Assets Management	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

*) Vice President Director as Substitute Chairman I.

PROFILE OF TECHNOLOGY STEERING COMMITTEE MEMBERSINFORMATION

The profiles of members of the Information Technology Steering Committee, both from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

INDEPENDENCE OF THE TECHNOLOGY STEERING COMMITTEE INFORMATION

All members of the Information Technology Steering Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/ or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

TRANSPARENCY OF CONCURRENT POSITIONS OF INFORMATION TECHNOLOGY STEERING COMMITTEE

Disclosure of transparency of concurrent positions of members of the Information Technology Steering Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

TERM AND PERIOD OF OFFICE OF THE INFORMATION TECHNOLOGY STEERING COMMITTEE

The term of office and term of office of the Information Technology Steering Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

TRAINING AND COMPETENCY DEVELOPMENT

Training for Information Technology Steering Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

MEETING AND IMPLEMENTATION OF DUTIES OF THE INFOMATION TECHNOLOGY STEERING COMMITTEE IN 2025

The implementation of the Information Technology Steering Committee (ITSC) meetings is carried out at least 4 (four) times during the current year. If deemed necessary, the ITSC meetings can be held at any time upon a written request from permanent members of the Information Technology Steering Committee (ITSC). During 2025, the ITSC has carried out its duties and responsibilities through 4 (four) meetings. The dates of the meetings and the meeting agendas according to their duties and responsibilities are as follows:

No	Date	Meeting Agenda	Quorum
1	January 30, 2025	• 2025 Initiative Plan. • Core banking system modernization.	100%
2	June 24, 2025	• Project update: New Branch Delivery System NEXA, modernization of the core banking system and tech refreshment of the IBM Power 10 core banking server. • 2025 Initiative Plan. • Update on IT, Digital, and Cyber Risk Management.	100%
3	September 16, 2025	• RSTI Progress Update and Priority Projects. • IT Strategic Plan 2025–2029 of Sharia Commercial Bank.	100%
4	December 16, 2025	1. RSTI 2025-2029 • Review of RSTI 2025-2029 in 2025. • Adjustments of RSTI 2025-2029. • Digital Maturity Assessment for Banks (DMAB) 2025 Maturity Reporting • Adjustments of IT Organization. 2. 2025 Initiative Update • *NEXA* Branch Delivery System *Modernization Progress.* • Sharia Commercial Bank ODI Technology Readiness.	100%

TRANSFORMATION STEERING COMMITTEE

The function of the Transformation Steering Committee is to assist the Board of Directors in determining priorities and deciding on the implementation of Transformation initiatives in accordance with the Company's business strategy in the fields of Human Capital, Organization & Governance, Risk Management and Compliance (GRC); information Technology, Digital and Network; Commercial Banking & Business Process, Consumer Banking & Sharia; Partnership & Project Management.

TRANSFORMATION STEERING COMMITTEE WORK GUIDELINES

The Transformation Steering Committee's work guidelines refer to Special Policy No. KK.9-D concerning Governance Procedures for the Board of Directors Committee. These guidelines regulate the followings:

1. Functions and Structure
2. Responsibilities, Duties, Functions, and Authorities
3. Provisions for Meetings and Minutes of Meetings of the Board of Directors Committee.

MEMBERSHIP STRUCTURE OF THE TRANSFORMATION STEERING COMMITTEE

The Transformation Steering Committee is regulated in the Policy on Board of Directors' Governance Procedures in accordance with Board of Directors Meeting Decision No. 123 dated August 25, 2025, with the following composition:

Transformation Steering Committee is linked to the Human Capital Organization & GRC

Structure and Membership of the Transformation Steering Committee related to Human Capital, Organization, and GRC are regulated as follow:

Structure	Position	Voting Rights	Permanent Member/ Non Member
Chairman	*Director in charge of Transformation and Risk Management*	✓	Permanent member
Member	Director in charge of Human Capital & Compliance	✓	Permanent member
	Director in charge of Network & Retail Funding	✓	Permanent member
	Director in charge of Operations	✓	Non-Permanent Member
	Director in charge of Treasury & International Banking	✓	Non-Permanent Member
	Director in charge of Consumer Banking	✓	Non-Permanent Member
	Director in charge of Corporate Banking	✓	Non-Permanent Member
	Director in charge of Commercial Banking	✓	Non-Permanent Member
	Director in charge of Finance & Strategy	✓	Non-Permanent Member
	Director in charge of Information Technology	✓	Non-Permanent Member
	SEVP in charge of Digital Business	✓	Non-Permanent Member
	SEVP in charge of Asset Management	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

Transformation Steering Committee regarding IT, Digital & Network

The structure and membership of the Transformation Steering Committee related to IT, Digital & Network are regulated as follows:

Structure	Position	Voting Rights	Permanent Member/ Non Member
Chairman	Director in charge of Transformation and Risk Management	✓	Permanent member
Member	Director in charge of Information Technology	✓	Permanent member
	Director in charge of Network & Retail Funding	✓	Permanent member
	SEVP in charge of Digital Business	✓	Permanent member
	Director in charge of Human Capital & Compliance	X	Non-Permanent Member
	Director in charge of Operations	✓	Non-Permanent Member
	Director in charge of Treasury & International Banking	✓	Non-Permanent Member
	Director in charge of Consumer Banking	✓	Non-Permanent Member
	Director in charge of Corporate Banking	✓	Non-Permanent Member
	Director in charge of Commercial Banking	✓	Non-Permanent Member
	Director in charge of Finance & Strategy	✓	Non-Permanent Member
	SEVP in charge of Asset Management	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

Transformation Steering Committee related to Business Process Improvement

The structure and membership of the Transformation Steering Committee related to Business Process Improvement (BPI) are regulated as follows:

Structure	Position	Voting Rights	Permanent Member/ Non Member
Chairman	Director in charge of Transformation and Risk Management	✓	Permanent member
Member	Director in charge of Operations	✓	Permanent member
	Director in charge of Network & Retail Funding	✓	Permanent member
	Director in charge of Information Technology	✓	Permanent member
	Director in charge of Consumer Banking	✓	Non-Permanent Member
	Director in charge of Commercial Banking	✓	Non-Permanent Member
	Director in charge of Corporate Banking	✓	Non-Permanent Member
	Director in charge of Human Capital & Compliance	X	Non-Permanent Member
	Director in charge of Treasury & International Banking	✓	Non-Permanent Member
	Director in charge of Finance & Strategy	✓	Non-Permanent Member
	SEVP in charge of Digital Business	✓	Non-Permanent Member
	SEVP in charge of Asset Management	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

Transformation Steering Committee related to Partnership & Project Management

The structure and membership of the Transformation Steering Committee related to Partnership & Project Management are regulated as follows:

Structure	Position	Voting Rights	Permanent Member/ Non Member
Chairman	Director in charge of Transformation and Risk Management	✓	Permanent member
Member	Director in charge of Finance & Strategy	✓	Permanent member
	Director in charge of Human Capital & Compliance	X	Permanent member
	Director in charge of Operations	✓	Non-Permanent Member
	Director in charge of Treasury & International Banking	✓	Non-Permanent Member
	Director in charge of Consumer Banking	✓	Non-Permanent Member
	Director in charge of Network & Retail Funding	✓	Non-Permanent Member
	Director in charge of Corporate Banking	✓	Non-Permanent Member
	Director in charge of Commercial Banking	✓	Non-Permanent Member
	Director in charge of Information Technology	✓	Non-Permanent Member
	SEVP in charge of Digital Business	✓	Non-Permanent Member
	SEVP in charge of Asset Management	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

DUTIES AND RESPONSIBILITIES OF THE TRANSFORMATION STEERING COMMITTEE

1. Responsibilities of the Transformation Steering Committee
   a. The Transformation Steering Committee is responsible for decisions made during the Transformation Steering Committee meetings and Board of Directors meetings.
   b. The Transformation Steering Committee is responsible for submitting reports on Significant Decisions made to the Board of Directors at least once a year.
   c. Establish improvement measures regarding matters related to transformation and report them to the Board of Directors.
2. Duties and Functions of the Transformation Steering Committee
   a. Determine prioritization and decide on the implementation of the Transformation Initiative in line with the Bank's Business Strategy, in the following areas:
      — Human Capital, Organization & Governance, Risk Management and Compliance (GRC).
      — Information Technology (IT), Digital & Network.
      — Business Process Improvement
      — Partnership & Project Management.
   b. Decide policies related to the implementation of Transformation Initiatives.
   c. Propose policies related to Transformation Initiatives to be decided upon in Board of Directors meetings if necessary.
   d. Monitor the implementation of Transformation Initiatives decided by the Transformation Steering Committee and report to the Board of Directors as a basis for follow-up decisions on Transformation Initiatives.
   e. Decision-making authority within the Transformation Steering Committee is adjusted to the regulations and policies applicable to each area of discussion.

PROFILE OF TRANSFORMATION STEERING COMMITTEE MEMBERS

The profiles of the members of the Transformation Steering Committee, both those from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

INDEPENDENCE OF THE TRANSFORMATION STEERING COMMITTEE

All members of the Transformation Steering Committee have no financial, management, share ownership and/ or family relationships with the Board of Commissioners, Directors and/ or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

TRANSPARENCY OF CONCURRENT POSITIONS OF THE TRANSFORMATION STEERING COMMITTEE

Disclosure of transparency of concurrent positions of members of the Transformation Steering Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

TERM AND PERIOD OF OFFICE OF THE TRANSFORMATION STEERING COMMITTEE

The term of office and term of office of the Transformation Steering Committee, both from the Board of Directors and SEVP of the Company, follows the terms of office of the Directors and Heads of Divisions of the Company who are members of the committee.

TRAINING AND COMPETENCY DEVELOPMENT

Training for Transformation Steering Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

MEETINGS AND IMPLEMENTATION OF TASKS OF THE TRANSFORMATION STEERING COMMITTEE IN 2025

In accordance with Special Policy No. KK.9-D regarding the Governance Procedures of the Board of Directors Committee, the Transformation Steering Committee meetings must be held at least 2 (two) times during the current year. During 2025, the Transformation Steering Committee carried out its duties and responsibilities through a total of 25 (twenty-five) meetings. The dates and agendas of the meetings, in line with their duties and responsibilities, are as follows:

No.	Date	Meeting Agenda	Quorum
1	June 23, 2025	Steering Committee of Central Sales Management (CSM) Project	100%
2	July 09, 2025	Transformation Committee of Corporate Plan Initiative Priority 2	100%
3	July 16, 2025	Transformation Committee of Corporate Plan Initiative Priority 2	100%
4	September 26, 2025	For Changes in Organizational Structure	100%
5	November 12, 2025	Steering Committee for Changes in Organizational Structure	100%

Business Committee

The Business Committee is a committee that plays a role in formulating, deciding upon, supervising, and monitoring the implementation of business policies and strategies, monitoring business developments, and providing recommendations for corrective measures related to the Bank's business activities.

BUSINESS COMMITTEE WORK GUIDELINES

The Business Committee's work Guidelines refer to Special Policy No. KK.9-D, regarding the Governance Procedures of the Board Committees.

DUTIES AND RESPONSIBILITIES OF THE BUSINESS COMMITTEE

1. The Business Committee is responsible for decisions made at Business Committee Meetings and Board of Directors Meetings.

2. The Business Committee is responsible for submitting reports on Significant Decisions made to the Board of Directors Meeting at least once a year.
3. Determine corrective steps regarding matters related to Bank Product development and report to the Board of Directors.

BUSINESS MEMBERSHIP STRUCTURE

The Business Committee is regulated in the Policy on Board of Directors' Governance Procedures in accordance with Board of Directors Meeting Decision No. 123 dated August 25, 2025, with the following composition:

Structure	Position	Voting Rights	Description
Chairman (concurrently permanent member	Vice President Director	✓	(Chairman) Permanent Member
Directors / SEVP	Director in charge of Network & Retail Funding*	✓	Permanent member
	Director in charge of Consumer Banking	✓	Permanent member
	Director in charge of Risk Management	✓	Permanent member
	Director in charge of Information Technology	✓	Permanent member
	Director in charge of Operations	✓	Permanent member
	Director in charge of Treasury & International Banking	✓	Permanent member
	Director in charge of Commercial Banking	✓	Permanent member
	Director in charge of Human Capital & Compliance	X	Permanent member
	Director in charge of Corporate Banking	✓	Permanent member
	SEVP in charge of Digital Business	✓	Permanent member
	Director in charge of Finance & Strategy	✓	Non-Permanent Member
	SEVP in charge of Asset Management	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

Note :
a. If the President Director attends a Business Committee meeting, he/she acts as chairman and has voting rights.
b. *Alternate Chairman I

PROFILE OF BUSINESS COMMITTEE MEMBERS

The profiles of Business Committee members from both the Board of Directors and SEVP of the Company can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

INDEPENDENCE OF THE BUSINESS COMMITTEE

All members of the Business Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

TRANSPARENCY OF CONCURRENT POSITIONS OF THE BUSINESS COMMITTEE

Disclosure of transparency of concurrent positions of members of the Business Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the dual positions section of this Annual Report.

TERM OF OFFICE AND PERIOD OF OFFICE OF THE BUSINESS COMMITTEE

The term of office and term of office of the Business Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

TRAINING AND COMPETENCY DEVELOPMENT

Training for Business Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

IMPLEMENTATION OF TASKS OF THE BUSINESS COMMITTEE IN 2025

In accordance with Special Policy No. KK.9-D concerning the Governance Procedures of the Board of Directors Committee, the Business Committee Meeting shall be held at least once every three months. During 2025, the Business Committee has carried out its duties and responsibilities through 5 (five) meetings. The meeting dates and agendas according to the duties and responsibilities carried out are as follows:

No.	Date	Meeting Agenda	Quorum
1	July 1, 2025	Business Financing for Small and Medium Enterprises	83,33%
2	July 15, 2025	BTN Private	66,67%
3	September 9, 2025	New BTN Credit Card Product	72,73%
4	September 9, 2025	Changes to Personal Loan Insurance Features & Terms	72,73%
5	October 21, 2025	New Fund Management Contract Product	63,64%

Environmental, Social and Governance Committee

The ESG Committee plays an active role in providing recommendations to the President Director regarding the management of business practices focused on sustainable development performance (SDG). Additionally, the ESG Committee is actively involved in identifying, measuring, monitoring, and evaluating ESG initiatives embedded in every new product and/ or service/activity, so the Company can take the necessary steps in alignment with the Sustainable Development Goals (SDGs), which include:

1. Management of products and services that support the transition process to a low-carbon economy while maintaining social balance by providing equal access to capital (Sustainable Finance).
2. Management of climate change risks and their impacts on ecosystem capacity (Climate Change and Ecosystems).
3. Management of impacts on individuals, communities, and society at large (People and Community).

WORK GUIDELINES OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE

The work guidelines of the Environmental, Social, and Governance (ESG) Committee refer to Special Policy No. KK.9-D, regarding the Governance Procedures of the Board Committees.

DUTIES AND RESPONSIBILITIES OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE

1. Responsibilities of the ESG Committee
   a. The ESG Committee is responsible for decisions made at ESG Committee meetings and Board of Directors meetings.
   b. The ESG Committee is responsible for submitting a report on significant decisions made to the Board of Directors meeting at least once in a year.
   c. The ESG Committee is responsible for establishing corrective measures related to ESG and CSR programs, including Community Development, Micro and Small Enterprise Funding (PUMK), the Sustainable Finance Action Plan, and business activities within the framework of the Bank's responsibility to the public for the business risks posed by the Company, and reporting these to the Board of Directors.

2. Duties and Functions of the ESG Committee
   a. Making decisions on the Company's strategies that impact the environment, society, and community within the ESG Program and Roadmap.
   b. Monitoring the implementation of the Company's ESG Strategy and Roadmap.
   c. Providing information to Company Management on all ESG-related issues, including legislation, government programs, international developments, future business trends, and climate change.
   d. Monitoring, evaluating, and providing recommendations on the results of ESG reports, Investor Concern, or other third parties regarding ESG implementation.
   e. Making decisions related to:
      - Objectives and implementation guidelines of the TJSL Program.
      - Mapping and Development of the TJSL Program TJSL.
      - Evaluation of the TJSL Program implementation.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE MEMBERSHIP STRUCTURE

The Environmental, Social and Governance Committee is regulated in the Policy on Board of Directors' Governance Procedures in accordance with Board of Directors Meeting Decision No. 123 dated August 25, 2025, with the following composition:

Structure	Position	Voting Rights	Description
Chairman	President Director	✓	Permanent member
Directors / SEVP	Vice President Director *)	✓	Permanent member
	Director in charge of Risk Management**)	✓	Permanent member
	Director in charge of Finance & Strategy	✓	Permanent member
	Director in charge of Information Technology	✓	Permanent member
	Director in charge of Human Capital & Compliance	X	Permanent member
	Director in charge of Operations	✓	Permanent member
	Director in charge of Treasury & International Banking	✓	Permanent member
	Director in charge of Consumer Banking	✓	Non-Permanent Member
	Director in charge of Network & Retail Funding	✓	Non-Permanent Member
	Director in charge of Corporate Banking	✓	Non-Permanent Member
	Director in charge of Commercial Banking	✓	Non-Permanent Member
	SEVP in charge of Digital Business	✓	Non-Permanent Member
	SEVP in charge of Asset Management	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

*) Alternate Chairman I
**) Alternate Chairman II

PROFILE OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE MEMBERS

The profiles of members of the Environmental, Social and Governance (ESG) Committee, both those from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officers One Level Below Directors section in this Annual Report.

INDEPENDENCE OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE

All members of the Environmental, Social and Governance (ESG) Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

TRANSPARENCY OF CONCURRENT POSITIONS OF THE COMMITTEE ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Disclosure of transparency of concurrent positions of members of the Environmental, Social and Governance (ESG) Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the dual positions section of this Annual Report.

TERM OF OFFICE AND PERIOD OF OFFICE OF THE COMMITTEE ENVIRONMENTAL, SOCIAL AND GOVERNANCE

The term of office and period of office of the Environmental, Social and Governance (ESG) Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

TRAINING AND COMPETENCY DEVELOPMENT

Training for Environmental, Social and Governance (ESG) Committee members from the Board of Directors can be seen in the Training and/ or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

IMPLEMENTATION OF THE DUTIES OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE IN 2025

The meeting policy of the Environmental, Social, and Governance Committee is regulated in the Board of Directors' Committee Governance Procedure. Based on this policy, the Environmental, Social, and Governance Committee meetings are held at least 2 (two) times per year. During 2025, the Environmental, Social, and Governance Committee has carried out its duties and responsibilities through the implementation of 2 (two) meetings. The dates of the meetings and their agendas in accordance with their duties and responsibilities are as follows.

No.	Date	Meeting Agenda	Quorum
1	July 15, 2025	Analysis of Portfolio Guideline Adjustments for Specific Sectors	100%
2	November 25, 2025	Approval of the 2026 Sustainable Finance Action Plan	75%

Capital and Subsidiary Committee

Capital and Subsidiary Committee is a committee that plays a role in decision-making regarding corporate actions, capital participation, selection of investment partners, review of existing investments, and other investment activities for the benefit of the Company. The Capital and Subsidiary Committee was established based on the Board of Directors Meeting Resolution No. 123 dated August 25, 2025.

CAPITAL AND SUBSIDIARY COMMITTEE WORK GUIDELINES

The Capital and Subsidiary Committee work guidelines referred to Special Policy No. KK.9-D regarding the Board of Commissioners Committee Governance Procedures.

CAPITAL AND SUBSIDIARY COMMITTEE WORK GUIDELINES

1. Responsibilities of the Capital and Subsidiary Committee
   a. The Capital and Subsidiary Committee is responsible for decisions made at Capital and Subsidiary Committee meetings and Board of Directors meetings.
   b. The Capital and Subsidiary Committee is responsible for submitting a report to the Board of Directors every 1 (once) year.
2. Duties and Functions of the Capital and Subsidiary Committee
   a. Related to Company investment activities and Corporate Action
      - Discussing, recommending, and determining investment strategies, corporate action plans and optimal capital structure planning.

- Discussing, recommending, and approving investment plans, capital participation, and releasing of capital participation/divestment according to authority.

b. Regarding the management of subsidiaries
   - Reviewing the proposed corporate actions of Subsidiaries and the realization of the Subsidiary's RJPP, RKAP, and RBB.
   - Discussing, recommending, and providing feedback on reports submitted by subsidiaries, such as Compliance Reports and appointment of external auditors.
   - Discussing, recommending, and making decisions on proposed subsidiaries related to business development and investment.

c. Regarding investment in Venture Funds
   - Discussing, recommending, and establishing investment plans in venture funds.
   - Discussing, recommending, and approving the selection of Venture Capital Companies (PMV).
   - Discussing, recommending, and approving the implementation of the purchase and sale of Venture Fund Participation Units.
   - Discussing, reviewing, and recommending investment optimization.

CAPITAL AND SUBSIDIARY COMMITTEE MEMBERSHIP STRUCTURE

The Capital and Subsidiary Committee is regulated in the Policy on Board of Directors' Governance Procedures in accordance with Board of Directors Meeting Decision No. 123 dated August 25, 2025, with the following composition:

Structure	Position	Voting Rights	Description
Chairman	President Director	✓	Permanent member
Member	Vice President Director*	✓	Permanent member
	Director in charge of Human Capital & Compliance	X	Permanent member
	Director in charge of Finance & Strategy	✓	Permanent member
	Director in charge of Risk Management	✓	Permanent member
	Director in charge of Network & Retail Funding	✓	Permanent member
	Director in charge of Treasury & Interational Banking	✓	Permanent member
	Director of Subsidiary Supervision	✓	Permanent member
	Director in charge of Operations	✓	Non-Permanent Member
	Director in charge of Information Technology	✓	Non-Permanent Member
	Director in charge of Consumer Banking	✓	Non-Permanent Member
	Director in charge of Corporate Banking	✓	Non-Permanent Member
	Director in charge of Commercial Banking	✓	Non-Permanent Member
	SEVP in charge of Business Digital	✓	Non-Permanent Member
	SEVP in charge of Assets Management	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

*) Alternate Chairperson I
**) Alternate Chairperson II

PROFILE OF CAPITAL AND SUBSIDIARY COMMITTEE MEMBERS

The Capital and Subsidiary Committee's member profile , both from the Board of Directors and SEVPs of the Company, can be seen in the Company Profile Chapter in the Profile of the Board of Directors and Profile of Officials One Level Below the Board of Directors section in this Annual Report.

INDEPENDENCE OF CAPITAL AND SUBSIDIARY COMMITTEE

Members of the Capital and Subsidiary Committee does not have any financial, management, share ownership and/or family relationship with the Board of Commissioners, Directors and/or Controlling Shareholders or relationship with the Company, which may affect the ability to act independently.

TRANSPARENCY OF CONCURRENT POSITIONS OF THE CAPITAL AND SUBSIDIARY COMMITTEE

Transparency disclosure of concurrent positions held by members of the Capital and Subsidiary Committee who are members of the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

TERM OF OFFICE AND PERIOD OF OFFICE OF THE CAPITAL AND SUBSIDIARY COMMITTEE

The term of office and service of the Capital and Subsidiary Committee , whether from the Board of Directors or SEVP of the Company, follow the term of office of the Board of Directors and Head of Division of the Company, who were members of the committee.

TRAINING AND COMPETENCY DEVELOPMENT OF CAPITAL AND SUBSIDIAL COMMITTEE

Training for members of the Capital and Subsidiary Committee who come from the Board of Directors can be seen in the Sub-Chapter on Training and/or Competency Improvement for Members of the Board of Directors in the Corporate Governance Chapter in this Annual Report.

IMPLEMENTATION OF THE CAPITAL AND SUBSIDIAL COMMITTEE'S DUTIES IN 2025

The meeting policy of the Capital and Subsidiary Committee is regulated in the Board of Directors Committee Governance Procedure. According to this policy, the Capital and Subsidiary Committee meetings are held at least once every three months. During 2025, the Capital and Subsidiary Committee carried out its duties and responsibilities by holding one meeting. The date of the meeting and its agenda in accordance with its duties and responsibilities are as follows.

No	Date	Agenda	Quorum
1.	November 25, 2025	Approval of the Annual Work Plan and Corporate Budget of PT Bank Syariah Nasional	100%

Implementation of Governance in Providing Remuneration for Commercial Banks

Remuneration and Nomination Committee

Regarding the remuneration aspect, the Remuneration and Nomination Committee has the duty and responsibility to evaluate remuneration policies based on performance, risk, fairness with peer groups, targets and long-term strategies of the Company, fulfillment of reserves as regulated in statutory regulations and income potential company in the future. The description regarding the names of members, composition, duties and responsibilities as well as the number of Committee meetings has been presented in the Remuneration and Nomination Committee Sub-Chapter in the Corporate Governance Chapter of this Annual Report.

Based on a copy of the Financial Services Authority Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies Article 10 paragraphs 2 and 3, the Company provides a 2025 remuneration package to members of the Remuneration and Nomination Committee other than members of the Board of Commissioners and an executive officer (ex officio) in the following table:

No	Name	Position	Total Remuneration
1	Moch. Amin Nurdin	Remuneration & Nomination Committee	741,837,178
2	Nurhayati Saadah	Remuneration & Nomination Committee	221,201,817

Remuneration Policy Preparation Process

As part of the implementation of Good Corporate Governance (GCG), the company ensures that the remuneration policy is formulated based on the principles of transparency, accountability, responsibility, independence, and fairness.

In 2024, the company issued new provisions to refine the previous remuneration policy, namely Special Policy (KK) No. 3-B on Remuneration. This policy is designed to ensure that the compensation and benefits system remains competitive and aligned with the developments in the banking industry and applicable regulations.

As part of the Human Capital management strategy, the remuneration policy is designed to provide fair and competitive rewards to employees based on factors such as performance achievements, position, competence, and labor market conditions. The implementation of this policy aims to increase motivation, retain top talent, and drive employee productivity to support sustainable business growth.

The remuneration policy is designed to support good corporate governance by applying the principle of alignment between performance, risk, and reward, ensuring that compensation given to employees does not encourage excessive risk-taking. This is in line with prudential banking practices, where risk management is carried out in a measured way to maintain financial health and the company's sustainability.

Additionally, in its formulation, the remuneration policy considers fairness and competitiveness by benchmarking remuneration practices in the banking industry and taking into account employees' contributions to the company's performance achievements. Through this policy, the company is committed to creating a competitive and highly competitive work environment, while continuing to prioritize compliance with applicable regulations and GCG principles.

Remuneration Policy Coverage and Implementation Per Business Unit, per Region and In Subsidiary Companies or Branch Offices Located Abroad

The Company's remuneration policy has taken into consideration the geographical areas of the Head Office, Regional Offices and Branch Offices concerned. The Company has a policy of providing regional allowances for certain areas in accordance with the Board of Directors' decision as stipulated in KK 3-B 2023 concerning Remuneration and implemented as stipulated.

Remuneration is Linked to Risk

In determining the risks associated with variable remuneration, the Company pays attention to the risks that are most influential in business activities as the main risks referring to regulatory provisions governing the implementation of risk management for commercial banks. Remuneration that is linked to performance and risk includes bonuses or other equivalent forms.

Performance Measurement Linked to Remuneration

1. **Remuneration Policy is linked to performance assessment**
   The Company has a policy regarding the Performance Management System which stipulates that salary increases based on pay for performance are regulated in separate provisions regarding the Basic Salary Policy.

2. **Method that links individual remuneration with company performance, work unit performance and individual performance The policy in the Company's Performance**
   Management System regulates performance target assessments which include work targets including company work targets (SKP), unit work targets (SKU) and individual work targets (SKI). Assessment of work targets is carried out by comparing the realization of work target achievements with the respective work targets. The Company's Performance Management System Policy also regulates the assessment of corporate cultural competence and leadership competence for subordinate employee.
3. **The method used by the Company to state that the agreed performance cannot be achieved so that adjustments to remuneration and the amount of remuneration adjustments need to be made if such conditions occur.**
   The Company implements a remuneration adjustment method related to performance achievement through an annual base salary increase policy determined by the previous year's Performance Management System score and a comparison. In this case, a comparison can be defined as a percentage value calculated based on the position of a Permanent Employee's base salary relative to the midpoint of the base salary range for the position held by the Permanent Employee. To retain qualified employees, the Company provides bonuses as a form of remuneration directly linked to employee performance assessments, as reflected in the Individual Performance Evaluation (IPE).

Remuneration Adjustments Linked to Performance and Risk

The company can postpone the payment of deferred variable remuneration (Malus) or withdraw variable remuneration that has been paid (Clawback) to officials who are classified as Material Risk Takers (MRT), by considering several factors, including:

1. The amount of loss or damage to the Company's reputation.
2. Involvement of the employee concerned directly or indirectly regarding the actions or transactions carried out.

Parties who become Material Risk Takers at least meet the following criteria:

1. Directors and/or other employees who, due to their duties and responsibilities, make decisions that have a significant impact on the Company's risk profile or.
2. Directors, Board of Commissioners and/or employees who receive variable remuneration with a large value.

The period for deferring variable remuneration to Material Risk Takers (MRT) is at least 3 (three) years, with the deferred percentage set at 10% to 30% of the variable remuneration received where the determination of the deferred percentage is determined by the Board of Directors.

The implementation of Malus will be imposed on Officials who are classified as Material Risk Takers with the following conditions and/or criteria:

1. Causing significant damage to the Company's reputation or having a negative impact on the Company's finances and the Company's business opportunities.
2. Causing significant financial losses to the Company.
3. Committing fraud, unethical behavior, and/or falsifying records.
4. Causing material risks or providing false financial statements.
5. Deliberately violating the Company's regulatory policies and procedures.
6. Causing significant losses to related work units due to not implementing good risk management.
7. Causing a significant negative impact on the Company's capital that is not caused by changes in the economic or industrial climate.
8. Intentionally disclose the Company's confidential information to external parties.
9. Carrying out actions that could cause employees to be terminated from the Company.

Name of External Consultant and Consultant Duties Related to Remuneration Policy

Bank BTN collaborates with Willis Towers Watson who is tasked with carrying out benchmarking and/or Salary Surveys in accordance with company requests regarding remuneration policies.

Remuneration and Facilities Packages Received By The Board of Directors and Board of Commissioners

The remuneration and facilities received by the Board of Directors and Board of Commissioners in 1 (one) year include the remuneration structure and details of nominal amounts, as in the table below:

Types of Remuneration and Other Facilities	Board of Commissioners		Directors	
	People	IDR Million	People	IDR Million
Remuneration				
Honorarium/Salary	15[1])	13,665	17[2])	49,431
Routine allowance (Tj. PPh21)	15[1])	7,824	17[2])	21,657
Holiday allowance	15[1])	1,651	17[2])	3,831
Tantiem	-	-	-	-
Total Remuneration (a)		23,140		74,919
Post-Service Insurance	15[1])	3,142	17[2])	9,514
Housing Benefit	15[1])	-	17[2])	3,909
Transportation Allowance	15[1])	2,704	17[2])	-
Communications Allowance	15[1])	-	17[2])	651
Total Other Facilities (b)		5,846		14,074
Total Received (a) + (b)		28,986		88,993

1) Including 9 (nine) members of the Board of Commissioners who will no longer serve as of March 26, 2025.
2) Including 5 (five) members of the Board of Directors who will begin serving as of March 26, 2025.

Remuneration for the Board of Commissioners and Directors in one year is grouped into the following income level ranges:

Amount of Remuneration	Number of Board of Commissioners		Number of Directors	
	2025	2024	2025	2024
Above IDR2 billion	15[1])	9	17[2])	11
Above IDR1 billion - IDR2 billion				
Above IDR500 million - IDR1 billion				
IDR500 million and below				

1) Including 9 (nine) members of the Board of Commissioners who will no longer serve as of March 26, 2025.
2) Including 5 (five) members of the Board of Directors who will begin serving as of March 26, 2025.

Variable Remuneration

Provisions related to remuneration are regulated in Special Policy KK.3-B on Remuneration and Special Policy KK.3-D on the Income of the Board of Directors, Board of Commissioners, and Board of Commissioners' Organs. Variable Remuneration is provided in the form of cash and shares or share-based instruments issued by the Company. In determining the risks associated with Variable Remuneration, the company considers the most influential risks in business activities as key risks, referring to regulatory provisions governing the implementation of risk management for commercial banks.

Number of Directors, Board of Commissioners and Employees Receiving Variable Remuneration for 1 (One) Year

Number of Directors, Board of Commissioners and Employees who receive Variable Remuneration for 1 (one) year and the total nominal amount.

Amount received											
Directors				Board of Commissioners				Officer[2]			
People		IDR Million		People		IDR Million		People		IDR Million	
2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
17[2]	10	105,378	103.433	15[1]	8[3]	30,262	40.925	12,848	12.114	334,840	607.874

1) Including 9 (nine) members of the Board of Commissioners who will no longer serve as of March 26, 2025.
2) Including 5 (five) members of the Board of Directors who will begin serving as of March 26, 2025.

Position and Number of Parties Who are Material Risk Takers

In determining employees identified as Material Risk Takers (MRT), the Company takes a qualitative approach. Positions classified as MRT are as follows:

1. President Director and all members of the Board of Directors for implementation from year 1 to year 3.
2. Main Director, all members of the Board of Directors, Heads of Business Divisions, Heads of Regional offices, and Heads of Branches for implementation in the 4th year and thereafter.
3. The Board of Directors determines the position of head of the Business Division classified as MRT when the policy is implemented.

No.	Position	Number of Parties that Become MRT
1	President Director	1
2	Vice President Director	1
3	Director	15[2]
4	President Commissioner	2[1]
5	Vice President Commissioner	2[1]
6	Member of the Board of Commissioners	11[1]

1) Including 9 (nine) members of the Board of Commissioners who will no longer serve as of March 26, 2025.
2) Including 5 (five) members of the Board of Directors who will begin serving as of March 26, 2025.

Shares Options held by Directors, Board of Commissioners and Executive Officers

The Company has a share ownership program by management or the Management Stock Option Program (MSOP) and by employees or the Employee Stock Option Program (ESOP) as part of appreciation for management and all employees. The policy of granting share options at the Extraordinary General Meeting of Shareholders (EGMS) held on October 6, 2009 approved the issuance of new shares in the Company's savings a maximum of 30% or a maximum of 2,723,142,857 (two billion seven hundred twenty three million one hundred forty two thousand eight hundred fifty seven rupiah) shares of the total shares that have been issued and fully paid up after the issuance of new shares so that the ownership of the Republic of Indonesia becomes at least 70% or 6,354,000,000 (six billion three hundred and fifty four million rupiah) shares of all shares that have been issued and fully paid up after issuance of new shares.

The issuance of new shares in the savings in question is offered to the public through an Initial Public Offering (IPO) which includes the allotment of shares to Management and Employees or Management and Employee Stock Allocation (MESA) as well as the granting of option rights to Management and Employees or Management and Employee Stock Options Plan (MESOP).

Disclosure of Shares Option Stages 1, 2, 3 Directors, Commissioners and Executive Officers of the Bank as of December 31, 2025.

No	Name and Positions	Number of Shares Owned (Shares)	Number of Options		Option Price (IDR)	Time period
			Provided (Shares)	Which Has Been Executed (Shares)		
Board of Commissioners						
1	Suryo Utomo	-	-	-	-	-
2	Dwi Ary Purnomo	-	-	-	-	-
3	Panangian Simanungkalit	-	-	-	-	-
4	Pietra Machreza Paloh	-	-	-	-	-
5	Ida Nuryanti	-	-	-	-	-
6	Fahri Hamzah	-	-	-	-	-
Directors						
1	Nixon L.P. Napitupulu	-	-	-	-	-
2	Oni Febriarto Rahardjo	-	-	-	-	-
3	I Nyoman Sugiri Yasa	-	-	-	-	-
4	Rully Setiawan	-	-	-	-	-
5	Setiyo Wibowo	-	-	-	-	-
6	Elisabeth Novie Riswanti	-	56.000	56.000	1.098,36	Feb 2013-Ags 2016
7	Hirwandi Gafar	-	47.500	47.500	1.098,36	Feb 2013-Ags 2016
8	Nofry Rony Poetra	-	61.500	61.500	1.098,36	Feb 2013-Ags 2016
9	Eko Waluyo	-	44.500	44.500	1.098,36	Feb 2013-Ags 2016
10	Hermita	-	-	-	-	-

No	Name and Positions	Number of Shares Owned (Shares)	Number of Options		Option Price (IDR)	Time period
			Provided (Shares)	Which Has Been Executed (Shares)		
11	Tan Jacky Chen	-	-	-	-	-
12	Helmy Afrisa Nugroho	-	-	-	-	-
Executive Officer		7.430.600	5.566.500	5.566.500	1.098,36	Feb 2013-Ags 2016
Employee		-	102.367.500	102.367.500	1.098,36	Feb 2013-Ags 2016

The MESA and MESOP programs were completed in 2016. Since then Bank BTN has had no Share Option program for Directors, Board of Commissioners, Executive Officers and Employees.

Highest and Lowest Salary Ratio

Salary Ratio	2025	2024
Highest and Lowest Employee Salaries	31,58 : 1	25,00 : 1
Highest and Lowest Directors' Salaries	1,18 : 1	1,18 : 1
Highest and Lowest Commissioner Salaries	1,11 : 1	1,11 : 1
Highest Directors' and Highest Employees' Salaries	2,23 : 1	2,89 : 1

Notes :
*The highest employee salary is that of a permanent employee with the highest salary.
*The lowest employee salary is that of a permanent employee with the lowest salary.

Number of Recipients and Total Amount of Variable Remuneration That Is Unconditionally Guaranteed

Bank BTN does not have a policy of granting Variable Remuneration (RBV) and without conditions, because the policy of granting RBV is applied uniformly without considering the length of the work period. Bank BTN is committed to implementing a competitive, fair and balanced remuneration system and always ensuring that no employee receives compensation below the provisions set by the Government. Bank BTN also reviews and updates its remuneration policy so that it is relevant to industrial developments and business strategies and gradually adopts aspects of compliance with applicable banking regulations regarding remuneration.

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

Table of Limited Voluntary Pension Program (PPST)

No.	The nominal amount of severance pay paid per person in 1 (one) year	Number of PPST Employees	
		2025	2024
1.	Above IDR1 billion	-	2
2.	Above IDR500 million - IDR1 billion	1	2
3.	IDR500 million and below	3	-

Total Amount of Deferred Variable Remuneration

Deferred Variable Remuneration in 2025		Deferred Variable Remuneration in 2024	
Cash	IDR 3.880 million	Cash	IDR 6,977 million
Shares	14,752,402 (shares)	Shares	19,886,798 (shares)

Jumlah Total Remunerasi Yang Bersifat Variabel Yang Ditangguhkan Yang Dibayarkan Selama 1 (Satu) Tahun

Deferred Variable Remuneration in 2025		Deferred Variable Remuneration in 2024	
Cash	0	Cash	IDR 1,818,911,901
Shares	0	Shares	4,989,708 (shares)

Total Amount of Deferred Variable Remuneration Paid for 1 (One) Year

A. Fixed Remuneration

Type of Remuneration	Amount
Cash	IDR63,096 million
Shares/share-based instruments issued by Bank BTN	-

B. Remunerasi Yang Bersifat Variabel

Type of Remuneration	Not Delayed	Postponed
Cash	-	-
Shares	-	-

Quantitative Information

Variable Types of Remuneration	Not Delayed	Postponed
Cash	IDR3,137 million	IDR2,556 million
Shares	5.027.230 (shares)	14.752.402 (shares)

Public Accountant

External Audit Function

The Company appoints an External Auditor to conduct an audit of the Financial Statements for the Fiscal Year 2024. This is in compliance with the Financial Services Authority Regulation No. 37/PJOK.03/2019 on Transparency and Publication of Bank and Regulation of the Minister of State-Owned Enterprises Number PER2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. The External Auditor is required to provide accountable, independent, and fair information and data, particularly regarding financial, operational, and regulatory compliance aspects.

External audits are carried out by independent parties who have fulfilled the requirements to ensure that the Company's accounting records are required to report Bank Risk profiles Company Wide. The risk profile report includes an assessment of Inherent Risk and an assessment of the Quality of the Company's Risk Management Implementation. prepared in accordance with the provisions of the Statement of Accounting and Financial Standards (PSAK) and the reports prepared present the financial position and business results fairly and the business operations carried out by the Company do not violate the provisions of the applicable regulations.

Appointment of Public Accountant

The Company determined the Public Accounting Firm (KAP) in terms of necessity to the Financial Statements Audit in the 2025 Fiscal Year. The appointment of the Public Accountant (AP) and the Public Accounting Firm (KAP) was conducted through a tender mechanism for the procurement of general audit services, with the following qualifications:

1. A KAP that is included in the Public Accounting Office (KAP) Tabulation of the Ministry of State-Owned Enterprises;
2. Having affiliation with International KAP;
3. Have experience conducting general audits on banks that have gone public and have assets of at least IDR100 trillion;
4. Having experience in auditing the Micro and Small Business Funding Program (PUMK).
5. KAP and AP are actively registered with the OJK, Ministry of Finance and the Audit Board of the Rpeublic of Indonesia (BPK RI);
6. The KAP and AP are not currently subject to any sanctions by the OJK or the Ministry of Finance.
7. The KAP has at least 100 (one hundred) auditors or another number according to the Company's risk intensity.
8. The appointment of the same Signing Partner (Responsible Partner) by the KAP is carried out for a maximum of 7 (seven) consecutive reporting fiscal years of audit period, and in the following 5 (five) consecutive years the same AP (Signing Partner) is not used;
9. To have a fresh eye perspective, the audit team is rotated for auditors, who had audited the Company for more than 5 (five) years;
10. AP, KAP, and people within KAP in providing services must fulfill the conditions of independence during the audit period and the professional assignment period, which are stated in the Declaration and submitted by the KAP before the professional assignment period begins.

The Board of Commissioners based on the proposal of the Audit Committee has appointed the Public Accounting Firm KAP, Sungkoro & Surja (Ernst & Young Global Limited) as the winner of the procurement for Public Accounting Firm Services for 2025. This firm will audit the Financial Statements of PT Bank Tabungan Negara Tbk for the 2025 fiscal year, as stated in the Board of Commissioners' letter No. 18/KOM/BTN/II/2025 dated February 5, 2025. Furthermore, the General Meeting of Shareholders (GMS) of PT Bank Tabungan Negara (Persero) Tbk on March 26, 2025, approved the appointment of the Public Accounting Firm KAP Purwantono, Sungkoro & Surja (Ernst & Young Global Limited), as stipulated in the Forth Agenda Item. The legal basis for the audit assignment of the Financial Statement and the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2025 fiscal year of PT Bank Tabungan Negara (Persero) Tbk has been formalized in the Cooperation Agreement (PKS) No. 0119/PSS/10/2025 dated October 7, 2025.

The appointment process for Public Accounting Firm (KAP) services follows the regulations set by the Financial Services Authority (OJK), specifically OJK Regulation Number 9 of 2023 on the Use of Public Accountant and Public Accounting Firm Services in Financial Services Activities. The procedures for using KAP services refer to SE OJK Number 18/SEOJK.03/2023, which outlines the guidelines for utilizing Public Accountant and Public Accounting Firm services in financial services activities. Under these provisions, The Company has limited the use of audit services for annual historical financial information from the same Public Accountant (AP) to a cumulative period of 7 (seven) years.

Public Accounting Firm, Name of Accountant and Fee

Table of Public Accounting Firms, Accountant Names and Fees

Year	Public Accounting Firm	Period Public Accounting Firm	Name of Accountant (Responsible Partner)	Accountant Name Periode	*Audit Service Fee*
2025	Purwanto Susanti & Surja	11th period	Christophorus Alvin Kossim	3rd period	IDR5,175,000,000
2024	Purwantono, Sungkoro & Surja	10th period	Christophorus Alvin Kossim	2nd period	IDR5,075,000,000
2023	Purwantono, Sungkoro & Surja	9th period	Christophorus Alvin Kossim	1st period	IDR4,800,000,000
2022	Purwantono, Sungkoro & Surja	8th period	Muhammad Kurniawan	2nd period	IDR4,390,000,000
2021	Purwantono, Sungkoro & Surja	7th period	Muhammad Kurniawan	1st period	IDR4,050,000,000
2020	Purwantono, Sungkoro & Surja	6th period	Yovita	1st period	IDR3,249,000,000
2019	Purwantono, Sungkoro & Surja	5th period	Muhammad Kurniawan	1st period	IDR2,650,000,000
2018	Purwantono, Sungkoro & Surja	4th period	Yasir	2nd period	IDR2,367,000,000
2017	Purwantono, Sungkoro & Surja	3th period	Yasir	1st period	IDR2,290,000,000

Fees and Other Services Provided by Accountants

Non-Audit Services	Fee
Agreed procedures for the key performance indicators (KPIs) of the Board of Directors, both collegially and individually, of PT Bank Tabungan Negara (Persero) Tbk;	**IDR975.000.000,00**
Implementation of agreed procedures for the custodial services operations of PT Bank Tabungan Negara (Persero) Tbk;	**IDR175.000.000,00**
Implementation of agreed procedures for SOE financial information packages.	**IDR400.000.000,00**
Total Non-Audit Fees	**IDR1.550.000.000,00**

Audit Opinion

Year	Audit Opinion
2025	The Financial Statements presented fairly without modification (previously fair without exception) in accordance with Financial Accounting Standards in Indonesia.
2024	The Financial Statements presented fairly without modification (previously fair without exception) in accordance with Financial Accounting Standards in Indonesia.
2023	The Financial Statements presented fairly without modification (previously fair without exception) in accordance with Financial Accounting Standards in Indonesia.
2022	The Financial Statements presented fairly without modification (previously fair without exception) in accordance with Financial Accounting Standards in Indonesia.

Year	Audit Opinion
2021	The Financial Statements presented fairly without modification (previously fair without exception) in accordance with Financial Accounting Standards in Indonesia.
2020	The Financial Statements presented fairly without modification (previously fair without exception) in accordance with Financial Accounting Standards in Indonesia.
2019	The Financial Statements presented fairly without modification (previously fair without exception) in accordance with Financial Accounting Standards in Indonesia.
2018	The Financial Statements presented fairly without modification (previously fair without exception) in accordance with Financial Accounting Standards in Indonesia.

Internal Control System

The implementation of the internal control system is carried out in order to support the achievement of the Company's performance objectives, increase value for stakeholders, minimize the risk of loss and maintain compliance with applicable laws and regulations. The Company implements an internal control system as an important supervisory component in the management of the Company and as a reference for healthy and controlled operational activities. The Company refers to COSO (Committee of the Sponsoring Organizations of the Treadway Commission) - Internal Control Integrated Framework in preparing an internal control framework to ensure the adequacy of operational and financial controls, financial reporting, operational effectiveness and efficiency, as well as compliance with applicable laws and regulations.

Control Objectives

1. Compliance with statutory provisions and regulations, both regulations issued by the Government, Regulators, and internal regulations established by the Company.
2. Availability of financial reporting with integrity that is correct, accurate, complete, and timely, implemented in accordance with the provisions of laws and regulations in the financial services sector and financial accounting standards.
3. Effectiveness and efficiency in the Company's business activities.
4. Increasing the effectiveness of risk culture in the Company organization as a whole.
5. To increase company value
6. Realizing sustainable governance that is able to maintain economic stability and is inclusive in nature, prioritizing harmony between economic, social and environmental aspects in all activities and processes that are carried out and implemented by prioritizing Environmental, Social and Governance (ESG) aspects).

Supervision by Management and Control Culture

The Board of Commissioners is responsible for ensuring that the Board of Directors has monitored the effectiveness of the implementation of the internal control system, so that the Board of Commissioners has an active role in ensuring that there are improvements to the Company's problems that can reduce the effectiveness of the internal control system. The Board of Directors is responsible for establishing policies and strategies as well as internal control procedures. The Board of Directors is also responsible for monitoring the adequacy and effectiveness of the internal control system. The Board of Commissioners and Directors are responsible for improving work ethics and high integrity as well as creating an organizational culture that emphasizes to all Company employees the importance of internal control that applies in the Company.

Furthermore, the monitoring process by management and a wellimplemented control culture encourage the creation of a Control Environment that reflects the overall commitment, behavior, concern and steps taken by the Board of Commissioners and Directors in carrying out the Company's operational control activities. The Control Environment elements include:

1. Adequate organizational structure.
2. Leadership style and the Company's Management philosophy.
3. Integrity, ethical values, and competence of all employees.
4. The Company's human resources policies and procedures.

5. Attention and direction provided by the Board of Directors and other committees such as the Risk Management Committee
6. Methods adopted by Company Management in carrying out their authority and responsibilities; and
7. External factors that influence Bank operations and the implementation of risk management.

Risk Identification and Assessment

Risk assessment is a series of actions carried out by the Board of Directors to identify, analyze, and assess the risks faced by the Company in achieving its stated targets. Risks may arise or change depending on the Company's circumstances. The Company continuously identifies and assesses risks that could impact the achievement of its targets. Internal control needs to be reviewed appropriately in the event of uncontrolled risks, whether pre-existing or newly emerging. This review involves continuously evaluating the impact of any changes in the environment and conditions, as well as the impact on target achievement or the effectiveness of internal control in the Company's operational and organizational activities.

Operational, Financial Control and Compliance With Legislation

Control Activities and Separation of Functions

Control activities must involve all Company employees because it is an activity that is inseparable from every day-to-day function or activity of the Company. Therefore, control activities will be effective if they are planned and implemented to control the risks that have been identified. Control activities include establishing control policies and procedures such as determining authority, authorization, reconciliation, verification, assessment of work performance, division of tasks and safeguarding company assets.

1. Control Activities
   Control activities include policies, procedures and practices that provide confidence to Company officials and employees that the Directors' directions have been implemented effectively. These control activities can assist the Company's Board of Directors, including the Board of Commissioners, in managing and controlling risks that could affect performance or result in Company losses. Control activities are implemented at all functional levels in accordance with the Company's organizational structure, which includes at least:
   a. Management Reviews (Top Level Reviews)
      Bank's Board of Directors periodically requests explanations (information) and operational performance reports from officials and employees so that it is possible to review progress results (realization) compared to the targets to be achieved. Based on this review, the Company's Board of Directors can immediately detect problems such as control weaknesses, financial reporting errors or fraud.
   b. Operational Performance Review
      (functional review) Reviews carried out by the Internal Audit Division periodically include:
      1) Review the risk assessment (risk profile report) produced by the Risk Management Work Unit.
      2) Analyze operational data, both risk-related data and financial data, namely verifying transaction details and activities compared to the output (report) produced by the Risk Management Work Unit.
      3) Review the realization of the implementation of the work plan and budget, in order to identify the causes of significant deviations and determine requirements for corrective actions.
   c. Information Systems Control
      Information System control is carried out by verifying the accuracy and completeness of transactions in accordance with internal regulations. Information system control activities can be classified into 2 (two) criteria, namely:
      1) General control, including control over data center operations, software procurement and maintenance systems, access security, as well as development and maintenance of existing application systems. This general control is applied to mainframes, servers, and user workstations, as well as internal-external networks.
      2) Application control, applied to the programs used by the Company in processing transactions and to ensure that all transactions are correct, accurate and have been properly authorized. In addition, application controls must be able to ensure the availability of an effective audit process and to check the correctness of the audit process in question.
   d. Control of Physical Assets
      Physical asset control is implemented to ensure the implementation of physical security for the Company's assets. This activity includes securing assets, records and limited access to computer programs and data files, as well as comparing the value of the Company's assets and liabilities with the value stated in the control records, in particular checking asset values periodically.

e. Documentation
Company's at least formalize and document policies, procedures, accounting systems and standards as well as adequate audit processes. This documentation must be updated periodically to reflect the Bank's actual operational activities and must be communicated to Bank officials and employees. Upon request, documents must always be available for the benefit of internal auditors, public accountants and Company supervision by regulators. The accuracy and availability of documents must be assessed by internal auditors when conducting routine and non-routine audits.

2. Separation of Functions
Separation of functions or what is known as the "Four Eyes Principle" is intended so that each person in their position does not have the opportunity to commit and hide mistakes or deviations in the implementation of their duties at all levels of the organization and all steps of operational activities, through the following matters:
   a. The Company determines procedures (authorities) including determining a list of officers who can access high-risk transactions or business activities.
   b. Avoid giving authority and responsibility which could give rise to various conflicts of interest.

Accounting, Information, and Communication Systems

The information and communication system is a process of presenting reports regarding operational, financial activities, as well as compliance and adherence to statutory provisions by the Company.

1. The accounting system includes methods and records for identifying, grouping, analyzing, classifying, recording or posting, and reporting Company transactions. To ensure accounting data is accurate and consistent with available data based on system processing results, the reconciliation process between accounting data and the management information system must be carried out periodically. Any irregularities that occur must be immediately investigated and the problem resolved. The reconciliation process must also be documented as part of the overall audit trail process requirements.
2. The information system must be able to produce reports regarding business activities, financial conditions, implementation of risk management and compliance with statutory provisions and regulations. This information system includes a system for storing and using electronic data whose security is guaranteed, monitored by an independent party (internal auditor) and supported by an adequate contingency program.
3. The communication system must be able to provide information to all parties, both internal and external, shareholders and Company customers.

Internal Control in The Financial Reporting Process

The Company was committed to maintaining the integrity of financial statements through the implementation of internal controls to ensure reliable, accurate, complete, relevant and timely information in accordance with applicable regulations, as follows:

1. POJK No.15 of 2024 regarding the Bank Financial Reporting Integrity.
2. Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Number SK-5/DKU.MBU/11/2024 regarding Technical Instructions for Internal Control over Financial Reporting (ICOFR) of State-Owned Enterprises (SK-5 KBUMN).

Moreover, the Company stipulated Porcedures and Policies related to ICOFR, as follows:

1. Special Policy (KK) No.7-C on December 30, 2024 regarding Internal Control Procedures for Financial Reporting.
2. Technical Instructions (PT) No. 7C-1 regarding the Implementation of Internal Control Over Financial Reporting.

In accordance with POJK Number 15 of 2024, the Company established a Special ICOFR Business Unit (UKK ICOFR) under the Digital & Operations Risk Management Division (DORD), which was responsible for coordinating the implementation of ICOFR at BTN. The details of the ICOFR implementation process was as follows:

1. The first line had already conducted a scooping to determine Overall Materiality and Performance Materiality, significant accounts, significant business processes and significant applications.
2. The first line had prepared a Business Process Model (BPM) and Risk Control Matrix (RCM) for Control Self Assessment (CSA), which was tested by the second line (Dir. DORD). The first line remediated ineffective controls resulting from the second line testing.
3. The third line's ICOFR evaluation covered three levels of control: Entity Level Control (ELC), Transaction Level Control (TLC), and IT General Control (ITGC). The evaluation stage used the Test of Design (TOD) and Test of Operating Effectiveness (TOE) methods against pre-established controls.

MANAGEMENT REPORT ON INTERNAL CONTROL IN THE FINANCIAL REPORTING PROCESS

The Company established policies to ensure the effectiveness of internal controls for financial reporting and to present financial statements that were fair and free from material misstatement in accordance with applicable regulations. For BTN's financial statements for the fiscal year ending on December 31, 2025, the Board of Directors was responsible for:

1. Designing and ensuring the availability of an adequate internal control framework for financial reporting.
2. Ensuring controls having been implemented effectively across business units related to the financial reporting process.
3. Assessing the effectiveness of ICOFR periodically, and ensuring improvement of any weaknesses found.
4. Ensuring the preparation and presentation of financial statements in accordance with accounting standards and provisions of statutory.
5. The fairness and integrity of financial statements, including ensuring they were free from material misstatement due to errors or fraud.

The Company's Board of Directors evaluated and reviewed the Financial Statements for the fiscal year ending on December 31, 2025, in accordance with the internal control framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Board of Directors concluded that internal control over the financial reporting process had been effective and the Financial Statements were presented fairly in all material respects.

SUSTAINABILITY DISCLOSURE CONTROL

The Company ensures the reliability and credibility of its sustainability disclosures through an independent assurance of the Sustainability Report conducted by an external party.

Compliance with Other Laws and Regulations

In carrying out control of compliance with statutory regulations, the Company has a Compliance Function which is carried out by the Compliance and Governance Division. The Compliance and Governance Division has duties and responsibilities, including establishing compliance systems and procedures that will be used to formulate the Company's internal regulations and guidelines, ensuring that all policies, provisions, systems and procedures, as well as business activities carried out by the Company are in accordance with OJK regulations. , Bank Indonesia and applicable laws and regulations, including Sharia Principles as well as carrying out other tasks related to the Compliance Function including monitoring and maintaining the Company's compliance with commitments made by the Company to the Financial Services Authority, Bank Indonesia, and other supervisory authorities.

The Company always consistently carries out the Compliance Function which is a series of actions or steps that are preventive (ex-ante). These efforts are carried out, among other things, to realize the implementation of a culture of compliance at all levels of the Company's organization and business activities; managing compliance risks; as well as ensuring the Company's compliance with the Financial Services Authority and/or other competent supervisory authorities.

Monitoring Activities and Deviation Correction Actions

1. Monitoring Activities
   a. Company's must continuously monitor the overall effectiveness of the implementation of internal control. Monitoring of the Company's main risks must be prioritized and function as part of the Company's daily activities, including regular evaluation, both by operational work units and internal audit work units. Company's must also monitor and evaluate the adequacy of the internal control system continuously in connection with changes in internal and external conditions and must increase the capacity of the internal control system so that its effectiveness can be increased.
   b. The steps taken by the Company in order to carry out effective monitoring activities include at least the following:
      1) Ensure that the monitoring function has been clearly defined and well structured within the Company organization;
      2) Determine the work unit/employee assigned to monitor the effectiveness of internal control;
      3) Determine the appropriate frequency for monitoring activities based on the risks inherent in the Company and the nature/frequency of changes occurring in operational activities;
      4) Integrating the internal control system into operational activities and provide regular reports for subsequent review.
      5) Reviewing documentation and evaluation results from Business Units/employees assigned to monitor and

6) Determine information or feedback in an appropriate format and frequency.

2. Improvement of Weaknesses and Correction of Deviations
   Weaknesses in internal control, whether identified by the operational work unit as a risk taking unit, risk management work unit, compliance work unit, internal audit work unit, or other parties must be immediately reported to the competent authorities. Corrective steps that must be taken include the following:
   a. Any report regarding weaknesses in internal control or ineffective risk control must be immediately followed up by authorized officials.
   b. To ensure that all weaknesses are immediately followed up, authorized officials must create a system that can track weaknesses in internal control and take corrective steps.
   c. The results of identifying all problems in internal control must be reported to authorized officials.

Compatibility with The Committee of Sponsoring Organizations of Treadway Commission (COSO)

The Company's internal control system is regulated under General Policy Number KU.7 dated December 30, 2022, as last amended on December 24, 2024, regarding the Internal Control System. This policy refers to the Financial Services Authority Circular Letter No. 35/SEOJK.03/2017 dated July 7, 2017, concerning Standard Guidelines for Internal Control Systems for Commercial Banks, which is also aligned with the Internal Control-Integrated Framework developed by The Committee of Sponsoring Organizations of the Treadway Commission (COSO). According to COSO, the objectives of internal control include operational objectives, reporting objectives, and compliance objectives.

In COSO it is stated that internal control is a system or process that is carried out by the Board of Commissioners, Directors, Management, and employees in a company to provide adequate guarantees for the accomplishment of control objectives. COSO – Internal Control Framework, consists of 5 (five) control components namely:

1. Environment Control, which is a fundamental component of the Internal Control System. This component reflects the nuances and atmosphere of concern for all levels of officials and leaders regarding the importance of effective internal control. This control environment is heavily influenced by the Strong Tone at the Top.
2. Risk Assessment which is a series of awareness of all employees on risk culture and activities of evaluating, assessing, and mitigating risks.
3. Control Activities which include the adequacy of policies, provisions, and procedures as well as compliance in the implementation of operational activities.
4. Information and Communication Control which is the condition of both internal and external effective communication channels in accordance with their respective responsibilities.
5. Monitoring Control, which is the process of assessing the effectiveness of the design and operation of the internal control structure and management performance monitoring activities, whether they have been carried out properly and have been corrected according to the circumstances.

Review of The Effectiveness of The Internal Control System

In 2025, the Company implemented internal control in accordance with the control principles, and the overall quality of the internal control system was satisfactory. The Company, through the Internal Audit Division (IAD), evaluated the effectiveness of the internal control system, including by conducting an Internal Control Assessment. This assessment measured the quality of the auditee's Business Unit's internal control across the five components of the COSO Framework using the Internal Control Assessment (ICA) questionnaire criteria and rating methodology, as well as auditor professional judgment through field walkthroughs. By 2025, the Company implemented internal control in accordance with the control principles, and the overall quality of the internal control system was satisfactory.

Broadly speaking, the steps taken by the Company in order to ensure the implementation of effective monitoring activities, included:

1. Ensuring that the Monitoring function has been clearly defined and well-structured within the Bank's organization;
2. Establishing Work Units or employees assigned to monitor the effectiveness of internal control;

3. Determining the appropriate frequency for monitoring activities based on the risks inherent in the Bank and the nature or frequency of changes that occur in operational activities;
4. Integrating the Internal Control System into Operational activities and providing routine reports such as Bookkeeping Journals, Management Reviews and Reports regarding the approval of exceptions or aberrations from established policies and procedures (justification of irregularities) which are then reviewed;
5. Reviewing the documentation and evaluation results from the Work Unit or employee assigned to carry out monitoring;
6. Establishing information or feedback in the right format and frequency.

In addition, the Company also carried out an Audit on Compliance with Legislation and Internal Control (PSA 62) to ensure the Company's compliance with legal articles, regulations, and cooperation agreements as well as internal control compliance which includes control environment, Risk Identification, control activities, information, and communication as well as monitoring. Evaluation of the effectiveness of the Company's internal control (risk control) system was carried out in all Head Office units (division/desk/Regional Office) as well as Branch Offices, both Conventional and Sharia. Everything related to internal control adequacy issues had been reported directly to the Board of Directors through the President Director and to the Board of Commissioners through the Audit Committee. Follow-up efforts had been made to minimize risks and overcome problems that arose.

Statement of The Board of Directors and/or The Board of Commissioners Regarding The Sufficiency of The Internal Control System

The Board of Directors and the Board of Commissioners are committed to ensuring that Good Corporate Governance is carried out properly as a basis for achieving goals to maintain and increase the value of the Company. One of the implementations of Good Corporate Governance is ensuring that the Internal Control System has been implemented adequately.

The Board of Directors and the Board of Commissioners or the Audit Committee conduct a review once in a year of the evaluation results of the effectiveness of the Company's internal control system which includes five main components of control, namely the Control Environment including Management Oversight and Control Culture, Risk Identification and Assessment, Control Activities and Segregation of Duties, Accountancy, Information and Communication Systems, Monitoring Activities and Correction of Deviations (Monitoring Activities and Correction Deficiencies). Based on the results of the review conducted in 2025, the Board of Directors and the Board of Commissioners assessed that the internal control system had been implemented adequately.

This Internal Control System Standard Guide is a guideline that contains the minimum standard regarding the Internal Control System that must be enforced and applied by the Company in all aspects related to the enactment and implementation of the Company's operational activities, so as to create a common understanding and basis regarding the level of maintenance of interests and commitment from all parties related to the Company.

Risk Management Report

In the context of implementing risk management and as a followup to the implementation of Basel II, especially pillar 1, the Company has implemented:

1. Credit Risk Measurement by mapping credit risk exposure according to portfolio categories in the calculation of Credit Risk-Weighted Assets (ATMR) using the Standardized Approach, referring to SEOJK No. 24/SEOJK.03/2021 dated October 7, 2021, concerning the Calculation of Risk-Weighted Assets for Credit Risk using the Standardized Approach for Commercial Banks, in accordance with prevailing regulatory provisions.
2. Minimum capital requirement calculations using the Market Risk-Weighted Assets (ATMR) calculation as per SEOJK No. 23/SEOJK.03/2022 concerning the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks.
3. Calculation of minimum capital requirements using the Standard Approach Operational Risk for RWA calculation by referring to OJK Circular Letter No. 06/SEOJK.03/2020 dated April 29, 2020, and currently the Company is recording loss data related to operational risks in accorance with Regulatory provisions.

Implementation of Company Stress Testing focuses on 3 (three) types of risk, namely Credit Risk, Market Risk, and Liquidity Risk. As an effort to improve risk measurement, especially Credit Risk, Market Risk, and Liquidity Risk, the Company conducts periodically stress tests on the worstcase scenario as stipulated in the company's internal regulations with a frequency of at least once a year for credit risk and quarterly for market risk and liquidity risk. Stress testing is carried out periodically to assess capital adequacy in the event of problems that have extreme risk or are catastrophic but plausible. The Stress Testing of Market Risk and Liquidity Risk has been carried out on a quarterly basis, while the Stress Testing of Credit Risk, Market Risk, and Liquidity Risk is carried out at least once a year.

In addition, the Company has also conducted Stress Testing for updating the Recovery Plan document every year and as an implementation of Basel III, the Company has reported the calculation of the Leverage Ratio (LR) per quarter to the regulator as regulated in OJK Regulation No. 31/POJK.03/2019 dated December 2, 2019 concerning the Obligation to Fulfill the Leverage Ratio for Commercial Banks, Monthly submission of the Liquidity Coverage Ratio (LCR) to the regulator as stipulated in POJK No. 19 of 2024 dated 8 November 2024 concerning the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Company's, and quarterly submission of the Net Stable Funding Ratio (NSFR) to the regulator as stipulated in OJK Regulation No. 20 of 2024 dated 8 November 2024 concerning the Obligation to Fulfill the Net Stable Funding Ratio for Commercial Company's.

Climate Risk Stress Testing (CRST)

In line with global developments, since 2023, the Financial Services Authority (OJK) has issued guidelines for implementing Climate Risk Stress Testing (CRST) aimed at financial institutions. These guidelines aim to identify and manage risks related to climate change, including physical risks and the transition towards a low-carbon economy. In response to this policy, BTN has positively integrated the OJK CRST 2023 Guidelines into its risk management strategy. These guidelines serve as a reference for systematically assessing the potential impacts of climate change. Company is committed to supporting the transition to a low-carbon economy by adopting a science-based approach in climate risk analysis. Climate risk testing is conducted through scenario modeling and sensitivity analysis to identify potential impacts and mitigate possible risks.

Risk Appetite Statement

Currently, the Company had a Risk Appetite Statement (RAS) which is a qualitative statement as well as a quantitative measure of the Company's main risks. Disclosure of RAS was performed in writing and well documented by the Risk Management Work Unit. Determination of RAS limits is carried out by the Board of Commissioners and Directors. In determining RAS, economic, environmental and social sustainability has been taken into account which is then aligned to the preparation of the Company's Work Plan and Budget (RKAP), Risk Appetite, Risk Tolerance and Recovery Plan. The quantified risks included:

Risk Appetite Statement Bank 2025

CREDIT RISKS

Maintain sustainable asset growth with a healthy level of asset quality

MARKET RISK

Maintain optimal levels of interest rate and exchange rate risk to support profitability growth and capital resilience

LIQUIDITY RISK

Maintain liquidity at optimal levels to support profitability growth and anticipate potential liquidity pressures

OPERATIONAL RISKS

Intolerance towards operational failures in the bank business caused by human factors, internal processes, systems and technology as well as maintaining resilience to external factors and changes in the business environment.

ESG RISKS

Committed to conducting sustainable business that manages climate change risks, social impacts and shared prosperity and supports the net zero emission transition.

RISK APPETITE STATEMENT BANK

STRATEGIC RISK

To provide comprehensive services in the consumer segment for Indonesian families while maintaining earnings and capital adequacy in alignment with the risk profile.

LEGAL RISKS

Maintain legal policies and engagement to minimize lawsuits and legal risks

COMPLIANCE RISKS

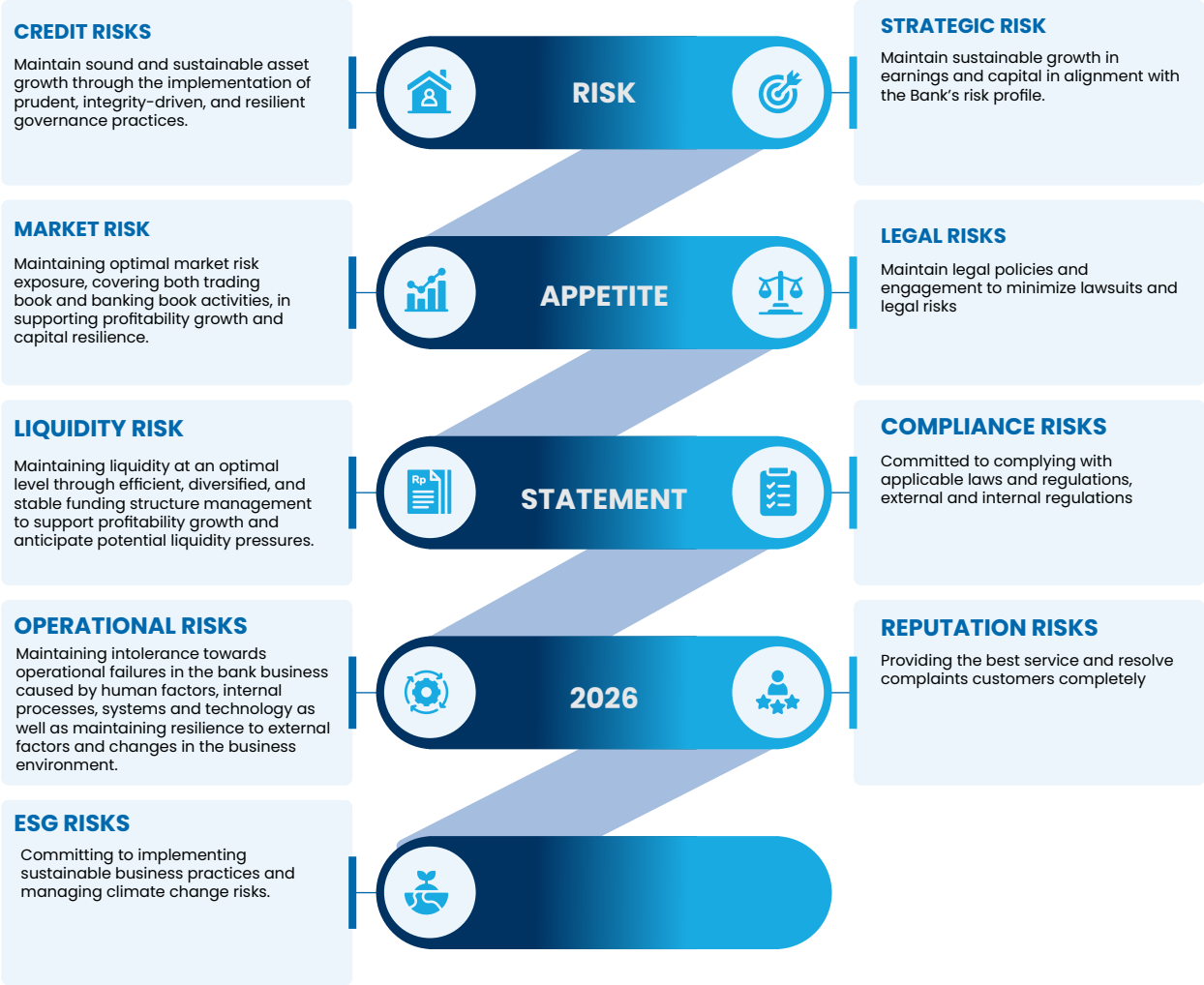
ommitted to complying with applicable laws and regulations, external and internal regulations

REPUTATION RISKS

Providing the best service and resolve complaints customers completely

Risk Appetite Statement 2026

In December 2025, The Company has set a Risk Appetite Statement for 2026 with the following details:



Risk Management System

In the risk management system, the Bank carries out a risk management process that is supported by 4 pillars of risk management implementation, namely:

1. Active Supervision by the Board of Commissioners and the Board of Directors.
2. Adequacy of risk management policies and procedures and application of risk limits.
3. Adequacy of risk identification, measurement, monitoring, and control processes as well as information systems.
4. A comprehensive Risk Control System.

Active Supervision of The Board of Commissioners and Board of Directors

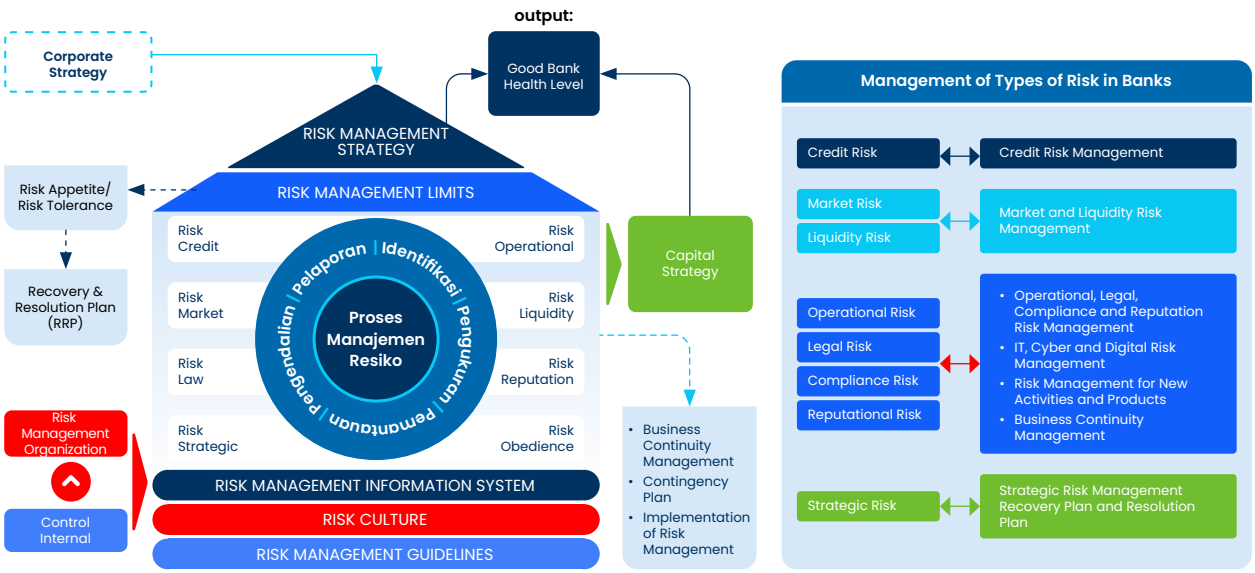
In accordance with OJK regulation No. 65/POJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks, effective risk management implementation is carried out through active supervision by the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board. This supervision is supported by the Risk Management Work Unit, as illustrated in the risk management organization structure below:

The organ of the Board of Commissioners and the Board of Directors is assisted by several committees in carrying out banking duties and activities in accordance with applicable Regulatory provisions; then, the duties are forwarded to the layers under the body of the Board of Commissioners and Board of Directors, namely the Risk Management Work Unit, Compliance Work Unit, Internal Audit Work Unit, and Policy Work Unit.

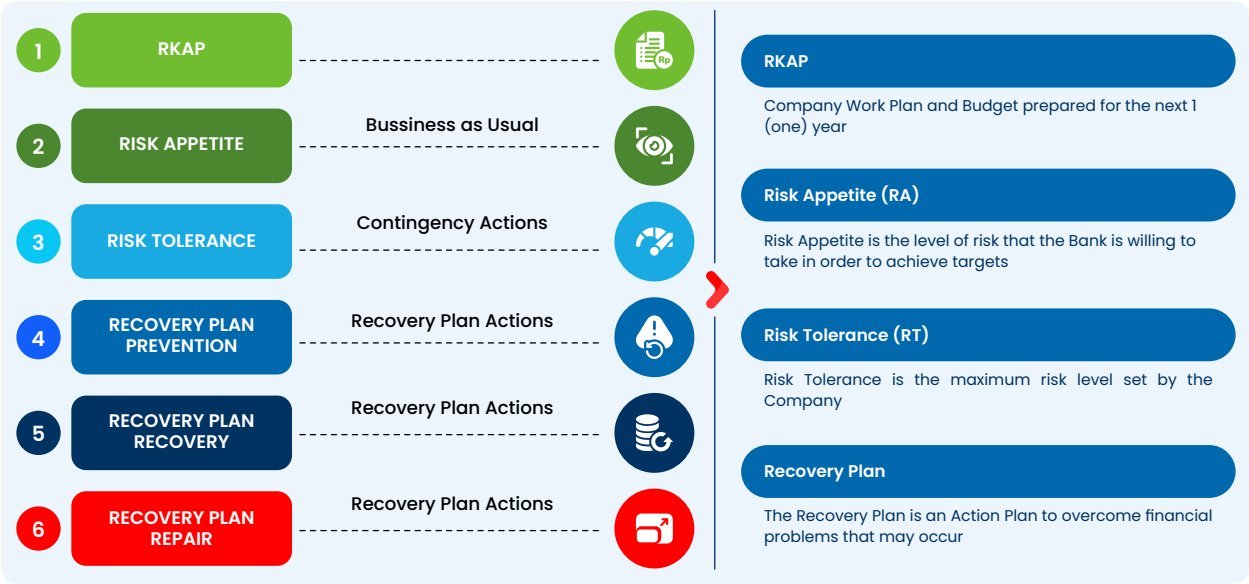
Adequacy of Risk Management Policies and Procedures and Determination of Risk Limits

In implementing healthy risk management, adequate risk management policies and procedures are required. The Company currently has a General Risk Management Policy (KUMR) as the highest policy in implementing Risk Management with a framework covering all activities in implementing the Company's Risk Management.

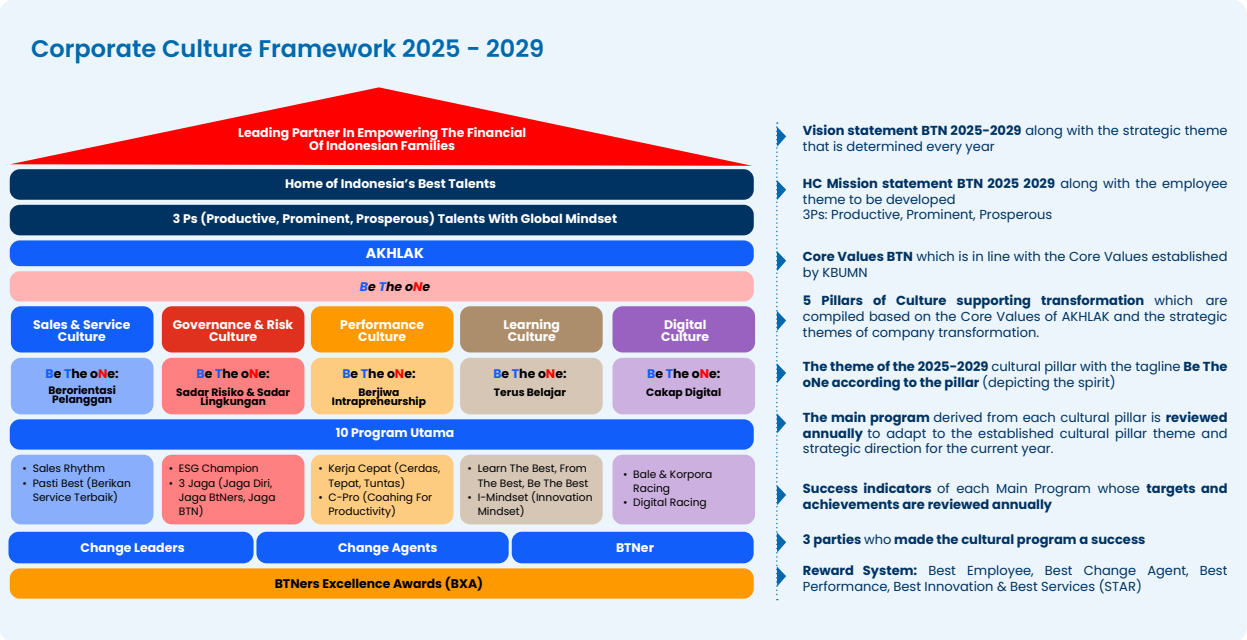
The general risk management policy mapping was illustrated starting from the risk management strategy, risk management at the Company, and the expected output is a healthy Bank Soundness Level.



In addition to the adequacy of risk management policies and procedures, the Company had also conducted a series of processes in setting risk limits which were formulated and elaborated by following and/or aligning with the Company's Work Plan and Budget to the Recovery Plan in accordance with applicable regulations. The illustration of setting limits is as follows:



In strengthening risk management policies and procedures, in the practice, the Company also included risk management as one of the pillars of the Company's corporate culture, where one of the pillars of corporate culture is Governance & Risk Culture. The Governance & Risk Culture pillar is an urgent and crucial pillar to be strengthened so that all business processes run prudently and comply.



The implementation of Risk culture is used as a basis for establishing procedures, attitudes, behavior or understanding related to the implementation of Risk Management carried out at all levels of the Company organization in carrying out all its duties and responsibilities to achieve the strategic goals that have been determined.

Risk Culture Objectives:

1. Ensuring that all levels of the organization have knowledge about risk, both awareness of the dangers of risk and the benefits if risk can be properly mitigated in all banking activities;
2. Ensuring that every level within the Company organization recognizes and understands that risk is unavoidable but must be managed to support performance;
3. Establishing a risk culture as an integral part of the company's culture; and
4. Ensuring that decision-making in developing strategic plans and performance is based on risk management strategies.

Adequacy of Risk Identification, Measurement, Monitoring and Control Processes and Information Systems

The processes of risk identification, measurement, monitoring, and control are carried out by the Risk & ESG Management Division (ERMD) and the Operational & Digital Risk Management Division (DORD). These units identify and measure each type of risk while conducting periodic monitoring and control to mitigate significant risks to the Bank. Risk identification, measurement, monitoring, and control are key components of the risk management implementation process.

Matters that are of concern to the Company in carrying out the processes of identification, measurement, monitoring, control, and risk management information systems are as follows:

Risk Identification

Risk identification is the process of discovering, recognizing, and documenting risks. The objective of this process is to identify all types of risks inherent in each functional activity that could potentially cause losses, as well as risks associated with new products and activities

within the Company. The risk identification process involves analyzing all sources of risk, risk events, and risk impacts on the Company's products and activities while ensuring that risks from new products and activities have undergone an appropriate risk management process before being introduced or implemented. Additionally, the Bank conducts periodic risk identification supported by adequate methods or systems.

Risk Measurement

Risk measurement is the process used to measure the risk exposure inherent in the Company's activities to compare it with the Company's risk appetite, enabling the Company to take risk mitigation actions and assess the adequacy of its capital to cover residual risks. Risk measurement is conducted periodically for products, portfolios, and all business activities of the Company. Risk measurement methods can be quantitative and/or qualitative, using standardized methods established by Bank Indonesia and OJK for risk assessment and capital calculation, as well as internally developed methods tailored to business characteristics and complexity. The risk measurement system is evaluated and refined periodically or as needed to ensure the appropriateness of assumptions, accuracy, reasonableness, and data integrity, as well as the procedures used to measure risk. Stress testing complements the risk measurement system by estimating potential losses under abnormal market conditions using specific scenarios to assess the Company's performance sensitivity to changes in risk factors and identify significant impacts on the Company's portfolio. Stress testing is conducted regularly, with the results reviewed, and appropriate actions taken if projected conditions exceed acceptable tolerance levels. These results serve as inputs when establishing or revising policies and limits.

Risk Monitoring

Monitoring systems and procedures include monitoring the amount of risk exposure, risk tolerance, compliance with internal limits, and stress testing results, as well as implementation consistency with established policies and procedures. Monitoring results are presented in periodic reports submitted to management to mitigate risks and take necessary actions. The Company prepares an effective backup system and procedures to prevent disruptions in the risk monitoring process and periodically checks and reassesses the backup system.

Risk Control

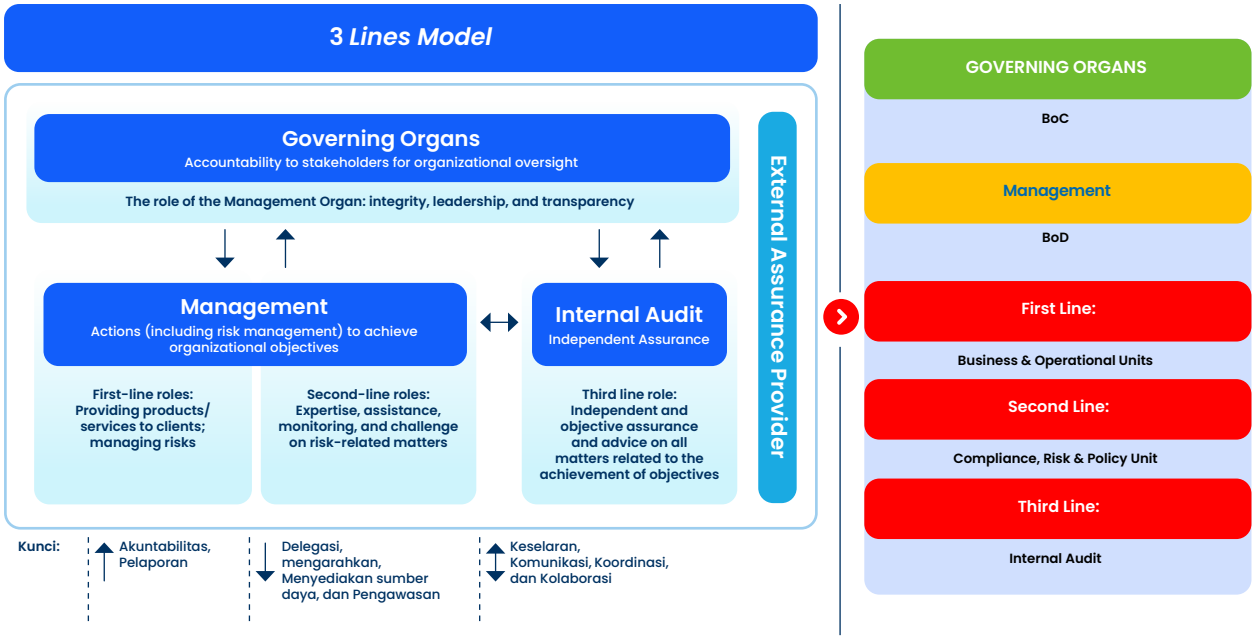
The Bank's risk control system adheres to established policies and procedures. The risk control process is adapted to risk exposure and the level of risk the Bank is willing to take (risk appetite) within risk tolerance limits. Risk control can be carried out through hedging mechanisms and other risk mitigation methods such as issuing guarantees, asset securitization, credit derivatives, and increasing the Bank's capital to absorb potential losses.

Risk Management Information System

The risk management information system at the Company is managed jointly by several Divisions at the Company. In the early stages, the focus was on collecting and improving the quality of the data and risk database, which is expected to be developed and applied to the risk management information system in stages so that the process of risk measurement and risk monitoring can be carried out in an integrated manner and can be presented in a timely manner and in accordance with regulatory provisions apply.

Internal Control System

The implementation of a reliable and effective internal control system is the responsibility of all Operational Work Units (risk-taking units), Risk Management Work Units, Compliance Work Units, and Internal Audit Work Units. The process is described as follows:



Types of Risks and Their Management

In implementing risk management, the types of risks managed by the Company included:

Credit Risk

Credit Risk is the risk of loss due to the failure of other parties to fulfill their obligations. Included in Credit Risk are the Credit Risk due to debtor failure, the Credit Risk due to the concentrated provision of funds (Credit Concentration Risk), the Credit Risk due to counterparty credit risk, the Credit Risk due to settlement failure (settlement risk), and the Credit Risk due to country risk.

Credit Risk can originate from various Company business activities. In most banks, lending is the largest source of credit risk. In addition to credit, the Company faces Credit Risk from various financial instruments such as securities, acceptances, interbank transactions, trade financing transactions, exchange rate transactions, and derivatives as well as commitments and contingencies.

Credit Risk Management

As part of credit risk management, the Company regularly reviews and updates its Credit and Financing Policy Guidelines for company credit and financing as part of the risk assessment process. Credit Risk Exposure is monitored from the credit granting process until maturity. Credit risk monitoring and control include evaluating credit risk exposure against credit risk limits (Risk Appetite and Risk Tolerance).

The Company's credit management is directed at expanding credit and managing the quality of each loan from the time it is disbursed until it is repaid by the debtor, and to prevent it from becoming a non-performing loan. Effective credit management can minimize losses and optimize the use of capital allocated for credit risk.

The Company actively conducts the SME and Commercial Credit Portfolio Quality Review Forum together with the Board of Directors, Divisions, CBC, and Branch Offices on a monthly basis or as requested, providing an up-todate overview of credit positions and quality at both the bank-wide and segmented levels. To improve the credit decision-making process, the Bank has also established a credit committee through Credit Committee Meetings, accompanied by a centralized credit process. For commercial credit, the Company has implemented the Commercial Banking Center (CBC), which serves as a centralized commercial credit processing unit. In the SME segment, the Bank is also implementing SPU (SME Processing Center) as an initiative to improve the SME credit process and management, enhance productivity, improve centralized and objective credit decisionmaking, and enable centralized monitoring. The Company has also started applying Portfolio Guidelines for Wholesale Credit and is developing Portfolio Guidelines for the SME Credit and Sharia Financing segments to manage credit/financing concentration risk while maintaining prudence and governance principles. The Company is developing several system models related to credit risk management, such as the SME Credit Scoring Model for the SME segment, and the Early Warning System (EWS) for the SME, Commercial, and Corporate Credit

segments, which can predict debtor conditions up to 12 months in advance. IT development is currently underway to integrate these systems into Company's overall system.

For consumer loan, the process of controlling credit risk is carried out through the Consumer iLoan system which is equipped with a Credit Scoring Model (CSM) which is currently being developed at CSM Company. The management of Col-2 and NPL consumer credit debtors is carried out by the Consumer Collection, Recovery & Asset Sales Work Unit while for commercial credit is carried out by the Commercial Asset Management Work Unit.

As a follow-up to the implementation of Pillar 1 of Basel II, in 2023, the Company implemented credit risk measurement by using Standardized Approach OJK Circular Letter No. 24/ SEOJK.03/2021 dated October 7, 2021 concerning Calculation of Risk-Weighted Assets (RWA) for Credit Risk using the Standard Approach for Commercial Banks.

In order to manage credit risk, the Bank has applied the Four Eyes Principle by segregating credit risk functions and business units. Commercial credit decisions consist of Commercial Risk and Business Units as Risk Taking Units and first line as well as consumer credit decisions consisting of the Retail Risk Division (Regional Loan Processing Center) and Branch Offices and Regional Offices.

To strengthen financing risk management and control the composition of the Company's credit portfolio while ensuring healthy credit portfolio growth, the Company manages credit risk through Portfolio Guidelines to mitigate concentration risk. These Portfolio Guidelines serve as a strategic initiative in the Company's financing activities, always considering the latest macroeconomic conditions, particularly in sectors deemed viable for financing, including priority sectors. The guidelines also include sectoral NPL/NPF analysis and monitoring, sectoral credit limits, and sectoral industry prospects to support the Bank's business development while incorporating ESG considerations.

Market Risk

Market Risk is the risk on balance sheet positions and administrative accounts, including derivative transactions, due to overall changes in market conditions, including the risk of changes in option prices. Market Risk includes among others interest rate risk, exchange rate risk, equity risk, and commodity risk which can be detrimental to the Bank. Market risk can originate from either the trading book position or the banking book position.

Market Risk Management

The Company identifies, measures, monitors, and controls market risk through the business units and/ or Enterprise & ESG Risk Management Division. One of the key processes in market risk identification includes assessing each product or activity categorized as a new product or activity. For market risk management, Company has established the Assets and Liabilities Committee (ALCO), which periodically reviews interest rate risks and market risk management, particularly those derived from banking book positions.

To measure interest rate risk in both trading book and banking book positions, the Company conducts sensitivity analysis to assess the impact of market interest rate changes on the Company's profit (loss) and equity. Additionally, to measure foreign exchange risk, the Company performs sensitivity analysis to evaluate the impact of currency exchange rate fluctuations on Company's profit (loss). Specifically, for the banking book position, Company measures interest rate risk using the repricing gap method, as outlined in Technical Guidelines No. PT.8-F.1 dated May 24, 2023, regarding the Implementation of Interest Rate Risk Management in the Banking Book (IRRBB). In compliance with OJK Circular Letter No. 12/SEOJK.03/2018 dated August 21, 2018, concerning the Implementation of Risk Management and the Standardized Approach to Measuring Interest Rate Risk in the Banking Book (IRRBB) for Commercial Banks, the Company has adjusted its IRRBB policy and reporting in accordance with applicable regulations.

As an effort to complement market risk measurement using standard methods and sensitivity analysis, the Company conducted stress testing to assess the Company's resilience in facing extreme changes in interest rates and exchange rates, with scenarios referring to regulatory provisions and the company's internal scenarios. For internal Company scenarios, at the beginning of each year, the Enterprise Risk Management Division coordinates with the Stress Testing Working Group (relevant Division) to formulate scenarios and assumptions to be used in implementing Market Risk Stress Testing for the next 1 (one) year.

Market risk monitoring and control includes evaluating market risk exposure to the Company's internal limits (Risk Appetite & Risk Tolerance) that have been set and reviewed periodically to conform to the Company's conditions. In addition, in order to control or limit exchange rate risk exposure, the Company had set limits which include treasury transaction limits, dealer limits, budget loss limits, stop loss/stop gain limits, as well as Net Open Position (NOP) limits that are in accordance with the maximum limits stipulated in Bank Indonesia Regulation No. 17/5/PBI/2015 dated May 29, 2015 concerning the Fourth Amendment to PBI Number 5/13/ PBI/2003 concerning the Net Open Position of Commercial Company's. The Company had a Market Middle Office unit in the Risk Management Work Unit in carrying out market risk monitoring and control, including monitoring of predetermined limits.

The Company has implemented SEOJK No. 23/SEOJK.03/2022 dated December 7, 2022, regarding the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks since January 2024.

For the implementation of Basel II, especially Pillar 2, the Company submitted a report on the implementation of risk management for the Interest Rate in the Banking Book (IRRBB) and a report on IRRBB calculations to the regulator on a quarterly basis in accordance with OJK Circular Letter No. 12/SEOJK.03/2018 dated August 21, 2018 concerning Implementation of Risk Management and Standard Approach Risk Measurement for Interest Rate Risk in the Banking Book (Interest Rate Risk in The Banking Book) for Commercial Banks.

For Basel III implementation, the Company:

1. Submits monthly Liquidity Coverage Ratio (LCR) reports to regulators online via the OJK Online Reporting Application (APOLO) and publishes them quarterly on the Bank's website in accordance with OJK Regulation No. 19/2024 dated November 8, 2024, on the Liquidity Coverage Ratio (LCR) Requirement for Commercial Banks.
2. Submits quarterly Net Stable Funding Ratio (NSFR) reports to regulators online via the OJK Online Reporting Application (APOLO) and publishes them on the Bank's website in accordance with OJK Regulation No. 20/2024 dated November 8, 2024, on the Net Stable Funding Ratio (NSFR) Requirement for Commercial Banks.

Liquidity Risk

Liquidity Risk is the Risk resulting from the Company's inability to meet its maturing obligations from cash flow funding sources and/or from high-quality liquid assets that can be pledged as collateral, without disrupting the Bank's activities and financial condition.

The inability to obtain cash flow funding sources causing Liquidity Risk may be caused among others by:

1. Inability to generate cash flow from productive assets or from the sale of assets, including liquid assets; and/or
2. Inability to generate cash flow originating from fundraising, inter-bank transactions, and loans received.

Liquidity Risk Management

As a guideline for managing liquidity risk, the Bank has Liquidity Risk Management Policy Guidelines, which are part of the Company's Risk Management Policy Guidelines. The Liquidity Risk Management Policy Guidelines regulate, among other things, the active oversight of the Board of Commissioners and the Board of Directors in applying liquidity risk management, the liquidity risk management process, as well as policies, procedures, and setting liquidity risk limits. The Company has an Assets and Liabilities Committee (ALCO) responsible for liquidity management and periodically reviewing liquidity risk management within the Company.

Referring to the Liquidity Risk Management Policy Guidelines, the Company identifies, measures, monitors, and controls liquidity risk. Identification of liquidity risk is basically aimed at knowing the amount and trend of liquidity needs as well as available funding sources to meet those needs.

Measurement of liquidity risk in the Company is carried out by the Treasury Work Unit and the Risk Management Work Unit. When measuring liquidity risk, the Company refers to Technical Instructions No. PT.8-F.4 , concerning Implementation of Liquidity Risk Management. Liquidity Risk measurement uses 4 (four) methods, namely stockbased, maturity profile analysis, cash flow projections, and stress testing. The stock-based method is used to measure liquidity risk at the

Company using liquidity ratios, the maturity profile analysis method is used to measure liquidity gaps and cash flow projections are used to measure the amount and trend of liquidity needs. The Bank carries out stress testing using Bank Specific Crisis (BSC) scenarios and General Market Crisis (GMC) stress testing, the aim of which is to measure the adequacy of available liquid assets and the Company's ability to meet liquidity needs in crisis conditions. s. The Enterprise Risk Management Division in coordination with the Stress Testing Working Group (related Division) formulates the risk impact on scenarios and assumptions that will be used in implementing Liquidity Risk Stress Testing for the next 1 (one) year.

In order to maintain the availability and adequacy of liquid assets and to control or limit exposure so as not to be affected by liquidity risk, the Company regularly monitors liquidity risk on a daily, weekly, monthly, and quarterly basis. Liquidity risk monitoring by the Risk Management Work Unit is submitted to the Board of Directors and strategy evaluation is submitted to the relevant Division.

Monitoring and controlling liquidity risk include evaluating liquidity risk exposure to the Company's internal limits (Risk Appetite & Risk Tolerance) and predetermined Recovery Plan trigger levels. These limits are reviewed periodically so that they are in line with the Company's conditions. In addition, the Company monitors the Early Warning Indicator (EWI) and reports it regularly to the Board of Directors and related Work Units.

In accordance with OJK Regulation No. 5 of 2024 dated March 27, 2024, regarding the Determination of Supervision Status and Handling of Issues in Commercial Company's, the Company has been monitoring liquidity indicators, including the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) as mandated by OJK Regulation No. 19 of 2024 dated November 8, 2024, on the Requirement for Liquidity Coverage Ratio Compliance for Commercial Banks and OJK Regulation No. 20 of 2024 dated November 8, 2024, on the Requirement for Net Stable Funding Ratio Compliance for Commercial Banks.

Operational Risk

Operational Risk is the Risk resulting from inadequate and/ or non-functioning internal processes, human errors, system failures, and/or external events that affect the Company's operations. Operational Risk can originate from HR, internal processes, systems, and infrastructure, as well as external events.

These sources of risk can cause events that have a negative impact on the Company's operations so the emergence of these types of Operational Risk events is a measure of the success or failure of Risk Management for Operational Risk. Operational risk events can be classified into several types, including internal fraud, external fraud, employment practices and workplace safety, customer-related issues, product and business practices, physical asset damage, business disruptions and system failures, as well as process and execution errors. This also includes fraud arising from money laundering and terrorist financing activities. Additionally, IT, Digital, and Cyber risks are also encompassed within operational risk.

Operational Risk Management

To implement operational risk management, the Company has developed the Operational Risk Management Information System (ORMIS), an integrated system with multiple operational risk management tools such as RCSA, LED, and KRI for each work unit. This system has already been implemented at regional offices and branch offices.

RCSA is used to carry out the process of identifying and measuring operational risks inherent in all Company work units. In completing the RCSA, all work units are required to be able to identify and measure operational risks that are inherent in daily activities and have an impact on achieving the work unit's targets.

LED functions as operational risk data collection for operational risk events in Branch Offices based on 7 (seven) types of risk events in accordance with Basel II provisions. Work Units can send data on losses due to operational risks (loss events) online whenever there is a risk event in their Work Units. The output from this LED is data on accumulated Company losses in one month in the form of actual loss, near miss, and potential loss for each risk event. The results of the collected data will be processed and analyzed so that operational risk exposure maps for each work unit can be identified. This exposure map become a reference in mitigating the occurrence of similar incidents by improving business processes or adding other forms of risk mitigation.

KRI is a dashboard for monitoring risk trends based on indicators. KRI can be used to detect predictive or lagging risks as input for preventive or corrective action.

The Company implemented a Business Continuity Management (BCM) policy to ensure the continuity of the Company's operations in running the business after being affected by operational risks originating from external factors such as natural disasters, social conflicts, and IT system failures. The BCM policy contains systematic steps and guides employees in dealing with emergencies, starting from pre-disaster preparedness, disaster response, and operational continuity plans to return to normal conditions. In supporting the successful implementation of BCM, the Company carried out several activities including:

1. Updating internal regulations related to Business Continuity Management (BCM) on a regular basis which clearly defines the roles and responsibilities of each Work Unit.
2. The process of internalizing all employees by compiling socialization materials and conducting quizzes that are included in the Risk Awareness culture program.
3. The Bank conducted a Business Continuity Plan pilot to ensure the Company's readiness for a disaster and to maintain business operations.
4. Conducting an assessment of the availability of Working Remote Areas (WRA) by involving critical work units, so that the WRA owned by the Company has an adequate level of readiness to support operational activities when a disaster occurs.

As digital banking services expand and cybersecurity concerns grow, the Bank continues to strengthen its IT risk management system to anticipate potential IT, Digital, and Cyber threats that may arise due to digital transformation. This is achieved through the development of Digital Risk Management governance under the supervision of DORD.

As part of its efforts to improve the monitoring function of operational risk control in operational activities at Branch Offices, Regional Offices, Central Business Commercial (CBC), and Regional Loan Processing Centers (RLPC), officers have been assigned to Business Branch Control (BBC), Regional Business Control (RBC), CBC-BC (Commercial Business Center Business Control), and RLPC-BC (Regional Loan Processing Center Business Control). These officers function as a 1.5 line of defense in coordination with the Digital & Operational Risk Management Business Unit. Meanwhile, to supervise and mitigate operational risk at the Head Office, the Company has established an Operational Risk Control (ORC) Head Office under the supervision of the DORD.

As part of the Company's internal control system to foster a fraud-risk-aware culture across all organizational levels, the Company has implemented a Special Policy related to Fraud Risk Management Procedures and has established a Fraud Risk Management Department under the supervision of DORD.

Legal Risk

Legal Risk is the Risk resulting from lawsuits and/or weaknesses in juridical aspects. Legal risk can originate, among others, from weaknesses in the juridical aspect caused by weak agreements made by the Company, the absence and/or changes in laws and regulations that cause a transaction that has been carried out by the Company to be not in accordance with the provisions, and litigation processes whether arising from third party lawsuit against the Bank or the Company against a third party.

Legal Risk Management

Legal Risk Identification is carried out on the factors that cause risk including the existence of lawsuits and weaknesses in the juridical aspects inherent in functional activities of credit (provision of funds), treasury and investment, operations and services, information system technology and MIS, and human resource management.

Measurement of Legal Risk is carried out by the Risk Management Work Unit in coordination with the Legal Work Unit and the Credit Operational Work Unit. Legal risk measurement is carried out by the Risk Management Unit in coordination with the Legal Unit and the Credit Operations Unit. The Legal Unit provides individual case evaluations on contingent liabilities arising from ongoing litigation, while the Credit Operations Unit assesses the quality of credit agreement documentation (LAT). Parameters used for measuring legal risk include potential losses due to lawsuits, contractual weaknesses arising from invalid agreements, and regulatory changes that could render the Bank's products noncompliant with existing regulations.

Legal Risk Monitoring is carried out by the Risk Management Work Unit by evaluating the effectiveness of the implementation of policies, procedures and compliance with policies, legal regulations and Company limit provisions. Monitoring is carried out periodically for all Legal Risk positions. In carrying out Legal Risk control, the Legal Work Unit provides legal

input and recommendations to each division and work unit and conducts periodic reviews of cooperation agreements and contracts with counterparties. In addition, the Company has a Legal Application System (LApS) application which is designed in the form of a website and is used as a register and monitoring of legal cases that occur or are handled by the Company, both criminal and noncriminal, so that every case that is happening, both at the branch and progress can be monitored at the Head Office.

The Company has assigned employees at Branch Offices as Regional Legal Representatives (RLRs), whose duties and responsibilities include the following:

1. Provide legal assistance for litigation issues submitted by each work unit in the context of implementing Company operations and provide legal assistance in every legal case.
2. Represent the Company in carrying out proceedings in the Court, Police, Prosecutor's Office, other legal institutions, and outside the court in its work area.
3. Provide legal opinions on legal issues submitted by Regional Offices, Branch Offices, and Sharia Branch Offices related to operations in their work areas.
4. Providing legal consultation on legal issues submitted by Branch Offices.
5. Perform legal watch functions in accordance with Regulatory provisions.
6. Manage and control legal risks within the scope of work.

Strategic Risk

Strategic Risk is the risk due to inaccuracy in making and/or implementing a strategic decision and failure to anticipate changes in the business environment Strategic risk arises due to the Bank's failure to align its strategy with its vision and mission, conducting incomplete strategic environmental analysis, and/or inconsistencies in strategic planning across different levels. Strategic risk also emerges from the Company's inability to anticipate changes in the business environment, including technological advancements, macroeconomic conditions, market competition dynamics, and regulatory changes from the government, Bank Indonesia, the Financial Services Authority (OJK), and other relevant authorities.

Strategic Risk Management

Strategic Risk identification is carried out based on Strategic Risk factors in certain functional activities, such as credit, treasury, and investment activities as well as operations and services through a business plan prepared by the Corporate Strategy & Planning Work Unit as an elaboration of General Policies stipulated by the Board of Directors.

Strategic Risk measurement is carried out based on the achievement of the Company's performance by comparing actual results with predetermined targets. Strategic Risk Monitoring is carried out by the Corporate Strategy & Planning Work Unit on a regular basis by monitoring the achievement of Key Performance Indicators (KPI) and the Risk Management Work Unit which monitors risk exposure compared to the Company's risk appetite and monitors Risk Appetite and Risk Tolerance of the Strategic Risk on a monthly basis. Then, the Board of Commissioners, Directors, and Work Units review the basic strategy with a focus on business transformation, infrastructure, and Human Resources as well as Review Risk Appetite and Risk Tolerance regularly and at least once a year.

Furthermore, the Risk Management Work Unit monitors Strategic Risk by comparing expected results with actual results, evaluating work unit performance, and ensuring target achievement. In controlling Strategic Risk, the Corporate Strategy & Planning Work Unit functions to analyze gaps between actual reports and business plan targets and submit corrective steps that must be taken to the Board of Directors on a regular basis.

Compliance Risk

Compliance Risk is the risk caused by the Company for not complying with and/or not implementing the applicable laws and regulations, such as credit risk related to the Minimum Capital Requirement (KPMM), Earning Asset Quality, Establishment of CKPN, Legal Lending Limit (BMPK), market risk related to the provisions of the Net Open Position (NOP), strategic risk related to the provisions of the Annual Work Budget Plan (RKAT), and other risks related to certain provisions. Compliance risk can also originate, among other things, from legal behavior, namely behavior or activities of the Company that deviate from or violate the provisions and/or laws and regulations, and organizational behavior, namely behavior or activities of the Company that deviate or conflict with generally accepted standards.

Compliance Risk Management

The management of the Company's compliance risk is carried out by the Risk Management Work Unit in coordination with the Compliance and Governance Division/CMGD. The Compliance Work Unit monitors the Company's report submission obligations to external parties and reviews internal regulations periodically and continuously so that they remain relevant to applicable external regulations. The Company has an internal application, namely the Regulatory Compliance & Monitoring System (CRMS), to make it easier for all Company employees to access all external regulations and to function as a reminder to work units on the obligation to submit reports to Regulators. To minimize the potential for compliance risk, the Company placed Regional Compliance Supervisory Officers (RCSO) in Regional Offices to evaluate the compliance level of Branch Offices in carrying out operational activities. Along with the enactment of the Personal Data Protection Act, the Compliance Work Unit formed a Data Privacy sub-unit, and a gap analysis on the readiness of the Company in implementing the said provisions had been carried out. The Compliance Work Unit monitors and reports compliance risk that occurs to the Company's Directors on a regular basis. Compliance Risk measurement is carried out on potential losses caused by non-compliance and the Company's inability to comply with applicable external regulations. The indicators/ parameters used in measuring Compliance Risk include the type, the significance, and the frequency of violations against applicable regulations or the track record of Company compliance, the behavior underlying the violation, and violations of generally accepted standards.

In order to control Compliance Risk, the Risk Management Work Unit and the Compliance Work Unit were assigned with evaluating the effectiveness of the implementation of Compliance Risk management by periodically monitoring all types of activities that have the potential to cause Compliance Risk.

Reputation Risk

Reputation Risk is the Risk resulting from a decrease in the stakeholder trust level originating from a negative perception of the Company. Reputation Risk can originate from various Company business activities as follows:

1. Events that have damaged the Company's reputation, for example, the influence of the reputation of the owner of the Company and related companies, product complexity and Company business cooperation, negative publicity about the Company, violations of business ethics, and customer complaints.
2. Other matters that may lead to Reputation Risk, for example, weaknesses in governance, corporate culture, and business practices of the Company.

Reputation Risk Management

All employees, including business unit management and Company supporting activities, are part of the Risk Management implementation for Reputation Risk, considering that reputation is the resul of all of the Company's business activities. The role of the Business Unit Management is to identify the Reputation Risk that occurs in the business activity and/or activities of the unit and as a front liner in developing and preventing Reputation Risk, scpecifically related to customer relationshops. Reputation Risk identification is conducted on risk factors inherent in certain functional activities, such as credit provision (provision of funds), fund raising, treasury and investment, operations and services, information technology systems and MIS, and Human Capital.

As part of the reputation risk identification process, BTN has implemented the SPN (Customer Complaint System) application and conducts monitoring of all mass media (both print and electronic, at local and national levels). The Company records all news reports related to the Company, whether direct (straight news) or indirect (mentions). The SPN application is integrated with Branch Offices and the Contact Center. The Customer Complaint Management Unit, as the administrator of SPN, follows up on customer complaints and resolves them in accordance with the established Service Level Agreement (SLA).

The Reputation Risk Measurement is performed according to the results of an assessment of the factors affecting the Company's reputation, including customer complaints and reporting about the Company. The Company's Reputation Risk is managed by the Corporate Secretary Division (CSD) work unit that manages news about the Company which is published in the print and electronic mass media and the Service Quality & Network Division (SQND) who manages complaints from the customer.

In order to monitor Reputation Risk and ensure customer satisfaction, the Company's SPN (Customer Complaints System) functions to support the management of services and online customer complaint handling between parties regarding problems in Branch Offices and Headquarters. Reputation Risk monitoring is also conducted by the Enterprise Risk Management Division (ERMD) by reminding and providing recommendations for improvement to the Reputation Risk Management Division of CSD and SQND according to the assessment of reputation risk profile parameters.

Strengthening The Implementation of Risk Culture

Strengthening the implementation of risk culture as part of maintaining commitment and ensuring that the risk culture policy is understood and implemented by all management and employes of the Company, so the risk culture implementation strategy must be in line with the Company's risk management implementation strategy. The Company determines a risk culture implementation roadmap per year according to the level maturity to be achieved, monitoring the implementation of risk culture by measuring the maturity level of risk culture at least once a year by the internal team and once every three years by an independent team (external party). The Company reviews its risk culture policy at least once a year. Several programs for implementing and improving the Company's risk culture are:

1. The Risk Economic Outlook is an annual routine agenda which discusses strategies for determining risk appetite and risk tolerance. This forum aims to provide an understanding of risk awareness to the Board of Commissioners and Directors so that they can make the right strategic decisions.
2. The Company actively conducts Portfolio Quality Review Forums attended by Directors, Divisions, CBC, Branch Offices as an effort to provide the latest picture of credit position and quality both bankwide and per credit segmentation.
3. Continuously strengthening Risk Management by implementing risk management improvement strategies in accordance with the Risk Management Improvement Roadmap initiated based on the Risk Maturity Index assessment results.
4. Conduct visits and awareness in the context of implementing data cleansing to improve the quality of the loss event database at Bank BTN.
5. Cultivating a compliance culture, carried out through an approach that ensures every business process adheres to applicable internal and external regulations, provisions, and SOPs.
6. Implementing continuous prevention so that there are no significant weaknesses in the first line defense process and making corrective action plans in coordination between the Risk Management Work Unit and the Internal Audit Work Unit.
7. Strengthening operational risk control through various activities such as seminars, workshops, and risk outlook sessions.
8. Internalizing risk management culture through socialization, learning, and e-learning of risk culture to all employees through BTNbest and measuring the level of understanding through quizzes.
9. The Company has an operational risk control system throughout the Company's network. The Company has implemented awareness regarding the use of the ORMIS application as a form of implementing risk management throughout the branch office network.
10. To enhance risk awareness among Human Resources (HR), the Company organizes an annual Culture Day event by inviting external speakers. The Culture Day event aims to promote a risk-aware culture as an integral part of operational and business processes, as well as to instill a value-driven orientation of the risk management function towards business goals.
11. Implementing increased risk awareness regarding potential fraud vulnerabilities within the Business Unit, in line with OJK Regulation No. 12 of 2024 concerning the Implementation of Anti-Fraud Strategies for Financial Services Institutions, which encompasses four main pillars:
    a. Prevention
    b. Detection
    c. Investigation, Reporting, and Sanction Imposition
    d. Monitoring, Evaluation, and Follow-up

    DORD has submitted quarterly consolidated reports to the Anti-Fraud Sub-Committee and the Board of Commissioners. These consolidated reports include fraud detection results, status, investigation results, follow-up actions, and sanctions.

Risk Assessment

In accordance with the Financial Services Authority Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the Implementation of Risk Management for Commercial Banks and Circular Letter of OJK Circular Letter No. 34/ SEOJK.03/2016 dated September 01, 2016 concerning the Implementation of Risk Management for Commercial Banks, Risk Management Division shall report the risk profile to Financial Services Authority (OJK) quarterly containing information about Credit Risk Exposure, Market Risk, Liquidity Risk, Operational Risk, Compliance Risk, Strategic Risk, Legal Risk, and Reputation Risk. The assessment of the risk profile covers the assessment of the Inherent Risk and the Quality Rating on the Implementation of Risk Management in Company's operational activities.

Taking into account the results of self-assessment, the Company strives to maintain the Risk Profile Quarter IV 2023 to be in Low to Moderate level. The probable loss encountered by the Company in terms of the Inherent Risk is considered low (Low to Moderate), with a Satisfactory rating for the Quality Rating on the Implementation of Risk Management. Details are listed as follows:

Types of Risk	Inherent Risk Rating	Quality Rating on the Implementation of Risk Management	Risk Rating
Credit Risk	Moderate	Satisfactory	Low to Moderate
Market Risk	Moderate	Satisfactory	Low to Moderate
Liquidity Risk	Low to Moderate	Satisfactory	Low to Moderate
Operational Risk	Moderate	Satisfactory	Low to Moderate
Legal Risk	Low to Moderate	Satisfactory	Low to Moderate
Strategic Risk	Low to Moderate	Satisfactory	Low to Moderate
Compliance Risk	Low to Moderate	Satisfactory	Low to Moderate
Reputational Risk	Low to Moderate	Satisfactory	Low to Moderate

The consolidated risk assessment is as follows.

Types of Risk	Inherent Risk Rating	Quality Rating on the Implementation of Risk Management	Risk Rating
Credit Risk	Moderate	Satisfactory	Low to Moderate
Market Risk	Low to Moderate	Satisfactory	Low to Moderate
Liquidity Risk	Low to Moderate	Satisfactory	Low to Moderate
Operational Risk	Moderate	Satisfactory	Low to Moderate
Legal Risk	Low to Moderate	Satisfactory	Low to Moderate
Strategic Risk	Low to Moderate	Satisfactory	Low to Moderate
Compliance Risk	Low to Moderate	Satisfactory	Low to Moderate
Reputational Risk	Low to Moderate	Satisfactory	Low to Moderate

Review of The Effective Risk Management System of Issuer or Public Company

The risk profile assessment for both Conventional and Sharia banking at Company is conducted periodically. Throughout 2025, the assessment reflects that the risks faced by Company (both conventional and sharia) have been effectively managed, supporting further business development. In other words, risk management at Company has been implemented efficiently and effectively. The results of the evaluation of Company Risk Management effectiveness by an external party (independent consultant) through the Risk Maturity Index (RMI) were in the strong practice phase with the criteria of fulfilling the provisions of the Ministry of SOEs No.SK-8/DKU.MBU/12/2023 regarding technical instructions for assessing the risk maturity index in the SOE environment. Throughout 2025, improvements to the implementation of risk management were made in accordance with the recommendations of the Risk Maturity Index (RMI) results carried out by an independent party so that the implementation of Risk Management continued to improve and was standardized in each Business Unit and risk management became part of the process and work culture of Company.

Statements of The Board of Directors and/or The Board of Commissioners or Audit Committee to Risk Management System Adequacy

The internal control system implemented by BTN is considered to be effective and adequate, as reflected in the effectiveness of the implementation of internal control functions, including internal audit, risk management, compliance, financial and operational control. The Company's risk governance is based on good corporate governance and the involvement of all Company organs in risk management. This can be seen from the structure of the Company's risk management organization. The Board of Commissioners through the Risk Monitoring Committee meeting and the Board of Directors through the Risk Management Committee meeting are responsible for ensuring that the implementation of Risk Management is adequate in accordance with the characteristics, complexity and risk profile of the Company on a periodic basis. Based on the results of the review conducted in 2025, the Board of Directors and the Board of Commissioners assessed that the risk management system has been implemented adequately.

The Board of Commissioners and the Board of Directors are actively participating in mitigating the Company's risks by monitoring Risk Management Implementation Quality, which includes risk governance, risk management framework, risk management process, adequacy of risk management information system and human resources, as well as the adequacy of the internal control system. The adequacy of the Bank's Risk Management System is supported by:

Risk Monitoring Committee

The Risk Monitoring Committee has the duty and responsibility of providing recommendations to the Board of Commissioners, i.e. by evaluating the Company's risk management policy guidelines (credit risks, market risks, liquidity risks, operational risks, legal risks, strategic risks, compliance risks, and reputation risks), evaluating the conformance between the Company's risk management policies guideline and its actual implementation, as well as monitoring and evaluating the Risk Management Committee's performance. In carrying out its duties and responsibilities, the Risk Monitoring Committee is assisted by the Enterprise & ESG Risk Management Division as the Committee secretary to conduct and schedule regular meetings to discuss current issues, including: Quarterly Risk Profile (Individual & Consolidated), Company's Soundness Level (Individual and Consolidated), Recovery Plan, Risk Maturity Index and matters related to Company risk management including participating in reviewing the Risk Management Policy Guidelines which include the Bank's Risk Appetite and Risk Tolerance.

Risk Management Committee

The Risk Management Committee (KOMAR) actively provides recommendations to the President Director regarding risks associated with policies set by the Board of Directors. It also evaluates regulations that may no longer align with recent developments and require adjustments. KOMAR plays an active role in assessing risks associated with new products, services, and activities, enabling the company to take necessary mitigation measures. The committee also conducts evaluations of the General Risk Management Policy (KUMR).

Integrated Risk Management Committee

The Integrated Risk Management Committee (KOMAR) plays an active role in providing recommendations to the President Director regarding the consolidation risks inherent in policies to be established by the Board of Directors, as well as evaluating provisions deemed inconsistent with current developments and requiring adjustment. The Integrated KOMAR is actively involved in assessing the consolidation risks inherent in each new product and/or service/activity, enabling the Company to take necessary mitigation measures and also evaluating the General Risk Management Policy (KUMR).

Risk Management Task Force

The Risk Management Unit is a work unit that directly reports to the Director, overseeing the Risk Management function, and operates independently from the Operational Units, which are risk-taking units, as well as the Internal Audit Unit and the Compliance Unit.

The Risk & ESG Management Unit and the Operational & Digital Risk Management Unit at Company are each led by a Division Head who reports directly to the Director of Risk Management. The Risk & ESG Management Unit comprises the Market & Liquidity Risk Management Department, Credit Portfolio Risk Management Department, Integrated Risk Management Department, ESG Department, and Model Validation. Meanwhile, The Operational & Digital Risk Management Unit includes the Fraud Risk Management Department, Digital Risk Management Department, Operational Risk Management Department, Regional Operational Risk Control Department, and Operational Risk Control Department.

Risk Management Policies and Procedures

The Company has had management policies in risk management, which are Risk Management General Policy (KUMR), which contains the minimum provisions required by the Regulation of Bank Indonesia/Financial Services Authority.

These risk management guidelines are further complemented by internal policies, including but not limited to Guidelines for Risk Profile Assessment Reporting and Evaluation, Guidelines for Company Soundness Level Reporting and Assessment, and Risk Model Validation Procedures. They also encompass Guidelines for Risk Data Collection for the Operational Risk Management Information System (ORMIS), Guidelines for Liquidity Risk Measurement Processes, Guidelines for Liquidity Coverage Ratio (LCR) Calculation and Reporting, Guidelines for the Calculation of Credit Risk Risk-Weighted Assets (RWA). Guidelines for Market Risk Measurement Processes, Interest Rate Risk Management in the Banking Book, Guidelines for Stress Testing Implementation, Risk Model Validation Procedures, Liquidity Monitoring Guidelines, aRisk & Control Self-Assessment (RCSA) Procedures, Guidelines for Recovery Plan Implementation, Internal Credit Rating (ICR) Process Guidelines, Credit Scoring Model (CSM) Implementation Guidelines, Credit Authority Limits for Commercial and Consumer Loans, Guidelines for Allowance for Impairment Losses (CKPN) Calculation, Policies for Debtors Affected by Covid-19, Business Continuity Management (BCM) Policy, Business Continuity Plan (BCP) Technical Guidelines, Disaster Recovery Plan (DRP) Technical Guidelines, and Business Impact Analysis (BIA) Technical Guidelines.

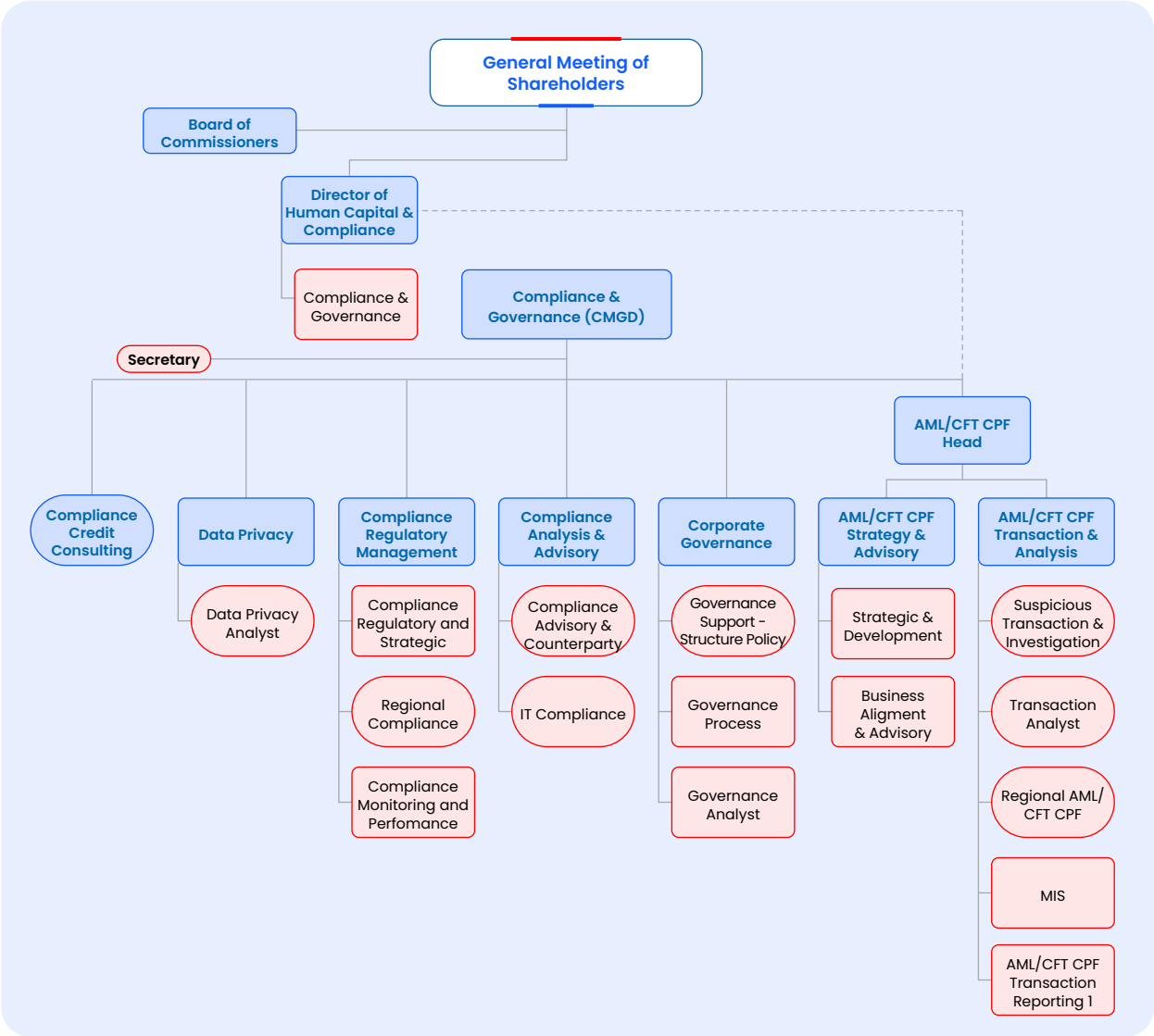
Re-assessment of internal policies has also been conducted to align with the most current provisions from relevant regulators, i.e. by conducting gap analysis and accommodating best practices commonly applied in the banking industry in order to improve the quality of the application of risk management. The Risk management information system at the initial phases was focused on the collection and improvement of risk database quality to allow gradual development and application into the risk management information system, thus allowing integrated risk measurement and risk monitoring as well as timely presentation.

Compliance Function

The banking industry is growing increasingly complex along with the growth of global information technology and integration of the financial market. With intense business competition among banks, this comes as a particular challenge that the Company needs to address. As such, it is necessary to enforce the principle of carefulness and take measures to mitigate risks associated with the Bank's business activities, both preventive (ex-ante) and curative (ex-post) measures. Ex-ante measures may be taken by complying with the applicable banking principles in order to reduce or minimize risks in the Company's business activities.

The Company consistently implements the Compliance Function, which is a series of preventive (ex-ante) actions or steps. These efforts are carried out to realize the implementation of a Compliance Culture at all levels of the Company's organization and business activities; manage Compliance Risks faced by the Company; ensure that the policies, provisions, systems, and procedures as well as business activities carried out by the Company are in accordance with the provisions of the Financial Services Authority and the provisions of laws and regulations, including Sharia Principles for Sharia Commercial Banks and Sharia business units; and ensure the Company's compliance with the commitments made by the Company to the Financial Services Authority and/or other authorized supervisory authorities.

Organizational Structure



The organizational structure for compliance function implementation is determined based on Technical Guidelines No. PT.3-A.6, regarding the Organizational Structure of the Head Office, Regional Offices, Branch Offices and adjustments to the organizational structure has referred to OJK Regulation No. 46/POJK.03/2017, dated July 12, 2017, regarding the Implementation of Compliance Functions in Commercial Banks. The structure, further defined in the company's internal policies, consists of:

1. Board of Commissioners is responsible for actively supervising the implementation of the Company's Compliance Function;
2. Board of Directors is responsible for fostering and realizing the implementation of compliance culture across all organizational levels and business activities in the Company, as well as ensuring the implementation of compliance function at the Company;
3. Director of Compliance is a member of the Board of Directors who has been authorized by the Financial Services Authority to lead the Compliance Function and Compliance Task Force at the Company, and is responsible for formulating strategies to encourage the realization of compliance culture across the Bank and is also responsible for the performance of duties in order to ensure that the Company's Compliance Function operates properly; and
4. Compliance and Governance Division is a Work Unit at the Head Office that serves as the Compliance Task Force for the Company and is responsible for implementing Compliance Function duties across the Company.

Lead Director of Compliance Function

The Director responsible for the Company's Compliance function is the Director of Human Capital and Compliance. The appointment, dismissal, and/or resignation of the Director responsible for the Company's Compliance Function is regulated and implemented as follows:

1. Appointment, dismissal, and/or resignation of the Lead Director of Compliance Function is specified in reference to the provisions for an appointment, dismissal, and/ or resignation of the member of the Board of Directors as specified in Bank Indonesia's regulations applicable to public banks, and should pass a fit and proper test in accordance with the applicable provisions of the Financial Services Authority.
2. In the event the Director of Compliance is temporarily unable to perform his/her assigned duties, the performance of such duties shall be temporarily delegated to other Director(s) up to the Lead Director of Compliance resuming his/her normal duties.
3. In the event the Lead Director of Compliance Function resigns or concludes his/her tenure, the Company shall immediately appoint a new Lead Director of Compliance Function. During the vacant period, another Director shall be appointed temporarily handle the duties of the Lead Director of the Compliance Function.
4. In order to satisfy independence requirements, the Director who serves as the Lead Director of the Compliance Function should not have a double role as President Director and/ or other directorial positions that may impair his/her independence.
5. Any replacement of the position of Lead Director of Compliance Function shall always be reported to the Financial Services Authority.

The 2021 GMS held on March 10, 2021, appointed Eko Waluyo as the Director of Compliance and Legal Affairs in accordance with OJK Circular Letter No. 39/ SEOJK.03/2016 dated September 13, 2016, on Capability and Fitness Assessment for Candidates for Controlling Shareholders, Candidates for Members of Board of Directors and Candidates for Members of Board of Commissioners of Banks, Director of Compliance may begin executing Compliance Function duties upon approval from OJK. Mr. Eko Waluyo has passed the Fit and Proper Test for Director of Compliance and has received formal approval from OJK on August 09, 2021.

Duties and Responsibilities of Lead Director of Compliance Function

The duties and responsibilities of the Compliance Director in carrying out the Compliance function include the following:

1. Formulate strategies to encourage compliance culture.
2. Propose compliance policies or compliance principles to be stipulated by the Board of Directors.
3. Stipulate compliance system and procedures to be implemented to develop the Bank's internal provisions and guidelines.
4. Ensure that all policies, provisions, systems, procedures, and business activities operated by the Bank comply with the provisions of the Financial Services Authority, Bank Indonesia, and other applicable laws and regulations, including Sharia principles.
5. Manage and minimize compliance risks.
6. Take preventive measures so that policies and/or decisions made by the Company's Board of Directors do not deviate from the provisions of the Financial Services Authority, Bank Indonesia, and applicable laws and regulations, including by providing a dissenting opinion in the event of policies and/ or decisions deviating from the provisions of Financial Services Authority, Bank Indonesia, and applicable laws and regulations.
7. Perform other duties related to Compliance Function, including monitoring and maintaining the Company's compliance with the commitment that the Company has made to Financial Services Authority, Bank Indonesia, and other relevant supervisory authorities.
8. Ensure that the Company's Compliance Task Force performs effectively in executing Compliance Function duties
9. Coordinate with Sharia Supervisory Board regarding the implementation of the Compliance Function of the Sharia Business Unit in accordance with Sharia principles.
10. Act as a coordinator for the stipulation of Compliance Function to all business units to achieve good corporate governance.

Compliance Task Force

The role of the Company's Compliance Unit, as regulated under OJK Regulation No. 46/POJK.03/2017, concerning the Implementation of Compliance Functions in Commercial Banks, is carried out by the Compliance and Governance Division. This is further detailed in Technical Guidelines No. PT.3-A.6 dated September 14, 2023, regarding the Organizational Structure of the Head Office, Regional Offices, and Branch Offices, as well as the structural changes based on the Steering Committee Transformation meeting held on February 18, 2025 regarding Changes to the Compliance and Governance Division (CMGD) Organization under the coordination of the Director overseeing the Compliance Function, ensuring its independence from business and operational units, risk management units involved in decision-making for the Company's business activities, treasury units, finance and accounting units, logistics and procurement units, and information technology management units.

The Compliance and Governance Division is led by a Division Head who has satisfied the specified criteria as the head of Compliance Function Task Force, as specified in OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017, on Implementation of Compliance Function for Public Banks. Appointment and/or dismissal of the Head of Compliance and Governance Division shall always be reported to the Financial Services Authority in accordance with the criteria specified in compliance related to internal policies, as follows

1. Satisfying independence requirements as set out in the provisions of the Financial Services Authority.
2. Possessing a deep understanding of the provisions of the Financial Services Authority, Bank Indonesia, and other applicable laws and regulations.
3. Not performing other duties beyond Compliance Function.
4. Highly committed to implementing and fostering a compliance culture.

Profile Of Head of Compliance Task Force

The Company's Board of Directors appointed Harman Soesanto as Head of the Company's Compliance Business Unit effective March 10, 2025, pursuant to Board of Directors Decree No. 03 dated February 18, 2025. The appointment of Hasta Nugraha Utomo as Head of the Company's Business Unit has been reported to the Financial Services Authority.

Hasta Nugraha Utomo

Compliance & Governance Division Head

Indonesian Citizen,
54 years old as of December 2025
domiciled in Jakarta

Educational Background

Master of Economics/Financial Management from Gadjah Mada University and University of Kentucky

Certification

Banking Risk Management Certification Level 4

Work Experience

- Compliance and Governance Division Head 2025 – present
- Corporate Strategy & Planning Division Head 2024-2025
- Financial Institution & Capital Market Division Head 2021-2024

Legal Basis of Appointment

Board of Directors' Decree based on Talent Committee Minutes No. 03 dated February 18, 2025. Appointment of Hasta Nugraha Utomo as Head of the Compliance Business Unit.

Term of Office

2025-present

Concurrent Positions

No concurrent positions

Duties and Responsibilities of Compliance Function

The duties and responsibilities of the Compliance and Governance Division in executing compliance function is as follows:

1. Develop measures to encourage the realization of compliance culture across all business units in the Company and across all organizational levels.
2. Coordinate with other units in performing identification, measurement, monitoring, and control of compliance risks in reference to the provisions of the Financial Services Authority on the Implementation of Risk Management for Public Banks.
3. Assess and evaluate the effectiveness, adequacy, and conformance of policies, provisions, systems, or procedures implemented in the Bank to the applicable laws and regulations.
4. Review and/or provide recommendations on update and refinement of policies, provisions, systems, or procedures implemented in the Company to maintain conformance to the provisions of the Financial Services Authority, Bank Indonesia, and other applicable laws and regulations, including sharia principles.
5. Take necessary measures to ensure that all policies, provisions, systems, procedures, and business activities operated by the Bank comply with the provisions of the Financial Services Authority, Bank Indonesia, and other applicable laws and regulations.
6. Perform other duties related to Compliance Function, including:
   a. Ensure the Company's compliance with the commitment made to the Financial Services Authority and/or other relevant supervisory authorities.
   b. Conduct socialization for all employees regarding matters related to Compliance Function, particularly in terms of applicable regulations from relevant regulators.
   c. Act as a contact person for compliance issues for both internal and external parties.
   d. Ensuring that business processes in the Compliance Business Unit comply with ISO 9001:2015 certification standards.
   e. Implementing ISO 37301:2021 on Compliance Management Systems.
   f. Ensure the implementation and results of selfassessment of corporate governance based on regulations of OJK in the Holding entity, Subsidiary, the Sharia Business Unit in Bank BTN to ensure the Company's quality process.
   g. Ensure the assessment of good corporate governance implementation by third parties/ independents in terms of achieving the Company's goal.
   h. Ensure Operational and Reporting Management related to the Implementation of AML and CFT in the Central Office.
   i. Ensuring that data privacy implementation is carried out in accordance with laws and regulations.

Compliance Function's Competencies Development

Types of Training and Education	Number of Participants
Classroom / Virtual Classroom	
Legal and Procedural Aspects of Bankruptcy & PKPU: Identifying the Impact of Bankruptcy on Debtors and Customers	1
Technical Guidance for Anti-Corruption Counselors	1
BTN Leadership Forum	2
State-Owned Enterprise (SOE) School of Excellence	1
Cash Management to Increase Third-Party Funds (Bale Korpora)	1
Collection Academy Intermediate	1
Communication Skills with a Neuro-Linguistic Program (NLP) Approach	7
Certified Indonesia Data Protection Officer (CIP DPO) Certification	2
Data Analytics and Visualization with Tableau	3

Types of Training and Education	Number of Participants
Expert Sharing Session on Value Creation: Winning the Market with Digital Leadership and Customer Centricity	2
Expert Talk Session	12
IFRS1 and IFRS2	1
Integrated Collection Excellence 2025 for Staff	1
Internal Control Over Financial Reporting (ICOFR)	2
ISO 37301:2021 Compliance Management System	14
IT Business Process Re-Engineering	1
Team Building Activities (Outbound) 2025	45
Internalization of New AML-CFT Application System	3
Market & Liquidity Risk Management	2
Preparing Technical Specifications for the Terms of Reference and Own Estimated Price (HPS)	1
Microsoft Excel for Professionals: Dashboard and Visualization	2
Provision and Education for Business Control Organs to Socialize the New Top 10 Risks	1
Provision for Risk Management Certification Level 4	6
Preparation of RACI (Responsible, Accountable, Consulted, Informed) Matrix for Internal Regulations	2
Personal Data Protection	2
PowerPoint Presentation Skill-Slide Design and Data Storytelling Using PowerPoint	1
Project Management - Managing Project Like a Pro	4
Refreshment of AML, CFT, and PFWMD 2025 through PPATK E-Learning	25
Refreshment of SME, Commercial, and Subrogation Credit Management Provisions or Policies	1
Refreshment of AML, CFT & PPPSPM Program Implementation	30
Refreshment of KKNI Risk Management Certification Level 4 Through E-Learning Methods	11
Refreshment of Risk Management Certification Qualification Level 5 Through E-Learning Methods	15
Risk Appetite and Risk Culture "The Main Pillar in Strengthening Risk Management in the Financial Sector"	1
SCORE Collection	1
Secretary Excellence Program: Building Interpersonal Skills for Secretaries	1
FKDKP Seminar on "Together Eradicating Online Gambling Practices for a Better Indonesia"	3
Certification of AML, CFT, and PFWMD	20
Risk Management Certification Level 4	1
Single Relationship Management Corporate	1
Socialization and Implementation of the Report Monitoring System (S|MOLA) for the Implementation of AML, CFT, and PFWMD Programs	1
Socialization of OJK Regulation 12 on the Implementation of Anti-Fraud Strategies	3
Supervisor Development Program (SDP)	3
AlphaBITS Next Generation (ABNG) Training of Trainers (ToT) – IRSHAD	1
Venture Capital 101	4

Types of Training and Education	Number of Participants
Webinar Customer Experience: Strategies for Success in Digital Era	4
FHCI Webinar from Learning to Strategy "Creating a Superior Corporate University"	1
OJK Webinar: Book Review of "Segitiga Berkeluarga"	1
OJK Webinar: Geopolitical Dynamics and National Resilience: Strategies to Strengthen the Indonesian Economy	1
OJK Webinar "The Role of the Financial Services Industry in Supporting the National Strategic Project: Building 3 Million Houses"	3
OJK Webinar on Risk & Governance Summit (RGS) 2025	2
OJK Webinar - Book Review "Diorama Keuangan Berkelanjutan Indonesia"	1
OJK Webinar - Digital Transformation: Technological Innovation Trends in the Financial Sector	4
BTN Business Competition Compliance Program Webinar	5
BTN Group Risk Management Workshop	3
Cash Waqf Linked Deposit (CWLD) Close-Loop Product Development Workshop with Financing	3
BTN Srikandi Workshop	2
Refreshment of AML, CFT, and PFWMD Program Implementation	29
AML, CFT, and PFWMD Training	24
AML, CFT, and PFWMD Certification Briefing	18
AML, CFT, and PFWMD Certification	16
Self Learning	
(Action Oriented - Lv 2) Problem Solving Across an Organization	1
(Action Oriented - Lv 5) Advanced Lead Generation	1
(Aligning Perf for Success - Lv 1) Why Trust Matters with Rachel Botsman (with Audio Descriptions)	34
(Aligning Perf for Success - Lv 3) Building High-Performance Teams	1
(Aligning Perf for Success - Lv 4) Setting Team and Employee Goals Using SMART Methodology	30
(Aligning Perf for Success - Lv 5) Managing for Results	1
(Artificial Intelligence Literacy - Knowledgeable) Introduction to Artificial Intelligence	3
(Building Business Partnership - Lv 2) Negotiation Skills	3
(Building Business Partnership - Lv 3) Building Trust	36
(Business Acumen - Lv 1) Introduction to Business Analytics	1
(Business Acumen - Lv 4) Developing Business Acumen	1
(Business Value Chain - Knowledgeable/Payroll Business - Knowledgeable) Foundations of Business Banking	3
(Collection Processing - Practitioner) Types of Credit Settlement & Asset Sales Strategy	1
(Collection Processing - Practitioner) Mortgage Auction	1
(Credit Risk Management - Practitioner) Fundamental of? Risk Management?	1
(Customer Experience - Advance) Customer Experience Strategy: Build a Customer-Centric Culture	3
(Customer Experience - Knowledgeable) The 10 Pillars of Customer Experience	2
(Customer Focus - Lv 1) Talking to Customers	3
(Customer Focus - Lv 1/Complaint Handling? - Knowledgeable) Customer Service Foundations	2

Types of Training and Education	Number of Participants
(Customer Focus - Lv 3) Service Excellence: How to Exceed Expectations Every Time	3
(Customer Focus - Lv 4) Customer Experience: Creating Customer Personas	1
(Customer Focus - Lv 4/Complaint Handling- Expert) Using Customer Surveys to Improve Service	1
(Customer Relation & Network - Practitioner) Effective Collaboration across Teams	1
(Decision Quality - Lv 2) How to Decide: Simple Tools for Making Better Choices	1
(Decision Quality - Lv 5) Critical Thinking for Better Judgment and Decision-Making	30
(Developing People - Lv 3) Future Leader - Creative Leadership for Gen Z	34
(Developing People - Lv 3) Situational Leadership	1
(Developing People - Lv 5) Lead with Positive Power	1
(Digital Literacy - Lv 1) Working with Computers and Devices	1
(Digital Literacy - Lv 2) Getting Started with Microsoft 365	1
(Digital Literacy - Lv 3) Business Presentation Skill	1
(Digital Literacy - Lv 3) Digital Mindset	1
(Digital Literacy - Lv 3) Digital Transformation	1
(Digital Literacy - Lv 3) Optimizing Your Work with Microsoft 365	1
(Digital Literacy - Lv 3) Working and Collaborating Online	1
(Digital Literacy - Lv 4) Microsoft 365: Choose the Right Tool for the Job	1
(Digital Literacy - Lv 5) Vivek Wadhwa on Technology and Doing What Is Right	1
(Digital Product & Services Management - Expert) Digital Strategy	1
(Digital Product & Services Management - Expert) Leading with Innovation in the Age of AI	2
(Digital Product & Services Management - Expert) Digital Strategy	1
(Digital Product & Services Management - Expert) Leading with Innovation in the Age of AI	32
(Digital Product & Services Management - Practitioner) Digital Transformation Foundations	3
(Driving Execution - Lv 1) Problem-Solving Techniques	4
(Driving Execution - Lv 2) Anatomy of a Breakthrough: How to Get Unstuck (Book Bite)	3
(Driving Execution - Lv 4) Strategic Agility	31
(Driving Execution - Lv 4/Business Value Chain - Practitioner) Measuring Team Performance	1
(Driving Execution - Lv 5) Building Resilience as a Leader	1
(Effective Collaboration - Level 4) Building High-Performance Teams	1
(Effective Collaboration - Lv 2) Communication Skill	1
(Effective Collaboration - Lv 5) Communicating with Transparency	1
(Effective Collaboration - Lv 5) Creating a Culture of Collaboration	1
(Effective Collaboration - Lv 5) Creating a High Performance Culture	1
(Enterprise Risk Management - Knowledgeable) Be The ESG Champion?	1
(Financial Report Analysis- Practitioner) Analisa Laporan Keuangan - WCRD	1
(Innovation & Creativity - Lv 1/Business Value Chain - Practitioner) Process Improvement Foundations	1
(Innovation & Creativity - Lv 1/Business Value Chain - Practitioner) Process Improvement Foundations	3

Types of Training and Education	Number of Participants
(Innovation & Creativity - Lv 2) Improving Your Thinking	1
(Innovation & Creativity - Lv 3) Creative Thinking & Innovation	1
(Innovation & Creativity - Lv 3) Creative Innovator	1
(Innovation & Creativity - Lv 4) Developing a Competitive Strategy	1
(Innovation & Creativity - Lv 4) Executing on Innovation: A Process That Scales	1
(Innovation & Creativity - Lv 4) Innovation & Agility	1
(Innovation & Creativity - Lv 5) Building Creative Organizations	1
(Innovation & Creativity - Lv 5) Creating a Culture of Change	3
(IT & Digital Change Management - Knowledgeable) Project Management Foundations	1
(IT Architecture - Knowledgeable) Introduction to IT Architecture	31
(Job Motivation - Lv 2) Making Big Goals Achievable	32
(Job Motivation - Lv 4) Building Accountability into Your Culture	1
(Job Motivation - Lv 4) Building Personal Integrity	1
(Job Motivation - Lv 5) Creating a High-Performance Culture	1
(Job Motivation - Lv 5) Develop a High-Performance Mindset	1
(Loan Analysis - Knowledgeable) A Guide to Understanding Financial Statements	3
(Market & Liquidity Risk Management - Knowledgeable/Credit Risk Management - Knowledgeable) Introduction to Risk Management	5
(Marketing Communication - Practitioner/Marketing Management - Knowledgeable) Digital Marketing Foundations (2022)	3
(Plans & Aligns - Level 4) Managing Resources Across Project Teams	1
(Product Knowledge - Practitioner) KMK PROPERTY BTN?	1
(Project Management - Knowledgeable) Project Management Simplified	5
(Selling Skill - Knowledgeable) Sales Fundamentals	3
(Selling Skill - Practitioner) Sales Strategy: Building Relationships to Successfully Sell	5
(Selling Skill - Practitioner)Business Planning & Strategy for Priority Banking	1
(Strategic Orientation - Lv 2 / Marketing Communication - Knowledgeable) Creating a Communications Strategy	2
(Strategic Orientation - Lv 2/Transaction Banking Product Knowledge & Process - Expert) Strategic Thinking	1
(Strategic Orientation - Lv 4) Developing a Competitive Strategy	1
(Strategic Orientation - Lv 5/Asset Recovery & Sales - Expert) Business Development: Strategic Planning	1
(Visionary Leadership - Lv 3) Creating a Culture That Inspires Your Employees	3
(Visionary Leadership - Lv 3) Strategic Thinking Tips to Solve Problems and Innovate	38
(Visionary Leadership - Lv 5) Executive Leadership	1
Evaluation of AML, CFT, and PFWMD Training 2025	3
SECURITY AWARENESS & USER MANAGEMENT - FORDIGI 2024	1
Self Learning for AI Roleplaying	2
Self-Learning on the Internalization of MSME Product Knowledge	18

Types of Training and Education	Number of Participants
Self-Learning on ESG Socialization	1
Self-Learning on Cash Management System (CMS) Internalization Program	31
Self-learning BTN Properti for Developer (Digital Mortgage Product)	4
Self-Learning on Compliance Excellence August 2025 Edition - Data Privacy Excellence	55
Self-Learning on Compliance Excellence April 2025 Edition - Employee Disciplinary Sanctions	54
Self-Learning on Compliance Excellence December 2025 Edition - Consumer Collection	55
Self-Learning Compliance on Excellence February 2025 Edition - Know Your Employee	54
Self-Learning on Compliance Excellence January 2025 Edition - Anti-Fraud Strategy (SAF)	51
Self-Learning on Compliance Excellence July 2025 Edition - Healthy Business Competition Compliance Procedures	54
Self-learning Compliance Excellence June 2025 Edition - Conflict of Interest (COI) Management	53
Self-learning on Compliance Excellence March 2025 Edition - Gratuity Control and ISO 37001:2016 ABMS Policy	50
Self-learning on Compliance Excellence May 2025 Edition - Understanding Cash Transactions and Their Handling in the Implementation of the APUPPT and PPPSPM Programs	54
Self-learning on Compliance Excellence November 2024 Edition	1
Self-learning on Compliance Excellence November 2025 Edition - Dormant Account Activation Control	55
Self-learning on Compliance Excellence October 2025 Edition - Credit Document Management	55
Self-learning on Compliance Excellence September 2025 Edition - Environmental, Social, and Governance (ESG) Implementation Procedures	55
Self-learning Internalization on Bank BTN's Respectful Workplace Policy (RWP) 2025	51
Self-learning Internalization on Security Awareness Period August 2025	48
Self-learning on Professional Services	4
Self-learning on Leader as Coach	3
Self-learning on Legal Awareness for Bankruptcy PKPU	8
Self-learning on Sahabat Transformasi Podcast - BTN Digital Store: Empowering Your Digital Journey	25
Self-learning Refreshment on Bale Community	2
Self-learning Refreshment on Bale Developer	3
Self-learning Refreshment on Bale Properti	2
Self-learning Refreshment on BTN Smart Residence Back Office Admin Management	29
Self-learning Refreshment on Digital Mortgage Product - Agent Features	3
Self-learning Refreshment on Funding Contracts (Third-Party Funds)	1
Self-learning on Security Awareness - Period May 2025	34
Self-learning on Socialization of BTN Prospera - Retail Funding Division – 2025	33
Self-learning on Socialization of Cyber Threat & Digital Risk Awareness	28
Self-learning on Socialization of Digital Mortgage Home Service	1
Self-learning on Socialization of ESG Awareness for GHG Emission Calculation	23
Self-learning on Socialization of Corporate Identity	33
Self-learning on Socialization of BTN Competency Dictionary 2025	43

Types of Training and Education	Number of Participants
Self-learning on Socialization of Internal Control Over Financial Reporting (ICOFR) Technical Instructions	39
Self-learning on Socialization of Home Collateral Loan (KAR) Products	24
Self-learning on Socialization of Housing Program Loan (KPP) Products	30
Self-learning on Socialization of Risk Appetite & Risk Tolerance 2025	44
Self-learning on Socialization of Security Awareness February 2025	34
Self-learning on Socialization of Good Corporate Governance	3
Socialization of Bale Agent April 2025	30
Socialization of BTN's New Vision and Mission and Initiatives Strategic Plan for the 2025-2029 Long-Term Development Plan	51
Survey on the Corporate Action Plan for the Spin-Off of BTN's Sharia Business Unit	1
Refreshment of AML, CFT, and PFWMD through PPATK E-Learning	24
Total Training and Education Participants	**2,061**

Work Program and Implementation of Compliance Function Duties

Referring to OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017, concerning the Implementation of Compliance Functions in Commercial Banks, the compliance function is a series of ex-ante (preventive) actions or steps to ensure that policies, regulations, systems, and procedures, as well as business activities conducted by Company, comply with OJK regulations, banking regulators, and applicable laws, including sharia principles for UUS. It also ensures BTN's compliance with commitments made to the OJK, Bank Indonesia (BI), the Financial Transaction Reports and Analysis Center (PPATK), and/or other relevant supervisory authorities.

1. Implementation of Compliance Culture

   All Employees are required and responsible for realizing the implementation of a compliance culture to enhance awareness of compliance in carrying out their duties and activities within their respective business units. Company has formulated strategies to encourage the establishment of a compliance culture at all organizational levels and across the Bank's business activities in a consistent and sustainable manner through the following activities:

   a) Implementation of Internalization and Testing of Understanding of Company Internal Regulations

      Company implemented an Internalization of Internal Regulations work program carried out by all Branch Offices and Sharia Branch Offices, covering General Policies, Specific Policies, and/or Technical Guidelines. This program was intended to increase Employees' understanding of the Company's applicable internal provisions, enhance understanding of Standard Operating Procedures (SOP), improve supervisory capabilities of superiors, and serve as one of the fraud prevention efforts. Furthermore, in order to ensure that Employees possess an understanding of Internal Company Regulations, a Regulation Understanding Test program was conducted, which was mandatory for all Employees at Branch Offices, Regional Offices, and Divisions, and was conducted periodically as part of the evaluation of policy effectiveness and Employee competency improvement.

   b) Compliance Index

      The Company implemented a Compliance Index as one of its management strategies to foster Company's Compliance Culture by identifying, measuring, monitoring, and controlling the level of compliance at the Division, Regional Office, Branch Office, and Sharia Branch Office levels. This also enables the Company to identify areas requiring improvement and enhance compliance throughout the organization.

      Through the implementation of the Compliance Index, the Company measures, monitors, and controls the compliance level of business units and promotes the implementation of a Compliance Culture within each business unitthrough the following parameters: a. Regulatory Sanctions, b. Fraud Reports, c. Corporate Culture Score, d. Compliance Excellence Score, e. Overdue Outstanding Audit Findings and f. Percentage of Completion of Branch Business Control (BBC) Reports. Each parameter is assigned a weight in accordance with the Company's level of importance and is evaluated periodically.

c) Branch Visit Implementation
The purpose of branch visits is to ensure that the implementation of the Compliance Culture, the implementation of APU PPT and PPPSPM programs, gratuity control, and Personal Data Protection at Branch Offices and Sharia Branch Offices are well understood and properly implemented, as well as to obtain feedback and necessary information to evaluate the implementation of such programs in the future. Branch visits are conducted by taking into account the compliance risk level (compliance risk-based) of each branch office and sharia branch office.

d) Optimization of the Active Role of Regional Compliance Officers (RCO)
The Company is committed to optimizing the role and active involvement of Regional Compliance Officers (RCO), who act as the Second Line of Defense at Regional Offices in building and monitoring compliance risk controls within their respective regions through the internalization of the Compliance Index at branch offices/sharia branch offices, internalization of provisions related to the implementation of the compliance function and gratuity control, collaboration with RBC/BBC in enhancing compliance control related to internal control, and optimizing the utilization of the Compliance Dashboard.

e) Compliance Excellence
Compliance Excellence is the Company's strategy to conduct refreshment and/or internalization of regulations to all Employees and to measure the role of superiors as role models, so that all Employees have the same understanding and interpretation of internal regulations, and to serve as one of the strategies to address several causes of non-compliance. Compliance Excellence materials are based on significant audit findings, operational risk findings from RBC and BBC, new regulations from Regulators, new Internal Company Regulations, and the imposition of disciplinary sanctions.

Throughout 2025, Compliance Excellence programs were implemented and attended by all Employees as follows:

No	Month	Material
1	January	Anti Fraud Awareness
2	February	Know Your Employee
3	March	Gratuity Control Program and SMAP ISO 37001:2016 Policy
4	April	Employee Disciplinary Sanctions
5	May	Identification of Cash Transactions and Their Handling in the Implementation of AML, CFT, and CPF
6	June	Conflict of Interest Management
7	July	Fair Business Competition Compliance Procedures
8	August	Data Privacy Excellence
9	September	Procedures for the Implementation of Environmental, Social, and Governance (ESG)
10	October	Credit Document Management
11	November	Dormant Account Activation Control
12	December	Consumer Collection

f) Compliance Broadcast
Compliance Broadcast is an initiative to foster and establish a compliance culture at all levels of the organization and the Company's business activities while enhancing the internalization and literacy of external regulations among all employees. The content delivered includes External Regulations and posters containing compliance messages. The purpose of this program is to internalize new regulations to all Employees and improve compliance literacy.

2. Management of Company Compliance Risk
The management of compliance risk is carried out continuously to strengthen the compliance culture in all business activities and organizational levels of the Company while mitigating the Company's Compliance Risk.

a) Compliance Risks Faced
One of the impacts of compliance risk exposure is the possibility of sanctions such as fines and written warnings from regulators, including the Financial Services Authority (OJK), Bank Indonesia (BI), the Financial Transaction Reports and Analysis Center (PPATK), and/or other relevant regulators.

b) Compliance Risk Mitigation Efforts
1) The Compliance Business Unit coordinated with the Operational and Digital Risk Management Business Unit in identifying, measuring, monitoring, and controlling compliance risk in accordance with OJK regulations regarding risk management implementation for Commercial Banks. Monitoring of compliance risk was conducted periodically and reported in the Company's quarterly Risk Profile Report.
2) Reminders of reporting obligations were delivered through email notifications and WhatsApp to the respective PICs and Division Owner Officers prior to reporting due dates.
3) Reminders were delivered through email notifications and WhatsApp to proposing Divisions for New Bank Product Implementation and New Activities for the Bank's Interest, as well as Activities as an Information Technology Service Provider and/or issuance of Electronic Banking Service Products, regarding the obligation to submit realization reports of new Bank product development to the Regulator.
4) The Compliance Business Unit coordinated with the Reporting Responsible Business Unit, Data Support Business Unit, and Data Owner Business Unit to minimize potential compliance risks such as system/technology errors, data and/or reporting input errors, delays and/or failure to submit reports.
5) The Company continuously developed the Compliance Dashboard to enhance compliance by adding parameters and increasing its utility. The parameters developed focus on those potentially generating compliance risk, namely risks arising from non-compliance and/or failure to implement prevailing laws and regulations. Gradually, the Bank optimized the use of the Compliance Dashboard to mitigate compliance risk by requesting confirmation and verification of parameter data, thereby encouraging related business units to establish preventive measures to minimize operational and compliance risks and mitigate violations of established regulations.

3. The Company Compliance with Regulatory Provisions and Other Laws
The Company has taken preventive measures to ensure that all business and operational processes comply with legal provisions, prevent compliance risks, and support sound and sustainable business growth. The Company has established internal regulations and standard operating procedures for all employees to foster a Compliance Culture, ensuring that business activities align with applicable regulations and adhere to prudential principles.

a) Internalization of New Regulatory Provisions
The Company has internalized the latest regulations issued by regulators throughout 2024 through internal memos and email broadcasts to all work units and employees, ensuring that every new regulation is understood and complied with. This initiative ensures that each work unit adheres to newly issued regulatory provisions and confirms that all business and operational activities are conducted in compliance with laws and regulations. These regulatory provisions are uploaded to the Compliance Regulatory Management System (CRMS) as a reference and regulatory database accessible to employees.

b) Internal Guidelines Evaluation
The Company conducted evaluations of internal guidelines through a review process based on three (3) pillars, namely the Compliance Business Unit, the Risk Management Business Unit, the Operational and Digital Risk Management Business Unit, and the Legal Business Unit, on internal provisions consisting of General Policies, Specific Policies, and Technical Guidelines periodically in accordance with the Company's needs and in response to any amendments/updates to prevailing laws and regulations as stipulated in new regulations issued by the Regulators affecting the Company's business processes and operations, and requested the policy owner and managing Divisions to make adjustments to existing internal policies and procedures.

c) Compliance Review and Opinion on Business and Operational Activities
In order to ensure that all internal policies, systems, and procedures of the Company complied with prevailing laws and regulations, the Compliance Business Unit provided compliance reviews and opinions aimed at preventing deviations from prudential principles in both business and operational activities with respect to proposed policies/resolutions of the Board of Directors, proposed changes to operational mechanisms, proposed issuance of products and/or new activities, as well as other matters requiring the opinion of the Compliance Business Unit to ensure that all internal policies, systems, and procedures of the Company complied with prevailing laws and regulations.

d) Compliance in Office Network Expansion and New Company Product Implementation
The company, through the Compliance Unit, oversees and monitors the completeness of document requirements through a compliance checklist related to the plans for opening and relocating office networks, as well as the Provision of New Bank Products (PPB). Additionally, the Compliance Unit also serves as a liaison with the Regulator to consult on the Provision of New Bank Products (PPB) and New Activities for the Bank's Interests (KuKB) in relation to obtaining permits from the Financial Services Authority (OJK) and Bank Indonesia (BI). This implementation ensures that any issues faced by the Applicant Division can be promptly resolved and that the submitted licensing documents comply with the Regulator's provisions.

e) Implementation of Compliance Function in Credit Processes
The Company implements the Compliance Function in commercial credit business processes, including during the Pre-Credit Committee Meeting (Pre-RKK) and Credit Committee Meeting (RKK) through Compliance Credit Consulting. Additionally, compliance opinions/reviews are provided regarding fulfillment of requirements related to the Legal Lending Limit (BMPK), debtor and business legality, and the legality of financed projects during the Pre-RKK and RKK meetings.

f) Implementation of Law No. 27 of 2022 on Personal Data Protection (UU PDP)
The Company implemented personal data protection comprehensively through the establishment of personal data protection policies referring to prevailing regulations, including Law No. 27 of 2022, OJK regulations on Consumer Protection, and BI regulations on Consumer Protection. As part of strengthening governance, the Company appointed a Data Protection Officer (DPO) to ensure that personal data management was carried out in an accountable, coordinated, and sustainable manner, including monitoring compliance over all personal data processing activities within the Company.

The Company ensured that every personal data processing activity was carried out based on a lawful and clear legal basis and applied personal data protection principles in accordance with prevailing regulations. One form of implementation applied was the provision of a privacy notice that is clear, transparent, and easily understood by customers, as part of fulfilling customers' rights as personal data subjects and the Bank's commitment to transparency in personal data processing.

g) Implementation of Compliance Function in the Sharia Business Unit (UUS)
The Company ensures Sharia Compliance in the Islamic Business Unit (UUS) in coordination with the Sharia Supervisory Board (DPS). The Director of Human Capital & Compliance, along with the Compliance Unit, collaborates with the Sharia Supervisory Board (DPS) through coordination meetings held at least once a year.
The Compliance Function at UUS ensures that internal compliance policies adhere not only to conventional banking regulations but also to Sharia principles. This guarantees that all UUS products and services fully comply with Sharia guidelines.

4. The Company Compliance with Commitments to Regulators
   a) The Company consistently strives to fulfill all commitments to OJK, BI, PPATK, and/or other relevant authorities. To ensure compliance with the commitments required by regulators and competent authorities, the Company, through the Compliance Unit, coordinates with relevant divisions to assign responsibilities for reporting obligations arising from new regulations issued by the regulators. The Compliance Unit continuously monitors work units to ensure compliance with all required commitments. These commitments may originate from OJK, BI, PPATK, and/or other relevant authorities, as well as mandatory reporting obligations as stipulated by the applicable regulatory provisions. The results of monitoring compliance with these commitments are regularly reported in the compliance report to OJK and the President Director, with copies sent to the Board of Commissioners.

b) In implementing prudential banking principles, The Company monitors the level of compliance with these principles to ensure that there are no violations and/or breaches in their application. Compliance is reflected in key banking ratios, including the Minimum Capital Adequacy Requirement (KPMM), Legal Lending Limit (BMPK), Minimum Reserve Requirement (GWM), and Net Open Position (PDN).
c) The Company consistently monitors its commitments to OJK, BI, PPATK, and/or other supervisory authorities regarding the resolution of commitments related to external audit findings. This is done through the Internal Audit Unit (SKAI) and the Compliance Unit (SKK), which have been and will continue to monitor relevant divisions to ensure timely follow-up and completion of commitments related to overdue external audit findings. The Company also ensures that all remaining findings are addressed promptly, without waiting for their official due dates.
d) The Company has monitored and taken followup actions on requests for information and/ or data from OJK and BI as part of the Bank Supervision process. Through coordination with the relevant work units and while maintaining data confidentiality principles, the Bank has responded to and provided all requested information and/ or data within the required deadlines set by OJK and BI.

Implementation of Personal Data Protection

The Company recognizes that Personal Data Protection is a fundamental human right, as stated in the 1945 Constitution of the Republic of Indonesia and Law No. 27 of 2022 on Personal Data Protection. In conducting all business processes, services, and activities involving personal data, BTN is committed to fulfilling its obligations as a data controller and/ or data processor in a trustworthy and responsible manner. The Bank prioritizes the rights of Data Subjects to ensure Company's compliance with the applicable laws and regulations.

1. **Personal Data Protection Officer and Active Management Oversight**

   The Company established the Data Privacy Department, which serves as the personal data protection officer under the Compliance Unit within the Directorate of Human Capital, Compliance & Legal, and is actively supervised by the Board of Directors through various internal forums. The Data Privacy Department plays a role in Developing frameworks, and policies, and implementing personal data protection programs. To ensure comprehensive implementation of personal data protection controls Bank-wide, the data Privacy Department regularly coordinated with other relevant units, including:

   a. Information Technology Security unit, to ensure the Security of Personal Data being processed, reducing the risk of cyberattacks and personal data protection failures.
   b. Information Technology Development Unit, to ensure compliance with the Personal Data Protection Law (UU PDP) in all BTN applications and websites.
   c. Data Management Unit, to ensure personal data processing follows the principle of data minimization and implements data privacy by design.
   d. Customer Service Unit, to ensure the fulfillment of personal data subject rights and to address inquiries related to Personal Data.
   e. Risk Management and Legal Unit, to ensure risk mitigation for personal data processing carried out by The Company.
   f. Business Unit, to ensure the implementation of the Personal Data Protection Law (UU PDP) across all BTN products and services.

2. **Building a Sustainable Culture of Personal Data Protection at BTN**

   The Company actively implements awareness programs for all employees regarding personal data protection, which include:

   a) Dissemination, Internalization, and Training: The Company regularly conducts socialization and training programs to build awareness about personal data protection. These are delivered through various media and are mandatory for all BTN employees. Additionally, The Company ensures the internalization of personal data protection policies so they can be applied across all business lines of the Company.

b) Workshop: BTN organizes workshops to implement personal data protection controls under the established framework and applicable regulations.
c) Campaign: BTN runs campaigns on Personal Data Protection through its digital channels to ensure that all customers are aware of the importance of Personal Data Protection.

3. **Personal Data Protection Framework and Implementation**
In carrying out personal data protection activities, the Company has established a framework aligned with applicable regulations and relevant best practices, as outlined in the following policy documents:
- Personal Data Protection Policy.
- Customer and Community Protection Policy.

According to these policies, all Personal Data Subjects (including customers, prospective customers, employees, prospective employees, third parties, and other individuals) interacting with The Company are required to complete and provide consent for the processing of their Data. The Company also facilitates Personal Data Subjects in exercising their rights, such as accessing and requesting corrections/updates to their Personal Data and withdrawing consent for the processing of Personal Data, provided it does not conflict with applicable regulations.

For the processing of personal data carried out by The Company or external parties, the Bank implements control measures, including the provision of Records of Processing Activities (ROPA), Data Protection Impact Assessments (DPIA), NonDisclosure Agreements (NDA), and cooperation agreements that strongly protect and limit the processing of personal data of Data Subjects related to The Company.

4. **Transparency in Personal Data Management**
As a form of transparency to Data Subjects regarding the types of personal data collected, the processing duration, and the purposes of personal data processing, The Company has published a privacy policy accessible at www.btn.co.id/privacypolicy, and other The Company digital platforms.

Other Compliance Functions

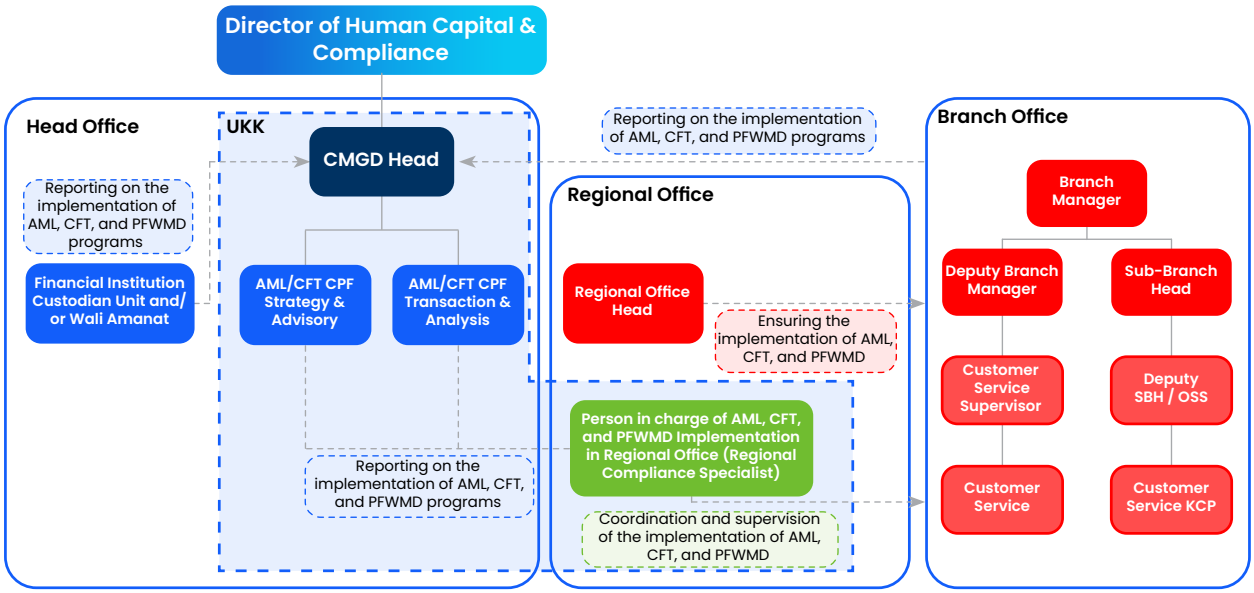
The Company also enhanced and expanded the implementation of the compliance function in order to mitigate compliance risk, operational risk, legal risk, and other risks arising from the failure to perform certain control activities, namely:
1. Implementation of ISO 37001:2016 Anti-Bribery Management System
2. Implementation of ISO 37301:2021 Compliance Management System
3. Implementation of ISO 9001:2015 Quality Management System
4. Implementation of the Compliance Business Unit's function in relation to Personal Data Protection (Data Privacy)
5. Implementation of the Special Business Unit function for AML, CFT, and CPF.

Anti-Money Laundering (AML), Counter-Terrorism Financing (CFT), and Counter Proliferation Financing (CPF) Program

As part of the Company's commitment to supporting the national AML, CFT, and CPF regime and as an effort to prevent and minimize the use of the Bank as a vehicle for money laundering, terrorism financing, and proliferation financing of weapons of mass destruction, the Company implemented AML, CFT, and CPF programs in customer due diligence activities in accordance with prevailing laws and regulations. To enhance the effectiveness of AML, CFT, and CPF program implementation and to comply with regulatory requirements, the Company established a Special Business Unit for AML, CFT, and CPF at Head Office. In addition, the implementation of AML, CFT, and CPF programs at Regional Offices and Branch Offices is the responsibility of each Regional Office Head and Branch Manager.

Organizational Structure in The Implementation of AML, CFT, and PFWMD

The implementation of the AML and PPT program is carried out by the Special Work Unit (UKK) AML, CFT, and PFWMD which is structurally under the Compliance Work Unit (SKK) of the Head Office and is directly responsible to the Director who is in charge of the compliance function which can be described as follows:



To implement the AML, CFT, and PFWMD programs effectively and in compliance with regulatory requirements, apart from Special Work Unit (UKK) for AML, CFT, and PFWMD at the Head Office, the AML, CFT, and PFWMD programs were also implemented at Regional Offices and Branch Offices.

Implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of the Financing of the Proliferation of Weapons of Mass Destruction (AML, CFT, and PFWMD) Programs.

The implementation of the Anti-Money Laundering, Countering the Financing of Terrorism, and Countering the Financing of Proliferation of Weapons of Mass Destruction (AML, CFT, and CPFWM) program is carried out based on the five pillars of the implementation of the Anti-Money Laundering, Countering the Financing of Terrorism, and Countering the Financing of Proliferation of Weapons of Mass Destruction Program in the Financial Services Sector as stipulated in the OJK Regulation No. 8 of 2023 regarding the Implementation of the Anti-Money Laundering, Countering the Financing of Terrorism, and Countering the Financing of Proliferation of Weapons of Mass Destruction Program in the Financial Services Sector.

I. Active Supervision by the Board of Directors and Commissioners

The Board of Directors and Commissioners actively supervise the implementation of the AML, CFT, and CPFWM program at the company to ensure that the AML, CFT, an CPFWM procedures are implemented effectively by:

a. Providing guidance on periodic reports (monthly, quarterly, and semi-annual) regarding the implementation of the AML, CFT, and CPFWM program at the Company;
b. Discussing the implementation of the AML, CFT, and CPFWM program in Board of Directors and Commissioners meetings;
c. Evaluating the policies and procedures related to the AML, CFT, and CPFWM program;
d. Approving the Director's report on the plan and actual updates of customer data

II. Policies and Procedures

Comprehensive policies and procedures are required to identify, assess, and manage risks related to Money laundering (ML), Terrorism Financing (TF), and Proliferation Financing of Weapons of Mass Destruction (PFWMD), which are reviewed periodically. The provisions related to AML, CFT, and CPFWM regulate the following matters:

a. Provisions related to the identification and verification of prospective customers, customers, and WIC;
b. Provisions related to the implementation of Transaction Suspension and Transaction Delay;
c. Provisions related to the implementation of the closure of business relationships and transaction rejection
d. Provisions related to Monitoring and Updates;
e. Provisions related to Cross-Border Correspondent Banking;
f. Provisions related to the implementation of Fund Transfers;
g. Provisions related to the management of documents related to AML, CFT, and CPFWM;
h. Provisions related to reporting both internal to the Company and external to the regulators.
i. Implementation of AML, CTF, and CPF Program in Subsidiaries.

III. Internal Control

An effective and independent internal control system is routinely applied to ensure compliance with the AML, CFT, and CPFWM Policies by:

a. Adequate internal monitoring as regulated in the AML, CFT, and CPFWM Policies and Procedures;
b. Clear authority and responsibility limits related to units implementing the AML, CFT, and CPFWM programs;
c. Independent audits are conducted to ensure the effectiveness of the implementation of the AML, CFT, and CPFWM program;
d. Following up on all audit results both internal and external related to the implementation of the AML, CFT, and CPFWM program under the established timelines.

IV. Management Information System (MIS)

In monitoring and identifying suspicious transactions, the Company continuously developed information technology systems, including:

a. Enhancement of the Company's AML and CTF application;
b. Seamless integration of Customer Identification and Verification systems.

V. Sumber Human Resources (HR)

Training and development of HR are crucial to ensure that employees have the necessary knowledge and skills to implement the AML, CFT, and CPFWM programs. The Company continuously conducts training, internalization, and reminders on the implementation of these programs to increase awareness among all employees, especially those who directly interact with customers (frontliners), employees overseeing the implementation of the programs, and those involved in preparing reports to PPATK an OJK. The training is conducted effectively and interactively as follows:

a. Thematic AML, CTF and CPF Refreshment for employees through printed or digital media via the Company's internal media;
b. Thematic AML, CTF and CPF Refreshment for employees in collaboration
   - Advanced onsite AML, CTF and CPF Refreshment attended by AML/CFT Unit employees and representatives of employees who interact directly with Customers, IT employees, and Internal Audit.
   - AML, CTF and CPF e-learning utilizing PPATK's e-learning platform conducted in 10 batches, attended by AML/CFT Unit employees and representatives of employees who interact directly with Customers.
c. AML, CTF and CPF Awareness Internalization 2025.
   - AML, CTF and CPF Coaching Clinic
     The Company organized a Coaching Clinic as a discussion and Q&A forum regarding materials and current issues related to AML and CTF, as well as the discussion of solutions to challenges encountered in the implementation of AML and CTF.
   - Training on the Understanding and Implementation of the AML, CTF and CPF Program for High-Risk Customers.
   - The Bank organized activities aimed at enhancing employees' understanding in conducting Customer Due Diligence (CDD) and Enhanced Due Diligence (EDD) for high-risk Customers in order to increase vigilance against ML, TF and PF.
d. AML, CTF and CPF Competency Certification
   Implementation of briefing and competency examinations for AML, CTF and CPF Level 5 and Level 6 for AML/CFT Unit employees at the Head Office and Regional Offices.
e. Branch Visit dan Surprise Review
   Branch visits were conducted to enhance awareness at Branch Offices through internalization activities by considering the distribution of Cash Transaction Reports (CTR), documentation of Beneficial Owner data, the number of incomplete CIFs, high-risk Customers, and auditees of the 2024 AML and CTF Thematic Audit.

   In addition, surprise reviews were conducted periodically at Branch Offices to ensure employees' understanding and to evaluate the effectiveness of the implementation of the AML, CTF and CPF program.

Submission of Reports and Data to Regulators and/or Law Enforcement Officials

1. Submission of Reports and Data to Regulators and/or Law Enforcement Officials
   a. Cash Transaction Report (LTKT)
   b. Suspicious Transaction Report (LTKM)
   c. International Funds Transfer Instruction Reports (LTKL)
   d. Integrated Service User Information System Report (SIPESAT) PT Bank Tabungan Negara (Persero) Tbk 637 2023 Annual Report.
2. Conveying Data/Information Compliance to the Law Enforcement & Regulatory Officials as follows:
   a. Information System for AML and CFT Program (SIGAP) to the OJK
   b. Anti-Money Laundering (AML) and CounterTerrorism Financing (CFT) report via Online Reporting Application (APOLO)

c. Information System for Suspected Terrorism Financing (SIPENDAR) to the Center for Financial Transaction Reports and Analysis (PPATK)
d. Electronic Data Exchange Application Report (PEDAL) to the Corruption Eradication Commission (KPK)
e. Fulfillment of data requests by the Supervisory and Regulatory Agency (LPP) and other Law Enforcement Officials (APGAKUM), namely the Police, National Narcotics Agency (BNN), Prosecutor's Office.

3. The Company's Active Role in Supporting the Prevention of Money Laundering (ML), Terrorism Financing (TF), and Proliferation Financing of Weapons of Mass Destruction (PF)
   a. Implementation of cyber patrols on account trading and online gambling.
   b. Monitoring of dormant account misuse.
   c. Monitoring of large transactions conducted on holidays.
   d. Monitoring of fund disbursement under the Free Nutritious Meal Program.

Risk Assessment of AML, CFT, and CPFWM

The Company conducted periodic and continuous risk assessments on ML, TF and PF. In 2025, the Company conducted an Individual Risk Assessment (IRA) to identify, assess, and understand ML, TF and PF risks related to Customers, countries or geographic areas, products, services, transactions, or distribution channels.

Financial Integrity Rating Assessment by PPATK

The Financial Integrity Rating (FIR) indicates the level of commitment, implementation, and compliance of the reporting party with Indonesia's Anti-Money Laundering and Counter Financing of Terrorism AMLCFT) regime.The 2025 FIR score showed an increase compared to 2024 and was above the average FIR score of commercial banks.

The Company's Active Participation in AML, CTF and CPF Regime Programs Organized by Regulators/ Government, including:

1. Actively participated in the 2025 PPATK coordination meeting in the framework of realizing *Asta Cita* for sustainable development.
2. Actively participated in completing the Survey Questionnaire on Money Laundering through Financing Mechanisms in Sharia Banks.
3. Partnership in the 23rd Year National Movement of the AML and CTF Regime in Indonesia;
4. Actively participated in the development of an early detection system for suspicious financial transactions related to the misuse of the Free Nutritious Meal Program.
5. Actively participated in completing the 2025 Indonesia National Risk Assessment (NRA) Questionnaire on ML, TF and PF.
6. Actively participated in strategic forums to strengthen synergy among ML Committee members in preventing and combating ML related to online gambling.
7. Actively participated in the Focus Group Discussion (FGD) of the Financial Action Task Force (FATF) Risk, Trends, and Methodology Groups (RTMG) / Policy Development Group (PDG) Project related to Stablecoin and Unhosted Wallet.
8. Initiated the handover of housing renovation assistance under the theme "Clean House, Clean Finance" to 15 beneficiaries in Jakarta, Bekasi, and Cianjur as part of the 23rd Year National Movement of AML, CTF and CPF.

Legal Case

Table of Lawsuits

No.	Legal Case	Total		
		Civil	Criminal	Industrial Relations
1.	Already settled (has permanent legal force)	254	11	4
2.	In the process of settlement	180	9	0
Total		434	20	4

Legal Cases Facing The Company

Table of Legal Cases Faced by the Company

No	Subject Matter / Lawsuit	Status of Resolution	Impact on the Company's Condition	Management's Action	Sanctions Imposed	Risk and Potential Loss Amount
1	Compensation lawsuit against the Bank and external parties related to the misuse of funds placed by a customer.	The case was decided in favor of the Bank and has obtained permanent legal force (inkracht) at the Judicial Review level	There is no court decision requiring the Bank to pay any compensation	-	None	IDR 1,317,500,000
2	Lawsuit filed by a fund owner related to the loss of funds placed in the Bank.	Cassation process at the Supreme Court.	Risk of the Bank being required to pay compensation	The Bank filed a Counter-Memorandum of Cassation.	None	IDR 30,777,210,669

Lawsuits/Important Issues Faced by The Board of Directors and Commissioners

During 2025, no current members of the Board of Directors and Commissioners of the Company had either civil or criminal legal issues.

Lawsuit/Important Issues Faced by Subsidiaries

PT Bank Syariah Nasional (BSN)

No	Case/ Claim	Settlement Status	Risk and Value of Claims	Verdict	Impact on the Company's Condition
1	Lawsuit filed by a debtor related to a dispute over collateral land.	The case was decided against the Bank and has obtained permanent legal force (inkracht) at the Judicial Review level.	Risk of the Bank being jointly liable with five other parties to pay compensation amounting to IDR1,3 billion.	The court decision stipulates that the Bank is ordered to pay compensation.	None

Administrative Sanctions Imposed on the Company, Members of The Board of Commissioners and Directors by The Capital Market Authority and Other Authorities

The Company strives to fulfill its responsibilities and comply with all applicable laws and regulations, including those issued by the Financial Services Authority and other relevant authorities. Throughout 2025, no administrative sanctions were imposed on the Company that would affect its business continuity, including for failures to disclose information within the timeframe required by regulators for material events. Furthermore, no administrative sanctions were imposed on members of the Board of Directors or the Board of Commissioners of the Company.

Access to Company Information and Data

The Company provides access to information and data, both financial and non-financial related reports to the public in a transparent manner through various media such as websites (in two languages), mass media (press releases), internal magazines/ bulletins, meetings with analysts, IDX official website, product posters and banners, corporate actions, Company presentation materials to the public and so on. Access to Company information regarding financial and company information, among others, can be done through the following media:

1. Website **www.btn.co.id** which is presented in Indonesian and English, as well as conveys information regarding the following:
   a. Shareholder information up to individual ultimate owners;
   b. Financial performance analysis;
   c. Annual financial statements for the last 5 years; and
   d. Profile of the Board of Commissioners and the Board of Directors.
2. For more information, customers can contact BTN **Call 1500 286 or email btncontactcenter@btn.co.id or csd@btn.co.id.**
3. Investors can directly contact the Corporate Secretary/ Investor Relations of the Company by sending an email to **investor_relations@ btn.co.id or calling (62-21) 633 6789**.
4. The Company's Public Information Request Service through the ppid.btn.co.id website and/or the BTN PPID android application that can be downloaded through the smartphone of information users.
5. The company also continuously submits information disclosure reports and/ or material facts to the Financial Services Authority and the Indonesia Stock Exchange as well as through the electronic reporting systems **spe.ojk.go.id** and **idxnet.co.id** and the website **www.btn.co.id**.
6. Information through other media, including mass media (press releases), internal magazines/ bulletins, posters, and banners.
7. Report submissions to regulators, analyst meetings, press conferences, and so on Information through other media, including mass media (Press Releases), internal magazines/ bulletins, posters and banners. In addition to more specified information about the Company, the public and investors can contact:

Corporate Secretary
Ramon Armando

Menara BTN
Jl. Gajah Mada No. 1,
Jakarta Pusat 10130
Telp: (021) 6336789
Faks: (021) 6336719

Email: csd@btn.co.id

Investor Relations

The Company always maintains a harmonious relationship with shareholders, potential investors, analysts and other capital market communities by holding regular activities such as meetings with analysts/investors on a national and international scale as well as performance exposure to the public. The Company also fulfills information disclosure obligations as regulated in the Capital Market such as Disclosure of Material Information or Facts, Financial Statements, Annual Reports and Certain Shareholders Reports.

The contacts for the Company's Investor Relations are as follows:

Investor Relations
Eka Savitri
PT Bank Tabungan Negara (Persero) Tbk
Menara BTN Lt. 16, Jl. Gajah Mada No. 1
Jakarta 10130 Indonesia
Telp : +62 21 63870107
Email : investor_relations@btn.co.id
Website : https://www.btn.co.id/Investor-Relation-Home

Profile of Investor Relations Head

Eka Savitri

Head of Investor Relations

Indonesian Citizen,
Jakarta, April 15, 1983
42 years old as of December 2025
domiciled in Jakarta

Educational Background

- Bachelor's Degree in Economics – Universitas Padjadjaran
- Master of Science in Accounting – University of Illinois

Certification

U.S Certified Public Accountant

Work Experience

- September 2025 – present
  Serving as Acting Head of Investor Relations & Research Division
- 2023 – September 2025
  Served as Head of Investor Relations Department

Legal Basis of Appointment

511/M/HCMD/EDEV/IX/2025 dated September 26, 2025

Investor Relation's Duty and Responsibilities

Relations actively organizes meeting forums with analysts, investors, rating agencies and other capital market communities to ensure that information disclosure can be carried out properly. The authority of Investor Relations following the Special Policy (KK) 9-AA is as follows:

1. Manage all communication activities with analysts, investors and the capital market community to provide an overview of the company's performance and prospects to analysts and investors.
2. Managing all communication activities with analysts and investors, including the capital market community starting from communicating Bank BTN's performance and developing an appropriate image, to carrying out communication programs to the capital market community to provide an overview of the company's performance and prospects to analysts and investors.
3. Ensure that the quality of data collected regarding business performance and prospects is valid and accurate data to be communicated to the investor community and capital market community in order to optimize investment in the Company. Manage and ensure accurate data collection activities to support analysis and modeling to optimize investment in the company.
4. Managing the availability of reports related to investor responses, valuation, and stock performance to the Board of Directors to provide opinions in preparing the company's business and financial strategies.
5. Supporting the reporting process to regulators to fulfil the compliance functions in accordance with applicable regulations.
6. Managing the Company's performance communication activities to the public, Bank Investors, and the Capital Market.
7. Ensuring the quality of data communicated in terms of validity, accuracy, and sources of information to provide appropriate information regarding the company's performance and prospects to investors as well as optimizing investment in the Company.
8. Proactively providing information to the capital markets community and seeking opinions on strategic matters.
9. Managing the procurement of Investor Relations Communication Activities and meetings with other stakeholders regarding the delivery of company business and financial information to provide company prospects to investors in optimizing investment in Bank BTN.
10. Preparing presentation materials for Investor Relations communication activities.

11. Providing Bank data and information regarding Bank performance through the Investor Relations website to provide easier and wider access, in which the information includes:
    a. Monthly and quarterly financial reports, Liquidity Sufficiency Ratio Report (LCR), Net Stable Funding Report (NSFR), Risk Exposure and Capital Report, Entity Financial Report, and Leverage Ratio Report following the Financial Services Authority (OJK) requirements as a banking company in Indonesia.
    b. Publication of consolidated financial reports every quarter and audited for the year-end period in accordance with the OJK requirements as a public company as well as presentation materials for the Analyst Meeting.
    c. Annual Report which is a comprehensive report for the public and stakeholders on Bank BTN's performance achievements, business, and other activities.

The basic principles used by Investor Relations in communicating with the capital market community are:
1. Fair disclosure of information by taking into account the principles of equitable treatment and transparency.
2. Information is provided by adhering to the precautionary principle and taking into account the applicable confidentiality provisions in the banking sector.

The public exposure methods used are as follows:
1. Direct, which includes: General Meetings of Shareholders, Public Expose, Non Deal Roadshow, Investor Conference, Press Conference, 1-on-1 Meetings, Group Meetings, Conference Call, Branch Visits and Site Visits.
2. Indirect, which includes Annual Reports, Published Financial Statements, Press Releases, Website, Broadcast Media (TV, Newspaper, Online Media), Social.

Implementation of Investor Relations Duties

A. Investor Relations Activity

In 2025, the activities and interactions of the Investor Relations business unit with investors, analysts, rating agencies, and capital market participants were as follows:

1. 4 (Four) Analyst Meetings throughout the year.

Date	Topic	Description
February 11, 2025	Analyst Meeting FY24 (Audited)	Video Conference Call
April 24, 2025	Analyst Meeting 1Q25 (Unaudited)	Video Conference Call
August 27, 2025	Analyst Meeting 1H25 (Audited)	Video Conference Call
October 23, 2025	Analyst Meeting 9M25 (Unaudited)	Video Conference Call

2. Organizing Annual Reviews with national and international rating agencies which were held 3 (three) times a year.

Date	Rating Agency
July 22, 2025	Pefindo
September 17, 2025	Fitch Ratings
December 03, 2025	Moody's

3. Engagement and discussions with investors and analysts through conference meetings and non-deal roadshows during the year.

Date	Activities
January 15, 2025	JP Morgan "State of the Nation"
February 12, 2025	Mandiri Investment Forum
February 2025	DBSV Conference
April 09, 2025	ASEAN Investment Conference
April 15, 2025	Site Visit Investor
April 17, 2025	ESG Conference Meeting with CLSA
May 08, 2025	Local Non-Deal Roadshow with Mandiri Sekuritas
June 11-13, 2025	Regional Non-Deal Roadshow with CLSA
June 17, 2025	Moodys Periodical Review
July 02, 2025	UBS Banks Day
August 13, 2025	Verdhana Macro & Banks Day
September 10, 2025	Public Expose Live 2025
November 03-05, 2025	Asia Non-Deal Roadshow with UBS Sekuritas
November 12, 2025	Local Non-Deal Roadshow with BRI Danareksa Sekuritas
November 20, 2025	Book Building Penerbitan Obligasi

Throughout 2025, the Company fulfilled meeting requests, both offline and via conference calls, from the capital market community, conducted either together with the Board of Directors or by the Investor Relations unit.

Participant	Number of Activities
Analyst	72
Local Investors	85
Foreign Investors	65
Rating Agency	3
Total	225

The Investor Relations Unit periodically submits reports on the development of the Company's shares, including unusual market activities, and reports related to inputs, responses and expectations of investors, analysts and other capital market communities towards the Company's business development and performance improvement.

Media Exposure

During the period from January to 31 December 2025, the Company received extensive and positive media coverage across print, online, and electronic media. Within the year, the Company distributed 168 (one hundred sixty-eight) press releases to the media and 117 (one hundred seventeen) official photo releases, which were also disseminated to the media. During the same period, news coverage regarding BTN reached 38,670 articles published across various media platforms throughout Indonesia. The dominant BTN issues in 2025 included Social Assistance (Bansos) with 2,093 news articles, Government Fund Placement amounting to IDR200 trillion in Himbara with 1,140 news articles, and coverage of BTN Jakarta International Marathon 2025 with 583 news articles

Distribution of BTN News Media Categories

Online Media: 36,396 (news)
Print Media: 1,872 (news)
TV Media: 302 (news)
Radio: 8 (news)

TOP 10 MEDIA BTN

ONLINE MEDIA

No	Media Name	Total
1	kontan.co.id	273
2	bisnis.com	272
3	cnbcindonesia.com	245
4	wartaekonomi.co.id	209
5	idxchannel.com	185

PRINT MEDIA

No	Media Name	Total
1	Kontan	256
2	Bisnis Indonesia	158
3	Rakyat Merdeka	139
4	Investor Daily	118
5	Media Indonesia	103

TV MEDIA

No	Media Name	Total
1	Metro TV	35
2	CNBC Indonesia	35
3	IDX Channel	16
4	Garuda TV	15
5	Kontan TV	11

Press Release

No	Date	Title
1	January 3, 2025	Minister of SOEs Encourages BTN to Become a Megabank
2	January 8, 2025	BTN Allocates More Than IDR1 Billion for Home Design Competition
3	January 8, 2025	Bank Tabungan Negara and Mandiri Capital Indonesia Establish Investment Partnership to Support Housing Ecosystem Growth
4	January 15, 2025	BTN Commences Acquisition of Bank Victoria Syariah
5	January 17, 2025	Ensuring Comfortable Places of Worship, BTN Disbursed IDR4,14 Billion for Construction and Renovation of Houses of Worship Throughout 2024
6	January 18, 2025	Strategic Synergy Between BTN and LPEI to Support Indonesia's Export Growth
7	January 21, 2025	To Safeguard Public Rights, Minister of SOEs Urges BTN to Discipline Non-Compliant Developers in Certificate Settlement
8	January 22, 2025	Minister of SOEs Encourages BTN to Accelerate TOD Development for 3 Million Homes
9	February 1, 2025	Supporting the 3 Million Homes Program, BTN Transforms Non-Subsidized Mortgage Sales Management
10	February 5, 2025	Through TJSL Program, BTN Supports Waste Management in Surabaya
11	February 6, 2025	Vice Minister of Finance: Three Million Homes Program Becomes Key to National Economic Growth
12	February 7, 2025	INACRAFT 2025 Day Three: Rumah BUMN Supports Indonesian MSMEs and Invites Visitors to Promote Local Products
13	February 9, 2025	75th Anniversary, BTN Officially Launches BALE by BTN
14	February 11, 2025	In 2025, BTN Assets Projected to Reach IDR500 Trillion
15	February 13, 2025	President Director: Relocation of BTN Branch Office in Pematang Siantar to Enhance Service Quality
16	February 14, 2025	20th Anniversary of BTN Syariah Marks the Formation of BUS BTN

No	Date	Title
17	February 15, 2025	Marking 75 Years, BTN Presents Appreciation Awards to Developer Partners, Designers, and Housing Innovators
18	February 18, 2025	BTN Sustainable Finance Framework Receives "Excellent" Rating from Sustainable Fitch
19	February 19, 2025	BTN Housingpreneur Encourages Creativity and Innovation in Eco-Green Living
20	February 22, 2025	Strengthening Performance, BTN Ready to Contribute to Economic Growth
21	February 25, 2025	BTN and MAPCLUB Establish Transactional Partnership to Support BTN's Vision
22	February 28, 2025	Supporting West Java's Economy, BTN Relocates Regional Office in Bandung
23	March 2, 2025	Driving Local Economic Growth, BTN Invites Developers to Build Affordable Housing in Sulampua
24	March 7, 2025	BTN Opens Registration for Free Homecoming Program
25	March 12, 2025	Strengthening Funding Engine, BTN to Launch BALE Korpora Services
26	March 15, 2025	Welcoming Eid, BTN Provides IDR30 Trillion in Cash
27	March 20, 2025	Ramadan Action 2025: BTN Supports Early Childhood Education Facilities
28	March 24, 2025	Ahead of Spin-Off, BTN Syariah Harvests Awards
29	March 26, 2025	Ensuring Customer Safety and Comfort, BTN West Java Secures Adequate Cash Supply
30	March 26, 2025	Amid Global Economic Pressures, BTN Moves Swiftly to Provide Housing for Teachers
31	March 26, 2025	In Addition to Distributing 25% Dividends, BTN Annual GMS Approves Acquisition and Restructuring of BTN Syariah
32	March 27, 2025	BTN and Media Partners Distribute Hundreds of Basic Food Packages in Greater Jakarta
33	March 27, 2025	BTN Sends Off 1,000 Participants in the 2025 Free Homecoming Program
34	April 8, 2025	BTN, Ministry of Public Housing and Settlements, Komdigi, and BP Tapera Sign MoU on Housing Program for Journalists; Supporting Access to Adequate Housing, 1,000 Units Prepared
35	April 10, 2025	BTN Ranked Top 3 Best Workplace
36	April 12, 2025	BTN Targets Threefold Business Growth
37	April 14, 2025	BTN Continues Support for BTN JAKIM with 4S: Sterile, Secure, Safety, and Smooth
38	April 15, 2025	Hosting BTN JAKIM 2025, BTN Targets 1 Million Additional BALE by BTN Users
39	April 15, 2025	BTN JAKIM Boosts BTN Digital Banking Transactions
40	April 24, 2025	BTN Net Profit Increases, Loan Growth Remains Consistent
41	April 28, 2025	Targeting Retail Transactions, BTN Holds Travel Fair at BTN Digital Store
42	May 6, 2025	BTN Supports Housing Financing for Media Industry Employees
43	May 9, 2025	Strengthening Efficiency and Service Accessibility, BTN Implements Strategic Office Network Restructuring
44	May 10, 2025	Supporting Asta Cita on Gender Equality, BTN Promotes Women Empowerment
45	May 17, 2025	In Collaboration with the Indonesian Mosque Council, BTN Promotes Financial Inclusion Through Digital Solution
46	May 20, 2025	Ahead of Spin-Off, BTN Syariah Wins International Best Islamic Bank 2025 Award
47	May 23, 2025	Strengthening Sustainable Engagement Strategy, BTN Prospera Customer Base Surges 170%
48	May 24, 2025	BTN Syariah Demonstrates Strong Foundation Ahead of Spin-Off, Reflected in Solid Performance and International Recognition
49	May 26, 2025	Ahead of Spin-Off, BTN Syariah Explores Cooperation with Islamic Development Bank to Provide Innovative Financing Schemes
50	May 26, 2025	Strengthening Digital Mortgage Services, BTN Wins Two International Awards
51	May 27, 2025	The Government Approves the Spin-Off, BTN Sharia Business Unit Ready to Operate as a Sharia Commercial Bank

No	Date	Title
52	May 31, 2025	Housing Industry Players Require New Strategies to Drive Sector Growth
53	June 1, 2025	BTN Indonesia Fashion Week 2025 Successfully Held, BTN Expands into Indonesia's Fashion Industry Ecosystem
54	June 3, 2025	In Compliance with OJK Regulation, BTN Syariah Spin-Off to Be Realized Soon
55	June 4, 2025	BTN Syariah Spin-Off to Strengthen Indonesia's Islamic Financial Market
56	June 4, 2025	Targeting 10,000 Low-Emission Houses in 2025, BTN Actively Connects Eco-Friendly Material Producers with Developers
57	June 5, 2025	Officially Acquires BVIS, BTN Aims to Position BTN Syariah as Indonesia's Second Largest Sharia Bank
58	June 8, 2025	Jakarta Provincial Government to Close 32 Roads During BTN Jakarta International Marathon 2025, 31 Alternative Routes Prepared
59	June 10, 2025	631 International Runners Participate in BTN JAKIM 2025
60	June 11, 2025	Welcoming BTN JAKIM 2025, BTN Offers Hotel Discounts
61	June 12, 2025	Supporting the Advancement of Indonesian Football, BTN Becomes Sponsor of Three National League 1 Clubs
62	June 13, 2025	Supporting the Transformation of Non-Subsidized Mortgages, BTN Recognizes 10 Strategic Developers
63	June 13, 2025	Transformation Gains Global Recognition, BTN Wins Global Brand Awards 2025
64	June 18, 2025	Transformation Strengthens BTN's Financial Fundamentals
65	June 19, 2025	BTN Promotes Subsidized Mortgages at Global Sustainable Finance Forum
66	June 22, 2025	Accelerating Low-Emission Housing, BTN Enhances Collaboration with UNEP FI
67	June 22, 2025	BTN Wins Best Company to Work for in Asia 2025 Award
68	June 25, 2025	Ahead of BTN Jakarta International Marathon 2025: Road Closures Announced, Check Routes & Parking Areas
69	June 26, 2025	Qatari Investors Begin Developing Affordable Housing, BTN Ready to Support Public Housing Financing
70	June 26, 2025	Ahead of BTN Jakarta International Marathon 2025, Participants Enthusiastically Attend Race Pack Collection and Race Expo
71	June 28, 2025	BTN's Digital Transformation Strengthened by Integrated Cyber Risk Management
72	June 28, 2025	Amid Escalating Geopolitical Tensions, BTN's Performance Remains On Track
73	June 28, 2025	Embracing Technological Advancements, BTN Builds Digital Literacy Culture and Strengthens Cyber Risk Architectur
74	June 28, 2025	PT Bank Tabungan Negara (Persero) Tbk Continues to Enhance Cyber Risk Management Amid Ongoing Digital Transformation.
75	June 29, 2025	BTN Jakarta International Marathon 2025 Successfully Held
76	June 29, 2025	Hosting BTN JAKIM 2025, BTN Offers Carbo-Loading Discounts for Priority Customers
77	July 8, 2025	Contributing IDR3,050 Trillion to National Economy, BTN Strengthens Strategic Role in Housing Sector
78	July 9, 2025	Strengthening Business Expansion and Housing Financing in East Nusa Tenggara, BTN Ready to Contribute to Regional Economic Growth
79	July 14, 2025	BTN Connect & Collaborate Expo 2025: Partnering with Top 10 Developers, BTN Offers Mortgage Rates Starting from 2.65% and Discounts up to Rp100 Million
80	July 15, 2025	Remarkable Impact, BTN JAKIM 2025 Generates Rp127 Billion in Economic Value
81	July 17, 2025	Strengthening Mortgage Service Quality, BTN Record Center Bandung Manages More Than 380,000 Debtor Documents
82	July 21, 2025	BTN Mortgages Generate More Than 1 Million Jobs, Supporting the Housing Sector
83	July 21, 2025	Bank Victoria Syariah Prepares to Hold EGMS

No	Date	Title
84	July 23, 2025	Contributing to Communities and the Environment, BTN Disburses IDR40,7 Billion in TJSL Funds
85	July 24, 2025	BTN Wins Two Awards at the ASEAN Corporate Governance Awards 2025
86	July 26, 2025	Through Subsidized Financing by BTN Syariah, Preachers and Quran Teachers Can Own Their Dream Homes
87	July 29, 2025	Through Mortgage Distribution, BTN Activates Economic Chain Across 185 Industrial Sub-Sectors
88	August 1, 2025	Receiving Additional FLPP Quota, BTN Ready to Expand Access to Adequate Housing
89	August 2, 2025	Enhancing Productivity and Efficiency of Collection Business Processes, BTN Launches New Operating Model.
90	August 2, 2025	Freedom to Own Your Dream Home, BTN Offers Mortgage Rates Starting from 2.65%, Zero Fees, Available for Renovation and Mortgage Takeover
91	August 4, 2025	Preventing Misuse of Customer Accounts, BTN Appreciates PPATK's Measures
92	August 6, 2025	BTN Focuses on Strengthening Low-Cost Funds Through Centralized Management and Customer Ecosystem Expansion
93	August 7, 2025	BTN Officially Launches BALE Korpora, an Integrated Wholesale Banking Platform for Corporate Customers
94	August 7, 2025	Providing Faster and Easier Services, BTN Establishes Digital Store at the DPR-RI Building
95	August 15, 2025	BTN and Bakti BUMN Volunteers Provide Health Services and Food Security Support in Paser, East Kalimantan
96	August 19, 2025	In Collaboration with Jakpro and Ancol, BTN Commits to Supporting Jakarta as a Global City
97	August 23, 2025	Hosting BALE Festival MSME in Solo, BTN Facilitates Access to Financing for Small Businesses
98	August 26, 2025	BTN Ready to Serve Banking Transactions for 6.5 Million HKBP Congregation Members
99	August 27, 2025	BTN Records Net Profit of IDR1,7 Trillion, Growing 13.6%
100	August 27, 2025	IndonesiaTargeting Modern Communities, BTN Launches Digital Store at the Indonesia Stock Exchange
101	August 30, 2025	Ministry of SOEs Prepares Regulation to Support Mortgage Distribution for Low-Income Communities
102	September 4, 2025	Welcoming National Customer Day, BTN Listens to Customer Aspirations
103	September 10, 2025	Increased FLPP Quota, BTN Targets 7–9% Loan Growth
104	September 16, 2025	Supporting Asta Cita Net Zero Emissions, BTN Joins the Partnership for Carbon Accounting Financials (PCAF)
105	September 18, 2025	BTN Encourages Students to Become Agents of Change in the Digital Transformation Era
106	September 19, 2025	By December 2025, BTN Ensures Optimal Absorption of IDR25 Trillion Liquidity
107	September 19, 2025	BTN and North Minahasa Regency Launch DigiKab Powered by BALE, Strengthening Digital Transformation of Regional Public Services
108	September 20, 2025	Preparing for Transformation into BSN, BTN Syariah to Add Two Branch Networks in Aceh
109	September 27, 2025	First in Indonesia! BTN Launches Innovation to Reduce Mortgage Installments Using Waste to Protect the Environment
110	September 30, 2025	BTN Supports Distribution of 26,000 Subsidized Housing Units
111	September 30, 2025	As of August 2025, BTN Maintains Double-Digit Net Profit Growth
112	October 2, 2025	Launching a New Identity, Bank Syariah Nasional Ready to Transform Indonesia's Islamic Banking Industry
113	October 2, 2025	Hosting Human Capital Summit 2025, BTN Welcomes Minister of Manpower and Strengthens Talent Transformation
114	October 6, 2025	Regulation on Interest Subsidy for Mortgage Issued, BTN Ready to Accelerate Financing Distribution
115	October 6, 2025	BTN Leads in FLPP Subsidized Mortgage Distribution Compared to Other Himbara Banks
116	October 10, 2025	With BTN's Support, More Than 140,000 People Own Subsidized Homes

No	Date	Title
117	October 11, 2025	Targeting Low-Cost Funds, BTN Enhances Customer Experience Through Integrated Digital Services
118	October 13, 2025	BTN Remains Optimistic IDR25 Trillion Funds Will Be Fully Absorbed
119	October 15, 2025	Expanding Access to Housing Financing for Informal Workers, Danantara Appreciates BTN's Innovation in Advancing National Financial Inclusion
120	October 17, 2025	Playing a Significant Role in the National Housing Program, BTN Receives AAA(IDN) Rating from Fitch Ratings Indones
121	October 20, 2025	Featuring Sheila On 7, BTN Supports Remember November Festival Yogyakarta
122	October 20, 2025	Supported by the Housing Ecosystem, BTN Optimistic to Become the Largest Distributor of KPP
123	October 22, 2025	Promoting a Healthy Lifestyle, BTN Prospera Introduces Padel Program for Customers
124	October 22, 2025	Entrepreneurs and Students Invited to Join, Registration for BTN Housingpreneur Now Open
125	October 23, 2025	Outstanding Financial Performance, BTN Net Profit Reaches Rp2.3 Trillion
126	October 26, 2025	Targeting 1,500 Participants, BTN Housingpreneur Officially Launched
127	October 28, 2025	Seeking Outstanding Housing Innovators, BTN Housingpreneur 2025 Competition Officially Kicks Off
128	October 28, 2025	Boosting Low-Cost Funds, BTN Officially Launches BTN-HKBP Savings
129	October 30, 2025	Supporting Jakarta's Development, BTN Provides Banking Services for Ancol
130	October 31, 2025	BTN Supports Indonesia as a Fashion Hub Through Jakarta Fashion Week 2026
131	November 4, 2025	One Year of President Prabowo's Administration, BTN Leads in Helping People Own Their Dream Homes
132	November 5, 2025	Managing Ultra-High-Net-Worth Customer Funds, BTN Launches Exclusive BTN Private Service
133	November 6, 2025	BTN Housingpreneur 2025 Opens Access for Young Innovators to the National Housing Ecosystem
134	November 6, 2025	In Collaboration with the Provincial Government, BTN Expands Business to Riau Islands
135	November 7, 2025	Human Capital Transformation Becomes Catalyst for BTN's Sustainable Business Growth
136	November 7, 2025	Supporting Government Efforts to Boost Economic Growth, BTN Ensures More Than 93% of SAL Funds Absorbed
137	November 9, 2025	Serving MSMEs, BTN Distributes Mortgage in Yogyakarta
138	November 11, 2025	In Collaboration with IKAHI, BTN Provides Mortgage Facilities for Judges
139	November 14, 2025	BTN Housingpreneur Invites Architects, Entrepreneurs, and Students in Surabaya to Present Future Housing Business Ideas
140	November 17, 2025	BTN and Jatelindo Establish Partnership to Expand Digital Services to the Public
141	November 18, 2025	BTN Officially Spins Off Sharia Business Unit, BSN Becomes the Second Largest Sharia Bank in Indonesia
142	November 20, 2025	Exploring Housing Innovation, BTN Housingpreneur Holds Roadshow at USU Medan
143	November 21, 2025	Launching Digital Store, BTN Partners with Unesa to Expand Digital Services for Students and Lecturers
144	November 25, 2025	Consistently Innovating in the Housing Sector, BTN Housingpreneur Wins Award
145	November 26, 2025	As of October 2025, BTN Records Net Profit of IDR2,50 Trillion
146	November 27, 2025	Queen Máxima Appreciates BTN's Innovation of Paying Mortgage Installments with Waste
147	November 28, 2025	BTN and HKBP Initiate Disaster Relief Distribution for Flash Flood Victims in Northern Sumatra
148	November 30, 2025	Visiting Padang Directly, BTN Board of Directors Distributes Assistance Through Universities and Local Government
149	December 1, 2025	BTN Inaugurates New Regional Office of Central Java & Yogyakarta, Strengthening Digital Transformation and Regional Financing
150	December 3, 2025	BTN Housingpreneur 2025 Ready to Realize Young Talents' Dreams of Becoming Successful Entrepreneurs

No	Date	Title
151	December 4, 2025	Housing Program Loan Distribution Reaches IDR1,3 Trillion, BTN Dominates National Market
152	December 6, 2025	Net Interest Income Surges, Analysts View BTN's Performance Outlook as Increasingly Positive
153	December 10, 2025	49th Anniversary of Mortgage, BTN Has Distributed 5.7 Million Homes for the Indonesian People
154	December 10, 2025	49th Anniversary of Mortgage, BTN Offers 2.65% Mortgage Rate in Six Major Cities
155	December 10, 2025	Public Lecture at Udayana University, BTN Encourages Young Generation to Explore Green Financing
156	December 16, 2025	BTN Provides Credit Relaxation to 22,879 Consumer Loan Customers Affected by Floods and Landslides in Sumatra
157	December 17, 2025	Promoting Adequate Housing, BTN and PPATK Renovate Community Homes
158	December 17, 2025	As of November 2025, BTN Records Net Profit of IDR2,91 Trillion
159	December 18, 2025	BTN Establishes Public Kitchen and Distributes Humanitarian Aid to Affected Residents in Pidie Jaya, Aceh
160	December 18, 2025	Allocating IDR4,5 Trillion, BTN Aims to Become the Primary Bank Serving Danareksa Holding
161	December 19, 2025	SOEs Care Initiative, Danantara Together with BP BUMN and BTN Deploy Assistance for Flood Victims in Sumatra
162	December 19, 2025	Assisting Flood Victims in Aceh, BTN Deploys Six Logistics Trucks
163	December 20, 2025	President Prabowo Appreciates BTN for Distribution of FLPP Prosperous Mortgage
164	December 22, 2025	BTN Provides IDR19,67 Trillion in Cash Ahead of Christmas and New Year
165	December 23, 2025	In 2025, BTN Becomes the Largest Distributor of FLPP Prosperous Mortgage
166	December 24, 2025	Supporting Mortgage Expansion, BTN Strengthens Core Capital Through IDR2 Trillion Shareholder Loan
167	December 24, 2025	BTN Plants 5,000 Trees in Depok, Strengthening Environmental Resilience of Jakarta's Buffer Zone
168	December 24, 2025	Supporting Recovery Efforts, BTN Disburses IDR12,36 Billion in Aid for Disaster Victims in Sumatra

Media Briefing/Press Conference

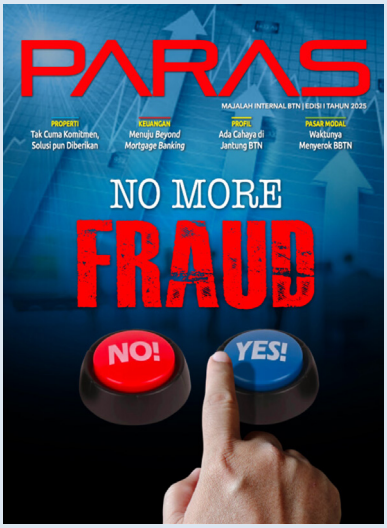
No	Month	Activity	Publication	Press Release Title
1	January 21, 2025	Press Conference with the Ministry of SOEs Handling of Non-Compliant Developers	Press Release	TO SAFEGUARD PUBLIC RIGHTS, MINISTER OF SOES URGES BTN TO DISCIPLINE NON-COMPLIANT DEVELOPERS IN CERTIFICATE SETTLEMENT
2	February 9, 2025	Press Conference: Launch of BALE by BTN	Press Release	75TH ANNIVERSARY, BTN OFFICIALLY LAUNCHES BALE BY BTN
3	February 19, 2025	Press Conference: BTN Housingpreneur	Press Release	BTN HOUSINGPRENEUR ENCOURAGES CREATIVITY AND INNOVATION IN DEVELOPING ECO-GREEN LIVING
4	March 12, 2025	Media Gathering: Iftar Gathering	Press Release	STRENGTHENING THE FUNDING ENGINE, BTN TO LAUNCH BALE KORPORA SERVICES
5	March 26, 2025	Press Conference: BTN AGMS	Press Release	IN ADDITION TO DISTRIBUTING 25% DIVIDENDS, BTN AGMS APPROVES ACQUISITION AND RESTRUCTURING OF BTN SYARIAH
6	April 8, 2025	Press Conference: MoU Signing between the Ministry of Public Housing and Settlements, Ministry of Communication and Digital Affairs, and BTN	Press Release	BTN, MINISTRY OF PKP, KOMDIGI, AND BP TAPERA SIGN MOU ON HOUSING PROGRAM FOR JOURNALISTS
7	April 14, 2025	Press Conference with Jakarta Provincial Government	Press Release	BTN CONTINUES SUPPORT FOR BTN JAKIM WITH 4S: STERILE, SECURE, SAFETY, AND SMOOTH; HOSTING BTN JAKIM 2025, BTN TARGETS 1 MILLION ADDITIONAL BALE BY BTN USERS

No	Month	Activity	Publication	Press Release Title
8	June 5, 2025	Press Conference: Inauguration of BVIS Acquisitio	Press Release	OFFICIALLY ACQUIRES BVIS, BTN AIMS TO POSITION BTN SYARIAH AS INDONESIA'S SECOND LARGEST ISLAMIC BANK
9	June 12, 2025	Media Briefing: BTN Sponsors Three Football Clubs	Press Release	SUPPORTING THE ADVANCEMENT OF INDONESIAN FOOTBALL, BTN SPONSORS THREE NATIONAL LEAGUE 1 CLUBS
10	June 29, 2025	Press Conference: BTN JAKIM 2025 Race Day	Press Release	BTN JAKARTA INTERNATIONAL MARATHON 2025 SUCCESSFULLY HELD
11	July 17, 2025	Media Briefing: Opening of BTN Record Center in Bandung	Press Release	STRENGTHENING MORTGAGE SERVICE QUALITY, BTN RECORD CENTER BANDUNG MANAGES MORE THAN 380,000 DEBTOR DOCUMENTS
12	August 6, 2025	Media Briefing: Perkenalan Dengan Direktur Network & Retail Funding BTN, Rully Setiawan	Press Release	BTN FOCUSES ON STRENGTHENING LOW-COST FUNDS THROUGH CENTRALIZED MANAGEMENT AND CUSTOMER ECOSYSTEM EXPANSION
13	August 7, 2025	Media Briefing: Launch of BALE Korpora	Press Release	BTN OFFICIALLY LAUNCHES BALE KORPORA, AN INTEGRATED WHOLESALE BANKING PLATFORM FOR CORPORATE CUSTOMERS
14	August 19, 2025	Press Conference: MoU Signing between BTN, Jakpro, and Ancol	Press Release	IN COLLABORATION WITH JAKPRO AND ANCOL, BTN COMMITS TO SUPPORTING JAKARTA AS A GLOBAL CITY
15	September 27, 2025	Media Briefing: Paying Installments with Waste Innovatio	Press Release	FIRST IN INDONESIA! BTN LAUNCHES INNOVATION TO REDUCE MORTGAGE INSTALLMENTS USING WASTE
16	September 10, 2025	Press Conference Public Expose	Press Release	INCREASED FLPP QUOTA, BTN TARGETS 7–9% LOAN GROWTH
17	September 19, 2025	Media Gathering	Press Release	BY DECEMBER 2025, BTN ENSURES OPTIMAL ABSORPTION OF RP25 TRILLION LIQUIDITY
18	September 27, 2025	Media Briefing: Launch of Mortgage Installment Innovation Using Waste	Press Release	FIRST IN INDONESIA! BTN LAUNCHES INNOVATION TO REDUCE MORTGAGE INSTALLMENTS USING WASTE
19	October 2, 2025	Media Briefing: Launch of New Logo and Name of BTN Sharia Business Unit	Press Release	LAUNCHING A NEW IDENTITY, BANK SYARIAH NASIONAL READY TO TRANSFORM INDONESIA'S ISLAMIC BANKING INDUSTRY
20	October 20, 2025	Press Conference: Remember November Festival	Press Release	FEATURING SHEILA ON 7, BTN SUPPORTS REMEMBER NOVEMBER FESTIVAL YOGYAKARTA
21	October 22, 2025	Media Briefing: BTN prospera Save and Smash	Press Release	PROMOTING A HEALTHY LIFESTYLE, BTN PROSPERA INTRODUCES PADEL PROGRAM FOR CUSTOMERS
22	October 28, 2025	Media Briefing; Kick Off BTN Housingpreneur	Press Release	SEEKING OUTSTANDING HOUSING INNOVATORS, BTN HOUSINGPRENEUR 2025 OFFICIALLY KICKS OFF
23	November 5, 2025	Media Briefing: Launch of BTN Private	Press Release	MANAGING ULTRA-HIGH-NET-WORTH CUSTOMER FUNDS, BTN LAUNCHES EXCLUSIVE BTN PRIVATE SERVICE
24	November 6, 2025	Press Conference: MoU Signing between BTN and Riau Islands Provincial Government	Press Release	IN COLLABORATION WITH THE PROVINCIAL GOVERNMENT, BTN EXPANDS BUSINESS TO THE RIAU ISLANDS
25	November 9, 2025	Media Briefing: Socialization of Mortgage with Ministry of PKP	Press Release	SERVING MSMES, BTN DISTRIBUTES MORTGAGE IN YOGYAKARTA
26	November 18, 2025	Press Conference: BTN GMS	Press Release	BTN OFFICIALLY SPINS OFF SBU, BSN BECOMES INDONESIA'S SECOND LARGEST SHARIA BANK
27	November 21, 2025	Media Briefing: BTN Public Lecture	Press Release	LAUNCHING DIGITAL STORE, BTN PARTNERS WITH UNESA TO EXPAND DIGITAL SERVICES FOR STUDENTS AND LECTURERS
28	November 27, 2025	Media Briefing: Visit of Queen Máxima	Press release	QUEEN MÁXIMA APPRECIATES BTN'S INNOVATION OF PAYING MORTGAGE INSTALLMENTS WITH WASTE
29	December 10, 2025	Media Briefing: Public Lecture by President Director of BTN	Press Release	PUBLIC LECTURE AT UDAYANA UNIVERSITY, BTN ENCOURAGES YOUNG GENERATION TO EXPLORE GREEN FINANCING

No	Month	Activity	Publication	Press Release Title
30	December 17, 2025	Press Conference: BTN and PPATK Renovate Community Homes	Press Release	PROMOTING ADEQUATE HOUSING, BTN AND PPATK RENOVATE COMMUNITY HOMES
31	December 18, 2025	Press Conference: MoU Signing between BTN and Danareksa Holding	Press Release	ALLOCATING IDR4,5 TRILLION, BTN AIMS TO BECOME THE PRIMARY BANK SERVING DANAREKSA HOLDING
32	December 22, 2025	Media Briefing: Cash Availability Ahead of Year-End Holidays	Press release	BTN PROVIDES IDR19,67 TRILLION IN CASH AHEAD OF CHRISTMAS AND NEW YEAR

Bulletin

Volume	Theme
PARAS Edition I 2025	NO MORE FRAUD
PARAS Edition II 2025	RECORD-BREAKING! BTN JAKARTA INTERNATIONAL MARATHON 2025 ACHIEVES MAJOR SUCCESS
PARAS Edition III 2025	A NEW NAME WITH A NEW SPIRIT
PARAS Edition IV 2025	49 YEARS OF BTN MORTGAGE: REALIZING HOUSING, DRIVING PROGRESS



Transparency In Report Submission

The Company fulfills its obligations to Stakeholders and OJK in accordance with the provisions, including related to transparency and publication of financial and non-financial conditions as follows:

- Other information aimed at supporting information disclosure, financial education and services to the public BTN Financial Literacy and Inclusion.
- Report on the Implementation of Financial Literacy and Inclusion Activities in 2025: reported every semester.

During 2025, various Financial Literacy and Inclusion activities that had been reported to the regulators (BI and OJK) were as follow:

Financial Inclusion Data for 2025

Semester	Activities
First Semester	55 activities
Second Semester	102 activities

The detailed Financial Inclusion activities for 2025 are presented as follows:

No.	Month	Financial Inclusion Activity
1	January	1) Account Opening during the Financial Management Education Session at University of Sulawesi Barat 2) Account Opening during the Financial Management Outreach Program at the Pengadilan Militer Tinggi II Jakarta 3) Account Opening during the Financial Management Outreach Program at SMPN 1 Kota Tangerang Selatan 4) Account Opening during the Financial Management Outreach Program at SMK 11 PGRI Kota Tangerang Selatan 5) Account Opening during the Financial Management Outreach Program at SMPN 22 PGRI Kota Tangerang Selatan 6) Account Opening during the "Let's Save" Outreach Program at SMK YMIK 7) Mass Signing Ceremony for Subsidized Mortgage (KPR) – BTN Branch Makassar 8) Mass Signing Ceremony for Subsidized Mortgage (KPR) – BTN Branch Kendari 9) Mass Signing Ceremony for Subsidized Mortgage (KPR) – BTN Branch Palu 10) Mass Signing Ceremony for Subsidized Mortgage (KPR) – BTN Branch Watampone

No.	Month	Financial Inclusion Activity
2	February	1) Account Opening during the Financial Management Outreach Program at Universitas Terbuka 2) QRIS Merchant Onboarding during the Financial Management Outreach Program at Tangsel Night Market 3) Account Opening during the Financial Management Outreach Program with BTN 4) Account Opening during the Digital Financial Management Outreach Program with BTN 5) Account Opening during the Financial Management Outreach Program in RW 20, North Jakarta 6) Account Opening during the Early Financial Literacy Outreach Program at SMKN 5 Tangerang 7) Account Opening during the Financial Management Outreach Program at Griya Sutera Balaraja 8) Account Opening during the Digital Financial Management Outreach Program at State Court of Jepara 9) Account Opening at the Mini Bank of YPI Darusallam Cerme Gresik 10) Account Opening during the Digital Financial Management Outreach Program in collaboration with Banyuwangi Association of Clinics and Healthcare Facilities. 11) Account Opening during the Digital Financial Management Outreach Program in collaboration with Religious Court of Surabaya
3	March	1) Financial Literacy Outreach Program at SMKN 2 Kota Tangerang 2) Financial Literacy Outreach Program at SMKN 3 Kota Tangerang 3) Digital Financial Literacy Outreach Program at Green Pramuka Square Mall 4) Account Opening during BTN Goes to Campus Jakarta 5) QRIS Merchant Onboarding at Bogor UMKM Fest 6) Account Opening during the Financial Management Outreach Program for UT Students 7) Account Opening during the Banking Services Outreach Program in collaboration with IAIN Bone 8) Account Opening during the Financial Management and Banking Services Outreach Program in collaboration with RSUD DR. Hasri Ainun Habibie 9) Mass Signing Ceremony for Subsidized Credit at KCP Palopo 10) Expansion of Priority Segment Network in BTN Pematangsiantar Branch
4	April	1) Account Opening during the Financial Management Outreach Program at State Court of Central Jakarta 2) Account Opening during the Outreach Program on KUR & QRIS for MSMEs under the Maritimepreneur & Gedor Ekspor Program 3) Account Opening during the Financial Management Outreach Program at BLU Aviation Health Center 4) Account Opening during the Outreach Program on BTN Solutions and Employee Financial Digitalization at PT Tata Karya Gemilang
5	May	1) Account Opening during the Kick-Off of Financial Literacy Month: "Financial Planning for a Prosperous Future" for Students of the Faculty of Economics and Business, University of Nusa Cendana 2) Account Opening during GENCARKAN Gowa Regency: Education on the Risks of Illegal Online Lending and Online Gambling at SMAN 1 Gowa 3) Account Opening during GENCARKAN Bantaeng Regency: Education on Counterfeit Currency and Digital Finance at SMAN 4 Bantaeng 4) Account Opening during GENCARKAN Pangkajene and Islands Regency: Education on the Risks of Illegal Online Lending at SMA Semen Tonasa 5) Account Opening during the Financial Management Outreach Program for the eComp3 Community 6) Account Opening during the Financial Management Outreach Program for the Line Dance Bu Bu Gao Community 7) Account Opening during the Financial Management Outreach Program: Empowering Health Elevating Prosperity 8) Account Opening during the Financial Management Outreach Program for the Fresh Market PIK Community 9) Account Opening during the Financial Management Outreach Program for the Residential Community at Bumi Serpong Indah 10) Account Opening during the Financial Management Outreach Program for Students and Teachers at SMK 12 11) Account Opening during the Financial Management Outreach Program at PT. Archipelago 12) Account Opening during the Financial Management Outreach Program at UNTIRTA 13) Account Opening during the Financial Management Outreach Program for Students at SMK PGRI 1 Serang 14) Account Opening during the Early Financial Literacy Outreach Program for Students and Teachers at SMAN 2 Cimahi 15) Account Opening during the Financial Management Outreach Program and Career Knowledge Education at SMK Mathla'ul Anwar, Babakan Ciparay
6	June	1) Account Opening during the Financial Management Outreach Program at State Court of Kabupaten Ketapang 2) Account Opening during the Financial Awareness Program on Illegal Online Lending and Various Digital Financial Crime Schemes at Ministry of Helath Polytechnic Curup, Kab. Rejang Lebong 3) Account Opening during GENCARKAN Sarolangun Regency: BTN Goes to School at SMK Negeri 11 Kabupaten Sarolangun 4) Account Opening during the Financial Management Outreach Program at SMA Negeri 3 Pariaman 5) Account Opening during the Financial Management Outreach Program for Contract-Based Employees (P3K) of the House of Representatives (DPR)

No.	Month	Financial Inclusion Activity
7	July	1) Account Opening during the Audience Meeting and Financial Outreach Program at State Court of Surakarta 2) Account Opening during the Audience Meeting and Financial Outreach Program at University of Indonesia 3) GENCARKAN Gorontalo Regency: Financial Management Outreach Program for Karawo Artisans 4) Account Opening during the Savings Education Program for Students at SMK 11 PGRI Ciledug 5) Account Opening during the Healthy Exercise Event with BTN 6) Account Opening during the Financial Literacy Outreach Program for Students at SMP Al Husna 7) Account Opening under the Cooperation Program of BTN Sharia Solutions with Rumah Sakit Mutiara Bunda 8) Account Opening under the Cooperation Program of BTN Sharia Solutions with SMK Kesehatan Prima Nusantara 9) Account Opening during the BTN Sharia Open Booth Event at the Anniversary of Kota Solok 10) Sales Activity of Institutional Products and Sharia Service Offerings at Baznas Kota Cilegon 11) Sales Activity of Institutional Products and Sharia Service Offerings to YYS Al Fathaniyah 12) Sales Activity of Institutional Products and Sharia Service Offerings to the Court of Rangkasbitung 13) Sales Activity of Institutional Products and Sharia Service Offerings to Baznas of Lebak Regency 14) Cooperation on BTN Sharia Products with PT Krakatau Sarana Properti 15) Cooperation on BTN Sharia Products with Indonesian Waqf Board of Banten Province 16) Sales Activity of Institutional Products and Service Offerings of Haqul Yaqin 17) Sales Activity of Institutional Products and Sharia Service Offerings to Baznas of Serang Regency 18) Opening of Sharia Payroll Accounts for Students and Teachers of Pendidikan Cahaya Qur'an Bogor Foundation
8	August	1) Account Opening during the Financial Education Session at a Business Gathering in Pondok Aren 2) National Financial Literacy Movement (GENCARKAN) in Tegal Regency 3) National Financial Literacy Movement (GENCARKAN) in University Annuqayah, Sumenep Regency 4) Peak Celebration of Indonesia Savings Day and Financial Literacy Month 5) Account Opening during the Savings Education Program for New Students at STMIK Palangkaraya 6) Account Opening under the BTN Solusi Cooperation Program with KPU Padang Panjang 7) Sales Activity of Institutional Products and Service Offerings to Baznas of Pandeglang Regency 8) Sales Activity of Institutional Products and Service Offerings to Ponpes Darul Falah Carenang 9) Open Booth of BTN Sharia at the 2025 National QRIS Week hosted by BI Tegal 10) Cooperation on BTN Sharia Solutions with University of Perintis Indonesia 11) Cooperation on BTN Sharia Solutions with RS M Djamil Padang 12) Cooperation on BTN Sharia Solutions with Baznas of West Sumatera Province 13) Let's Save Diligently from an Early Age for a Better Future" Program at SDN Tipo Palu 14) Let's Save Diligently from an Early Age for a Better Future" Program at SD Balai Keselamatan Lekatu
9	September	1) Audience Meeting at State Court of Jambi 2) Audience Meeting at State Court of Tangerang 3) National Financial Literacy Movement for Students at University of Bhinneka PGRI Tulungagung 4) Account Opening during the Financial Management and BTN Juara Savings Outreach Program at University of Samratulangi Manado 5) Account Opening during the Financial Management and Bale Solusi Outreach Program, including Account Opening and Bale Activation for P3K Employees at PPN Ambon 6) Account Opening during the Financial Management and Financial Inclusion Outreach Program at Stikes Pasapua Ambon 7) Account Opening during the Financial Management and BTN Solusi Outreach Program at religious Court of Sulawesi Selatan 8) Financial and Financial Literacy Outreach Program within State Court of North Jakarta 9) Financial and Financial Literacy Outreach Program within Badilum 10) Account Opening and Implementation of a Mass Housing Loan Signing Ceremony for Bumi Anugerah Sejahtera 2 Housing Project in collaboration with BlueBird 11) Account Opening during the Hajj and Umrah Savings Product Outreach Program for Majelis Taklim Padang 12) Account Opening during the Emasku BTN iB Financing Outreach Program at BTN Padang Branch 13) Sales Activity of Institutional Products and Service Offerings to Nurul Fikri Boarding School (NFBS) 14) Sales Activity of Institutional Products and Service Offerings to LPPOM Banten 15) Sales Activity of Institutional Products and Service Offerings to UIN Sultan Maulana Hasanuddin Banten 16) Mass Housing Loan Signing Ceremony for D' Pattiro Hiils Gowa 17) Mass Signing Ceremony for Subsidized iB Mortgage with President Prabowo Subianto 18) Grebek Pasar Event at Anyar Market Bogor 19) Account Opening during the Payroll Savings Outreach Program at Yayasan Anak Bangsa 20) Payroll Savings Outreach Program at Pendidikan Khaliqa Foundation 21) Supporting MSMEs through BTN QRIS in Balikpapan 22) Account Opening during the Memorandum of Understanding (MoU) with Central HKBP

No.	Month	Financial Inclusion Activity
10	October	1) Account Opening at the BTN Booth during Jatim Expo (JI FEST) 2025 2) Account Opening at the Financial Expo (FINEXPO) during Financial Inclusion Month 2025 in Surabaya 3) Account Opening at the Financial Expo (FINEXPO) Makassar 2025 4) Account Opening under the National Financial Literacy Movement (GENCARKAN) for Students at SMAN 1 Basarang Kabupaten Kapuas 5) MASAKO: Account Opening during "Banking Fun Day with BTN" for Kindergarten B Students at Sekolah Harapan Bangsa Modernland, Tangerang 6) Account Opening at the Financial Expo (FINEXPO) Syafif in Mataram 7) Account Opening under the National Financial Literacy Movement (GENCARKAN) for Students at Universitity of Islam Tribakti Lirboyo Kediri 8) Account Opening during the Financial Literacy Program at Batik Lestari Heritage for the Earth Event 9) Account Opening during the BTN x Universitas Terbuka Collaboration Event in South Tangerang 10) Account Opening during the Developer Gathering for the Housing Program Credit – Jakarta Region 1: "Mutual Cooperation in Building Homes for the Indonesian People," attended by Developers, MSMEs, and Contractors. 11) Account Opening under the National Financial Literacy Movement (GENCARKAN) for Students at SMK Tunas Bangsa Tanah Bumbu Regency 12) Account Opening under the National Financial Literacy Movement (GENCARKAN) for Students at SMAN 1 Mempawah Hilir Mempawah Regency 13) Account Opening under the National Financial Literacy Movement (GENCARKAN) for Students at SMK 1 Pelaihari Tanah Laut Regency 14) BebiKu: Account Opening at the BTN Booth during Housing Preneur 2025 – Booth & Talkshow "Eco Tech Housing: Building a Sustainable Nation" 15) Developer Financial SCM Program 16) BTN Agent Gathering 17) Financial Inclusion Program for Students within Universitas Terbuka Semarang
11	November	1) Refreshment Session on BTN Internal Provisions (eMitra Operations) and Socialization of the 2025 National Financial Literacy Movement (GENCARKAN) 2) Talk Show: BTN Housing Preneur 2025 Goes to Surabaya – "Housing Innovation for a Resilient and Inclusive City" 3) National Financial Health Event 4) Financial Health Literacy Program for Debtors during the Mass Signing Ceremony in the Agenda of the Visit of Queen Máxima of the Netherlands – Client Visit at Housing Project 5) IFinancial Inclusion Program at the Talk Show "BTN Housing Preneur 2025 Goes to Medan: Building Innovative Housing in a Metropolitan City of Sumatra 6) Account Opening during the Bale Solusi Outreach Program with the executives of University of Khairun 7) Account Opening during the BTN Solusi & Graha Hakim Outreach Program under the IKAHI Program at Religious Court of Kendari 8) Account Opening during the BTN Solusi & Graha Hakim Outreach Program under the IKAHI Program at State Court of Sidenreng Rappang 9) Account Opening during the BTN Solusi Outreach Program at Poltekpel Salodong Makassar 10) Account Opening during the Graha Hakim Program Outreach in collaboration with Religious Court of Maros 11) Customer Acquisition through Financial Education for Indonesian Migrant Workers (PMI) 12) Acquisition of BTN Sharia Subsidized Mortgage (KPR) 13) Disbursement of Subsidized and Non-Subsidized Mortgage Loans 14) ONE FOR ALL: One Merchant for All Acquisition (bale merchant)
12	December	1) IDisbursement of Subsidized and Non-Subsidized Mortgage Loans (Millenial Developers) 2) Financial Inclusion: "Small Steps Toward a Bright Future" at SMK NU Doro Pekalongan 3) Public Lecture "FinSavvy: Green Financing in the Digital Era for a Sustainable Economy" for Students and Management of University of Udayana Denpasar 4) Account Opening during the IKAHI Program Outreach at Religious Court of Parepare 5) Account Opening during the Graha Hakim Outreach Program under IKAHI Gorontalo 6) Account Opening during the BTN Solusi Outreach Program at State Court of Enrekang 7) Acquisition of BTN Laku Application Users 8) Financial Inclusion Program for Students at University of Wahid Hasyim 9) Expansion or Relocation of BTN Sharia Office Network 10) Expansion or Relocation of BTN Office Network 11) Enhancement of Accessibility Facilities for Persons with Disabilities at BTN Outlets 12) Expansion of Priority Segment Network at Indonesia Stock Exchange 13) Bale Santap Festival 14) GASPUL (Corporate/ Institutional Outreach Movement Program) 15) Implementation of the Low-Emission Housing Project Outreach Program 16) Bale Ecosystem Program 17) Credit Acquisition through BTN Properti

Code of Conducts

The Code of Conduct is a manifestation of the Company's commitment to ensure the application of high standard GCG that refers to the best practices of credible and trusted banking institutions. Credibility and trust from the public, shareholders and customers are determining factors for the development and continuity of the Company's business. The Company's business activities must comply with applicable laws and regulations and uphold norms and ethics. Awareness of good ethics implementation will enhance and strengthen the positive image of the Company and make it recognized as a Good Corporate Citizen. Therefore, the Company always upholds its integrity by preserving and applying the Code of Conduct as the basis of the attitudes and actions of all Company personnel to work professionally and ethically by using basic principles that refer to the vision, mission, and values as well as applicable internal and external regulations.

Vision, Mission and Corporate Culture Values as The Foundation of The Code of Conduct

The Company has formulated several policies that serve as ethical and behavioral guidelines for each element of the Company in performing business activities. The Company strives to apply ethical and behavioral standards in all of its business activities in accordance with its vision, mission, and cultural values through the enforcement of the Code of Conduct.

VISION

"A Key Partner in the Indonesian Families Financial Empowerment."

MISSIONS

1. Being the government's key partner in housing and financial inclusion.
2. Providing the best customer experience through integrated digital and financial services.
3. Increasing shareholder value with sustainable profitability growth.
4. Being a home for Indonesia's best talents.
5. Implementing good corporate governance practices and sustainable business innovation for community welfare and environmental sustainability

Corporate Culture Values

Corporate culture values are reflected in the AKHLAK culture as the Company's core values and consist of 18 core behavioral guidelines as follows:

Culture Value		Main Conduct AKHLAK
Trust	Hold fast to the trust given	• Fulfill promises and commitments; • Take responsibility for the decisions, tasks and actions • taken; • Adhere to moral and ethical values.
Competent	Continue to learn to develop capabilities	• Increase self-competence to respond to ever-changing • challenges; • Help others learn; • Completing tasks of the highest quality
Harmonious	Caring for each other and respecting differences	• Respect everyone regardless of background; • Likes to help others; • Building a conducive work environment.
Loyal	Dedicated and prioritizing the interests of the nation and state	• Maintaining the good name of fellow employees, leaders, • BUMN and the State; • Willing to make sacrifices to achieve a greater goal; • Obey the Leaders as long as it does not conflict with law • and ethics.
Adaptive	Continue to innovate and be enthusiastic in moving or facing change	• Quickly adjust to become better; • Continuously making improvements following technological • developments; • Act proactively
Collaborative	Build synergies	• Providing opportunities for various parties to contribute; • Open in working together to produce added value; • Mobilizing the use of various resources for common goals.

Contents of The Code of Conduct

The Code of Conduct contains ethical and behavioral standards for the Company as a business entity and all its elements in interacting with various internal and external interested parties. The application of the Code of Conduct aims to realize ideal behaviors that develop into a work culture based on the noble values believed by the Company. The Code of Conduct is summarized into 4 chapters which are briefly described as follows:

01. Introduction	This Code of Conduct is the codification or a compilation of policies, employee regulations, and agreements that have been jointly established between the Company and employees who will influence, shape, and set forth the standards of behavior, both for Management and employees in performing all business activities. The implementation of the Code of Conduct, either Compliance or Non-Compliance, becomes one of the aspects assessed in the employee's performance appraisal. Therefore, the Code of Conduct will always be used as a guideline in the formulation of policies, manuals/procedures and management practices in the Company. The consistent application of the Code of Conduct will demonstrate the Company's efforts in upholding noble business values and ethics in conducting business, while simultaneously reinforcing the principles of Good Corporate Governance.
02. Business Ethics Standards	1. Ethics within The Employees a. Equal Treatment of Employees b. Employee Duties and Activities Beyond Banking Operations c. Restriction on Employees' Participation in Company's Securities Transactions d. Employees' Compliance e. Working Environment f. Employees' Feedback Channel. 2. The Company Ethics with Customers The Company is committed to maintaining customer satisfaction and trustby offering high-quality products and services, providing excellent service, conducting honest and fair promotions, and safeguarding customers' personal data. 3. The Company Ethics with Goods and Services Providers In the procurement of goods and/or services, the Company must adhere to the principles of efficiency, effectiveness, competition, transparency, fairness, and accountability. Additionally, the expected ethical conduct includes responsibility, professionalism, maintaining confidentiality, avoiding conflicts of interest, and preventing waste and abuse of authority. The selection of providers must follow a fair and open process, and neither accepting nor offering gifts related to procurement is permitted. 4. The Company Ethics with The Competitor The Company uses competition as motivation to continuously improve performance. To this end, the The Company takes several measures, such as complying with anti-monopoly laws, conducting market research, avoiding the abuse of dominant positions, and competing fairly by prioritizing high-quality products and services. 5. The Company Ethics with Partne The Company highly appreciates respect and trust in order to maintain relationship with partners and committed to collaborate, obey the rules, achieve a maximum result, communicate intensively, and provide fair opportunities without any discrimination Bank Ethics with Government and Bank Regulator. 6. The Company Ethics with Government and Bank Regulator The Company is committed to complying with applicable laws and regulations. 7. The Company Ethics with Society The Company is committed to making a positive contribution to sustainable economic development, with a focus on social responsibility and balancing economic, social, and environmental aspect. 8. The Company Ethics with Media The Company utilizes the mass media as a strategic partner in promoting and building a favorable corporate image. 9. The Company Ethics and Professional Associations The Company fosters a collaborative relationship with professional organizations and regulatory bodies to share information, experiences, and discuss business developments, as well as to seek optimal solutions to common challenges.
03. Behavioural Standard Policy	1. Employees should consistently avoid any condition, situation or appearance of a conflict of interest or misuse of office. 2. All members of the Board of Commissioners and Directors, as well as Company employees. are prohibited from giving or receiving anything for personal benefit, directly or indirectly, from business partners that may influence decisions. 3. The Company is committed to healthy and ethical business competition, providing equal opportunities and promoting sustainable business practices, in accordance with relevant laws and regulations. 4. The Company's organizational units and employees must comply with all applicable laws and regulations
04. Implementation and Enforcement	1. Every the Company employee must report any fact of deviation from the Corporate Code of Conduct to the Human Capital Management & Culture Specialist Division and the reporter's identity is protected. 2. The Human Capital Management & Culture Specialist Division follows up on each report and submits the results of its study to the Board of Directors and/or Commissioners in accordance with the scope of their responsibilities. 3. Ultimately, the Board of Directors and Commissioners decide on the provision of coaching actions, disciplinary sanctions and/or corrective and preventive actions that must be implemented by direct superiors in their respective environments.

Compliance with The Code of Ethics

The Code of Conduct applies to the Board of Commissioners, the Board of Directors, and Employees in carrying out all business activities of the Company and in interactions between the Commissioners, Directors, and Employees with all stakeholders. The formal declaration of the Code of Conduct's applicability across all organizational levels is stipulated through the Joint Decree of the Board of Commissioners Number 01/SKPB/KOM/BTN/2024 and the Board of Directors Number SKPB-01/DIR/BTN/2024 concerning the Business Ethics and Conduct Guidelines (Code of Conduct) of PT Bank Tabungan Negara (Persero) Tbk. The Company mandates the signing of a corporate statement of commitment to the Code of Conduct, known as the Integrity Pact, which must be duly implemented. The successful enforcement of the Code of Conduct is the responsibility of all leaders within their respective work units. Therefore, all unit leaders are required to provide a clear understanding of the Code of Conduct's implementation to employees within their respective work environments.

In accordance with the Circular Letter of PT Danantara Asset Management (Persero) Number SE/002/DI-DAM/DO/2025 dated October 31, 2025 concerning the Guidelines on Conduct and Professionalism of the Board of Directors and the Board of Commissioners, the Company has established a policy for the Board of Commissioners and the Board of Directors in the form of a Joint Decree of the Board of Commissioners Number 01/SKPB/KOM/BTN/2025 and the Board of Directors Number SKPB-01/DIR/BTN/2025 dated November 28, 2025 regarding the Guidelines on Conduct and Professionalism of the Board of Commissioners and the Board of Directors.

Socialization of The Code of Conduct and The Enforcement Efforts Socialization of The Code of Conduct

The Code gof Conduct is disseminated to all employees of the Company through **BTN Best media** and a Code of Conduct quiz is provided to determine employee understanding of the Code of Conduct. Commitment to the Code of Conduct implementation is also stated in the Integrity Pact which must be signed by all Directors, Commissioners and Employees of the Company. In addition, the Code of Conduct can also be accessed by all of the Company's Stakeholders through the Company's website.

Efforts to Implement and Enforce The Code of Conduct

The Company imposes firm and consistent sanctions for violations of the Code of Conduct Guidelines. Efforts in the implementation and enforcement of the Code of Conduct are set out in Special Policy Number KK.3-C concerning Employment Regulation and Administration. The enforcement of violations committed by the Board of Commissioners and the Board of Directors, along with the corresponding sanctions, refers to the Company's Articles of Association and GMS resolutions. Meanwhile, the imposition of sanctions on employees is carried out in accordance with the prevailing employment regulations. All employees are required to complete and sign an Integrity Pact in line with the values of the Code of Conduct. Throughout 2025, the Company undertook various efforts to implement and enforce the Code of Conduct, including the following:

1. Completion and signing of the Integrity Pact by all employees in accordance with the Code of Conduct values;
2. nternalization of the Code of Conduct, Gratification Control and Anti-Bribery Management System (SMAP) to all Employees through Learning Management System – BTN Best.
   Cooperating with the KPK through the Professional with Integrity (PROFIT) program which includes competent HR to build integrity in preventing corruption within the Company through participation in training as an Integrity Building Expert (API) and in collaboration campaign with the KPK on preventing corruption through various communication media channels.
3. Implementation of the Gratification Control Program in accordance with the established Work Plan and reporting its implementation to the KPK.
4. Managing gratification reports from all work units and reporting them to the KPK in accordance with the provisions.
5. Implementation of a refreshment program on compliance with fair business competition principles.
6. Implementing ISO 37001:2016 Anti-Bribery Management System (SMAP) as a manifestation of Business Ethics and Behavior listed in the Code of Conduct.
7. Implementing the Whistleblowing System (WBS) program.
8. Punishment for employees who violate business ethics.
9. Other Code of Conduct Implementation and Enforcement Efforts.

To ensure compliance with the Code of Ethics during the 2025 period, any suspected or actual violations of the Code of Ethics have been audited or investigated by the Internal Audit Unit.

Type of Sanctions of Code of Conducts

The Company classifies sanctions for each violation of the Code of Conduct in two types, namely:

1. Administrative sanctions

Sanction Category	Types of Sanctions	Sanctions	Construction Period
Light Sanctions	Light Letter A	Verbal warning	3 (three) months
	Light Letter B	Written warning	
	Light Letter C	Statement of dissatisfaction	
Medium Sanctions	Medium Letter A	Ineligibility to receive leave allowance	1 (one) year
	Medium Letter B	Ineligibility to receive periodic salary adjustment	
	Medium Letter C	Demotion by 1 (one) person grade (with corresponding adjustment to base salary)	
Heavy Sanctions	Letter A Weight	Demotion by a minimum of 2 (two) person grades (with corresponding adjustment to base salary)	2 (two) years
	Letter B Weight	Termination of employment	
	Letter C Weight	Termination of employment and reporting to the competent authorities.	

2. Financial Sanctions
   Financial sanctions mean compensating for all financial losses that arise as a result of a disciplinary violation.

Number of Violations and Sanctions Given

No	Sanction Category	Types of Sanctions	Number of Sanctions Per Year					Total Sanctions in the Last 5 Years
			2021	2022	2023	2024	2025	
1	Light Sanctions	Light Letter A	14	9	11	4	20	58
		Light Letter B	28	5	15	15	25	88
		Light Letter C	35	6	11	0	0	52
2	Medium Sanctions	Medium Letter A	54	8	15	8	24	109
		Medium Letter B	21	10	12	20	14	77
		Medium Letter C	16	11	10	0	0	37
3	Heavy Sanctions	Letter A Weight	5	3	1	3	4	16
		Letter B Weight	19	44	43	27	42	175
		Letter C Weight	3	3	1	4	5	16
TOTAL			**195**	**99**	**119**	**81**	**134**	**628**

Policy of Long-Term Performance based Compensation to Management

PERFORMANCE-BASED LONG-TERM COMPENSATION POLICY FOR MANAGEMENT

The policy on performance-based long-term compensation for Management is regulated in Special Policy KK 3.B dated October 31, 2023, concerning Remuneration. The implementation of performancebased long-term compensation includes:

1. **Long Term Incentive (LTI)**
   Long-Term Incentives (LTI) are a compensation component linked to the achievement of long-term performance. This reward component is variable, as its implementation considers the realization of performance achievements. The objectives of LTI include:
   a. To ensure that the Bank has policy guidelines and procedures for granting LTI to Employees.
   b. To provide policy guidelines for Long-Term Incentives (LTI) for Employees.
   c. To enhance the bank's long-term performance through accelerated work execution and the realization of the company's strategic initiatives.
   d. To provide appreciation to PKWTT Employees who have contributed to the achievement of the Bank's performance.
   e. To serve as part of the employee retention policy.

   The Long-Term Incentive (LTI) program has been in place since 2020 and is granted in three vesting periods: vesting 1 in 2020, vesting 2 in 2021, and vesting 3 in 2022. Each vesting is subject to a share lock-up period of three years, extending until 2026.

   LTI is granted to employees in key positions or roles that have a strategic function in aligning corporate objectives while also supervising and controlling performance achievement in their respective Divisions/Regional Offices/Branch Offices. These positions include structural roles such as Division Head, Regional Office Head, Branch Head, Sharia Branch Head, Deputy/Vice Division Head, Deputy Regional Manager Business, Deputy Regional Manager Support, Department Head, Deputy Branch Manager, Deputy Service Manager, Commercial Banking Center (CBC) Head, CBC Manager, Commercial Risk Head, Commercial Risk Manager, Regional Loan Processing Center (RLPC) Head, as well as equivalent L1 and L2 positions as determined by the Board of Directors.

   - LTI Vesting 1 in 2020 was granted at a maximum of 50% of the total share purchase budget over three years, with 58,983,900 shares purchased at an average price of IDR958,55 per share and distributed to 549 LTI recipient employees. The shares are locked up until 2024.
   - LTI Vesting 2 in 2021 was granted at a maximum of 25% of the total share purchase budget over three years, with 15,936,000 shares purchased at an average price of IDR1,566.62 per share and distributed to 599 LTI recipient employees. The shares are locked up until 2025.
   - LTI Vesting 3 in 2022 was granted at a maximum of 25% of the total share purchase budget over three years, with 18,957,000 shares purchased at an average price of IDR1,728.50 per share and distributed to 690 LTI recipient employees. The shares are locked up until 2026.

   In 2025, open locked up LTI Vesting 2 was carried out for 518 employees with a total of 14,045,500 shares purchased at an average of IDR 1,566.62/share.

2. **Long-Term Bonus**
   The Long-Term Bonus is granted to employees at the managerial level or those holding strategic positions within Person Grade 4A to 5B, with a lock-up period of up to three (3) years until 2026. The budget allocated for the Long-Term Bonus program is IDR100 billion, distributed to 239 employees in the form of the Company's shares. In 2025, the Company also conducted the open lock-up of long-term bonuses on a proportional basis for 191 employees, totaling 3,724,800 shares.

3. **Head Stock Incentive for Sub Branch Heads**
   The Stock Incentive Rewards are granted to Sub Branch Heads (SBH) who fall under the "Productive" and "Highly Productive" categories, based on the criteria and parameters set by the Company. In 2025, open lock rewards of shares were given to 32 Sub Branch Heads (SBH) with a nominal value of Rp575,383,787, purchased at an average of Rp1,342.50 per share and converted into 428,600 shares. The locked-up period was one (1) year, and the locked-up shares were opened in 2025.

In the administration and management of shares, including share purchases and distribution processes, the Company collaborates with two securities firms, Bahana Sekuritas and Mandiri Sekuritas.

Description of compensation in the form of shares is presented in the Sub-Chapter on Governance in the Provision of Remuneration. In addition, in accordance with OJK Regulation Number 45/POJK.03/2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks. The Company also has a variable remuneration scheme that is deferred (Malus) or withdraws variable remuneration that has been paid (Clawback) to officials who are classified as Material Risk Takers (MRT). This has been presented in the Sub-Chapter on Governance in the Provision of Remuneration.

Whistleblowing System

The Company's Whistleblowing System (WBS) Policy is guided by Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and Financial Services Authority Regulation (POJK) No. 12 of 2024, dated July 23, 2024, on Implementation of Anti-Fraud Strategies for Financial Institutions.. The Company's WBS is part of the internal control system in preventing the occurrence of irregularities and purposes to detect early and prevent the occurrence of irregularities or violations and gradually create an open, sincere, honest and responsible work climate in the Company.

Submission Mechanism of Violation Reports and WBS Channel

The mechanism for submitting reports of violations through the Whistleblowing System (WBS) is carried out by preparing a complaint/disclosure report and submitting it based on the indication of who committed the alleged violation, including:

1. In case the Reported Party is the Company's employee up to 2 (two) levels below the Board of Directors and is not a member of the Company's WBS Team, the Independent WBS Administrator will submit a report to the Company's WBS Team.
2. In case the reported party is a Company employee 1 (one) level below the Directors and is not part of the WBS Team, the Independent WBS Administrator will submit a report to the President Director.
3. If the reported party is the WBS Team, then the Independent WBS Administrator will submit a report to the Main Director.
4. If the reported party is the Board of Directors, the Independent WBS Administrator will submit a report to the Board of Commissioners and WBS Administrator of the Ministry of State-Owned Enterprises (BUMN).
5. In case the reported party is a commissioner and/or committee under the Board of Commissioners, the Independent WBS Administrator will submit a report to the Commissioners and Committee Members under the Board of Commissioners who are not related to the complaint and the WBS Administrator of the Ministry of State-Owned Enterprises (BUMN) (specifically when the reported party is the Commissioner).
6. In case the reported party is a joint Commissioner, the Independent WBS Administrator will submit a report to the WBS Administrator of the Ministry of State-Owned Enterprises (BUMN).
7. In case the reported party is the Directors and/or Commissioners of a Subsidiary Company, the Independent WBS Administrator will submit a report to the President Director of the Bank.

The Bank has established supporting infrastructure in implementing the WBS policy, whereby whistleblowers may submit reports through the following channels:

1. Mail: BTN SIIPS PO Box 2828 JKP 10028
2. Website: https://idn.deloitte-halo.com/btnsiips
3. Email: btnsiips@tipoffs.info.
4. SMS: +62 813 8870 1117
5. Whatsapp: +62 813 8870 1117
6. Telephone: +62 21-50928882
7. Facsimile: +62 21-50928883

Whistleblower Protection

The Company is committed to protect to every whistleblower. Protection to the Whistleblower is provided to support the courage of the Whistleblower in reporting alleged violations and/or if there is retaliation from the Reported Person. For whistleblowers who submit WBS reports that are recognized for their accuracy and good faith, the Company can provide protection guarantees as follows:

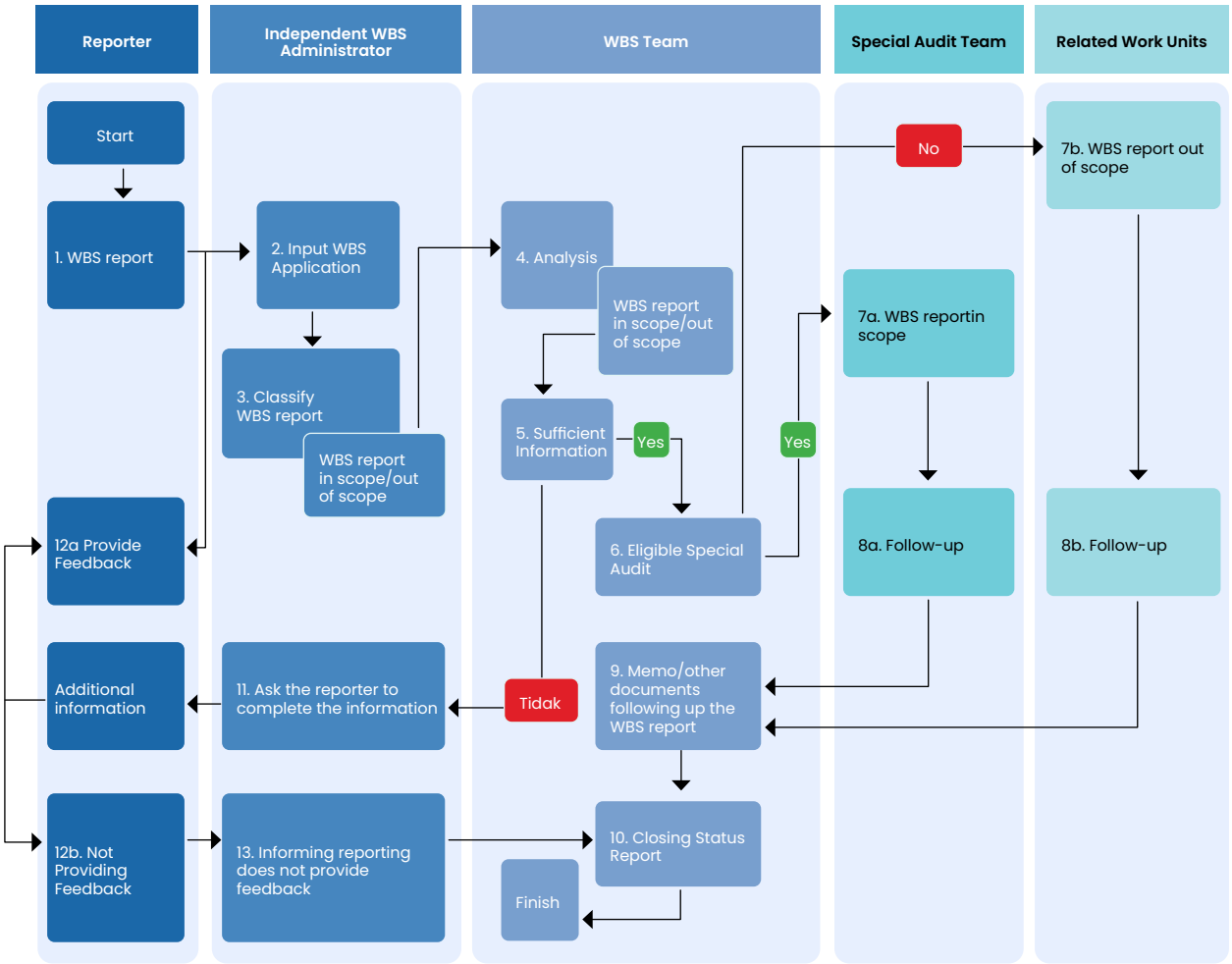
1. Provision of free and confidential WBS Reporting Media. The reporter will get information on the status of the WBS report submitted by the Independent WBS Administrator through the designated media.
2. Guarantee of confidentiality of the Whistleblower's identity, except if there is a lawsuit that requires this identity to be disclosed before a judge.
3. Protection from countermeasures from the Reported Person. This protection may include:
   a. Physical and/or psychological protection of both oneself and one's family.
   b. Protection of their property and family property against terror or retaliation that must be experienced.

c. Administrative protection in the form of postponement of promotion, dismissal, exclusion from the workplace, inappropriate transfers, including job security, etc.
d. Legal protection, in terms of litigation process based on the applicable provisions.

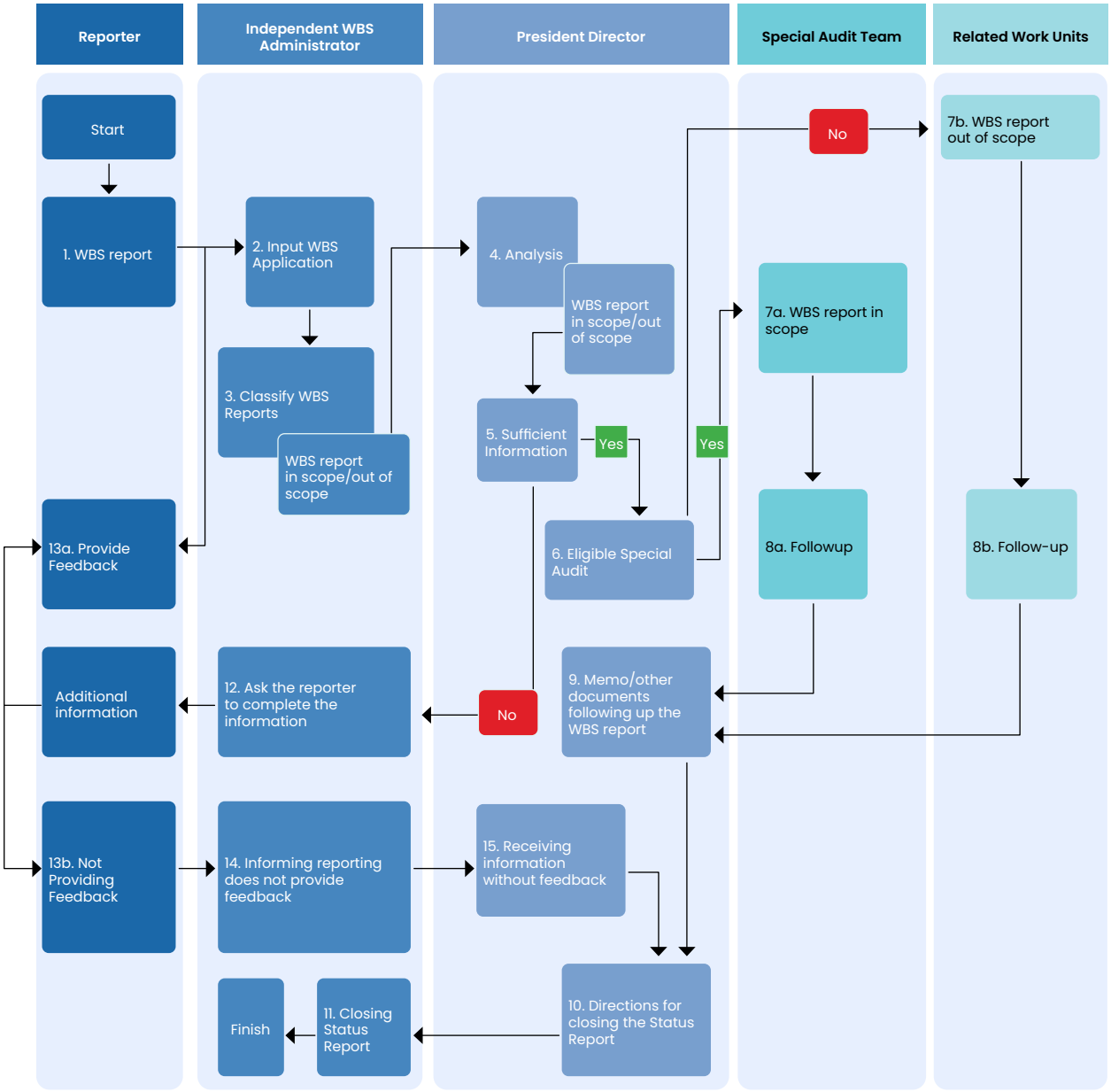
The Handling of Complaints

The Company has collaborated with Corruption Eradication Commission (KPK) of the Republic of Indonesia regarding WBS handling in an effort to eradicate corruption. The collaboration purposes to build and improve the effectiveness and efficiency of handling complaints both internally and externally that are integrated in a professional, transparent, accountable manner by prioritizing confidentiality in the context of optimizing the eradication of corruption.

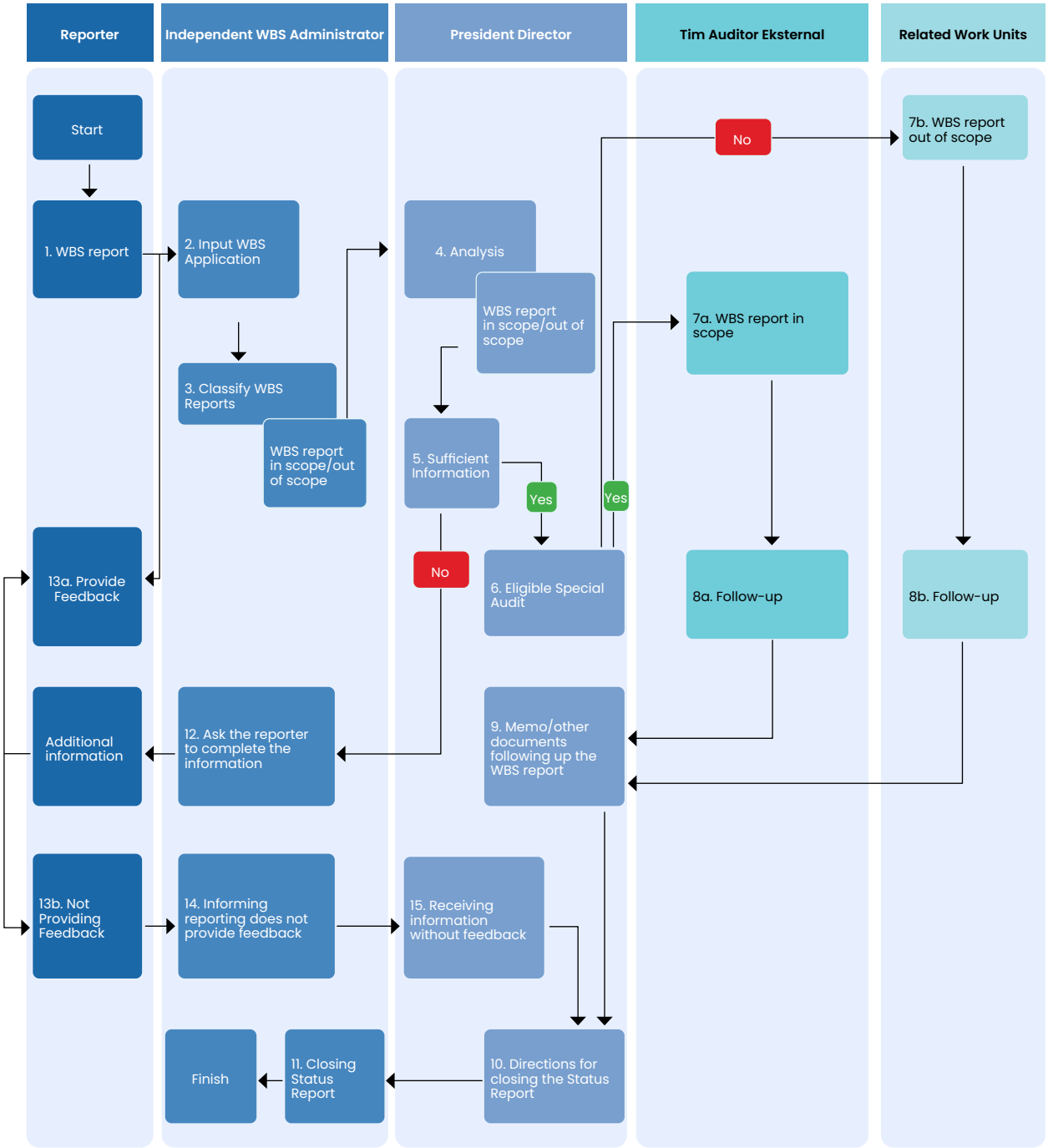
Every coming reports will be followed-up by WBS Team with the following mechanism:
1. If the Reported person is a Company employee (up to 2 levels below the Board of Directors and not the WBS Team)



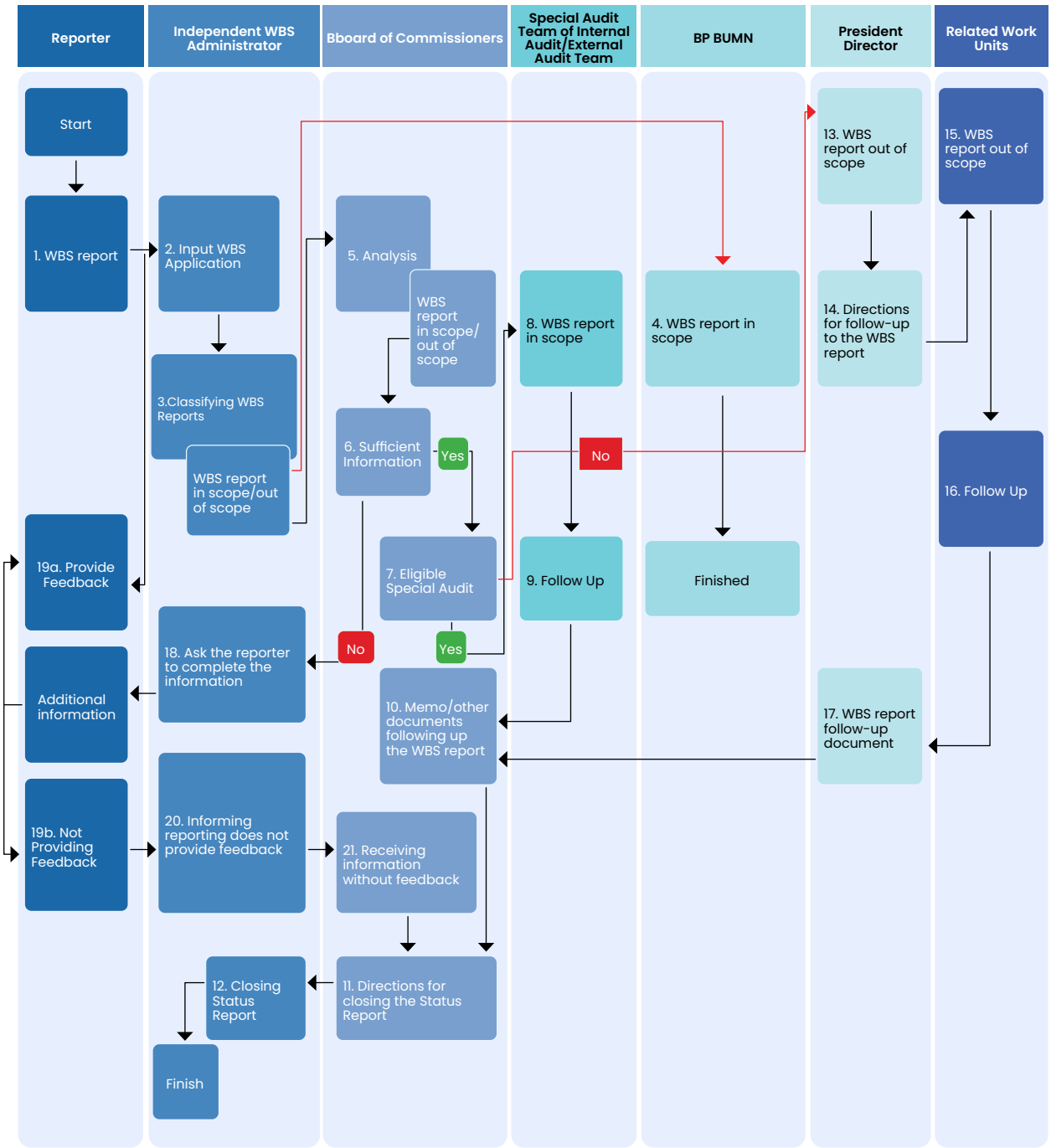
2. The Reported Person is a Company employee (1 level below the Board of Directors) and not the WBS Team.



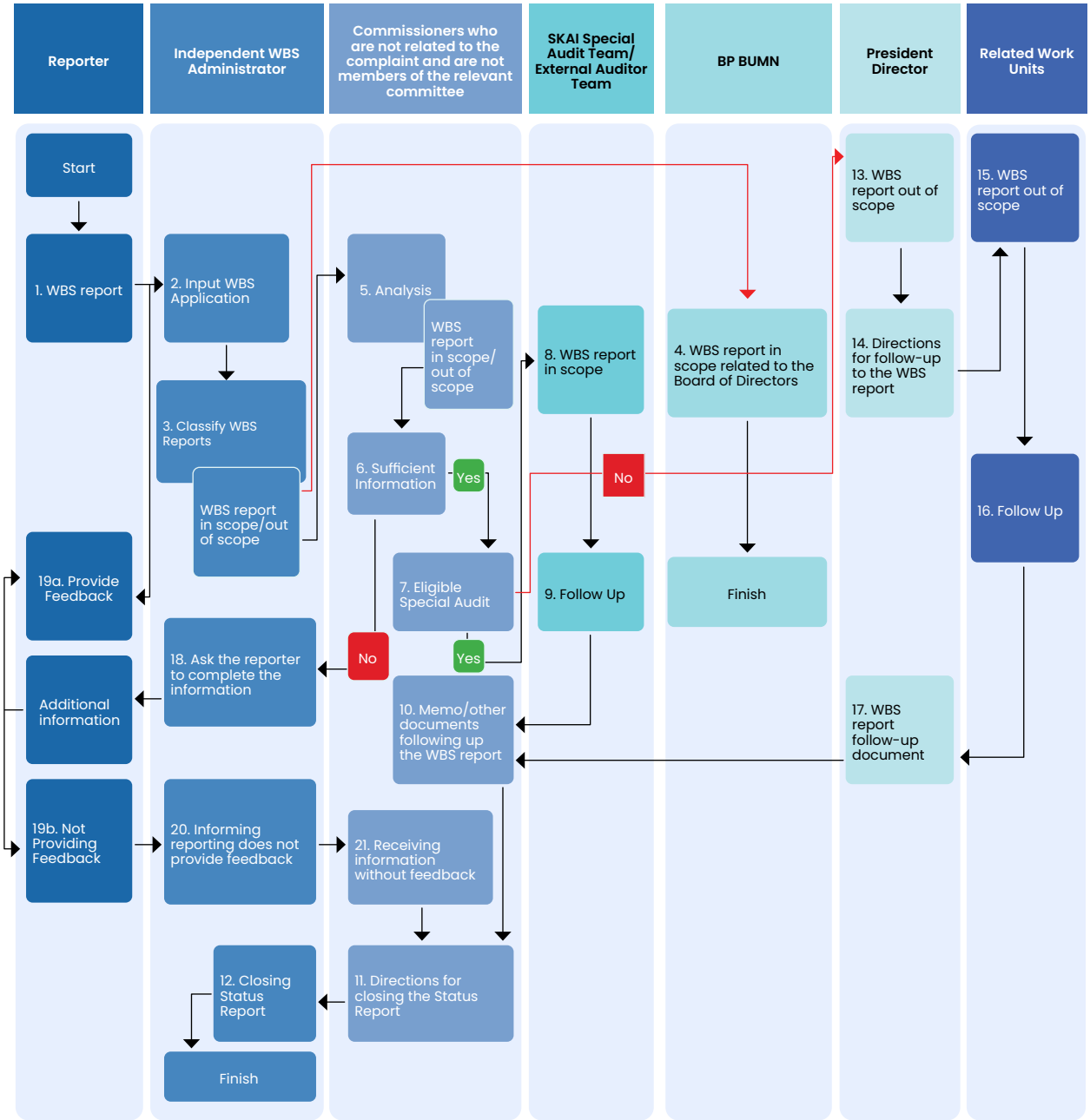
3. If the Reported Person is the WBS Team.



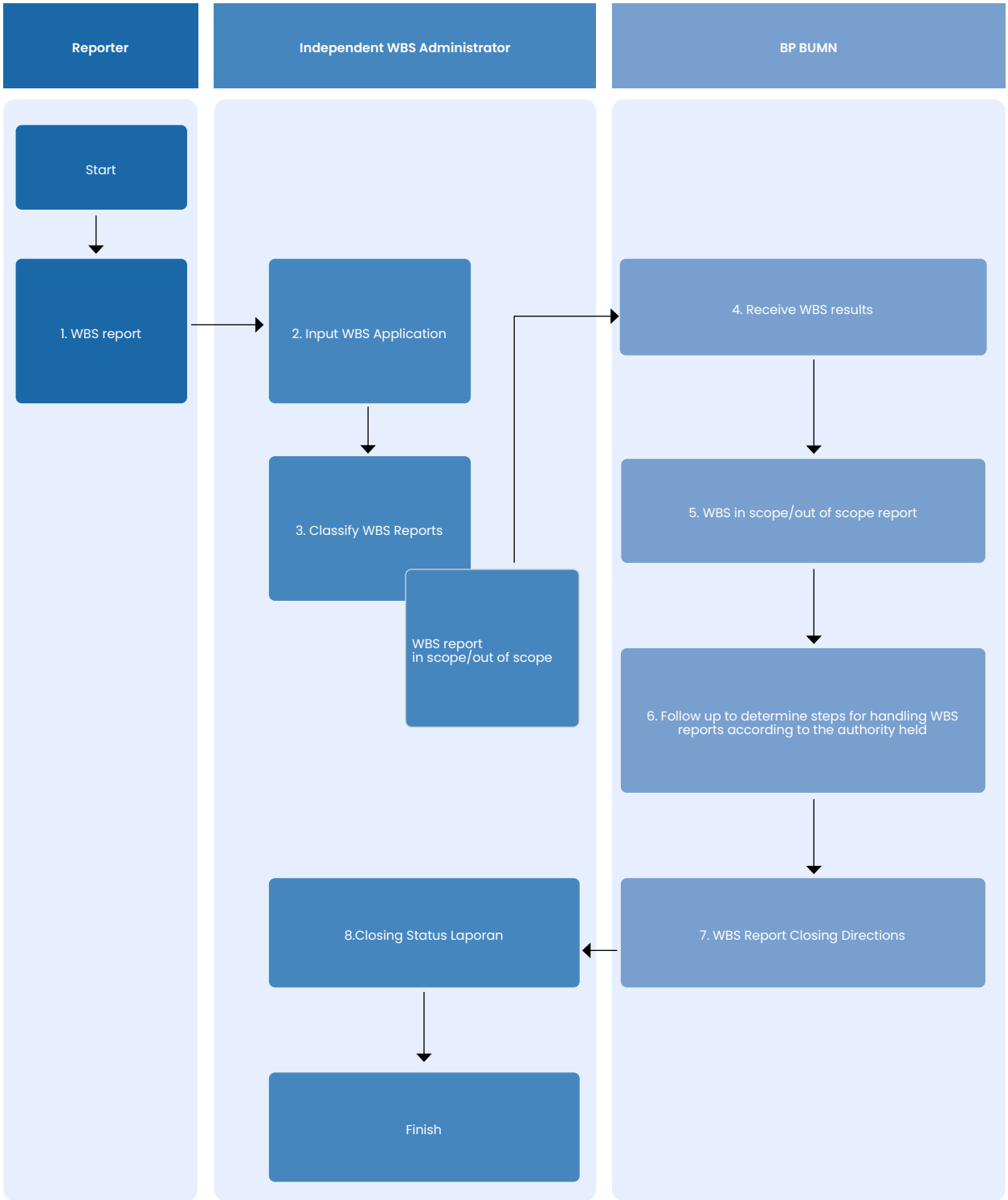
4. If the Reported Person is a Director.



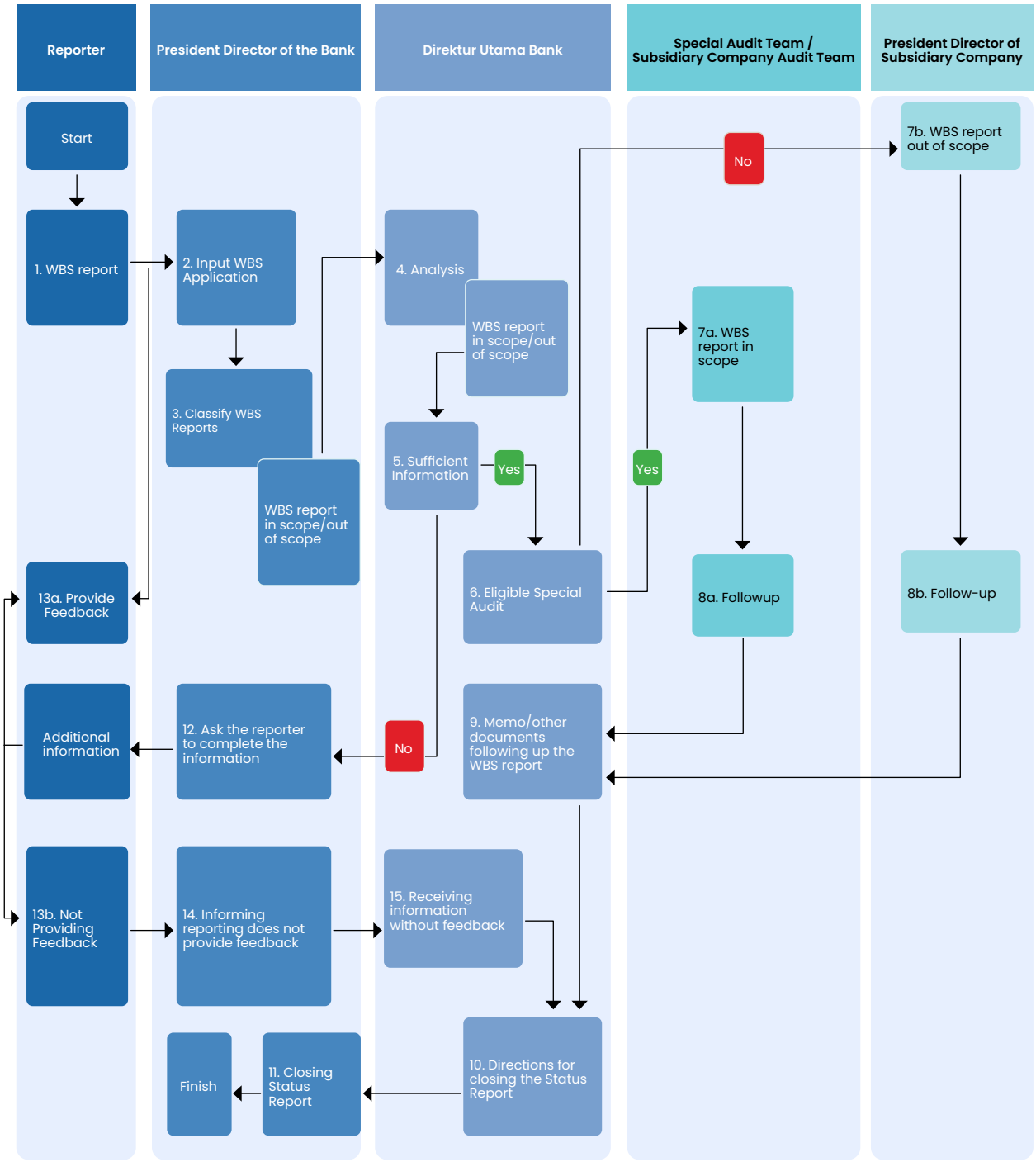
5. If the Reported Person is a Commissioner and/or Committee below the Board of Commissioners.



6. If the Reported Person is a Joint Commissioner.



7. If the Reported Person is a Board of Directors and/or Commissioner of a Subsidiary



Types of Violations That May Be Reported

The violation in question is an act that is against the law, unethical/ immoral acts or other actions that can harm the organization or stakeholders. Several examples of violations and/or irregular practices that may be reported based on the WBS policy include the following:

1. Behavior - Lifestyle
2. Fraud
3. Conflict of Interest
4. Abuse of Authority
5. Bribery/Bribery
6. Gratuity
7. Blackmail
8. Miscellaneous Violations of Law

Violation Report Management

The WBS Management Structure consists of the Person in Charge of implementation and the WBS Team. The Person in Charge of implementation is the President Director while the WBS Team consists of:

1. Head of Internal Audit Work Unit
2. Deputy Head of Internal Audit Work Unit
3. WBS management Unit led by a Head of Department in the Internal Audit Work Unit

The WBS Management Unit is a unit under the Internal Audit Work Unit responsible for handling all processes related to the implementation of WBS duties within the Company's organization. In addition, in managing complaints received through the WBS channel, the Company is assisted by an independent third party, PT DC Solutions, which provides an opportunity to report alleged violations, whether anonymously or non-anonymously.

Whistleblowing System Socialization

The Company internalized the WBS through the distribution of the Guidelines for the Implementation of the Whistleblowing System Policy as stipulated in the Company's Policy. Furthermore, to reach all stakeholders, dissemination of the Whistleblowing System was also conducted through the Company's website and various media, such as posters, standing banners, and computer wallpapers.

Total Complaints and Complaints Processes

In 2025, the Company received 276 complaints, consisting of 99 complaints submitted via SMS/ Telephone/WhatsApp and 177 complaints submitted via Email/Website/P.O. Box. Of the total complaints received, A total of 43 complaints have been proven, 227 complaints have not been proven, and 6 complaints are currently in the data collection process. (According to the Internal Audit Division Activity Report for Quarter IV of 2025). Details of complaints followed up through the audit process in recent years include:

Table of WBS Complaints Forwarded to the Audit Process

Years	Submission Method			Follow Up			
	Letter/ PO BOX	SMS/ Telephone/ /WA	Email/ Website	Report closed (not proven)	Report still in the process (Audit Process/ Reporting Process/ Cross Division Process)	The report has been processed and/or has been completed given sanctions (including sanctions administrative)	Report forwarded to Investigators (related to criminal acts general or Corruption)
2021	0	2	3	0	0	5	0
2022	0	1	1	0	2	0	0
2023	0	1	4	0	0	5	0
2024	0	0	3	0	1	2	0
2025	0	0	1	0	0	1	0

Anti-Corruption Program

Company was committed to eradicating corruption by encouraging the effectiveness of gratituity control policies implementation, the Whistleblowing System, Management of the Report Assets of the State Administrator (LHKPN), as well as the Anti-Money Laundering Program (AML) and Counter-Terrorism Financing Program (CFT). Additionally, the Company supported the Anti-Corruption Program through various initiatives, including: Surveillance Certification and Extended Scope of ISO 37001:2016 for the Anti-Bribery Management System (SMAP), Compliance Assessment on the implementation of ISO parameters, Participation in the Certification of Integrity Builders Experts (API) and Anti-Corruption Educators Certification (PAKSI), API PAKSI BTN Empowerment Program, Family with Integrity Program, Establishment of the BTN Anti-Corruption Competency Testing Center (TUK), Commemoration of International Anti-Corruption Day (Hakordia), and Integrity Assessment Survey.

Programs and Procedures Conducted to Resolve Corruption Practices

Anti-Bribery Management System

In line with its commitment to combating corruption, BTN obtained ISO 37001:2016 Anti-Bribery Management System (SMAP) certification on August 11, 2020, issued by the SNI ISO 37001:2016 Certification Body for the implementation of ISO 37001:2016 within the Company. In 2025, the scope of the ISO 37001:2016 Anti-Bribery Management System (SMAP) certification includes:

1. Pengadaan Procurement of goods and/or services at the Procurement and Fixed Asset Management Division (PFAD).
2. Commercial Credit in the Commercial Banking Division (CMBD) and Corporate Banking Division (CBD).
3. SME Credit Restructuring at the following Regional Offices: West Java Regional Office (Kanwil Jabar) Jakarta II Regional Office (Kanwil Jakarta II) East Java, Bali, and Nusra Regional Office (Kanwil Jatim Bali Nusra) Sumatra Regional Office (Kanwil Sumatera) Sulawesi, Maluku, and Papua Regional Office (Kanwil Sulawesi Maluku Papua) Central Java and Yogyakarta Regional Office (Kanwil Jateng DIY)
4. Wholesale Credit Risk Division (WRD).
5. Business Banking Division (BBD).
6. Commercial Banking Center (Jakarta Raya, Bintaro Jaya, Bekasi, and Bandung).
7. Credit Operation Division (COD).
8. Commercial Asset Management Division (CAMD).
9. Jakarta Harmoni Branch Office.

The implementation of ISO 37001:2016 Anti-Bribery Management System (SMAP) certification is based on the Letter from the Minister of State-Owned Enterprises of the Republic of Indonesia No. S-17/S.MBU/02/2020 regarding the ISO 37001:2016 Anti-Bribery Management System (SMAP) Certification in SOEs. In addition, the Company has established internal policies, namely Special Policy Number KK.6-E concerning the Anti-Bribery Management System Guidelines, updated on May 8, 2025, and Technical Instruction Number PT.6-E.1 concerning the Procedures for Implementing the Anti-Bribery Management System dated May 8, 2025.

To maintain the ISO 37001:2016 ABMS certification, a Surveillance Audit was conducted on October 8–9, 2025, covering the following divisions and units: Procurement and Fixed Asset Management Division (PFAD), Commercial Banking Division (CMBD), Corporate Banking Division (CBD), SME Restructuring (West Java, Jakarta II, East Java Bali Nusra, Sumatra, Sulawesi Maluku Papua, Central Java DIY Regional Offices), Wholesale Credit Risk Division (WRD), Small Medium Enterprise Banking Division (SMBD), Credit Operation Division (COD), and Commercial Banking Centers (Jakarta Raya, Bintaro Jaya, Bekasi, and Bandung). The Company successfully maintained its ABMS certification following the surveillance audit conducted by the ISO 37001:2016 Certification Body. Furthermore, as part of continuous improvement efforts, the Company expanded (extended scope) the ISO 37001:2016 ABMS certification. An audit was conducted on October 8–9, 2025, covering the Commercial Asset Management Division (CAMD) and Jakarta Harmoni Branch Office. As a result, the Company obtained an expanded certification scope, bringing the total to 18 certified implementation scopes under ISO 37001:2016 ABMS.

To implement the effectiveness of the implementation of the Anti- Bribery Management System (SMAP), the Company has an Anti-Bribery Management System (SMAP) organization based on SNI ISO 37001:2016

consisting of Governing Body, Top Management and Anti-Bribery Compliance Function (FKAP). In this case, Governing Body is the authority of the Board of Commissioners while the FKAP functions in the Compliance and Governance Divisions.

The management of the Anti-Bribery Management System (SMAP) had been running well according to the Guidelines for the AntiBribery Management System (SMAP), including:

1. Signing of BTN's Anti-Bribery Policy by Top Management (i.e., President Director) and the Governing Body (i.e., President Commissioner) as part of the Company's Management commitment to anti-bribery implementation.
2. Conducted an assessment of changes in internal and external issues that were relevant to the antibribery management system;
3. Conducted an assessment of the effectiveness of actions taken to address the risk of bribery;
4. Conducted an assessment of opportunities for continuous improvement of the SMAP;
5. Internalizing SMAP and Whistleblowing System (WBS) through various socialization media to Debtors and Vendors to improve the quality of SMAP;
6. Signing the Employee Integrity Pact related to SMAP implementation commitment which is renewed annually on a regular basis;
7. Conducted an assessment of the work unit addition certified by ISO 37001:2016 SMAP.

Bank BTN is committed to performing continuous improvement in implementing ISO 37001:2016 AntiBribery Management System to accomplish free from corruption, collusion, and nepotism Company. The Bank will always invite business partners/work partners to support the implementation of SMAP ISO 37001:2016 in the Company by signing an Integrity Pact with the commitment that while working with the Company, will not practice gratituities, bribes, or other actions that violate applicable laws and regulations.

The implementation of the Anti-Bribery Management System was expected to increase the trust of all Company stakeholders, including business partners/work partners in establishing cooperation and would increase the efficiency of business processes. As a financial institution, the Company must enhance its reputation by ensuring efficient business processes, adhering to Good Corporate Governance (GCG) principles, and complying with international standards such as ISO 37001:2016 AntiBribery Management System (SMAP).

The final result that would be obtained by the Bank, with the application of ISO 37001:2016, was an increase in the competitiveness of the Bank in the long term so that the Company would be healthier and grow in a sustainable manner. The Company had also implemented SNI ISO 9001:2015 Quality Management System, namely the audit process in the Internal Audit Division, the KPR process in the Non-Subsidized Mortgage & Personal Lending Division, business processes in the Enterprise Risk Management Division, Compliance & Governance Division and Learning Management Division.

IMPLEMENTATION OF PARTICIPATION IN ANTI-CORRUPTION EXTENSION WORKER CERTIFICATION (PAKSI)

In support of the Corruption Eradication Commission's (KPK) corruption prevention programs and initiatives through 2025, the Company enrolled 25 BTN employees, of whom 17 were declared competent by the KPK Professional Certification Institute (LSP KPK) in the Anti-Corruption Counselor (PAKSI) Certification. An Anti-Corruption Instructor (PAKSI) is a certified individual with expertise in a specific field of anti-corruption education and is assigned by their organization to carry out anti-corruption awareness activities within their organization and its network.

Participation in the 2025 PAKSI certification process organized by LSP KPK included e-learning, Technical Guidance for Anti-Corruption Counselors (Experience Track), and competency assessments conducted through two methods: Remote Assessment (online), with 13 employees declared competent; and, Onsite Face-to-Face Assessment at the BTN Competency Test Center (TUK), with 4 employees declared competent. Total pegawai yang sudah lulus dari kedua metode asesmen PAKSI BTN terdapat 17 pegawai yang dinyatakan kompeten.

The steps involved in taking part in the Anti-Corruption Instructor (PAKSI) certification are as follows:

1. Determination of Anti-Corruption Instructor Certification Candidates through the PELOPOR Training Pathway by the Board of Directors.
2. Internal verification of participants from the Human Capital Management Division (HCMD); 664 PT Bank Tabungan Negara (Persero) Tbk Corporate Governance
3. Socialization and Technical Guidance from LSP KPK and Compliance and Governance Division (CMGD);
4. Implementation of E-Learning "Basic Knowledge of AntiCorruption and Integrity" which was done independently (online);
5. Completion of the Registration Form for the Anti-Corruption Counselor Technical Guidance Experience Track
6. Implementation of the Anti-Corruption Counselor Technical Guidance Experience Track conducted online.
7. Registration of Anti-Corruption Extension Officer (ACEO) Assessment Certification through the LSP KPK link;

8. Implementation of an online Anti-Corruption Extension Officer Assessment (ACEO).

In the 2025 anti-corruption instructor certification program, an online assessment was conducted for the Branch Business Control (BBC) of the Sumatra Regional Office, while the assessment was also conducted face-to-face by employees from the Compliance and Governance Division, Learning Management Division, and Corporate Strategy and Planning Division. .

ANTI-CORRUPTION TECHNICAL GUIDANCE AND STRENGTHENING OF OFFICIALS' INTEGRITY

BTN, in terms of its commitment and collaboration with the Corruption Eradication Commission (KPK) to build a culture of integrity in BTN, especially for Officials or Employees in positions that had the authority to make a high risk decision of potential gratification, bribery, and conflict of interest, collaborated with the Indonesian Corruption Eradication Commission (KPK) to implement the Anti-Corruption and Integrity Strengthening Program. This program was conducted at the Company on July 10, 2025 in collaboration with the KPK's Directorate of Community Participation at the BTN Tower Ballroom. The activity was attended by 85 Officials within the Company (Branch Heads, Loan Unit Heads, CBC Heads, and Sales Center Heads) with the purpose of strengthening the integrity of leaders as role models in Branch Offices.

BTN API-PAKSI EMPLOYEE EMPOWERMENT PROGRAM 2025

As part of BTN's commitment and collaboration with the Corruption Eradication Commission (KPK) in corruption prevention efforts, the company has actively participated in KPK's Anti-Corruption Sector Certification Program (API and PAKSI Certifications) since 2019. Currently, there are 96 BTN employees have been certified as Integrity Builders (API) and 74 BTN employees have been certified as Anti-Corruption Counselors (PAKSI) until 2025. To ensure the fulfillment of each employee's commitment plan during certification and to further enhance the active role and empowerment of API and PAKSI members in strengthening organizational integrity, BTN has established a structured empowerment program and mandatory action initiatives for all API and PAKSI-certified employees:

1. All API and PAKSI members at BTN are required to conduct at least one activity per quarter, selecting from one of the following four options:
   a. Initiating, Creating, Proposing, Reviewing, or Recommending Integrity-Related Activities, Policies, or Programs within the Bank's Internal Environment.
   b. Conducting Awareness Activities to Enhance Integrity (Theme: Corruption Culture, Risk Awareness, Anti-Fraud, Compliance, Signing of the Integrity Pact, etc. for employees in each work unit through internalization conducted onsite/online).
   c. Conducting external dissemination of the corruption prevention program to partners/business associates/debtors within each work unit through socialization, letters, emails, and/or other media.
   d. Spreading integrity messages through personal social media (Instagram, Facebook, X (twitter), WhatsApp status), BTN SmartShare, writing articles in BTNMagz, and/or other media.), btn smartshare, menulis artikel di BTNMagz, dan atau media lainnya.
2. Several activities were carried out by API PAKSI BTN as follows:
   a. Dissemination of Anti-Corruption materials in each business unit
   b. Dissemination through key visuals related to Anti-Corruption materials
   c. PAKSI BTN delivered material on "Anti-Corruption Prevention at BTN" in an e-learning video for new BTN employees
   d. Dissemination of BTN Anti-Corruption materials on the KPK YouTube channel: "Cerita API di BTN"
   e. PAKSI BTN served as Facilitator for Prospective Anti-Corruption Counselors at the Financial Services Authority.
   f. PAKSI BTN served as Facilitator in the Anti-Corruption Technical Guidance for Critical Material Risk Takers at BTN
   g. PAKSI BTN served as moderator in the implementation of the Integrity Talks Podcast "Awas Ada Celah Korupsi di Bagian Kredit"
3. Each API PAKSI empowerment activity was reported through reporting media in the form of external reporting (KPK Aksesku website) and internal reporting.

The implementation of the API PAKSI Empowerment Program has also had a positive impact on the Company, namely: (1) Enhancing the Culture of Integrity Among Employees – Increasing employees' understanding of the importance of honesty, responsibility, and accountability, (2) Corruption Prevention – Raising individual awareness to avoid involvement in corrupt practices, (3) Improving Corporate Governance – Enabling the institution to implement good governance principles (GCG).

COMMEMORATION OF INTERNATIONAL ANTICORRUPTION DAY (HAKORDIA) 2025

In commemoration of International Anti-Corruption Day (Hakordia), observed annually on December 9, the Company carried out a series of Road to Hakordia 2025 activities in the form of dissemination of anti-corruption messages through various media, such as the Company's social media (Instagram, Facebook, Twitter), Hakordia 2025 themed posters, UPG email blasts to all Company employees, and B-Gate (BTN Geo Attendance).

The peak event of the International Anti-Corruption Day (Hakordia) 2025 commemoration within the Company was implemented by all business units (Divisions, Regional Offices, Branch Offices) during the period of December 9 to December 19, 2025. The implementation of HAKORDIA was carried out as part of strengthening the corruption prevention system on an ongoing basis within BTN. The series of HAKORDIA activities conducted by all business units included:

a. Dissemination of Anti-Corruption materials conducted by the Change Leader of each business unit;
b. Screening of Anti-Corruption videos in commemoration of HAKORDIA at the Banking Hall of Branch Offices;
c. Implementation of employee screening by their respective supervisors;
d. Installation of HAKORDIA ornaments (Posters, Banners) in the Banking Hall, Credit Room, and Agreement Signing Room in each business unit.

In the implementation of HAKORDIA, the Company granted awards to Gratification Reporters in 2025 under several categories, namely the category of reporter with the highest number of gratification reports, the category of gratification report with the largest nominal amount, and one selected employee under the inspirational reporter category. It is expected that such appreciation will increase employee motivation in implementing gratification control and corruption prevention through gratification reporting, as well as inspire all employees to become role models in their respective business units and strengthen the integrity system within the Company in efforts to prevent corruption.

GRATIFICATION CONTROL

Gratification control is an important aspect for the Company to preserve business activities in line with Business Ethics, which highlights the significance of Integrity. The Bank enforces Gratification Control policies aimed at developing the principles of GCG values and instilling the importance of Integrity with all employees so that business activities are constantly founded on Ethics and Responsibility. Gratification Control is likewise compulsory so that the business interests are well maintained ethically and do not conflict with the provisions regarding the prohibition of Gratification.

In line with the aim, Company implements a culture of not accepting gifts or rewards from customers, debtors, vendors, partners, work partners, and other third parties regarding the services provided by employees in performing their duties. It usually experiences its peak in the days leading up to Religious Holidays (Eid Mubarak, Christmas/New Year). The Company consistently makes announcements through social media platforms (Instagram, Facebook, X), internal company media, advisory memos to all employees regarding the prohibition of receiving or giving gratuities, and national newspapers that reach the wider public. These announcements emphasize that the Board of Commissioners, Directors, and all employees of the Company are fully committed to not accepting and/or requesting gifts or packages in any form from or to customers, debtors, partners/vendors, business associates, or any third parties.

Company also persuades all customers, debtors, partners/ vendors/work partners, and other parties who have or intend to conduct business relations with the Company to support this commitment by not giving gifts or gifts of any kind, whether directly or indirectly. Notification regarding this matter is also made by the Bank through written letters to each customer, debtor, vendor, partner, business partner, and other third parties who conduct business relations with the Company.

MANAGEMENT OF GRATITUITY CONTROL

Company's sincerity in supporting the eradication of corruption was proved by collaborating with the KPK to sign a commitment to implement the Gratituity Control Program within the Company since June 25, 2014. Based on this commitment, in 2015 Company had internal guidelines and the Gratituity Control Unit (UPG) that played an active role in disseminating awareness and understanding of Gratituity and Anti-Corruption Control.

The Company has established policies as guidelines for the implementation of gratuity control within the Company through Special Policy Number KK.6-A, regarding Gratuity Control Procedures and Technical Guidelines Number PT.6-A.1, regarding the Implementation Guidelines for Gratuity Control. As an initiative to support gratuity control, these policies regulate the following matters:

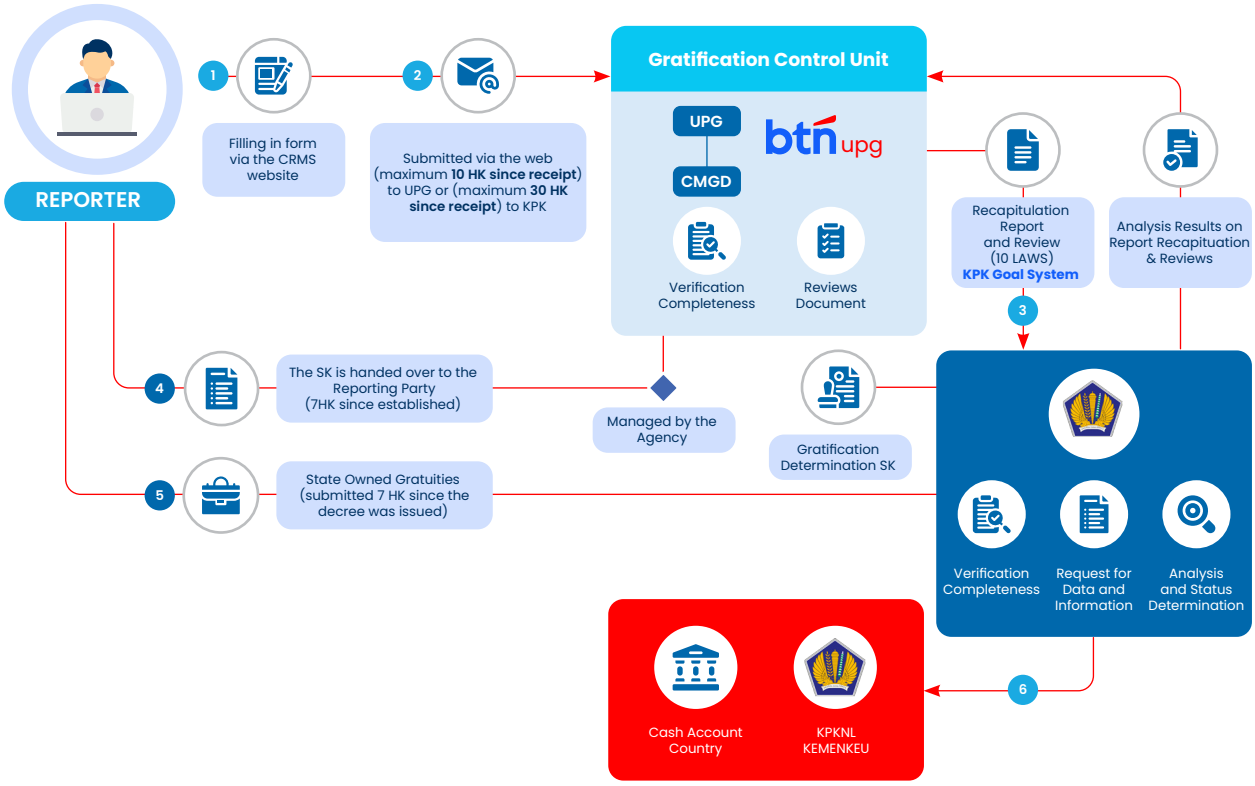
a. General Provisions on Gratituity.
b. Basic Principles of Controlling Gratituity.
c. Gratuity Control Activities.
d. Gratituity Category.
e. Gratituity Reporting Mechanism.
f. Documentation, Reporting, and Monitoring of Gratuities.

Since 2019, Bank BTN had collaborated with the Corruption Eradication Commission (KPK) in the Professional Integrity movement (PROFIT) through the following activities:

1. Participation in training as an Integrity Builder (API) and Anti-Corruption Instructors (PAKSI) to oversee corruption prevention efforts.
2. Participation in the Anti-Corruption campaign collaboration program with KPK through various communication media channels.
3. Self-Assessment on the Adequate Corporate Corruption Prevention Checklist
4. Implementation of Anti-Corruption Technical Guidance and Integrity Strengthening for Officials
5. Commemoration of International Anti-Corruption Day 2025.

GRATIFICATION REPORTING MECHANISM

The Company has established a gratuity reporting mechanism as stipulated in Special Policy Number KK.6-A, regarding the Gratuity Control Procedure, Technical Guidelines Number PT.6-A.1, regarding the Implementation Guidelines for Gratuity Control, and Computer Operational Guidelines (POK) Number 01/ POK/CMGD/V/2024 regarding the BTN Gratuity Reporting Application, with the following process flow:



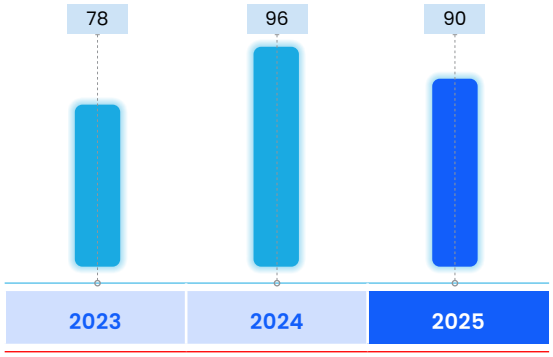
Gratification Reporting Mechanism Figure Description:

1. Employees report the receipt of Gratification to the Corruption Eradication Commission (KPK) through the UPG (d. CMPD) by filling out forms no later than 10 working days from the date the gratification was received. Gratification received by the reporting party is to be kept by the reporting party until a decree from the KPK regarding the ownership status of the intended gratification is issued.
2. Submission of forms is carried out through the Compliance Regulatory Management System (CRMS) at: https://crms.btn.co.id. The forms used under this Circular Letter are adjusted to the type of gratification received, with the following explanation:
   a. Using Form 1 if the gratuity is in the form of money or goods.
   b. Use Form 2, if the gratification is obtained from official activities.
   c. Use Form 3, if the gratification is in the form of foods/ drinks/parcels to welcome the holiday season. But if the gratification associated with the holiday season is provided in the form of money/vouchers/goods then continue to use Form 1. Other aspects that must also be considered in completing the data on the form are the inclusion of Work Units, positions, detailed descriptions regarding the chronology/events of the gratification referred to as well as any contact telephone numbers and e-mail addresses provided in the process of clarifying reports by the UPG and the KPK.
   d. Use Form 4 if the gratuity is rejected, accompanied by photographic evidence of the rejection.
3. The UPG continues the Gratification report to the KPK within 10 working days after the Gratification report was received by the UPG. Then the KPK handles the Gratification report which includes the:
   a. Verification of the comprehensiveness of the Gratification report;
   b. Request for additional data and information from the related parties;
   c. Analysis of the receipt of Gratification; and
   d. The determination of the ownership status of the Gratification. The process to determine the status regarding the receipt of Gratification reports is within 30 working days after the Gratification report was received by the KPK in full.
4. he KPK issues a decree regarding the status of the receipt of the gratification to the recipient/reporter of the gratification and copies it to the UPG no later than 7 (seven) working days from the date the Decree is stipulated. If the ownership status of the gratification is determined to be managed by the agency, the gratification is submitted to the UPG to be managed by the Company.
5. In terms of KPK determines the gratuity as state property, the whistleblower/Recipient must hand over the received gratuity to the UPG (i.e., CMGD) no later than seven (7) working days from the date the decision letter is issued. Subsequently, the UPG will transfer the gratuity to the KPK. The KPK will then deliver the item to the Directorate General of State Assets and provide evidence of submission to the whistleblower.
6. In the case of gratuities in the form of money, the whistleblower must deposit the money into the KPK's account and send transfer evidence to the UPG. This evidence will be uploaded to the GOL KPK website as part of the required documentation for gratuity reporting.

GRATIFICATION REPORT: ACCEPTANCE AND REJECTION

Throughout 2025, there were 90 reports of gratification received from the head office and branch offices, which consisted of reports concerning bribery, official gratification, and gratification of parcels in the lead-up to religious holidays or gratification rejection.

Number of Gratification Reports in the Last 3 Years



Based on a comparison of the number of gratuity reports over the past three years, the 2025 Report was 90 reports. This is a positive development, as gratuity reporting reflects employees' compliance with laws and regulations. It also indicates that employees are becoming more aware of and understanding gratuity control while demonstrating a willingness to report any gratuities received.

Anti-Corruption Training and Socialization for Employees

Throughout 2025, the Company has carried out several activities to encourage the effectiveness of gratification control policy implementation, such as:

1. Dissemination through various socialization media regarding the message of anti-gratification to the whole employee as well as the Company stakeholder through the following activities:
   a. Internal dissemination of anti-gratuity and anti-bribery messages through various digital Company media to all employees, including B-Gate, computer wallpaper ads for all employees, and email.
   b. External dissemination of anti-gratification and anti-bribery messages through various media, including BTN's social media (Instagram, Facebook, Twitter) and website.
   c. Implementation of e-learning for all company employees on anti-bribery and gratuity control through the BTNBest in March 2025.
   d. Circulating an internal memo regarding the prohibition of gratuities ahead of Eid al-Fitr 1446 H to all work units in March 2025.
   e. Branch Visit by the Gratification Control Unit (UPG) as part of the internalization of Gratification at Branch Offices.
   f. Counseling and dissemination of understanding related to marketing and sponsorship programs that may be categorized as bribery, in collaboration with the Corruption Eradication Commission (KPK).
   g. g.Diseminasi dengan tema gratifikasi melalui pemasangan poster di Kantor Cabang.
   h. Dissemination of infographic Anti-Gratification Messages regarding the Prohibition of Accepting Gratification ahead of Eid al-Fitr 1446 H to stakeholders through BTN's social media (Instagram, Facebook, X) in March 2025.
   i. b.Socialization of infographics in the form of flyers with the theme of gratification through e-mail.
   j. Installation of posters with the theme of International Anti-Corruption Day (Hakordia) on each floor of BTN Tower I in December 2025.
   k. Internalization of infographics on the theme of International Anti-Corruption Day (Hakordia) to all employees through the B-Gate application, WhatsApp blast, and email blast in December 2025.
   l. Dissemination in the form of anti-corruption themed videos in commemoration of International Anti-Corruption Day (Hakordia) to debtors and customers at the Banking Hall of Branch Offices in December 2025.
   m. Anti-Corruption Technical Guidance for Critical Material Risk Taker Officials, namely loan approval officers at Branch Offices, Sales Centers, and Commercial Banking Centers, conducted in collaboration with the KPK.
   n. Implementation of the Integrity Talks Podcast entitled "Awas Ada Celah Korupsi di Bagian Kredit"
   o. Dissemination of infographics in commemoration of International Anti-Corruption Day (Hakordia) to Company stakeholders through BTN's social media (Instagram, Facebook, X) in December 2025.
   p. Organization of a series of International Anti-Corruption Day activities within the Bank's internal environment during the period of December 9 to December 19, 2025.
   q. Awarding to Gratification Reporters with the highest number of reports, the highest nominal and inspirational reporters.
   r. Circulating advisories to all employees regarding gratuity control in the context of Religious Holidays and the New Year in December 2025.
   s. Dissemination of infographics related to the prohibition of receiving gratuities during Christmas and New Year 2026.
2. The signing of the Integrity Pact. The Company has an Integrity Pact signing program which is in line with its commitment to implementing ISO 37001:2016 Anti Bribery Management System (Sistem Manajemen Anti Penyuapan, SMAP) certification.
   The Integrity Pact constitutes a statement by all levels of the Company committing to uphold morality and integrity, protect and maintain the Company's image, credibility, and interests by not requesting or accepting bribes or gratification from parties with conflicts of interest. The Integrity Pact is consistently implemented to support the ABMS program and gratification control. The Integrity Pact signed by each employee is uploaded through a Microsoft Form provided by the Company.
3. E-learning on Gratification Control
   Internalization to all employees regarding Gratification Control and the Anti-Bribery Management System was conducted through the Compliance Excellence program in March 2025 using BTN Best media, followed by evaluation of the material through quizzes and feedback on the materials provided.
4. Report on the Work Plan for the Gratification Control Program (Program Pengendalian Gratifikasi, PPG) to the KPK
   Based on the KPK letter regarding the Guidelines for Monitoring and Evaluating the Implementation of Gratuity Control in 2024, the Company is required to submit a Gratuity Control Program (PPG) Realization Report to the KPK every semester through the KPK Gratifikasi Online (GOL) application. The Company has submitted the PPG Realization Report to the KPK with details consisting of:

a. Provisions for gratuity control within the Company;
b. Report on internal and external dissemination through media for anti-gratuity messaging;
c. E-learning report on Technical Guidance for Gratuity Control;
d. Report on independent gratuity socialization by the Gratuity Control Unit (UPG);
e. Main Activities with Sector Options Based on Monitoring and Evaluation Risk Classificatio'
f. Report on identifying vulnerable points for gratuity practices;
g. Report on risk mitigation of vulnerable gratuity practices;
h. Gratuity reporting;
i. Reporting on gratuity rejections managed by UPG;
j. Report on gratuity control innovations
k. Implementation of ISO 37001:2016 Anti-Bribery Management System (SMAP) certification

5. Delivery of Appreciation to selected Gratification Reporters in commemoration of International Anti-Corruption Day (Hakordia) 2025. In accordance with KPK Circular Letter Number 16 of 2025 concerning the Appeal for the Organization of International Anti-Corruption Day Activities, which is observed every December 9, the KPK encourages all Ministries/ Institutions to organize a series of Hakordia 2024 activities under the theme "Satukan Aksi, Basmi Korupsi." In relation to this, to organize HAKORDIA within the Company's internal environment during the period of December 9 to December 19, 2025, the Company organized a series of activities in each business unit and provided appreciation to employees who reported gratification and demonstrated commitment to corruption prevention within the Company. It is expected that the actions taken by Gratification Reporters will serve as inspiration for other employees to uphold the same commitment to corruption prevention, including through the rejection and reporting of gratification.

Appreciation is given to gratification reporters in 2024 with 3 (three) categories, namely:

a. Gratification reporting category with the highest number of reports.
b. Gratification reporting category with the highest nominal amount.
c. Inspirational Reporter Category.

INTEGRITY ASSESSMENT SURVEY

The Integrity Assessment Survey (SPI) is a survey to measure the level of corruption risk conducted by the Corruption Eradication Commission. This survey produces recommendations for improving the corruption prevention system and aims to increase awareness of corruption risks and improve the anticorruption system within the Company's internal environment. Since 2023, as a form of the Company's commitment to preventing corruption, the Company has participated in the Integrity Assessment Survey conducted by the KPK and has become the first BUMN category institution to participate in this SPI survey and has obtained good results for improving control in the Company's internal. The SPI survey uses a probability sampling method for multi-stakeholder internal respondents, external respondents, and experts. In 2025, BTN again participated in the Integrity Assessment Survey (SPI) conducted by the KPK, with the survey implemented from August to October 2025. BTN's SPI score was 79.71, representing the highest score within the scope of State-Owned Enterprises (SOEs).

Management of State Officials' Wealth Report (LHKPN)

As a State-Owned Enterprise, the Company consistently strives to maintain compliance with the submission of LHKPN. The basis for the provisions for Management of State Official Wealth Report (LHKPN) is the Regulation of the Corruption Eradication Commission of the Republic of Indonesia Number 07 of 2016 concerning Procedures for Registration, Announcement and Examination of State Officials' Wealth Reports and Regulation of the Corruption Eradication Commission of the Republic of Indonesia Number 02 of 2020 concerning Amendments to Regulation of the Corruption Eradication Commission of the Republic of Indonesia Number 07 of 2016 concerning Procedures for Registration, Announcement and Examination of State Officials' Wealth Reports, in conjunction with KPK Regulation No. 3 of 2024 concerning the Second Amendment to Regulation of the Corruption Eradication Commission Number 07 of 2016 concerning Procedures for Registration, Announcement and Examination of State Officials' Wealth Reports.

The Company's LHKPN Management Policy

The Company is committed to the implementation of LHKPN's obligations with the issuance of Special Policy No. 3C concerning Personnel Regulation and Administration, Chapter VII concerning Human Capital Services and Operations. Based on the Special Policy, Officials within the Company who are required to report LHKPN are as follows:

1. Board of Directors, Board of Commissioners, and Board of Commissioners Organs.
2. Head of Division/Desk (or equivalent), Head of Regional Office.
3. Head of Branch and Head of Sharia Branch.

Number of LHKPN Reporting

No	Position Category	Amount	%Reporting
1	Board of Commissioners	9	100%
2	Board of Directors	11	100%
3	SEVP	3	100%
4	Head of Division	44	100%
5	Head of Regional Office	6	100%
6	Head of Branch	110	100%
Total Mandatory Report		**183**	**100%**

No	Year	Report Type	Number of Mandatory	Number of Reporting	%Compliance
1	2021	Periodic 2020	162	162	100%
2	2022	Periodic 2021	170	170	100%
3	2023	Periodic 2022	175	175	100%
4	2024	Periodic 2023	179	179	100%
5	2025	Periodic 2024	183	183	100%

- All BUMN officials are required to report the 2023 Periodic LHKPN online from January 1, 2024, to March 31, 2025, where if there are BUMN officials who do not fulfill this obligation, they may be subject to administrative sanctions.
- Based on this, BTN's Compliance Report on LHKPN Reporting is 100% or all Mandatory Reporters have completed reporting according to the specified deadline, where the level of compliance can be maintained. (position March 31, 2025).

Number of Determination (Internal Fraud) and Resolution Efforts

Internal Fraud in 1 Year	Number of frauds committed (Internal)					
	Members of the Board of Commissioners and Members of the Board of Directors		Permanent employee		Non-Permanent employee	
	Previous Year (2024)	Current Year (2025)	Previous Year (2024)	Current Year (2025)	Previous Year (2024)	Current Year (2025)
Total Fraud	0	0	24	38	1	1
Resolved	0	0	24	38	1	1
In the process of resolution in the Bank Internal	0	0	0	0	0	0
Not yet attempted to be resolved	0	0	0	0	0	0
Has been followed up through the legal process	0	0	0	0	0	0

Notes:
1. The number of cases in the current year is based on the Special Audit Reports and Preliminary Review Reports for the period January–December 2025.
2. The number of cases categorized as "Resolved" refers to cases that have received a sanction decision from the Board of Directors as of December 2025.
3. The number of cases categorized as "In the process of resolution internally within the Company" refers to cases that have not yet received a sanction decision from the Board of Directors as of December 2025.
4. The number of cases categorized as "Followed up through legal process" refers to cases that have been "Resolved" and have received a criminal sanction decision. The legal process is followed up by the Legal Division.

Provision of Funding for Social and/or Political Activities

Provision of Funding for Social Activities is part of the Company's social responsibility. Therefore, information related to the provision of funding for social activities is described in the Social and Environmental Responsibility section which is an integral part of this annual report.

As for providing funds for political activities, during 2025, the Company will not provide funds for political activities or to political parties in accordance with statutory regulations and the Company's code of conduct.

Provision of Funds to Related Parties and Provision of Large Funds

The Company provides funds to related parties and large exposures which are made with the approval of the Company's Board of Commissioners. The Company has never violated the Legal Lending Limit (BMPK) during 2025. The Compliance Director through the Compliance Unit constantly monitors the Company's compliance with the BMPK provisions and reports it to the Financial Services Authority every semester. The implementation of the provision of funds by the Company to related parties and/or the provision of large exposure always takes into account the precautionary principle as well as the applicable laws and regulations and has complied with Bank Indonesia regulations regarding BMPK.

No	Fund Provider	Amount	
		Debtor	Amount (IDR million)
1	To Related Parties	48	8,911
2	To Core Debtors: a. Individual b. Group	28 113	10,848,459 40,867,676

Share Buyback and Bond Buyback

Throughout 2025, there were not share buyback or bond buyback.

Bank Strategic Plan

Information related to the Bank's Strategic Plan has been presented in the Bank's Strategy Sub-Chapter in the Management Analysis and Discussion Chapter in this Annual Report.

Transactions Containing Conflict of Interest

An explanation regarding transactions that contain conflict of interest is presented in the Management Discussion and Analysis Chapter of this Annual Report.

Internal Dispute

Throughout 2025, there was no internal dispute between employees of the Company.

Prevention of Insider Trading

As part of managing potential conflicts of interest, the Company has established a policy regarding Insider Trading actions as regulated in Special Policy No.KK.9-AA of 2023 concerning Investor Relations Activities. In this provision, it is stipulated that the Company's Insiders are prohibited from carrying out Insider Trading activities through purchasing or selling the Company's Securities or other Companies that transact with the Company. The Insiders referred to are as follows:

1. Commissioners, Directors, or Employees of the Company;
2. The major shareholder of the Company;
3. An individual who, because of his position or profession or because of his business relationship with the Company, allows that person to obtain inside information;
4. Parties who, within the last 6 (six) months, are no longer referred to in points 1, 2, and 3 above.

The prohibition for the Company Insiders who have Insider information to buy or sell the Company's Securities is based on the consideration of the Principle of Disclosure in the Capital Market which results in the creation of equality of information for each party in making investment decisions. Insiders of a bank that conducts transactions with other companies are also subject to a prohibition to conduct transactions in the securities of such other companies, even though the person concerned is not an Insider of such other companies. This is because information about the other company is usually obtained due to the Insider's position in the bank that conducts transactions with the other company. During 2025, there was no insider trading. The Company has not conducted any insider trading transactions involving Directors, Commissioners, management, or employees over the past three years.

Transparency of Financial and Non-Financial Conditions

Explanation regarding the Transparency of Financial and NonFinancial Conditions has been presented in the Sub-Chapter of Transparency for Report Submission in the Chapter of Corporate Governance in this Annual Report.

Implementation of Sustainable Finance, Including The Implementation of Social and Environmental Responsibility

An explanation of the application of sustainable finance, including the application of social and environmental responsibility, has been explained in Bank BTN's 2025 Sustainability Report.

BANKING BUSINESS GROUP **GOVERNANCE REPORT**

On June 20, 2025, the BTN Banking Business Group was established based on the Financial Services Authority (OJK) Letter Number S-82/PB.21/2025 dated June 20, 2025 concerning the Establishment of the Banking Business Group of PT Bank Tabungan Negara (Persero) Tbk in the context of the acquisition of PT Bank Victoria Syariah, with the following structure:

The spin-off of BTN Syariah constitutes a strategic step by the Company grounded in a strong commitment to regulatory compliance and the continuous strengthening of Good Corporate Governance (GCG) implementation. This policy aligns with prevailing laws and regulations requiring the separation of Sharia Business Units into Sharia Commercial Banks and reflects the Company's seriousness in ensuring that the development of its sharia business is conducted within a transparent, accountable, and prudent governance framework.

In the context of separating the Sharia Business Unit, BTN conducted an Extraordinary General Meeting of Shareholders in 2025 to approve the spin-off of the Company's Sharia Business Unit (SBU) to PT Bank Syariah Nasional and the amendment of the Company's Articles of Association in relation to the spin-off, effective on the date of separation. Subsequently, BTN officially executed the spin-off of its SBU to PT Bank Syariah Nasional (BSN) on November 18, 2025, with assets amounting to IDR 71,3 trillion, and BSN officially commenced operations on December 22, 2025.

Accordingly, the structure of the BTN Banking Business Group became as follows:

The structure of the Bank Business Group is as follows:

Parent company	Subsidiary Company	
	Company name	% Shareholding
PT Bank Tabungan Negara (Persero) Tbk	PT Bank Syariah Nasional	99,999%

Implementation of Banking Business Group Synergy

To support BTN's operational implementation, BTN and BSN have established banking synergies set out in several Cooperation Agreements, as detailed below:

1. Cooperation Agreement between BTN No. 42/PKS/DIR/2025 and BSN No. 02/DIR/PKS/BSN/X/2025 dated October 20, 2025 concerning Banking Synergy for the Utilization of Office Buildings.
2. Cooperation Agreement between BTN No. 52/PKS/DIR/2025 and BSN No. 011/DIR/PKS/BSN/XII/2025 dated December 15, 2025 concerning Synergy in Operational Activities, covering contact center infrastructure services and the provision and management of Human Resources/Outsourced Personnel; customer complaint infrastructure services; ATM and CRM operational management services; debit/ATM card printing services; customer service pinpad machine management services; Sharia Cash Management System token management services; cash management services; application management services; reconciliation, settlement of rights and obligations, and dispute resolution services; record center services; and merchant management operational services (EDC and QRIS).
3. Cooperation Agreement between BTN No. 54/PKS/DIR/2025 and BSN No. 013/DIR/PKS/BSN/XII/2025 dated December 15, 2025 concerning Sharia Commercial Bank Service Synergy, covering the utilization of office networks, infrastructure, technology systems, and Human Resources (HR) across all BTN branch networks, with transaction recording conducted through a separate system and accompanied by knowledge transfer implementation to relevant HR, in order to ensure that services are delivered in accordance with Sharia Principles and prevailing regulations.
4. Cooperation Agreement between BTN No. 53/PKS/DIR/2025 and BSN No. 012/DIR/PKS/BSN/XII/2025 dated December 15, 2025 concerning Synergy in Activities within the BTN Group Business Ecosystem, covering the utilization of the parent's acquisition channels; financing; collection & recovery; treasury management; cooperation with State Ministries/Institutions and other institutions/partners; collaboration in promotional and communication media; collaboration in campaign programs; digital customer acquisition; utilization of E-Channels; and enhancement of sales productivity through the utilization of sales tools.
5. Cooperation Agreement between BTN No. 11/PKS/HCSD/OD/2025, 16/PKS/HCMD/Edev/XII/2025, 218/PKS/LMD/LOS/XII/2025 and BSN No. 01/PKS/HCP/HS/XII/2025 dated December 15, 2025 concerning Banking Synergy in the Human Capital (HC) Sector, covering the utilization of the Global Grading System (GGS) application, BTN Best application, B Gate application, Astonia application, Learning Management System application, employee development and training programs, as well as the use of classrooms and supporting learning facilities.

Self-Assessment of Corporate Governance within the Banking Business Group

The Governance Self-Assessment is conducted periodically as of the end of June and December each year in accordance with OJK Regulations:

1. OJK Regulation Number 17 of 2023 concerning Governance Implementation for Commercial Banks.
2. OJK Regulation Number 12/POJK.03/2020 concerning Commercial Bank Consolidation.
3. OJK Circular Letter Number 14/SEOJK.03/2025 concerning Governance Implementation for Commercial Banks.

The Company has conducted a consolidated Governance self-assessment in accordance with regulatory provisions, based on the criteria/parameters set out in the Appendix to OJK Circular Letter Number 14/SEOJK.03/2025 concerning Governance Implementation for Commercial Banks, consisting of:

1. Implementation of the duties, responsibilities, and authorities of the Board of Directors.
2. Implementation of the duties, responsibilities, and authorities of the Board of Commissioners.
3. Implementation of the duties, responsibilities, and authorities of the Sharia Supervisory Board
4. Completeness and implementation of committee duties.
5. Handling of conflicts of interest.
6. Implementation of the compliance function.
7. Implementation of the internal audit function.
8. Implementation of the external audit function.
9. Implementation of risk management, including the internal control system.
10. Remuneration practices.

11. Provision of funds to related parties and large exposures.
12. Integrity of reporting and information technology systems.
13. The Company's strategic plan.
14. Shareholder aspects.
15. Implementation of anti-fraud strategy, including anti-bribery measures.
16. Implementation of sustainable finance, including social and environmental responsibility.
17. Implementation of governance within the Banking Business Group.

The results of the consolidated self-assessment of Governance Implementation are as follows.

Self-Assessment Results of Governance Implementation for the June 2025 Period		
	Rating	**Rating Definition**
Consolidated	**2**	Reflects that the Company's management has generally implemented Governance **well**. This is demonstrated by adequate fulfillment of Governance principles. In the event that weaknesses exist in the implementation of Governance principles, such weaknesses are generally not significant and can be resolved through normal management actions.

Self-Assessment Results for Governance Implementation for the December 2025 Period		
	Rating	**Rating Definition**
Consolidated	**2**	Reflects that the Company's management has generally implemented Governance **well**. This is demonstrated by adequate fulfillment of Governance principles. In the event that weaknesses exist in the implementation of Governance principles, such weaknesses are generally not significant and can be resolved through normal management actions.

REPORT OF SHARIA **BUSINESS UNIT GOVERNANCE**

The Company has established a Sharia Business Unit (UUS) Management, which is designed to guide the Company's management to operate in compliance with the five basic principles of Sharia and is also targeting broader interests. The main interests of concern here include protecting the interests of the stakeholders and increasing compliance with the prevailing laws and regulations and ethical values that apply generally to the Islamic banking industry.

Policies regarding the management of Sharia Business Units (UUS) in the Company refer to several regulations, including the following:

1. Law No. 21/2008 concerning Islamic Banking dated July 16, 2008.
2. Bank Indonesia Regulation No. 11/10/ PBI/2009 Concerning Sharia Business Units as amended by Bank Indonesia Regulation No. 15/14/ PBI/2013.
3. Bank Indonesia Regulation No. 11/33/ PBI/2009 Concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
4. Bank Indonesia Circular Letter No. 12/13/ DPbS dated April 30, 2010 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
5. Financial Services Authority Regulation No. 2 of 2024 Concerning the Implementation of Sharia Governance for Sharia Commercial Banks and Sharia Business Units.
6. Financial Services Authority Circular Letter No. 15 of 2024 Concerning the Implementation of Sharia Governance for Sharia Commercial Banks and Sharia Business Units.
7. Decree of the Board of Directors Number 52/SK/DIR/ TPMD/2021 concerning the Organizational Structure of the Head Office and Regional Offices.
8. The Company's Articles of Association.

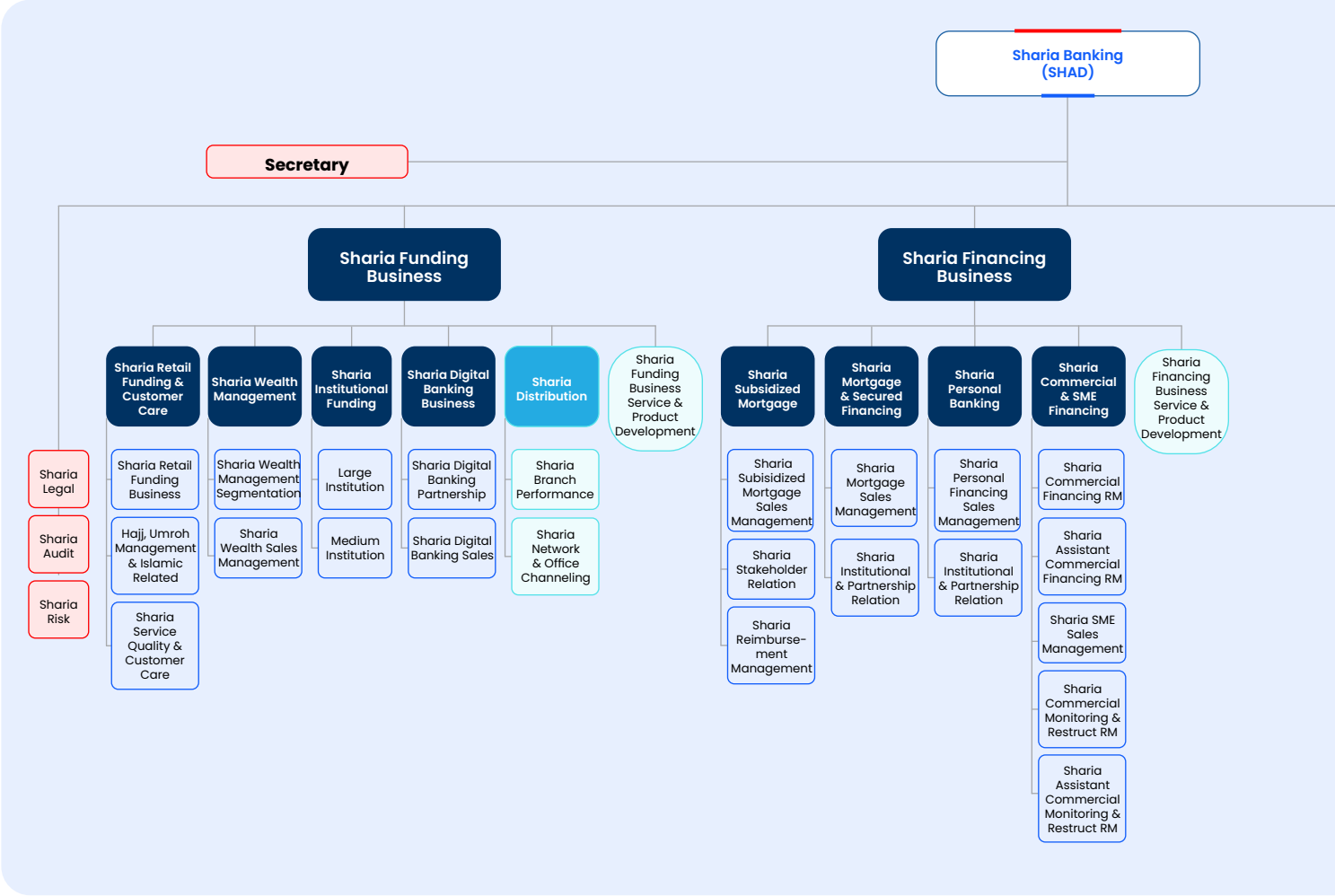
5 (Five) Basic Principles of The Sharia Business Unit (UUS) Governance of The Company

The Company consistently implements and improves the UUS management. Such means is carried out by continuously advancing its services to the customers and the stakeholders according to Sharia Principles which are based on 5 (five) basic principles of GCG, namely:

1. Transparency: directness in providing material, relevant information, and transparency in the decision-making process;
2. Accountability: accuracy and validity of the information presented about the effective Company management in accordance with the purpose;
3. Responsibility: the Company's management adheres to the prevailing laws and principles of a healthy UUS management;
4. Professionalism: possessing competence, ability to act objectively and free from any influence/pressure, and committing to developing Sharia business;
5. Fairness: upholding justice and equality in defending the rights and satisfying the interests of the stakeholders in accordance with the prevailing legislation.

Structure of Sharia Business Unit (UUS) of The Company

The Company's Sharia Business Unit (UUS) is managed by the Director of UUS, who delegates to the Division of UUS and Deputy of UUS, under the supervision of the Sharia Supervisory Board as outlined in the following UUS management structures graph: Report of Sharia Business Unit Governance:



Vision and Mission of Sharia Business Unit

In conducting its operations, the UUS of the Company lives up to the following Vision and Mission statements:

VISION

"To become The Best Mortgage Bank in Southeast Asia by 2025."

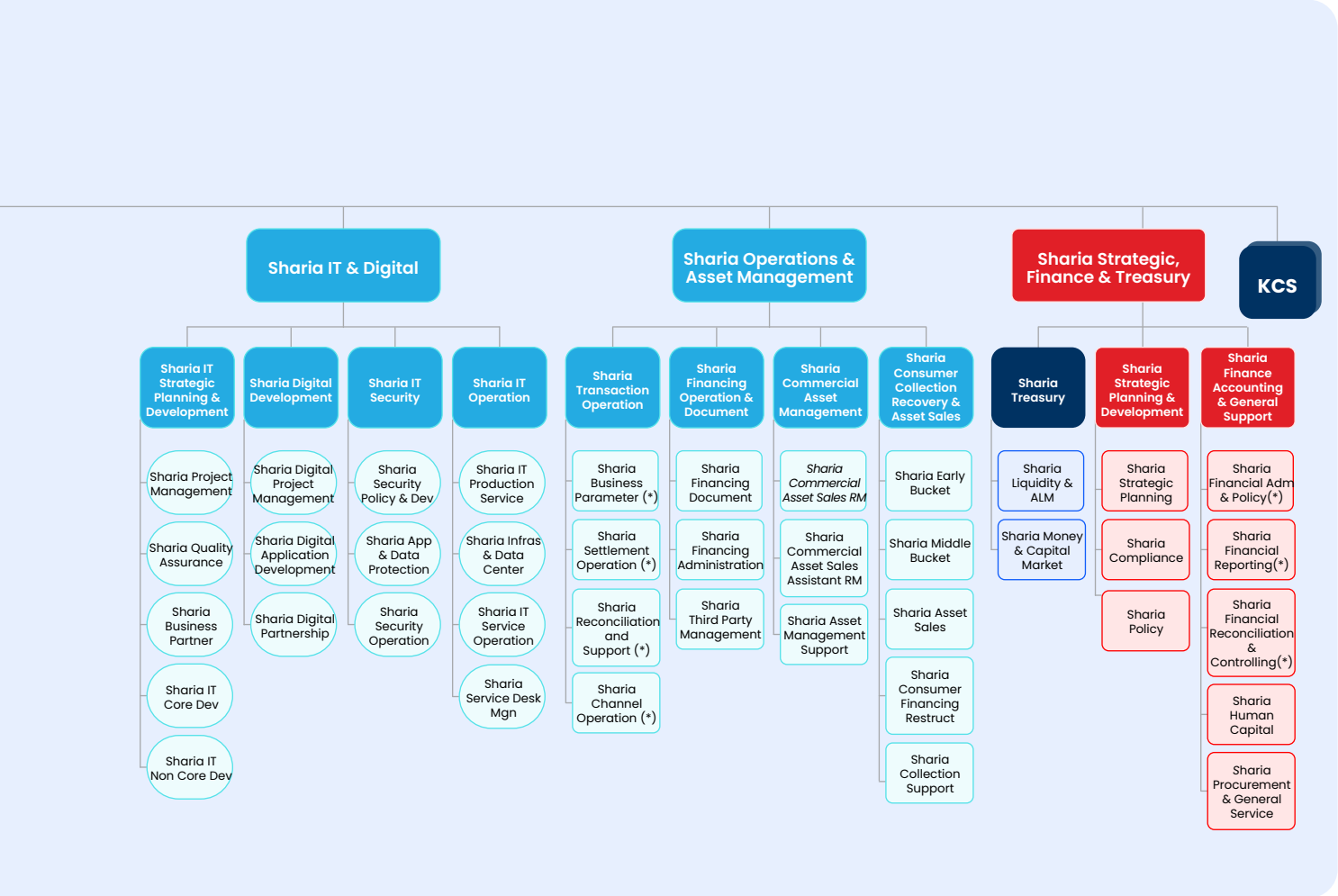
MISSION

In achieving the vision above, the Company will undertake the following missions:

1. To actively support the Government in advancing the welfare of the Indonesian people through home ownership.
2. To realize the dream lives of millions of Indonesians through the provision of decent housing.
3. To become the home of Indonesia's best talent.
4. To enhance shareholder value by focusing on sustainable profitability growth as a blue-chip company with strong risk management principles.
5. To become a financial partner for stakeholders within the housing ecosystem by providing comprehensive solutions and the best services through digital innovation.

Sharia Supervisory Board (DPS)

In order to ensure that the Sharia Financial Institution (LKS) at the implementation level does not deviate from sharia principles, in carrying out its activities the Company is supervised by the Sharia Supervisory Board (DPS) which is tasked with supervising the interests of the Company over the policies and management of the Board of Directors to comply with Sharia Principles and is responsible for such supervision, as well as directing, monitoring, and evaluating the implementation of Sharia Governance including the implementation of sharia risk management, sharia compliance, and integrated sharia internal audits as well as the Company's strategic policies related to the implementation of Sharia Principles, in accordance with the provisions of laws and



regulations, articles of association, and/or decisions of the GMS. (Article 20 paragraph (1) and (3) OJK Regulation No. 2 of 2024 concerning the Implementation of Sharia Governance for Sharia Commercial Banks and Sharia Business Units).

Appointment of The Sharia Supervisory Board (DPS) Members

A member of the Sharia Supervisory Board must possess several relevant qualities, including:

1. Integrity, e.g:
   a. Good personality and morals.
   b. Legally competent.
   c. Committed to complying with and practicing the Sharia Supervisory Board Charter, sharia banking provisions, and other prevailing regulations in a professional manner
   d. Committed to the development of healthy and solid sharia banking.
   e. Unlisted in the fit and proper no-pass list as set forth in the terms of fit and proper test regulated by the OJK.
   f. Never been committing fraud (scam, embezzlement, and/or other fraudulent conduct) in banking, finance, and other areas of business, nor prosecuted for criminal acts (as evidenced by a statement from the person concerned).
2. Competence; at least possessing related knowledge and experience in Sharia Economic Law as proven with approval/recommendation letter from DSN-MUI, and general knowledge in banking and/ or financial sector. To improve their competency, the DPS members must be willing to continuously develop through education and training. This includes an induction program as a medium of learning about the Company in a relatively brief time to carry out their duties effectively and efficiently.
3. Reputation; within at least 5 (five) years before being nominated and during their term of office:
   a. Unlisted in the blacklist and non-performing list managed by OJK.

b. Having never been declared bankrupt.
c. Having never been a shareholder, commissioner, or director of a company and/or manager of a business entity declared guilty of causing a company and/or a business entity to be declared bankrupt.
d. Having never been convicted due to a criminal offense against state finances and/or associated with the financial sector.
e. Having never been a director or commissioner whom while holding the position do the following:
   1) failed to conduct the annual GMS.
   2) whose accountability as such director and/ or commissioner was once unacceptable to a GMS.
   3) caused an OJK-licensed, approved, or registered company to fail to meet the obligation of submitting the annual report and/ or financial statement to the OJK.

Procedure Appointment of Sharia Supervisory Board (DPS) Members

The Sharia Supervisory Board (DPS) member is appointed through the following stages:

1. The Remuneration and Nomination Committee recommends member candidates to the Board of Commissioners.
2. In case a member of the Remuneration and Nomination Committee has a conflict of interest with a candidate for the DPS member, the reason for disagreement must be disclosed in the recommendation.
3. From this recommendation, the Board of Commissioners via the Board of Directors proposes the candidate to National Sharia Council – Indonesian Ulema Council.
4. DSN-MUI determines whether to approve or disapprove of the prospective candidates proposed by the Board of Directors.
5. The Board of Directors must submit an approval request to OJK for the prospective candidate.
6. OJK approves or disapproves of the prospective candidates.
7. The candidate who has received approval from DSN-MUI and FSA is appointed in the GMS.
8. Such an appointment before obtaining approval from the OJK must be reported by the Company to OJK no later than 10 (ten) calendar days following the date of appointment.
9. The candidate whose the position has yet to be effective has not yet assumed their duties and responsibilities as a DPS member and is unable to make legally binding decisions. Consequently, they are not entitled to the rights and obligations of a DPS member.
10. In the event that DPS members are not appointed by the GMS within a period of 3 (three) months from the date in question, it becomes invalid.

Structure, Number, and Composition of Sharia Supervisory Board

The nomination of the Company's TPF has been based on the TPF requirements in accordance with Bank Indonesia Regulation No. 11/10/ PBI /2009 regarding Sharia Business Unit, amended by Bank Indonesia Regulation No. 15/14/ PBI /2013, which states that members of TPF must have integrity, competency, and reputation in the finance sector.

The composition of the DPS membership as regulated in the Supervisory Board Charter is as follows:

1. DPS must consist of at least 2 (two) people and 3 (three) people at most.
2. DPS is chaired by a chairperson appointed from one of its members.
3. DPS members are appointed by GMS.

Changes and Composition of The Sharia Supervisory Board in 2025

Information regarding the Changes and Composition of the Sharia Supervisory Board can be seen in the Company Profile Chapter in the Profile of the Company's Sharia Supervisory Board section in this Annual Report.

Profile of Sharia Supervisory Board

Information regarding name, legal basis for appointment, education, work experience, DPS appointment period, concurrent positions, and affiliations is available in the Chapter of Company Profile in the Profile section of the Company's Sharia Supervisory Board in this Annual Report.

Term of Office of Sharia Supervisory Board

1. The term of office of DPS members must be determined to be no longer the same as the term of office of members of the Board of Commissioners.
2. The Company stipulates in its articles of association regarding:
   a. the term of office of DPS members starting from the effective date of the appointment of DPS members by the GMS; and
   b. other conditions in fulfilling the position of DPS members.
3. Sharia Supervisory Board members serve for a certain period of time and may be reappointed after obtaining approval from the GMS, for a maximum of 2 (two) consecutive terms of office.

4. DPS members who have served for 2 (two) consecutive terms of office may be reappointed for the next period as DPS members by considering:
   a. results of the DPS member performance assessment;
   b. results of external reviews related to the implementation of DPS member duties; and
   c. statements by DPS members in the GMS regarding the independence of the person concerned. (Article 14 paragraph (1) to (4) OJK Regulation 2 of 2024):

Work Guidelines, Duties, and Responsibilities of Sharia Supervisory Board

DPS has a Sharia Supervisory Board Charter which was ratified through the Decree of the Sharia Supervisory Board No. 03/DPS-BTN/VII/2024 dated July 19, 2024. The Sharia Supervisory Board Charter is prepared based on sharia principles, provisions of the Articles of Association, applicable laws and regulations, Shareholder directions and best practices. Good Corporate Governance.

The Sharia Supervisory Board Charter serves as the guidelines for DPS in performing its duties in a more organized and effective manner. Below is the content of the Sharia Supervisory Board Charter:

Chapter I	General Provisions, Purpose of Sharia Supervisory Board Charter Establishment
Chapter II	Sharia Supervisory Board Duties, Responsibility, and Authority
Chapter III	Membership and Composition of the Sharia Supervisory Board
Chapter IV	Remuneration and Facilities, Meeting, Minutes
Chapter V	Supporting Work Unit for the Implementation of DPS Duties and Responsibilities
Chapter VI	Others

Duties and Responsibilities of Sharia Supervisory Board

The Sharia Supervisory Board is responsible to provide advice and suggestion to the Director of UUS and to monitor UUS activities so as to remain in accordance with sharia principles. The duties and responsibilities of DPS include:

1. Conduct supervision for the interests of the Company on policies and the management of the Board of Directors to ensure that they are in accordance with Sharia Principles and are responsible for such supervision, and provide advice to the Board of Directors including providing sharia opinions related to the Company's activities.
2. Direct, monitor, and evaluate the implementation of Sharia Governance including the implementation of sharia risk management, sharia compliance, and integrated sharia internal audits as well as the Company's strategic policies related to the implementation of Sharia Principles, in accordance with the provisions of laws and regulations, articles of association, and/ or decisions of the GMS
3. Assess and ensure compliance with Sharia Principles on operational guidelines and Sharia-related products issued by the Company;
4. Supervise the Company's new Sharia-related product development process to ensure that it is in accordance with the DSN-MUI fatwa;
5. Provide sharia opinions on new products and/or restructured financing related to Sharia by referring, among others, to the DSN-MUI fatwa and provisions governing the implementation of Sharia Principles and UUS business activities;
6. Request a fatwa from DSN-MUI for new Shariarelated Company products for which there is no fatwa;
7. Conduct periodic reviews of the fulfillment of Sharia Principles for the mechanism of fund collection and distribution of funds and Company service provision;
8. Request data and information related to Sharia aspects from Company work units that carry out and/ or are related to Sharia activities in the context of carrying out their duties;
9. Carry out duties and responsibilities in accordance with the principles of Good Governance (GCG);
10. Supervise the development of new Sharia-related Company products:
    a. Request for clarification from the Board of Directors and/ or relevant Company officials regarding the objectives and characteristics of the new products to be promoted.
    b. Ensure the availability of fatwa from DSN-MUI for the new products

c. In the case that the fatwa is available, Sharia Supervisory Board shall tailor the contract of such products with the fatwa.
d. In the case the fatwa is not yet available, Sharia Supervisory Board shall propose to the Board of Directors to complement the new product with a fatwa.
e. Review the suitability of the system and procedures of the new products to be promoted in compliance with sharia principles.
f. Provide advice on sharia over the new products.
g. Evaluate the compliance with sharia principles over the policies and procedures to manage risks inherent in the Company's new products and/ or activities.

11. Supervising the UUS activities:
    a. Conduct supervision of the Board of Directors' follow-up on audit findings or examinations and recommendations from the Company's internal audit work unit, external auditors, the results of supervision by the Financial Services Authority, and/or the results of supervision by other authorities and institutions, related to the implementation of Sharia Principles.
    b. Analyze reports submitted by and/or requested from the Board of Directors, implementation of internal audit functions and/or compliance functions to determine the quality of implementation of Sharia Principles for fund raising and fund distribution activities and Company service provision;
    c. Set the number of transaction spot checks (sample) to be examined in view of sharia principles implementation quality of each activity.
    d. Examine the spot-checked transaction document (sample) to acknowledge compliance with sharia principles as required in the internal policies, including:
        - The document of goods purchasing for the murabahah contract as proof of the murabahah transaction.
        - The document of customer business report for the mudharabah/musyarakah contract as a basis for yielding distribution calculation.
        - Availability of ownership documents for the goods being rented, for contracts related to renting, including: ijarah contracts, ijarah muntahiya bi al tamlik contracts and musyarakah mutanaqishah contracts, as evidence of the fulfillment of the pillars and conditions of ijarah.
    e. Conduct inspections, examinations, requests for information and/or confirmation to UUS employees and/or customers to strengthen the results of document examinations as referred to in point 11.3, if necessary;
    f. Review the internal sharia policy in case of inconsistency between the principle and the activity.
    g. Provide advice on sharia over the fundraising and distribution as well as banking services by UUS.
    h. Report the Sharia Supervisory Board supervision result to OJK using an established format at least 2 (two) months following the end of each semester.
    i. Provide sufficient time to best perform their duties and responsibilities.

12. The Company Risk Management:
    a. Conduct an evaluation (review) of UUS risk management policies related to compliance with sharia principles at least 1 (once) a year;
    b. Carry out evaluate the responsibility of the Board of Directors for the implementation of risk management policies related to compliance with sharia principles at least on a quarterly basis;

Concurrent Position Policy of Sharia Supervisory Board

The Sharia Supervisory Board members are prohibited from holding concurrent positions:

1. As a member of the board of directors, member of the board of commissioners, or executive officer at a financial institution or financial company, either a bank or non-bank;
2. As a member of the Sharia Supervisory Board at more than 1 (one) other Bank;
3. As a member of the Sharia Supervisory Board at more than 2 (two) financial institutions other than Banks;
4. As a member of the board of directors, member of the board of commissioners, sharia supervisor, or executive officer at more than 1 (one) non-financial institution or company, whether domiciled in or outside the country.
5. In the field of functional duties at a bank financial institution and/or non-bank financial institution domiciled in or outside the country;
6. As a public official;
7. In other positions that may give rise to a conflict of interest in carrying out duties as a member of the Sharia Supervisory Board; and/or
8. In other positions in accordance with statutory provisions.

Name	Position	Position at other companies/ Institutions	Name of the other company/ institution
Prof. Dr. Muhammad Quraish Shihab, M.A.	Chairman of Sharia Supervisory Board	Chairman of Sharia Supervisory Board	CIMB Niaga
Muhammad Faiz, Lc., M.A.	Member of Sharia Supervisory Board	Member of Sharia Supervisory Board	PT Indomobil Multi Finance Indonesia Syariah
		Member of Sharia Supervisory Board	PT Bank Tabungan Pensiunan Nasional (BTPN) Syariah
Mohammad Bagus Teguh Perwira, Lc., M.A.	Member of Sharia Supervisory Board	Member of Sharia Supervisory Board	OCBC NISP
		Chairman of Sharia Supervisory Board	Manulife Aset Manajemen Indonesia

Note:
- Based on the Deed of EGMS No. 15 on November 18, 2025, members of the Sharia Supervisory Board of the Sharia Business Unit (SBU) at PT. Bank Tabungan Negara (Persero), Tbk, effectively ceased by law as of the date of separation of SBU and the commencement of operations of the National Sharia Bank (BSN) as of December 22, 2025.

Management of Conflict of Interest in Sharia Supervisory Board

The Sharia Supervisory Board members must avoid or prevent any potential conflict of interest. In case of conflict of Interests, they are prohibited from taking any action that could harm or reduce the profit of the Company. They must also disclose such a situation in every decision and inform the Board of Commissioners.

The Sharia Supervisory Board members are subject to any regulations on conflict of interests and other regulations applicable to the Company. Whenever encountering conflict of interest, Sharia Supervisory Board members shall:
1. Make a written report submitted to the Board of Commissioners on any potential or actual conflicts of interest which significantly influence the Company's finance and the reputation of the Company, the Board of Commissioners, DPS, and the Board of Directors.
2. Not participate in the assessment process on any activities inflicting such conflicts of interest.
3. Participate in meetings, but not in the decisionmaking.

Management of Conflict of Interest in Sharia Supervisory Board

Name	Position	Shareholding			
		Bank BTN	Other Banks	Non-Bank Financial Institutions	Other Companies
Prof. Dr. H. Muhammad Quraish Shihab, M.A.	Chairman	Nil	Nil	Nil	Nil
Muhammad Faiz, Lc., M.A.	Chairman	Nil	Nil	Nil	Nil
H. Mohammad Bagus Teguh Perwira, Lc., M.A.	Member	Nil	Nil	Nil	Nil

Note:
- Based on the Deed of EGMS No. 15 on November 18, 2025, members of the Sharia Supervisory Board of the Sharia Business Unit (SBU) at PT. Bank Tabungan Negara (Persero), Tbk, effectively ceased by law as of the date of separation of SBU and the commencement of operations of the National Sharia Bank (BSN) as of December 22, 2025.

Implementation of Sharia Supervisory Board Activity Report

Sharia Supervisory Board Meeting Policy

The Sharia Supervisory Board meeting is a forum for deliberation between Sharia Supervisory Board members to discuss every strategic and operational policy and decision in order to carry out the supervisory function, provide advice and suggestions to the Board of Directors and UUS management in the field of sharia to comply with sharia principles. In order to make decisions, the Sharia Supervisory Board can ask for consideration from the DSN-MUI if necessary. The DPS meeting is held with the following provisions:

1. The Sharia Supervisory Board meetings must be held periodically at least 1 (one) time in 1 (one) month or 12 (twelve) times in 1 (one) year. In certain situations and needs. Sharia Supervisory Board can hold meetings more than 1 (one) time in one month.
2. The Sharia Supervisory Board meetings are held if attended by the majority of Sharia Supervisory Board members, the implementation of Sharia Supervisory Board meetings must be attended by all Sharia Supervisory Board members physically at least 2 (two) times in 1 (one) year.
3. The Sharia Supervisory Board meeting invitations can be made in writing or can be done via electronic media such as email, whatsapp and others. Invitations are sent to each Sharia Supervisory Board member no later than 5 (five) calendar days before the DPS meeting is held. If there is an urgent need, invitations can be made 3 (three) calendar days before the DPS meeting is held.
4. The Sharia Supervisory Board must prepare a Sharia Supervisory Board meeting schedule for the following financial year before the end of the financial year.
5. The Sharia Supervisory Board meetings must be held in the territory of Indonesia, but if they are held outside the territory of Indonesia, the meeting decision is considered valid only if attended by all DPS members.
6. Decision-making at the Sharia Supervisory Board meeting must first be carried out based on deliberation to reach consensus. If deliberation is not achieved, decisionmaking at the Sharia Supervisory Board meeting is carried out based on the majority vote.
7. Voting is generally carried out verbally, but under certain conditions and according to mutual agreement, voting can be carried out by closed letter.
8. The Sharia Supervisory Board members who are present at the meeting but are not in the meeting room at the time of decisionmaking for some reason, then the relevant voting rights are considered blank/ not giving voting rights.
9. Each Sharia Supervisory Board member who is present has the right to cast 1 (one) vote.
10. The Sharia Supervisory Board members who are unable to attend the Sharia Supervisory Board meeting must inform the Sharia Supervisory Board Chairperson of their absence through the DPS Secretary.
11. Meetings are held at the Bank/UUS Head Office, but with certain considerations and mutual agreement, meetings can be held at one of the branch offices throughout Indonesia or outside the branch office.
12. Meetings can be held via teleconference technology (each other can hear and see each other, each meeting participant can see and hear each other directly and participate in the Sharia Supervisory Board meeting.
13. In certain conditions where it is not possible to hold a Sharia Supervisory Board meeting, then Sharia Supervisory Board decisions can be submitted in writing by means of circulation.
14. All Sharia Supervisory Board decisions stated in the minutes of the meeting are joint decisions and are binding on all DPS members.
15. Differences of opinion (dissenting opinions) that occur in Sharia Supervisory Board meetings must be clearly stated in the minutes of the meeting along with the reasons for the differences of opinion.
16. The results of Sharia Supervisory Board meetings must be stated in the minutes of the meeting and properly documented

Internal Meeting of The Sharia Supervisory Board

No.	Tanggal	Discussion Materials	Participant	Attendance
1	January 24, 2025	– BTN SBU Performance Highlights as of December 2024 – Issues Related to Musyarakah Mutanaqisah (MMQ) Contracts and MMQ Collateral – Redistribution of BTN iB Syukur Financing Products – Development of Small and Medium Enterprise (SME) Financing Products – Business Process Improvement (BPI) for Commercial Financing.	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present

No.	Tanggal	Discussion Materials	Participant	Attendance
2	February 24, 2025	— BTN SBU Performance Highlights for January 2025 — Development of BTN iB Construction PMK — Transfer of Assets and Liabilities in the Spin-Off Process	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
3	March 24, 2025	— BTN SBU Performance Highlights for February 2025 — Mortgage Life Insurance Using Ciputra Life Products for Developers Outside the Ciputra Group	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
4	April 24, 2025	— BTN SBU Performance Highlights as of March 2025 — Utilization of the Conventional BTN National Loan Processing Center (NLPC) in the Sharia Consumer Financing Process Upon Becoming a BUS — Utilization of Noesantara Gardapati Collection Services	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
5	April 28, 2025	Synergy between BTN SBU and Conventional BTN in Preparation to become a Sharia Commercial Bank (BUS)	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
6	May 02, 2025	Calculation of Multilevel Margin Income for Murabahah Mortgage	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
7	May 14, 2025	Notification of Special Policy KK.4-VIII concerning Commercial Financing Products and Technical Instructions PT.4-C.1 regarding Implementation of Commercial Financing.	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
8	May 28, 2025	— BTN SBU Performance Highlights as of April 2025 — Calculation of Tiered Margin Income for Murabahah Mortgages — Istishna Contract for BTN Indent Mortgages with Problematic/Delinquent Construction Financing Collateral (KPR Indent Maju). — Product Treatment of IMBT Contracts Related to Asset Ownership.	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
9	June 23, 2025	BTN SBU Performance Highlights as of May 2025	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
10	July 21, 2025	— BTN SBU Performance Highlights as of June 2025 — BTN iB Multi-benefit Refinancing (MMQ) for the Conversion of Employee Soft Loans (KLK) and Kring from the Holding Company — Implementation of Restricted Investment Fund Collection and Financing from Restricted Investment Funds under Mudharabah Muqayyadah (MMD) Contracts at BTN SBU. — Overview of BTN SBU Spin-Off Progress	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present

No.	Tanggal	Discussion Materials	Participant	Attendance
11	August 22, 2025	— BTN SBU Performance Highlights as of July 2025 — Plan to Sell Down In-journey Group's Credit Portfolio	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
12	September 12, 2025	In-journey Group's Credit Portfolio Sell Down Plan (continued)	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
13	September 29, 2025	— BTN SBU Performance Highlights as of August 2025 — Priority Banking Services	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
14	October 21, 2025	BTN SBU Performance Highlights as of September 2025	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
15	November 17, 2025	— BTN SBU Performance Highlights as of October 2025 — The 2025 TBDSP Fund Report and 2026 SSB Work Plan	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present
16	December 17, 2025	BTN SBU Performance Highlights as of November 2025	Prof. Dr. H. Muhammad Quraish Shihab, M.A.	present
			Muhammad Faiz, Lc., M.A.	present
			H. Mohammad Bagus Teguh Perwira, Lc., M.A.	present

Joint Meeting of The Board of Directors with The Sharia Supervisory Board

During 2025, the Board of Directors held three Joint Board Meetings with the Sharia Supervisory Board, initiated by the Board of Directors. The following table explains the Joint Board Meetings with the Sharia Supervisory Board.

No.	Meeting Date	Meeting Agenda	Participant
1	April 28, 2025	SSB' Supervisory Results Meeting for Quarter-I 2025	Sharia Supervisory Board together with the Board of Directors
2	August 14, 2025	SSB' Supervisory Results Meeting for Quarter-II 2025	Sharia Supervisory Board together with the Board of Directors
3	November 3, 2025	SSB' Supervisory Results Meeting for Quarter-III 2025	Sharia Supervisory Board together with the Board of Directors

Meeting of The Board of Commissioners with The Sharia Supervisory Board

Based on OJK Regulation No. 2 of 2024 dated February 16, 2024, regarding the Implementation of Sharia Governance for Sharia Commercial banks and Sharia Business Units, Article 31 paragraph (3), Company's are required to hold meetings between the Sharia Supervisory Board and the Board of Commissioners at least once every four (4) months.

The Board of Commissioners and the Sharia Supervisory Board have agreed that these meetings will be held at least once every four (4) months upon invitation from the Board of Commissioners. However, if necessary, the meetings may be conducted at any time, initiated by either party or both parties.

These meetings are conducted under the Guidelines and Code of Conduct for the Board of Commissioners and the Charter of the Sharia Supervisory Board.

Realization of the Meetings between the Board of Commissioners and the Sharia Supervisory Board

Throughout 2025, the Board of Commissioners held meetings with the Sharia Supervisory Board 3 (three) times. Below is a detailed table of the meetings between the Board of Commissioners and the Sharia Supervisory Board

Table of Meetings Between the Board of Commissioners and the Sharia Supervisory Board

No.	Meeting Date	Meeting Agenda	Participant
1	March 19, 2025	SSB' Supervisory Results Meeting for Quarter-I 2025	SSB together with the Board of Commissioners
2	August 8, 2025	SSB' Supervisory Results Meeting for Quarter-II 2025	SSB together with the Board of Commissioners
3	November 5, 2025	SSB' Supervisory Results Meeting for Quarter-III 2025	SSB together with the Board of Commissioners

Frequency and Attendance of Meetings

In 2025, SSB participates in formal and circular meetings with SBU management, the Board of Directors, and the Board of Commissioners. The frequency and attendance of SSB meetings during 2025 were as follows:

Name	Position	Joint Meeting with UUS Management			Joint Meeting of the Board of Directors			Joint Meeting of the Board of Commissioners		
		Attendance Number and Percentage			Attendance Number and Percentage			Attendance Number and Percentage		
		Number of Meeting	Number of Attendance	Percentage	Number of Meeting	Number of Attendance	Percentage	Number of Meeting	Number of Attendance	Percentage
Prof. Dr. H. Muhammad Quraish Shihab, M.A.	Chairman	16	16	1005	3	3	100%	3	3	100%
Muhammad Faiz, Lc., M.A.	Chairman	16	16	1005	3	3	100%	3	3	100%
H. Moham-mad Bagus Teguh Perwira, Lc., M.A.	Member	16	16	1005	3	3	100%	3	3	100%

Note:

- Based on the Deed of EGMS No. 15 on November 18, 2025, members of the Sharia Supervisory Board of the Sharia Business Unit (SBU) at PT. Bank Tabungan Negara (Persero), Tbk, effectively ceased by law as of the date of separation of SBU and the commencement of operations of the National Sharia Bank (BSN) as of December 22, 2025.

Frequency and Procedures of Advice-Giving Supervision of Sharia Principle Implementation in The Capital Market for Issuers or Public Companies

To provide advice, suggestions, supervising of the compliance with Sharia principles, the Sharia Supervisory Board implemented these through fatwas, opinions, periodic reviews, and joint meetings with the Board of Commissioners and/or Directors, as well as coordination with relevant Divisions. During 2025, the Sharia Supervisory Board issued 29 (twenty-nine) Sharia Supervisory Board Opinions. These Sharia Supervisory Board opinions were issued in response to the business development of BTN's SBU, ensuring to continuously operate in accordance with Sharia Principles.

No.	Month	Opinion
1	January	Problems Related to the Musyarakah Mutanaqisah (MMQ) Contract and MMQ Collateral
2	January	Re-distribution of BTN IB's Gratitude Financing Products
3	January	Creating Financing Products for Small Medium Enterprises (SMEs)
4	January	Business Process Improvement (BPI) Commercial Financing
5	February	Creation of BTN iB Construction Working Capital Financing Products (BTN iB Construction PMK)
6	March	Mortgage Life Insurance Using Ciputra Life Products for Developers Outside the Ciputra Group
7	April	Utilization of BTN Conventional NLPC (National Loan Processing Center) Organs in the Sharia Consumer Financing Process When Becoming a SCB
8	April	Use of Noesantara Gardapati Collection Services
9	April	Synergy between BTN UUS and Conventional BTN in Preparation for Becoming a Sharia Commercial Bank (SCB)
10	May	Announcement of Special Policy KK 4-VIII regarding Commercial Financing Products and Technical Instructions PT.4-C.1 Implementation of Commercial Financing.
11	May	Calculation of Multi-Level Margin Income for Murabahaah Mortgage.
12	May	Treatment of IMBT Contract Products Related to Asset Ownership.
13	July	Mobile Banking
14	July	Multibenefit BTN iB Refiancing (MMQ) for Converting Employee Soft Loan (KLK) and Kring from BTN Holding
15	August	Update of BTN SBU Product Name on SCB
16	September	BTN iB Savings Product
17	September	BTN iB SSM KPR and BTN iB BP2BT KPR products
18	September	BTN Syariah Cash Management System
19	September	PT Aviasi Pariwisata Indonesia's Loan Transfer Plan to Sharia Financing
20	September	Mortgage Program Financing Product Development
21	September	New Product Cash Management System
22	September	Priority Banking Services
23	November	Alternative Loan Conversion of PT Aviasi Pariwisata Indonesia Group into Sharia Financing
24	November	Special Policy on BTN iB Syukur Financing Products and BTN iB Syukur Financing Procedures
25	November	The 2026 Recovery Action Plan
26	November	Submission of Draft Deed of Addendum and Restatement of PT. Angkasa Pura Indonesia's Loan Facility Conversion Plan.
27	December	Review on Draft of Special Policy on Corporate Financing Products, and Special Policy on Corporate Financing Procedures and Technical Instructions
28	December	Special Policy for Mortgage Program Products and Technical Instructions for Implementing Mortgage Program
29	December	Inter-Office Account (RAK) for Business Funds and Inter-Office Transactional Accounts for BTN's SBU

Performance Assessment of Sharia Supervisory Board

Procedure of Performance Assessment of Sharia Supervisory Board

Sharia Supervisory Board performance evaluation is carried out for a period of 1 (one) year. In the first stage, Sharia Supervisory Board members evaluate their performance using the selfassessment method. In the second stage, Remuneration and Nomination Committee will discuss the results of the self-assessment and performance assessment of Sharia Supervisory Board and use them as input to the Board of Commissioners to be subsequently determined by the Annual GMS.

Sharia Supervisory Board Performance Evaluation Criteria

The DPS performance assessment is carried out by looking at the implementation of Sharia Supervisory Board duties and responsibilities during 2025 which consists of 3 aspects, namely:

1. Aspect of Reporting;
2. Aspect of Giving Consideration, Direction and Supervision of Sharia Principles; and
3. Aspect of Sharia Scientific Development.

Party Entitled to Conduct The Assessment

The Sharia Supervisory Board conducted a self-assessment on its performance in 2025 in the Sharia Supervisory Board internal meeting. The assessment is conducted by evaluating the achievement of Sharia Supervisory Board performance indicators throughout 2025. In the evaluation process, Sharia Supervisory Board coordinates with the Sharia Supervisory Board secretariat unit in terms of administration, documentation and data so that the performance evaluation process can be carried out accurately.

Results of Performance Assessment of Sharia Supervisory Board

Throughout 2025, the Sharia Supervisory Board professionally performed its duties and responsibilities. In terms of Consideration Provision, Direction and Supervision of Sharia Principles in 2025, the Sharia Supervisory Board reported the Sharia Supervisory Board's Supervisory Report for Quarter II-2024 and Quarter I-2025 punctually. Meanwhile, in terms of Consideration Provision, Direction and Supervision of Sharia Principles, the Sharia Supervisory Board held 19 (nineteen) SSB meetings, including 1 (one) meeting with the Enterprise Risk Management Division (ERMD), 3 (three) meetings with the Board of Directors, and 3 (three) meetings with the Board of Commissioners. Also, during 2025, the Sharia Supervisory Board issued 29 Sharia recommendation opinions. For the Supervisory Aspect, the Sharia Supervisory Board also conducts Sharia spot checks on the operational activities of KCS (Central Branch Office) to ensure compliance with Sharia principles in the operations and business of BTN SBU. The number of performed spot checks was 13 KCS. Regarding the development of Sharia knowledge, the Sharia Supervisory Board participates in a number of competency-building activities related to the duties and responsibilities of the Sharia Supervisory Board, conducted by regulators, the DSN-MUI, or other educational institutions (both domestic and international). This performance meets the requirements for the duties and responsibilities of the Sharia Supervisory Board.

Remuneration and Other Facilities for Sharia Supervisory Board

The Sharia Supervisory Board Charter organizes the terms of salary or honorarium or remuneration and/or benefits for Sharia Supervisory Board members as stipulated by GMS. In the event that the GMS delegates the Board of Commissioners to determine the amounts, the decision will be made in the Board of Commissioners' meeting by taking into account the recommendations from the Remuneration and Nomination Committee.

Remuneration for Sharia Supervisory Board in 2025

Types of Remuneration and Other Facilities	Chairman of the Sharia Supervisory Board		Member of the Sharia Supervisory Board	
	Person	IDR	Person	IDR
Remuneration				
Honorarium/Salary	1	Rp541,642,944	Rp1,186,472,948	Rp1,606,419,804
Routine allowance (Tj. PPh21)	-	-	-	-
Holiday Allowance	1	Rp45,136,913	2	Rp81,246,443
Performance Bonus	-	-	-	-
Total of Remuneration (a)	**1**	**Rp586,779,857**	**4**	**Rp1,687,666,247**
Post-Servise Insurance	1	Rp95,206,136	2	Rp130,269,201
Transportation Allowance	-	-	-	-
Total of Other Facilities (b)	**1**	**Rp95,206,136**	**2**	**Rp130,269,201**
Total Received (a) + (b)	**1**	**Rp681,985,993**	**4**	**Rp1,817,935,448**

Note:
- For the salary of the DPS Chairman, who was Prof. Dr. H. Muhammad Quraish Shihab, MA (1 person) from January-December 2025 with a total remuneration of IDR586,779,857 plus total facilities (insurance + allowances) of IDR95,206,136. The total received during 2025 was IDR681,985,993
- The DPS Members' salaries consisted of 2 people with the following details:
  1. Muhammad Faiz, Lc, MA for the period of January - December 2025 with a total remuneration (a) received of IDR528,101,873, plus total other facilities (b) (insurance + allowances) of IDR.45,065,704. The total received (a) + (b) during 2025 was IDR573,167,577.
  2. Mohamad Bagus Teguh Perwira, Lc, MA for the period of January - December 2025 with a total remuneration (a) received of IDR528,101,873, plus total other facilities (b) (insurance + allowances) of IDR85,203,497. The total received (a) + (b) during 2025 was IDR613,305,370.

Mechanism for The Resignation and Dismissal of Sharia Supervisory Board Members

The position in Sharia Supervisory Board shall be terminated if:
1. A member's term of office has been over in accordance with the Company's Articles of Association.
2. A member resigns in compliance with the applicable provisions.
3. A member no longer satisfies the regulatory requirements.
4. A member passes away.
5. A member is dismissed based on the GMS decision.

The mechanism for Sharia Supervisory Board member resignation is as follows:
1. A Sharia Supervisory Board member reserves the right to resign from their position by submitting notification in writing about their intent to the Board of Directors before his/her resignation.
2. The Company must announce this information to the public and communicate this matter and propose the replacement candidate to OJK at least 2 (two) working days after receiving the resignation letter and nominate replacement candidates for Sharia Supervisory Board members.
3. If the number of Sharia Supervisory Board members is less than the minimum number as regulated in applicable legislation following this resignation, the Company must then appoint a new Sharia Supervisory Board member according to the relevant regulation.
4. A Sharia Supervisory Board member who resigns before their term of office ends must be held responsible for their tasks during their active tenure, as reported in the incoming Annual GMS.
5. Any termination and/or resignation of Sharia Supervisory Board members must be reported to OJK within 10 (ten) calendar days after the effective date of a termination and/or resignation.

Director of Sharia Business Unit (UUS) of The Company

Director of Sharia Business unit (UUS) of the Company The Company's Sharia Business Unit (UUS) is led by the Director of Sharia Banking who is fully responsible for the implementation of sharia business management prudentially in accordance with the sharia principles. The appointment of the Director is based on integrity, competence, adequate financial reputation, experience as a bank executive officer in bank's operations, and passing the fit and proper test as required in Bank Indonesia Regulation No. 14/6/PBI/2012 on fit and proper test in Sharia Banks and Sharia Business Units.

Currently, the Director of UUS Perusahaan is held by Mr. Hirwandi Gafar who was appointed based on the Board of Directors meeting on December 3, 2019 and has obtained OJK approval through Letter number SR-6/ PB.1/2021 dated March 2, 2021, through Confirmation of the Appointment of the UUS Director of PT Bank Tabungan Negara (Persero) Tbk. His brief profile is available in the Company Profile Chapter in the Board of Directors Profile section of this Annual Report.

Duties and Responsibilities of The UUS Director

The Director of UUS manages UUS prudentially in accordance with the sharia principles by following the Company's Article of Association and GCG best practices.

Head of Sharia Business Division

In performing the operational activity, the Director of UUS is assisted by the Head of the Sharia Business Division. Based on the Company's Guidebook, below are the duties and authorities of the Head of the Sharia Business Division:

1. Establishing a proposal of the work plan and budget (RKAP) on the corresponding field according to the applicable terms.
2. Developing a strategic plan for the UUS.
3. Formulating policies relating to the UUS.
4. Ensuring the secretarial function of Sharia Supervisory Board.
5. Ensuring the operation and performance of the UUS.
6. Managing and controlling any risks existing within their professional context.
7. Applying GCG in the respective unit.

Report on The Implementation of The Company's UUS Activities

Transparency of Financial and Non-Financial Conditions, GCG Implementation Reports and Internal Reporting

Throughout 2025 the Company has published quarterly financial reports both through the website www.btn. co.id and through newspapers, and reported them to regulators in accordance with regulations and on time. A recapitulation of the publication of quarterly financial reports through newspapers and online media is as follows:

Quarterly	Newspapers/Published Media	Date
IV of 2024	www.btn.co.id	February 12, 2025
I of 2025	www.btn.co.id	April 24, 2025
II of 2025	www.btn.co.id; Bisnis Indonesia dan Investor Daily	August 28, 2025
III of 2025	www.btn.co.id	October 24, 2025

List of Consultants, Advisors or The Equivalent Used by UUS Bank BTN

Based on the Cooperation Agreement document between UUS BTN and consultants related to activities and operational activities at UUS BTN, throughout 2025 UUS BTN has collaborated with several consultants, namely:

1. Hajj Financial Management Agency (BPKH) for Increasing Regular Hajj Registration Through Optimization of Hajj and Umrah Guidance Groups (KBIHU) and Hajj Communities.
2. PT Infinetworks Global for providing SMS Gateway services.
3. PT Rintis Sejahtera for providing implementation services for the National Quick Response Code Standard (QRIS) Including QR Cross Border and Transfer Transactions, Cash Withdrawals and Cash Deposits (TUNTAS).).
4. KPMG consultant for provision of PSAK 413 gap analysis data related to Impairment.
5. The Indonesian Banking Development Institute (LPPI) assisted in the preparation and migration process of Internal Regulations from the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk (UUS BTN) to PT Bank Syariah Nasional (BSN).

Number of Deviations (Internal Fraud) That Occurred and Settlement Efforts by UUS

In order to reduce internal irregularities (internal fraud) committed by management, permanent and non-permanent employees (honorary and outsourced) related to the work processes and operational activities of UUS Bank BTN which significantly affect the performance conditions of UUS Bank BTN, UUS Bank BTN carries out various preventive measures against the possibility of internal fraud committed by employees.

During 2025, irregularities/fraud related to UUS work processes and operational activities can be explained in the following table:

Internal Fraud in 1 year	Number of frauds committed (Internal)					
	Member of the Board of Commissioners and Member of the Board of Directors		Permanent Employee		Non-Permanent Employee	
	Previous year (2024)	Current year (2025)	Previous year (2024)	Current year (2025)	Previous year (2024)	Current year (2025)
Total Fraud	-	-	4	3	-	-
It has been resolved	-	-	4	3	-	-
In the process of being resolved internally at UUS	-	-	0	-	-	-
No solution has been attempted yet	-	-	0	-	-	-
It has been followed up through the legal process	-	-	0	-	-	-

Note:
1. The number of cases in the current year was based on the Special Audit Results Report for the period of January to December 2025.
2. The number of cases that "**Had been resolved**" were cases that had received a sanction decision from the Board of Directors until December 2025.
3. The number of cases that was "**In the resolving process internally at the bank**" was cases that had not received a sanction decision from the Board of Directors until December 2025.
4. The number of cases that "**Had been followed up through the legal process**" was cases that had been decided in the Board of Directors' Decision, such as criminal sanctions (criminal reporting process by the Legal Division (LGD)).

Number of Legal Problems and Settlement Efforts by UUS

Throughout 2025, civil and criminal legal issues faced by UUS Bank BTN and which have been submitted through the legal process, are as follows:

Legal Issues	Amount	
	Civil	Criminal
It has been completed (has permanent legal force).	-	-
In the process of being resolved.	6	6
Total	6	6

In resolving legal problems faced by UUS of Bank BTN, deliberation is always prioritized when facing disputes with customers. However, if deliberation cannot resolve the dispute, then UUS Company and the customer agree to resolve the dispute using arbitration or through a judicial institution based on applicable laws and regulations and in accordance with Sharia Principles.

Non-Halal Income and Its Use

Non-halal income obtained includes, among other things, fines or interest income from placements with Bank BTN (Parent) which are used as liquidity funds for Sharia Branch Offices. The total income earned during 2025 (in full Rupiah figures) is as follows:

No.	Description	December 31, 2025
1	Sources of Benevolent Funds at the Beginning of the Period	1,086,950,101
2	Receipt of Benevolent Funds	
	A Infaq	
	B Alms	
	C Productive benevolence refunds	
	D Fine	2,719,784,141
	E Non-halal acceptance	9,901,035
	Total Receipts	**2,729,685,176**
3	Use of Benevolent Funds	
	A Productive Benevolent Fund	
	B Donations	
	C Other uses are for the public interest	273,209,345
	Total Usage	**273,209,345**
4	Increase (Decrease) in Sources of Benevolent Funds for Use	2,456,475,831
5	**Sources of Benevolent Funds at the End of the Period**	**3,543,425,932**

Conduct a UUS GCG Self Assessment

In order to create a healthy, prudent and resilient sharia banking industry, Bank BTN as an entity operating in the banking sector, through its Sharia Business Unit, is obliged to implement Good Corporate Governance and comply with Sharia Principles. Implementation of Good Corporate Governance (GCG) is an effort to protect stakeholder interests and increase compliance with laws and regulations and ethical values generally accepted in the sharia banking industry.

GCG implementation requires an assessment to see the extent of progress towards the GCG principles that have been implemented by the Company. This assessment is also useful for ensuring continuous improvement in the quality of GCG implementation in business processes. UUS Bank BTN has carried out a selfassessment in accordance with BI/OJK regulations which require the Company to carry out its own assessment (internal selfassessment) on the implementation of GCG.

The results of the Bank BTN UUS self-assessment for the period January to June 2025 can be presented as follows:

No.	Factor	Weight (%)	Rating	Grade
1	Implementation of the duties and responsibilities of the Director in charge of UUS	0.35	1.00	0.35
2	Implementation of the duties and responsibilities of the Sharia Supervisory Board	0.20	1.00	0.20
3	Implementation of Sharia Principles in fund-raising and fund-channeling activities and services.	0.10	2.00	0.20
4	Distribution of funds to core financing customers and storage of funds by core depositors	0.10	2.00	0.20
5	Transparency of Financial and Non-Financial Conditions, GCG Implementation Reports and Internal Reporting	0.25	2.00	0.50
	Total Composite Value	**1.00**		**1.45**
	Number Criteria		**2**	
	Predicate		**BAIK**	

Based on our Self-Assessment results, the composite score for the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk was **1.45**, with a score of **2** and a rating of "**Good.**" This composite score was a decrease from the previous year's composite score. The rating reflected the Company's management's generally sound and consistent implementation of GCG. Additionally, it was reflected in the adequate fulfillment of GCG principles. If there were weaknesses in the implementation of GCG principles, these weaknesses could generally be addressed by the Company's management.

Implementation of Compliance with Sharia Principles

Based on OJK Regulation Number 2 of 2024 dated February 15, 2024, concerning the Implementation of Sharia Governance for Sharia Commercial Banks and Sharia Business Units, the Company through the Board of Directors coordinates with the Sharia Supervisory Board regarding the implementation of the compliance function towards Sharia Principles. In 2024, coordination meetings between the Board of Directors and the Sharia Supervisory Board were held 3 (three) times to ensure that the implementation of the supervision function towards compliance with sharia principles in the BTN Sharia Business Unit (UUS) both at the Head Office and Branch Offices has been carried out properly by the Sharia Supervisory Board. Overall, the implementation of the supervisory duties of the Company's Sharia Supervisory Board regarding the new product development process and supervision of the Bank's activities has been reported through the Sharia Supervisory Board Supervision Report per 6 (six) months, ending in June.

The cause was due to BTN SBU had changed entity into PT Bank Syariah Nasional as of December 22, 2025, so the presentation of the report was only as of June 2025.

Sharia Business Unit Risk Management Reporting

In 2025, SBU submitted a Quarterly Risk Profile Report to the OJK in accordance with the provisions, as follows:
1. 640/S/DIR/ERMD/IV/2025 Submission of BTN Sharia Business Unit Risk Profile Report for Quarter I of 2025.
2. 1177/S/DIR/ERMD/VII/2025 Submission of BTN Sharia Business Unit Risk Profile Report for Quarter II of 2025
3. 1727/S/DIR/ERMD/X/2025 Submission of BTN Sharia Business Unit Risk Profile Report for Quarter III of 2025

4. 123/S/DIR/ERMD/I/2026 Submission of BTN Sharia Business Unit Risk Profile Report for Quarter IV of 2025

In the Sharia Business Unit, reports for risk management are no different from conventional commercial banks, but 2 (two) types of risk are added, namely:

a. Return Risk Management
   Sharia Banking Division (SHAD) employees, including Company business unit management, are part of implementing Risk Management for Return Risk, considering that Returns are the result of all Sharia Business Unit (UUS) business activities. The role of Business Unit Management, in this case the Treasury Department of the Sharia Business Unit (UUS), is to identify Return Risk on Risk resulting from changes in the rate of return paid by the Company to customers, due to changes in the rate of return received by the Company from the distribution of funds, which can influence behavior. The Company third party fund customers. Return Risk Measurement is based on assessment results using parameters/indicators, namely the composition of third party funds, the company's strategy and performance in generating profits/revenue as well as the behavior of third party fund customers. These three indicators are used by the Treasury Department Sharia Business Unit (UUS) in managing Return Risk. In order to monitor Yield Risk and ensure that the returns given to customers are maintained, the Sharia Banking Division (SHAD), in this case the Treasury Department, manages policies related to special Financing Profit Sharing margins in coordination with business units, in this case the Commercial Financing Department and Branch Offices. Sharia.

b. Investment Risk Management
   Investment Risk is the risk resulting from the Company sharing in the customer's business losses financed in profit sharing based financing, whether using the net revenue sharing method or using the profit and loss sharing method. Investment Risk Management is the management of financing risks provided on a Profit Sharing basis which is part of the Bank's Risk Management Policy Guidelines for Bank Sharia Business Units (UUS) and is prepared as part of the risk assessment process. Investment Risk Exposure is monitored from the Financing granting process until the Financing maturity. Investment Risk Measurement uses parameters/indicators consisting of the composition and level of concentration of profit-sharing based financing, the quality of profit-sharing-based financing and external factors. These three indicators are used by the Commercial Financing Department in the Sharia Business Unit (UUS) in managing Investment Risk. Monitoring and controlling investment risk includes evaluating profit sharingbased financing risk exposure against investment risk limits and reviewing Internal Credit Rating policies between the Commercial Financing Department in the Sharia Business Unit (UUS) together with the Wholesale Credit Risk Division (WRD). Management of profit sharing based financing is carried out by the Commercial Financing Department at the Sharia Business Unit (UUS) and Sharia Branch Offices.

Business Permits Revocation of Sharia Business Units

Based on the Extraordinary GMS on November 18, 2025, the GMS approved the Company's action to exercise the Separation of the Sharia Business Unit by transferring its rights and obligations to PT Bank Syariah Nasional to be recorded as an increase in paid-up and subscribed capital by the Company to PT Bank Syariah Nasional, and, subsequently, rights, obligations and responsibilities related to the Company's Sharia Business Unit that was transferred were transferred to PT Bank Syariah Nasional, prevailing on the Effective Date of Separation. The Board of Directors through letter Number 2273/S/DIR/SHAD/XII/2025 on December 19, 2025 until the latest letter Number 189/DIR/CSPD/I/2026 on January 29, 2026, submitted an application for business permits revocation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk.

Sharia Business of PT Bank Tabungan Negara (Persero) Tbk. Furthermore, the OJK granted approval for the Separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk by means of transferring rights and obligations to PT Bank Syariah Nasional through letter Number SR-511/PB.02/2025 on December 9, 2025 regarding Approval of the Application for Separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk. Exercising the Separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk by means of transferring rights and obligations to PT Bank Syariah Nasional, the business permits of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk had to be revoked.

PUBLIC COMPANY
GOVERNANCE IMPLEMENTATION GUIDELINES

The Company always complies with applicable regulations in implementing GCG. It includes referring to the Public Company Governance Guidelines stipulated in OJK Regulation No. 21/POJK.04/2015 and OJK Circular Letter No. 32/SEOJK.04/2015 concerning Public Company Governance Guidelines. The OJK Regulation regulates 5 (five) aspects, 8 (eight) principles, and 25 (twenty-five) recommendations for the implementation of aspects and principles of good corporate governance. Until the end of 2024, the Company has implemented all recommendations in the regulation with the following detailed information:

No	Aspects; Principles; Recommendations	Comply or Explain
A.	**Aspect 1: Relationship between Public Companies and Shareholders in Guaranteeing Shareholder Rights.**	
A.1.	Principle 1: Relationship of Public Company with Shareholders in Guaranteeing the Rights of Shareholders	
A.1.1.	Recommendation 1 : Public Company has technical ways or procedures for voting both in an open and closed manner that prioritize independence and the interests of shareholders. Explanation : Each share with issued voting rights has one voting right (one share, one vote). Shareholders can exercise their voting rights during decision-making, especially in making decisions through voting. However, the mechanism for decisionmaking through voting, both in an open and closed manner, has not been regulated in detail. Public Companies are recommended to have a voting procedure in making decisions on an agenda of the GMS. The voting procedure must maintain the independence or freedom of shareholders. For ex-ample, voting is held openly by raising hands following the instructions offered by the chairman of the GMS. Meanwhile, voting in a closed manner is carried out on decisions that require confidentiality or at the request of shareholders by using ballots or electronic voting.	a. The voting procedure in making decisions on a GMS agenda item is carried out by closed voting as stated in the GMS Rules of Procedure which are disclosed to the public via the Company's website. b. The voting procedure has maintained the independence and freedom of shareholders. In 2025, the Company held its Annual General Meeting of Shareholders on March 26, 2025. The resolutions were made based on deliberation to reach consensus. If a resolution based on deliberation to reach consensus was not reached, a vote was held. Resolutions were made, if approved by more than ½ (one half) of the total shares with valid voting rights, being present at the meeting. Voting is carried out using the following mechanism: a. Shareholders or their proxies who abstain or disagree will be asked to raise their hands and submit their voting cards to the officer. The Meeting Officer will collect voting cards from shareholders or their proxies and then submit the voting cards to the Notary to be counted. b. The number of abstentions and dissenting votes is calculated with the valid votes cast at the Meeting and the difference is the number of affirmative votes. c. Shareholders with valid voting rights who do not cast a vote (abstain) are deemed to have cast the same vote as the majority of shareholders who cast a vote. d. The notary will calculate and convey the results of the voting on the proposed Meeting decisions submitted. **Comply**

No	Aspects; Principles; Recommendations	Comply or Explain
A.1.2.	Recommendation 2 : All members of the Board of Directors and the Board of Commissioners of Public Company participate in the Annual GMS. Explanation : The presence of all members of the Board of Directors and members of the Board of Commissioners of Public Company has an aim. It is to ensure that every member of the Board of Directors and members of the Board of Commissioners can pay attention, explain, and directly answer the problems that occur or the questions asked by shareholders related to the agenda in the GMS.	In holding the GMS, the Company consistently complies with applicable regulations. During the Annual GMS on March 26, 2025, all members of the Board of Directors and Board of Commissioners, including members of the Audit Committee, attended. **Comply**
A.1.3.	Recommendation 3 : A summary of GMS minutes is available on the Website of the Public Company for at least one (1) year. Explanation : Based on the provisions in Article 34 paragraph (2) of the Financial Services Authority Regulation Num-ber 32/ POJK.04/2014 concerning the Plan and Implementation of the General Meeting of Shareholders of Public Companies, Public Companies are required to make a summary of GMS minutes in Indonesian and foreign languages (at least in English), and announced 2 (two) working days after the GMS is held to the public, one of which is through the Public Company Website. The availability of a summary of GMS minutes on the Public Company Website provides an opportunity for shareholders who are absent to easily and quickly obtain important information about the GMS implementation. Therefore, the provision on the minimum period of availability of a summary of GMS minutes on the Website is intended to provide sufficient time for shareholders to obtain such information.	The Company provides a summary of the minutes of the GMS in Indonesian and English through the Company's website www.btn.co.id in the Investor Relations menu, as well as in print media and through the IDXnet and OJK E-reporting electronic reporting systems, such as on March 27, 2025 for the Annual GMS for the 2024 Fiscal Year. **Comply**
A.2.	Principle 2 : Improving the Quality of Public Company Communication with Shareholders or Investors.	
A.2.1.	Recommendation 4 : Public Company possesses a communication policy with Shareholders or Investors. Explanation : The existence of communication between the Public Company and shareholders or investors is intended for the shareholders or investors to get a clearer understanding of the information that has been published to the public, such as periodic reports, the disclosure of information, business conditions or prospects and performance, as well as the implementation of public company governance. In addition, shareholders or investors can also submit suggestions and opinions to the management of the Public Company. The communication policy with shareholders or investors shows the Public Company's commitment to communicating with shareholders or investors. The policy may include strategies, programs, and communication execution timing, as well as guidance that supports shareholders or investors to participate in such communications.	The Company has a communication policy with shareholders or investors referring to the Investor Relations Policy which includes analyst meetings, public exposes, investor meetings, Annual Reports and so on. Technical Instructions Number PT.9-AD.9 on September 18, 2023, concerning Bank Communication Management of PT Bank Tabungan (Persero) Tbk **Comply**
A.2.2.	Recommendation 5 : The Public Company discloses the communication policy of the Public Company with Sharehold-ers or Investors on the Company Website. Penjelasan : Disclosure of communication policy is a form of transparency on the commitment of the Public Company to providing equality to all shareholders or investors regarding the implementation of communication. The disclosure of information also aims to increase the participation and role of shareholders or inves-tors in implementing the Public Company communication program.	The Company has disclosed its communication policy with shareholders or investors on the Company's website (www.btn.co.id) Investor Relations menu - Investor Relations Policy Guidelines. **Comply**

No	Aspects; Principles; Recommendations	Comply or Explain
B.	**Aspect 2 : Board of Commissioners' Function and Role**	
B.1.	Principle 3: Strengthening membership and composition of the Board of Commissioners.	
B.1.1.	Recommendation 6 : Determination of the number of members of the Board of Commissioners by considering the Public Company's condition. Explanation : The number of members of the Board of Commissioners may affect the effectiveness of the Board of Commissioners' duties. The number of the Board of Commissioners members in a Public Company must be determined by referring to the provisions of the applicable laws and regulations. The Board of Commissioners members consist of at least two people based on the requirements of the Financial Services Authority (FSA) Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. In addition, it is also necessary to consider the condition of the Public Company. It includes characteristics, capacity, and size, as well as achieving goals and fulfilling different business needs among Public Companies. However, if the number of the Board of Commissioners members is too large, it could interfere with the effectiveness of the implementation of the functions of the Board of Commissioners.	The determination of the number of members of the Board of Commissioners has considered the Company's conditions including characteristics, capacity, and size, as well as the achievement of objectives and fulfillment of the bank's business needs referring to the provisions of the Regulator. The number of members of the Board of Commissioners is currently considered sufficient and in accordance with OJK Regulation Number 33/ POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies or equal to the number of members of the Board of Directors. **Comply**
B.1.2.	Recommendation 7 : Determination of the composition of members of the Board of Commissioners considering the diversity of expertise, knowledge, and experience required. Explanation : The composition of the Board of Commissioners is a combination of characteristics both in terms of the organs of the Board of Commissioners and members of the Board of Commissioners individually, following the needs of the Public Company. These characteristics can be reflected in the determination of the expertise, knowledge, and experience needed in implementing supervisory duties and providing advice by the Board of Commissioners of a Public Company. The composition that considers the needs of the Public Company is a positive matter, primarily related to decisionmaking in the context of implementing the supervisory function carried out by considering various broader aspects.	The composition of the members of the Board of Commissioners takes into account the diversity of expertise, knowledge and experience required as disclosed in the Diversity of the Composition of the Board of Commissioners section of this Annual Report. **Comply**
B.2.	Principle 4: Improving the Implementation Quality of Duties and Responsibilities of the Board of Commissioners	
B.2.1.	Recommendation 8 : The Board of Commissioners has in place a Self-Assessment policy that assesses the performance of the Board of Commissioners. Explanation : The Board of Commissioners' selfassessment policy is a guideline used as a form of accountability for collegial assessment of the Board of Commissioners' performance. Selfassessment is intended to be carried out by each member to assess the implementation of the Board of Commissioners' performance in a collegial manner. Self-assessment is not used to evaluate the individual performance of each member of the Board of Commissioners. With this self-assessment, each member of the Board of Commissioners is expected to improve the performance of the Board of Commissioners on an ongoing basis. The policy can include assessment activities carried out along with their purposes and objectives, the periodic implementation time, and the benchmarks or assessment criteria used following the recommendations given by the nomination and remuneration function of a Public Company. The existence of this function has been required in the Financial Services Authority Regulation Number 34/ POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.	The Board of Commissioners has a selfassessment policy as stated in the Joint Decree on the Working Relations of the Board of Commissioners and the Board of Directors of the Company in the Joint Decree of the Board of Commissioners No. 01/SKB/KOM/BTN/2024 and the Board of Directors No. SKB-01/DIR-BTN/2024, Chapter V Performance Evaluation which is described in the Board of Commissioners' performance assessment section in this Annual Report and the Company's website (www.btn.co.id) Investor Relations menu - GCG - Crossreference ASEAN CG Scorecard - SKB. **Comply**

No	Aspects; Principles; Recommendations	Comply or Explain
B.2.2.	Recommendation 9 : Self-Assessment policies assessing the performance of the Board of Commissioners are to be disclosed through the Annual Report of the Public Company. Explanation : The disclosure of the self-assessment policy on the performance of the Board of Commissioners is carried out not solely to fulfill the transparency aspect as a form of accountability for implementing the board's duties. In addition, it also provides assurance, especially to shareholders or investors, as at-tempts need to be made to improve the performance of the Board of Commissioners. With this disclosure, shareholders or investors know the check and balance mechanism for the performance of the Board of Commissioners.	The self-assessment policy for assessing the performance of the Board of Commissioners is disclosed in the Board of Commissioners performance assessment section of this Annual Report. **Comply**
B.2.3.	Recommendation 10 : The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if involved in financial crimes. Explanation : The policy regarding the resignation of members of the Board of Commissioners involved in financial crimes is a policy that can increase the trust of stakeholders in the Public Company, which will maintain the integrity of the Company. This policy is needed to help the legal process run smoothly so that the legal process does not interfere with the course of business activities. In addition, in terms of morality, this policy builds an ethical culture within the Public Company. The policy may be included in the Guidelines or Code of Ethics applicable to the Board of Commissioners. Furthermore, the status of a convict is given by the competent authority to a member of the Board of Commissioners who is involved in financial crimes. Financial crimes refer to manipulation and various forms of embezzlement in financial services activities and Money Laundering Crimes as referred to in Law Number 8 of 2010 concerning the Prevention and Eradication of Money Laundering Crimes.	The Company has a policy in the Guidelines and Work Procedures of the Board of Commissioners in the Decree of the Board of Commissioners Number 18/KOM/BTN/2024 regarding the resignation and dismissal of members of the Board of Commissioners if they are involved in actions that are detrimental to the Company and/or the State and if the person concerned is found guilty by a court decision that has permanent legal force. **Comply**
B.2.4.	Recommendation 11 : The Board of Commissioners or the Committee that performs the Nomination and Remuneration function composed a Nomination succession policy for members of the Board of Directors. Explanation : Based on the provisions of the Financial Services Authority Regulation Number 34/ POJK.04/2014 con-cerning the Nomination and Remuneration Committee of Issuers or Public Companies, the committee that carries out the nomination function has the task of formulating the policies and criteria needed 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 Di-rectors. The policy on succession aims to maintain the continuity of the process of regeneration or re-generation of leadership in the Company to maintain business sustainability and the Company's long-term goals.	The appointment and dismissal of the Company's Board of Directors are carried out based on the principles of professionalism and GCG. The Company is a State-Owned Enterprise (BUMN), therefore the Board of Directors succession policy refers to the Regulation of the Minister of State-Owned Enterprises No. PER-11/MBU/07/2021 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises. In addition, as a public company, the Company's policy also refers to the Financial Services Authority Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. A description of the succession policy in the Nomination process for members of the Company's Board of Directors has been disclosed in the Board of Directors Succession Policy section of this Annual Report. **Comply**

No	Aspects; Principles; Recommendations	Comply or Explain
C.	**Aspect 3: Functions and Roles of the Board of Directors**	
C.1.	Principle 5: Strengthening the Membership and Composition of the Board of Directors.	
C.1.1.	Recommendation 12 : Determination of the number of members of the Board of Directors considers the Public Company's condition and effectiveness in decision making. Explanation : As an authorized corporate organ that deals with the management of the Company, the determination of the number of Directors dramatically affects the performance of the Public Company. Thus, the number of members of the Board of Directors must be determined through careful consideration and refer to the applicable laws and regulations. It must be based on the Financial Services Authority Regulation Number 33 / POJK.04 / 2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies consisting of at least 2 (two) people. In addition, the number of Directors must be determined based on the need to achieve the goals and objectives of the Public Company and adjusted to the conditions of the Public Company. This condition includes the characteristics, capacity, and size of the Public Company and how to achieve the effectiveness of the Board of Directors' decision making.	The determination of the number of members of the Board of Directors has considered the Company's conditions including characteristics, capacity, and size, as well as the achievement of objectives and fulfillment of the bank's business needs referring to the provisions of the Regulator. The number of members of the Board of Directors has complied with the provisions of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. **Comply**
C.1.2.	Recommendation 13 : Determination of the composition of members of the Board of Directors considers the diversity of expertise, knowledge, and experience needed. Explanation : Similar to the Board of Commissioners, the diversity of the composition of members of the Board of Directors is a combination of desired characteristics. This combination is in terms of the organs of the Board of Directors and the individual members of the Board of Directors, following the needs of the Public Company. It is determined by considering the appropriate expertise, knowledge, and experience in the division of duties and functions of the Board of Directors in achieving the objectives of the Public Company. Thus, consideration of the characteristic combination will impact the accuracy of the nomination process and the individual appointment of members of the Board of Directors or collegial Board of Directors.	The composition of the Board of Directors members takes into account the diversity of skills, knowledge and experience required as disclosed in the Diversity of the Composition of the Board of Directors section of this Annual Report. **Comply**

No	Aspects; Principles; Recommendations	Comply or Explain
C.1.3.	Recommendation 14 : Members of the Board of Directors in charge of Accounting or Finance have the required expertise and/or knowledge in accounting. Explanation : Financial Statements are management's accountability reports from managing resources owned by a Public Company. They must be prepared and presented following generally accepted Financial Accounting Standards in Indonesia and related OJK regulations, including laws and regulations in the Capital Market sector that regulate the presentation and disclosure of Public Company Financial Statements. Based on the laws and regulations in the Capital Market sector that regulate the responsibility of the Board of Directors for the Financial Statements, the Board of Directors is jointly responsible for the Financial Statements. The President Director and members of the Board of Directors in charge of accounting or finance sign the Financial Statements. Thus, the disclosure and preparation of financial information presented in the financial statements will largely depend on the expertise and/or knowledge of the Board of Directors, especially members of the Board of Directors in charge of accounting or finance. The existence of expertise and/or knowledge qualifications in the accounting field that at least the members of the Board of Directors have can ensure the process of making the Financial Statements. Thus, the Financial Statements can be a reliable basis for stakeholders in making economic decisions related to the Public Company. Such expertise and/or knowledge can be proven by educational background, training certification, and/ or related work experience.	In 2025, the Director in charge of accounting or finance has an educational background and work experience in the financial sector with the following information: a. Education 1. Bachelor of Economics 2. Master of Economics 3. Having work experience in banking b. Work experience 1. March 2021 – currently serving as Director of Finance 2. 2015-2021 served as Head of Treasury Division. 3. 2015 served as Acting Regional Head, Regional Office I 4. Served as Head of Treasury Division in 2014. 5. Served as Head of Institutional Banking Division in 2013. 6. Served as Post Office Alliance Desk Head in 2012. The certifications held by the Director in charge of finance/accounting could be seen in the Directors' Competency Development section of this Annual Report. **Comply**
C.2.	Principle 6: Improving the Quality of the Board of Directors' Duties and Responsibilities.	
C.2.1.	Recommendation 15 : The Board of Directors has in place a SelfAssessment policy used to assess the performance of the Board of Directorsi. Explanation : Similar to the Board of Commissioners, the Board of Directors self-assessment policy is a guideline used as a form of accountability for collegial assessment of the Board of Directors' performance. Self-assessment is intended to be carried out by each member of the Board of Directors. The aim is to assess the implementation of the Board of Directors' performance in a collegial manner. SelfAssessment is not used to evaluate the individual performance of each member of the Board of Directors. With this selfassessment, each member of the Board of Directors is expected to improve the performance of the Board of Directors on an ongoing basis. The policy may include assessment activities carried out along with their purposes and objectives, the periodic implementation time, and the benchmarks or assessment criteria used following the recommendations given by the nomination and remuneration function of a Public Company. The establishment of these functions has been required in the Financial Services Authority Regulation Number 34/ POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.	The Board of Directors has its own self assessment policy as stated in the Joint Decree on the Working Relations of the Board of Commissioners and the Board of Directors of the Company in 2024, Chapter IV Performance Evaluation, and this assessment system is summarized as a Key Performance Indicator (KPI) as described in the Board of Directors' performance assessment section of this Annual Report and the Company's website (www.btn.co.id) Investor Relations-GCG menu - Crossreference ASEAN CG Scorecard. **Comply**

No	Aspects; Principles; Recommendations	Comply or Explain
C.2.2.	Recommendation 16 : Self-Assessment policies in order to assess the performance of the Board of Directors are disclosed through the Annual Report of the Public Company. Explanation : The disclosure of the self-assessment policy regarding the Board of Directors' performance is carried out not solely to fulfill the transparency aspect as a form of accountability for implementing the Board of Directors' duties. In addition, it also provides essential information regarding the attempts to improve the management of the Public Company. This information is beneficial to give assurance to shareholders or investors regarding the existence of certainty that the Company management continues to be carried out in a better direction. With this disclosure, shareholders or investors know the check and balance mechanism for the performance of the Board of Directors.	The self-assessment policy for assessing the performance of the Board of Directors is disclosed in the Board of Directors' performance assessment section of this Annual Report. **Comply**
C.2.3.	Recommendation 17 : The Board of Directors has a policy related to the resignation of members of the Board of Directors when involved in financial crimes. Explanation : The policy of resignation for members of the Board of Directors involved in financial crimes is a policy that can increase the stakeholders' trust in the Public Company, which in return will maintain the Company's integrity. This policy is needed to help the legal process runs smoothly and so that the legal process does not interfere with the course of business activities. In addition, in terms of morality, this policy will build an ethical culture within the Public Company. The policy may be covered by the Guidelines or Code of Ethics applicable to the Board of Directors. Furthermore, the status of a convict is given by the competent authority to a member of the Board of Commissioners who is involved in financial crimes. Financial crimes refer to manipulation and various forms of embezzlement in financial services activities and Money Laundering Crimes as referred to in Law Number 8 of 2010 concerning the Prevention and Eradication of Money Laundering Crimes.	The Company has a policy on the Guidelines and Work Procedures of the Board of Directors through Special Policy Number KK.6-G concerning the Guidelines and Work Procedures of the Board of Directors. related to the resignation and dismissal of members of the Board of Directors if they are involved in actions that are detrimental to the Company and/or the State and if the person concerned is found guilty by a court decision that has permanent legal force. **Comply**
D.	**Aspect 4: Stakeholder Participation**	
D.1.	Principle 7: Upgrading corporate governance aspects through stakeholder participation.	
D.1.1.	Recommendation 18 : The Public Company has in place policies to prevent Insider Trading. Explanation : A person with insider information is prohibited from conducting a Securities transaction using insider information as referred to in the Law on Capital Market. Public Companies can minimize the occurrence of insider trading through prevention policies, for example, by strictly separating confidential data and/or information from public ones and dividing the duties and responsibilities for the management of such information proportionally and efficiently.	The Company has a policy to prevent insider trading as regulated in Special Policy Number KK.9-AA on September 15, 2023 , concerning Investor Relations Activities, and it can be seen on the Company's website (www.btn.co.id) on the Investor Relations menu - Investor Relations Policy Guidelines. **Comply**

No	Aspects; Principles; Recommendations	Comply or Explain
D.1.2.	Recommendation 19 : The Public Company has in place an Anti-Corruption and Anti-Fraud policy. Explanation : Anti-corruption policies are useful for ensuring that the business activities of public companies are carried out legally, prudently, and in accordance with the principles of good governance. The policy can be part of a code of conduct or in its own form. The policy may include, among others, programs and procedures carried out to overcome corrupt practices, kickbacks, fraud, bribery, and/ or gratification in a Public Company. The scope of the policy must describe the prevention of the Public Company against all corrupt practices, either giving or receiving from other parties.	Special Policy No. KK.8-K regarding Fraud Risk management procedures. As a guideline in the implementation of Gratification Control as an initiative of the national anti-corruption program, the Company issued instructions for implementing gratification control guidelines in a Special Policy Number KK.6-A concerning Gratification Control Procedures. **Comply**
D.1.3.	Recommendation 20 : The Public Company has a policy in place regarding the selection and improvement of suppliers or vendor ability. Explanation : The supplier or vendor selection policy is useful to ensure that the Public Company obtains the necessary goods or services at competitive prices and good quality. Meanwhile, the policy of increasing the ability of suppliers or vendors helps ensure that the supply chain runs efficiently and effectively. The suppliers' or vendors' ability to supply/ provide the goods or services needed by the Company will affect the quality of the Company's output. Thus, implementing these policies can guarantee the continuity of supply, both in terms of quantity and quality needed by the Public Company. The scope of this policy includes criteria in selecting suppliers or vendors, transparent procurement mechanisms, attempts to improve the capabilities of suppliers or vendors, and the fulfillment of rights related to suppliers or vendors. The Company has policies related to the procurement of goods and services that contain the selection and improvement of supplier or vendor capabilities as stated in the Procurement Guidelines standards.	The Company has policies related to vendor management as regulated in Special Policy concerning Guidelines for the Implementation of Procurement of Goods and/or Services and Technical Instructions Number PT.9-H.1 concerning Guidelines for the Implementation of Procurement of Goods and/or Services. In general, the scope of this policy includes, among others, criteria for vendor selection, transparent procurement mechanisms, vendor performance evaluation, and vendor track records. Improving supplier or vendor capabilities is done by providing guidance to vendors through coordination meetings, monitoring and evaluating vendor performance. The implementation of the vendor selection policy is carried out by managing the Bank Partner List which can be used as a vendor database in procurement using the direct appointment/direct selection/direct selection method. The Special Policy above also regulates the Standard Operating Procedure (SOP) for transparent procurement mechanisms through the auction/direct selection/direct selection/ direct appointment method as well as provisions regarding work contracts with vendors. So that with the implementation of this policy, it is expected that the continuity of supply needed by the company can be guaranteed. **Comply**
D.1.4.	Recommendation 21 : The Public Company has a policy on fulfilling the creditors' rights. Explanation : The policy regarding the fulfillment of creditors' rights is utilized as a guideline in making loans to creditors. The policy aims to maintain the fulfillment of rights and maintain creditors' trust in the Public Company. The policy includes considerations in making agreements, as well as follow-up actions in fulfilling the obligations of the Public Company to creditors.	The policy on the fulfillment of creditor rights is used as a guideline in making loans to creditors. The purpose of the policy is to ensure the fulfillment of rights and maintain creditor trust in the Public Company. The policy includes considerations in making agreements, as well as follow-up in fulfilling the obligations of the Public Company to creditors. Basic creditor rights policies include: a. Receive principal repayment and interest payment at the agreed time. b. Obtain the right to a fine for late payment of principal and interest payment. c. Request explanation, information, and documents and examine the Company's books. For 2025, **there were 2 creditors of the Company, such as Bilateral Loan Creditors and Bond Creditors.** **Comply**

No	Aspects; Principles; Recommendations	Comply or Explain
D.1.5.	Recommendation 22 : Public Company has a whistleblowing system policy. Explanation : A well-prepared whistleblowing system policy will provide certainty of protection to witnesses or whistleblowers for an indication of violations committed by employees or management of the Public Company. The implementation of these system policies will have an impact on the formation of good corporate governance culture. The whistleblowing system policy includes, among others, the types of violations that can be reported through the whistleblowing system, the way of complaints, protection, and guarantees of the confidentiality of the whistleblower, the handling of complaints, the party who manages the complaint, and the results of handling and following up complaints.	The Company has a Whistleblowing System implementation policy regulated in Technical Instruction Number PT.7-B.2 concerning the Management of the BTN Whistleblowing System which includes the types of violations that can be reported through the whistleblowing system, how to report, protection and guarantee of confidentiality of the reporter, handling of complaints, parties managing complaints, and the results of handling and follow-up of complaints in accordance with OJK provisions. Disclosure of the Whistleblowing System policy in question for the 2023 period is described in the Whistleblowing System section of this Annual Report. **Comply**
D.1.6.	Recommendation 23 : Public Company has a policy of providing long-term incentives to the Board of Directors and employees. Explanation : Long-term incentives are incentives based on the achievement of long-term performance. The longterm incentive plan assumes that the Company's longterm performance is reflected by the growth in value of the stock or other Company's long-term targets. Longterm incentives are useful to maintain loyalty and provide motivation to the Board of Directors and employees to increase their performance or productivity, which will have an impact on improving the Company's performance in the long run. The existence of a long-term incentive policy is a real commitment of the Public Company to encourage the implementation of long-term incentives to the Board of Directors and Employees with conditions, procedures, and forms adjusted to the long-term goals of the Public Company. The policy may include, among others, the purpose and objectives of providing long-term incentives, terms and procedures for providing incentives, and conditions and risks that the Public Company must consider in providing incentives. The policy can also be included in the remuneration policy of the existing Public Company.	Commissioners have been regulated, including: a. Special Policy No. KK.3-D concerning Income of Directors, Board of Commissioners, Senior Executive Vice President (SEVP) and Supporting Organs of the Board of Commissioners. b. b. Special Policy Number No.KK.3-B concerning Remuneration. The provision of remuneration and incentives has been disclosed in the Implementation of BTN Remuneration Governance section of this Annual Report. The provision of remuneration and incentives has been disclosed in the Implementation of BTN Remuneration Governance section of this Annual Report. The Board of Directors Regulation covers deferred variable-based remuneration as well as Material Risk Taker as stipulated in the Regulation of the Ministry of SOEs No. 04/ MBU/2014 concerning Guidelines for Regulation of the Minister of SOEs Number Per-04/ MBU/2014 as last amended by Regulation of the Minister of SOEs Number Per-13/MBU/09/2021 dated September 24, 2021 and OJK Regulation Number 45/POJK.03/2015. Since 2009, the Company has implemented long-term incentives in the form of MESOP for Directors and Employees as described in the Share Option section of this Annual Report. In 2025, the Company has implemented performance and risk-based remuneration. **Comply**

No	Aspects; Principles; Recommendations	Comply or Explain
E.	**Aspect 5: Disclosure of Information**	
E.1.	Principle 8: Improving the Implementation of the disclosure of information.	
E.1.1.	Recommendation 24 : The Public Company utilizes information technology more broadly in addition to the Website as a medium for disclosing information. Explanation : The use of information technology can be a helpful medium for the disclosure of information. The disclosure of information is conducted not only to disclose information that has been regulated in laws and regulations but also to disclose other information related to Public Companies that are considered helpful for the knowledge of shareholders or investors. By using information technology more broadly apart from the Website, it is hoped that the Company can extend the effectiveness of disseminating company information. Nevertheless, the use of information technology is carried out while still considering the benefits and costs for the Company.	The Company continuously strives to improve the quality of information disclosure to stakeholders through the use of information technology, in addition to the Company's website, such as through social media, namely: • YouTube Bank BTN, • Facebook BankBTNcoid, • X @BankBTNcoid, • Instagram @bankbtn • LinkedIn PT Bank Tabungan Negara The Company also provides information updates to shareholders via email, conference calls and Capital Market TV IBCM Channel of the Indonesia Stock Exchange, in addition to site visit assistance by investors to BTN branch offices, Non-Deal Roadshows, one-on-one meetings, Analyst Meeting Public Expose. **Comply**
E.1.2.	Recommendation 25: The Annual Report of the Public Company discloses the ultimate benefit of the Ownership of the Public Company of at least 5%, in addition to the disclosure of the ultimate beneficial owner of the share ownership of the Public Company through the main and controlling shareholders. Explanation : Laws and regulations in the Capital Market sector governing the submission of Public Company annual reports have regulated the obligation to disclose information regarding shareholders who own 5% (five percent) or more of Public Company shares. In addition, the obligation to disclose information regarding major and controlling shareholders of Public Companies, either directly or indirectly, is up to the last beneficial owner in the ownership of the shares. In this Governance Guidelines, it is recommended to disclose the ultimate beneficial owner of share ownership of a Public Company of at least 5% (five percent), in addition to disclosing the ultimate beneficial owner of share ownership by major and controlling shareholders.	The Company has disclosed information regarding shareholders who own 5% (five percent) or more of the Company's shares to the regulators, namely OJK and BEI. In this Annual Report, the matter in question has been disclosed in the Information to Investors section. **Comply**

GOVERNANCE PRINCIPLES
FOR BANKS ISSUED BY BASEL COMMITTEE ON BANKING SUPERVISION

Governance Guidelines are best practice standards that can be used as a reference in implementing corporate governance, especially in the banking sector. They include 12 principles of corporate governance that can be summarized as follows.

Principle	Description	Implementation in BTN
Principle 1 Responsibilities of the Board of Commissioners.	The Board of Commissioners has responsibilities that include: approval and oversight of the implementation of business strategy, structure and governance mechanisms, and corporate culture.	In the Company's Board of Commissioners' Rules of Procedure as stated in the Decree of the Board of Commissioners No. 18/KOM/BTN/2024 concerning the Guidelines and Work Procedures of the Board of Commissioners of PT Bank Tabungan Negara Tbk, it is stated that the responsibility of the Board of Commissioners is to provide opinions and suggestions on the Annual Work Plan and Budget and to provide suggestions on matters considered important by the Company, including corporate culture.
Principle 2 Qualifications and composition of the Board of Commissioners.	Members of the Board of Commissioners must have quality in their duties and responsibilities, both individually and collegially. They must understand their role in supervising and implementing corporate governance, and be able to carry out sound and objective decision-making.	The Company's Board of Commissioners does not have any financial relationship, management relationship, share ownership and/or family relationship with other members of the Board of Commissioners, the Board of Directors and/or Controlling Shareholders or relationship with the Company, which may affect the ability of the person concerned to act independently as stipulated in the provisions of the Implementation of Good Corporate Governance for Commercial Banks and has signed an Independent Statement.
Principle 3 Structure and mechanism of the Board of Commissioners	The Board of Commissioners must establish appropriate governance structures and practices in carrying out their duties and periodically review their effectiveness.	The Board of Commissioners has Committees under the Board of Commissioners that assist in carrying out the duties of the Board of Commissioners, namely the Audit Committee, Risk Monitoring Committee and Remuneration and Nomination Committee.
Principle 4 Directors.	Under the direction and supervision of the Board of Commissioners, the Board of Directors can manage the Company's activities by the business strategy, risk appetite, remuneration policies, and other policies that have been approved by the Board of Commissioners.	The Board of Directors manages the Company under the direction and supervision of the Board of Commissioners, as evidenced by the company's business achievements.
Principle 5 Business Group Governance Structure.	Within a business group, the Board of Commissioners of the parent company has overall responsibility for the business group and for ensuring the establishment and implementation of clean governance practices related to the structure, business, and risks of business groups and entities. The Board of Commissioners and Directors must understand the organizational structure of the business groups and the risks they face.	The Company's Board of Directors and Board of Commissioners have knowledge and understanding of the company's core business and main risks. The Board of Directors and Board of Commissioners also regularly participate in training and development to improve their capabilities.
Principle 6 Risk Management Function	The Cpmpany's must have a quality risk management function, be independent, have quality resources and have access to the Board of Commissioners.	The Company carries out the Risk Identification, Measurement, Monitoring, Risk Control Process, and Risk Management Information System through the Enterprise Risk Management and Digital Operation Risk Management frameworks. The Company continuously improves the capabilities and knowledge of all employees, especially in terms of risk management. The Company communicates risk management to the Board of Commissioners through the Risk Monitoring Committee.

Principle	Description	Implementation in BTN
Principle 7 Identification of Risk Monitoring and Control	Risks in all kinds of bank activities must be identified, monitored, and controlled. The quality of the risk management and internal control infrastructure must be able to keep up with changes in the Company's risk profile, external risk conditions, and industry practices	In the management of the Company's Risk Management, risk identification, measurement and assessment have been carried out by compiling a risk profile periodically. Risk measurement and assessment have been able to run well in accordance with the established Risk Management Policy which is adjusted to the level of risk faced by BTN.
Principle 8 Risk Communication.	Effective implementation of risk governance requires accurate risk communication within the Company both between organizations and through reporting to the Board of Commissioners and Directors.	The Risk Based Bank Rating (RBBR) assessment is submitted to the Risk Management Committee every semester. In addition, the results of the RBBR assessment are submitted to the Board of Commissioners through the Risk Monitoring Committee.
Prinsip 9 Obedience	The Board of Commissioners is responsible for overseeing management related to the Company's compliance risk. The Board of Commissioners must establish a compliance function and provide approval for policies and processes for identifying, assessing, monitoring and reporting, and providing advice on compliance risks.	The Board of Commissioners ensures the implementation of good corporate governance in every business activity and corporate governance policy, including the implementation of compliance. Compliance risk assessments in RBBR are reported to the Board of Commissioners every 6 (six) months to obtain feedback.
Principle 10 Internal Auditing	The internal audit function must report independent assurance activities to the Board of Commissioners and must support the Board of Commissioners and Directors in encouraging the implementation of an effective governance process and the long-term health of the Company.	Internal Audit is directly responsible to the President Director and communicates with the Board of Commissioners through the Audit Committee.
Principle 11 Compensation	The Company's remuneration structure must support the implementation of corporate governance and risk management	The Company's current remuneration policy is in accordance with OJK Regulation Number 45/ POJK.03/2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks.
Principle 12 Disclosure and Transparency	The implementation of governance by the Bank must be carried out transparently to shareholders, depositors, other relevant stakeholders, and market participants.	The Company makes disclosures through the BTN website www.btn.co.id and ensures the availability of the most updated information for stakeholders. In addition, BTN's information disclosure is carried out through the Annual Report, Sustainability Report and Public Expose.

GOOD CORPORATE GOVERNANCE **ASSESSMENT**

The Company always attempts to apply the highest standard of corporate governance concerning international regulations and standards based on the principles of corporate governance developed by the Organization for Economic Cooperation and Development (OECD), the ASEAN Corporate Governance Scorecard (ACGS) issued by ASEAN Capital Market Forum (ACMF), Indonesian GCG Guidelines developed by the National Committee on Governance Policy (KNKG), Indonesian Banking GCG Guidelines developed by the KNKG and Principles for Enhancing Corporate Governance issued by the Basel Committee on Banking Supervision, where the company has conducted governance assessment as follows:

Self Assessment

Governance Self-Assessments are conducted periodically at the end of June and December each year. For 2025, the Governance implementation standards, by referring to OJK Regulation No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks, also started to comply with the provisions of OJK Circular Letter No. 14/POJK.03/2025 concerning the Implementation of Governance for Commercial Banks.

Assessment Criteria

The indicators that are the standard for implementing Self-Assessment include 16 (sixteen) parameters, consisting of:

1. Pelaksanaan Implementation of the duties and responsibilities of the Board of Directors.
2. Implementation of duties and responsibilities of the Board of Commissioners.
3. Completeness and implementation of the duties of the Committee.
4. Conflict of interest handling.
5. Implementation of the compliance function.
6. Implementation of the internal audit function.
7. Implementation of the external audit function.
8. Implementation of risk management including the internal control system
9. Provision of remuneration.
10. Provision of funds to related parties and the provision of large sums of money.
11. Integrity of reporting and information technology systems.
12. The Bank's strategic plan.
13. Shareholder aspects.
14. Implementation of anti-fraud strategies, including anti-bribery.
15. Implementation of sustainable finance, including the implementation of social and environmental responsibility.
16. Implementation of governance within the Bank Business Group (BBG).

The Party Conducting The Assessment

The Company carries out a governance self-assessment by involving the entire Board of Commissioners, Directors, and work units related to the intended governance assessment factors.

Assessment Results

In the assessment of the Company's governance conducted in 2025, the results of the Self Assessment were as follows:

The results of the Corporate Governance self-assessment conducted in June 2025.

Self Assessment Results of Governance Implementation		
	Rank	**Rank Definition**
Individual	**2**	This reflected the Company's Management's implementation of **sound** Good Corporate Governance. In addition, there was sufficient satisfaction with Good Corporate Governance principles. In case any weaknesses occurred in the implementation of Good Corporate Governance principles, these weaknesses were generally minor and can be resolved through normal management actions.
Consolidation	**2**	This reflected the Company's Management's implementation of **sound** Good Corporate Governance. In addition, there was sufficient satisfaction with Good Corporate Governance principles. In case any weaknesses occurred in the implementation of Good Corporate Governance principles, these weaknesses were generally minor and can be resolved through normal management actions.

Hasil penilaian sendiri Tata Kelola Perusahaan yang dilakukan pada bulan Desember 2025.

Self-Assessment Results of Governance Implementation		
	Ranking	**Ranking Definition**
Individual	**2**	Reflecting the Company's management having performed the good Governance implementation. The implementation of **good** Governance was reflected in the adequate fulfillment of Governance principles. In case weaknesses in the implementation of Governance principles occurred, these weaknesses were generally less significant and could be resolved through normal actions by the Company's management.
Consolidation	**2**	Reflecting the Company's management having performed the good Governance implementation. The implementation of **good** Governance was reflected in the adequate fulfillment of Governance principles. In case weaknesses in the implementation of Governance principles occurred, these weaknesses were generally less significant and could be resolved through normal actions by the Company's management.

From the results of the two assessments, the implementation of Corporate Governance in 2025 can be summarized as follows:

Bank's Name : PT BANK TABUNGAN NEGARA (PERSERO) Tbk

Position : JANUARY - DECEMBER 2025

Self Assessment Results of Governance Implementation		
	Rank	**Rank Definition**
Individual	**2**	This reflected the Company's Management's implementation of **sound** Good Corporate Governance. In addition, there was sufficient satisfaction with Good Corporate Governance principles. In case any weaknesses occurred in the implementation of Good Corporate Governance principles, these weaknesses were generally minor and can be resolved through normal management actions.
Consolidation	**2**	This reflected the Company's Management's implementation of **sound** Good Corporate Governance. In addition, there was sufficient satisfaction with Good Corporate Governance principles. In case any weaknesses occurred in the implementation of Good Corporate Governance principles, these weaknesses were generally minor and can be resolved through normal management actions.

ANALYSIS

1. PT Bank Tabungan Negara (Persero) Tbk

In general, the implementation of Corporate Governance is good. The Company's management has implemented Governance principles and has prepared a Governance Structure that supports the implementation of governance, such as organizational structure, competent human capital, and policies as well as procedures that support the implementation of the Company's activities. In addition, the Company's management's efforts to make improvements have been carried out from time to time to ensure that the implementation of governance is in line with the Company's business development. Improvements were made by taking into account input from the Board of Commissioners based on the results of monitoring/review/recommendations from the Committees that support the duties and responsibilities of the Board of Commissioners.

During the reporting period, no violations of the precautionary principle were found in fulfilling CAR, Core Capital, NOP, and NPL and no exceedances and/or violations of LLL occurred. The Bank's commitments related to the audits by the OJK and the Audit Board of the Republic of Indonesia (BPK) have been followed up under agreed deadlines..

Objectives:

a. The assessment of governance structure aims to determine the adequacy of the Company's Governance structure and infrastructure to ensure that the implementation of Good Governance produces an outcome that is in line with the expectations of the Company's Stakeholders. The Governance Structure consists of the Board of Directors, Commissioners, Committees, and Work Units at the Company. The Governance Infrastructure consists of Company policies and procedures, management information systems as well as main duties and functions of each organizational structure.

b. The assessment of the governance process aims to determine the effectiveness of the implementation of governance principles supported by the adequacy of the Company's governance structure and infrastructure, to produce outcomes that are in line with the expectations of all the stakeholders.

c. The assessment of governance outcomes aims to determine the quality of outcomes that meet the expectations of all the stakeholders, which results from the implementation of good governance principles and is supported by the adequacy of the governance structure and infrastructure.

Outcomes consist of qualitative and quantitative aspects as follows:

a. Adequacy of report transparency.
b. Compliance with laws and regulations.
c. Customer protection.
d. Objectivity in conducting assessments or audits.
e. Company's performances, such as profitability, efficiency and capital and/or
f. Increase/decrease in compliance with applicable regulations, violations of LLL, and violations of provisions related to Company reports to the Financial Services Authority (OJK).

Based on the Governance **Self-Assessment** Analysis consisting of Governance Structure, Governance Process, and Governance Outcome on each of the Governance assessment factors, it can be concluded that:

A. Governance Structure

The Governance Structure is generally **adequate**, as can be seen from the following summary:

1. Positive Factors

1.1 The General Meeting of Shareholders (GMS) held on March 26, 2025, granted full release and discharge (volledig acquit at de charge) to the Board of Directors for their management of the Company and the Board of Commissioners for their supervisory actions for the Company that had been performed during the 2024 Fiscal Year.

1.2 Based on the General Meeting of Shareholders (GMS) for the 2024 Fiscal Year held on March 26, 2025, the composition of members of the Board of Commissioners consisted of 6 (six) members, and the Board of Directors was 12 (twelve) members.

1.3 BTN held the 2025 Extraordinary General Meeting of Shareholders to discuss the approval of the separation of the Company's Sharia Business Unit (SBU) to PT Bank Syariah Nasional and the approval of the Company's Articles of Association regarding the separation of the Company's Sharia Business Unit (spin-off), prevailing on the effective date of the separation.

1.4 In carrying out its duties and responsibilities, the Board of Directors has integrity, competence and adequate knowledge.

1.5 All members of the Board of Directors do not hold concurrent positions as Commissioners, Directors or Executive Officers at other Banks, companies and/or institutions.

1.6 All members of the Board of Directors do not have family relationships up to the second degree with fellow members of the Board of Directors and/or members of the Board of Commissioners or the Company's Controlling Shareholders.

1.7 The composition of the members of the Board of Commissioners as of December 31, 2025 is 6 (six) members with 3 (three) of them as Independent Commissioners or 50% (fifty percent) of the total members of the Board of Commissioners, this is in accordance with the provisions.

1.8 All members of the Independent Board of Commissioners have no financial or management relationship with the Board of Directors and/or Controlling Shareholders.

1.9 BTN had an Audit Committee, a Risk Monitoring Committee and a Nomination & Remuneration Committee, which were under the Board of Commissioners considering the independence of membership in accordance with the Letter of the Board of Commissioners Number 140/KOM/BTN/IX/2025 on September 26, 2025 concerning the Submission of the Composition of Member of the Supporting Organ Committee of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk.

1.10 BTN Compliance Unit was an independent unit separated from the operational unit (risk-taking unit) and part of the Sharia Compliance Function Unit.

1.11 The Director in charge of the Compliance Function had satisfied the independence requirements, and did not hold concurrent positions as President Director/Vice-President Director or Director in charge of business and operational functions, risk management, treasury, finance and accounting, logistics and procurement of goods/services, information technology, or internal audit. Furthermore, BTN's Director in charge of the Compliance Function had passed the fit and proper test by the Financial Services Authority (OJK).

1.12 BTN had an Internal Audit Work Unit called the Internal Audit Division (IAD), which reported directly to the President Director. The Internal Audit Division (IAD) also had the authority to communicate directly with the Board of Commissioners and the Audit Committee, including the Sharia Supervisory Board.

1.13 The appointment of the Public Accounting Firm (KAP) for the 2025 financial report has been determined and meets the specified criteria.

1.14 BTN had established two business units that managed risk management, including Sharia risk management, such as the Enterprise & ESG Risk Management Division (ERMD) and the Digital & Operation Risk Management Division (DORD).

1.15 BTN had policies regarding remuneration for members of the Board of Directors, the Board of Commissioners, the Sharia Supervisory Board, and Bank employees.

1.16 BTN had a comprehensive funding provision policy, including monitoring tools and resolution measures, and conducted periodic policy evaluations. These evaluations were conducted by relevant divisions, involving and coordinating with various business units, including the Compliance & Governance Division (CMGD), Enterprise & ESG Risk Management Division (ERMD), Digital & Operation Risk Management Division (DORD), and Legal Division (LGD), through the Policy and Procedure Division (PPD). The evaluation results were proposed to the Credit Policy Committee through the Board of Directors accordingly.

1.17 BTN has policies and procedures regarding the procedures for implementing transparency of financial and nonfinancial conditions which consist of internal and external regulations (regulators).

1.18 BTN had stipulated policies and procedures related to financial and non-financial transparency conditions and arranged a governance implementation report in accordance with applicable provisions.

1.19 The Company's strategic plan has been formed into a Corporate Plan and a Business Plan in accordance with the Company's vision and mission.

1.20 The Board of Directors had stipulated the General Policy of the Board of Directors (GPD), such as "Strengthening Engine for Sustainable Funding" and drafted 9 (nine) strategies in 2025.

1.21 Shareholders supported the Company's sustainable business and problem-solving, while the Company had a dividend policy, a fair relationship, ESOP/MSOP shares ownership, and drafted a dividend plan into BBP.

1.22 BTN had a sufficient system, policy, and structure to implement anti-fraud and anti-bribery, loan management in accordance with GCG principles, and transparent procurement, as well as budgeting processes.

1.23 BTN had a sustainable financial action plan, risk management policy, and structure, including climate risk, and allocation of social responsibility funds, as well as a business strategy integrating environmental, social, and governance aspects.

1.24 BTN, the holding BUG, had governance coordination and evaluation policies and supports synergy through a cooperation agreement in accordance with provisions.

2. Negative Factors

As of December 31, 2025, there was 1 (one) Director, who still performed the fit and proper test process by the Financial Services Authority (OJK).

3. Identify Problems and Causes (Root Cause)

In connection with the resolutions of the 2025 AGM (the 2024 Fiscal Year), there was a change in the management of new members of the Board of Directors, and they could not immediately work effectively because they were required to obtain approval from the Financial Services Authority (OJK). As of December 31, 2025, there was 1 (one) member of the Board of Directors, who still performed the Fit and Proper Test process.

4. Strength

4.1 The Board of Commissioners, Board of Directors, and the Board of Committees under the Company's Board of Commissioners have fulfilled the Governance structure and infrastructure in accordance with regulatory provisions, including the appropriateness of the number, composition, concurrent positions, competence, reputation, integrity, independence.

4.2 The implementation of Company Governance is supported by the structure of the Internal Audit Work Unit, Risk Management Work Unit, and Compliance Work Unit which are independent and professional.

4.3 BTN had policies and procedures as guidelines in the implementation of corporate governance, such as related to Conflicts of Interest Management, Implementation of Compliance Function, Implementation of Internal Audit Function, Implementation of External Audit Function, Implementation of Risk Management including Internal Control System, Provision of Remuneration, Provision of funds to related parties and provision of large funds, Integrity of reporting and information technology systems, Bank Strategic Plan, Shareholder aspects, Implementation of anti-fraud strategies, including anti-bribery, Implementation of sustainable finance, including implementation of social and environmental responsibility, and implementation of governance in the BUG.

B. Governance Process

Governance process is generally adequate, as can be seen from the following summary:

1. Positive Factors

1.1 The Board of Directors had set strategic policies and decisions through the Board of Directors Meeting, communicated effectively and efficiently to employees through various media, such as BTN Best, PPDigital, etc.

1.2 The Board of Directors has conducted routine performance reviews with all Divisions & Regional Offices, and the Board of Commissioners is committed to conducting performance reviews with the Board of Directors on a monthly basis.

1.3 The Board of Directors had followed up findings and recommendations from the Internal Audit Division, findings or inspection and recommendations from the Sharia Supervisory Board, the External Auditor, supervision results of OJK and/or other authorities.

1.4 In terms of performing its duties and responsibilities, the Board of Directors, from January to December 2025, performed some internal meetings, as follows:

1.4.1 The Board of Directors' Internal Meeting was 173 (one hundred seventy-three) times.

1.4.2 The Board of Directors' Meeting with the Board of Commissioners was 6 (six) times.

1.4.3 The Board of Directors' Meeting with the Sharia Supervisory Board was 3 (three) times.

1.5 The Board of Commissioners always ensures that the principles of Corporate Governance are implemented in all of the Company's business activities.

1.6 In terms of performing its duties and responsibilities, the Board of Commissioners, from January to December 2025, held some internal meetings, as follows:

1.6.1 The Board of Commissioners' Internal Meeting was 56 (fifty-six) times.

1.6.2 The Board of Commissioners' Meeting with the Board of Commissioners was 6 (six) times.

1.6.3 The Board of Commissioners' Meeting with the Sharia Supervisory Board was 3 (three) times.

1.7 The Committee always carries out its duties independently through regular meetings with Divisions or Work Units regarding BTN's operational problems and conditions.

1.9 BTN has submitted a report on the implementation of the duties of the Director in charge of the Compliance Function to the regulator in a timely manner.

1.10 To ensure every drafted regulation, the Compliance Business Unit conducted a review to confirm the formulated regulation in accordance with provisions from regulators and legislation, including Sharia principles. In January- December 2025, the Compliance Business Unit conducted a study on the operation and loans sectors, and provision of funds as of 345 (three hundred and forty-five).

1.11 BTN had implemented an Anti-Bribery Management System based on global standards through ISO 37001:2016 certification on Anti-Bribery Management System (SMAP). In 2025, the implementation included 18 business units, comprising retail credit, wholesale, credit risk, credit operations, procurement, asset management, and branch offices.

1.12 Implementation of Risk Management, including internal control, had been well-performed. The assessment showed a low-to-moderate risk level profile.

1.13 Implementation of BTN's Whistleblowing System employed third-party service, such as Deloitte Consultant, and BTN had cooperated with the Corruption Eradication Commission (KPK) related to the Integrated Whistleblowing System (WBS) for Corruption Crimes (TPK).

1.14 The implementation of the internal audit function has been adequate and meets stakeholders' expectations, this is reflected in the reports submitted by the Internal Audit Division to the Board of Commissioners through the Audit Committee periodically (every quarter), namely the realization of the Annual Audit Plan, audit findings and recommendations, and completion of follow-up actions on audit results.

1.15 The appointment of the Public Accounting Firm (KAP) has been in accordance with the minimum requirements set out in accordance with the provisions and the audit implementation was carried out by an independent Public Accountant (AP) and the recommendations of the Audit Committee through the Board of Commissioners.

1.16 BTN consistently monitored Risk Appetite and Risk Tolerance monthly, including analysis on exceedances and their impacts, and compilation of recommendations and directions to management. The monitoring report was arranged periodically and delivered regularly to the Board of Directors and related Divisions.

1.17 Risk Management Business Unit actively communicated regarding Risk Profile by Bank Wide, Company's Sound Level, Bank's Risk Appetite, and Risk Tolerance through Risk Monitoring Committee's and Risk Management Committee's Meetings.

1.18 Integration of Governance, Risk, and Compliance had been implemented through the implementation of the 2025 GRC initiatives in an integrated and monitored manner.

1.19 Performing improvement of business and operational processes, as follows:

1.19.1 BTN had made an adjustment of BTN's organizational structure in the post-2025 AGM by considering the Board of Directors' composition and nomenclature, and formation of SEVP and new Divisions.

1.19.2 Changes to Organizational Structure of Digital Branch in terms of supporting the implementation of digital service development initiatives.

1.19.3 Changes to Enterprise Structure & ESG Risk Management Division (ERMD) in terms of supporting the improvement of the risk model of governance capacity and capabilities.

1.19.4 Changes to Internal Audit Division (IAD) organization with strengthening the audit role in IT & Digital functions.

1.19.5 Changes to Organizational Structure of Directorate of Information Technology in terms of supporting the 2025-2029 IT Strategic Planning Roadmap and boosting BTN's vision, mission, and long-term plans.

1.19.6 Changes to Organizational Structure of Compliance & Governance Division (CMGD) in terms of regulation needs related to the implementation of AML, PFT, and PPPSPM, such as the formation of Special Business Unit (SBU) or nomination of person-in-charge for the implementation of AML, PFT, and PPPSPM programs.

1.19.7 Changes to Organizational Structure of Corporate Banking Division (CBD) and Wholesale Transaction Division (WTD) in terms of the 2025 – 2029 RJPP related to the improvement of Transaction Banking capability and supporting the corporation's credit target growth.

1.19.8 Changes to Organizational Structure of Regional Offices and Branch Offices, which were part of Corporate Plan initiatives, aimed to develop and improve BTN's sales organization capability.

1.19.9 Currently, BTN has implemented ICOFR, which aims to ensure that the Bank's financial statements is accurately, reliably, and appropriately drafted in accordance with applicable standards.

1.19.10 Implementation of Anti-Fraud Strategy, including acceleration of significant fraud cases management through interim reporting to satisfy regulatory reports.

1.19.11 Digitalization of the credit process through the implementation of the Decision Engine nationally.

1.19.12 Implementation of Loan Factory by creating value through improvement of customer loan service, efficiency, and quality through digitalization of loan processes (Digital Verification and Decision Engine), periodic review of risk models by independent units, as well as implementation of Developer Group-based CSM Cut-Off Score.

1.19.13 BTN officially performed the SBU spin-off to PT Bank Syariah Nasional (BSN) on November 18, 2025, with assets as of IDR 71.3 trillion and operated on December 22, 2025.

1.20 Strengthening discipline of process and tiered control at every stage of the loan business process, in line with the increase in low-quality loan which is quite high, and the loan granting process is carried out comprehensively by consistently considering the 5 C's aspects.

1.21 In decision making, BTN has formed a Loan Policy Committee and a Loan Committee so that the loan process can run prudently.

1.22 During the January-December 2025 period, there were no violations and/or exceedances of the BMPK.

1.23 BTN had compiled, presented, and made transparent financial and non-financial conditions to stakeholders monthly, quarterly, semiannually, and annually, with publication on the official website, including announcement of quarterly Publication Financial Statements, and reporting to the Financial Services Authority in accordance with applicable provisions, and supported by an adequate management system.

1.24 BTN has a Customer Complaint System that can be used by Customers through the Contact Center, Customer Complaint System (SPN), Customer Service or submitted through BTN officers.

1.25 The Corporate Governance implementation report has been submitted completely and on time to the Financial Services Authority or stakeholders in accordance with applicable regulations.

1.26 The Board of Directors has communicated the Bank's Corporate Plan and Business Plan to all levels of the organization and Controlling Shareholders.

1.27 The Board of Commissioners has carried out its functions and duties in terms of supervision (monitoring), namely directing, monitoring, and evaluating the implementation of the Company's strategic policies routinely every 1 (one) month in a Performance Review meeting between the Board of Directors and the Board of Commissioners.

1.28 The Board of Directors routinely discusses policies and decisions related to the strategic plan through committee meetings preceded by a pre-committee/steering committee.

1.29 BTN had communicated dividends policy and determined its distribution based on the Company's interests, shareholders' rights, profitability performance, as well as considering internal and external aspects.

1.30 BTN had implemented the anti-fraud strategy in accordance with the Financial Services Authority regulations, ensured effectiveness through policies, internal and external education, reported to the Board of Directors and Board of Commissioners, as well as maintained governance in loans, procurement, and compliance with POJK provisions.

1.31 Implementation of the Anti-Fraud Strategy, including alert acceleration and fraud cases management through the implementation of FDS Application and Transaction, fraud call team, Fraud Risk Assessment, routine awareness, and improvement of IASC response.

1.32 BTN had applied sustainable finance, implemented an action plan and reporting, communicated to shareholders and internal, supported sustainable business practices, allocated social-environmental funds, as well as integrated climate risk management in business strategy and risk management.

1.33 BTN had applied good corporate governance principles in the implementation of the Bank Business Group (BBG).

2. Negative Factors

Generally, internal control was sufficient. However, the operation had not been performed optimally because a fraud case still existed.

3. Identify Problems and Causes (Root Cause)

Overall, the governance process had been well-implemented in the Bank's every business and operational activity. However, its implementation required improvement in the understanding of the Standard Operating Procedure (SOP) and supervision strengthening.

4. Strengths

4.1 BTN had performed compliance functions in accordance with the provisions of statutory, which included the implementation of the Director of Compliance's tasks, delivering reports to regulators, monitoring and evaluating compliance aspects across business units, as well as awareness-raising and strengthening the compliance culture for employees.

4.2 BTN performed the internal audit function effectively, which included the implementation of an independent supervision with sufficient scope of work in accordance with the audit plan and monitoring, as well as reporting inspection results in accordance with the provisions.

4.3 BTN had operated a risk management function in accordance with the provisions of statutory, which included the implementation of the Director of Risk's tasks, preparation of risk management policy along with a written and comprehensive strategy and frameworks, including comprehensive risk limit setting or its risk type by considering the risk level taken and risk tolerance to capitalization adequacy. In addition, the Bank periodically identified, measured, monitored, and controlled the risks.

4.4 BTN had sufficient processes to ensure funds provision to related parties and large exposure in accordance with prudential principles through a decision-making mechanism by management independently without intervention from related and other parties.

4.5 BTN ensured transparency of product information in accordance with the provisions related to the Company's Information Product Transparency, and developed management processes of customers' personal data utilization in accordance with statutory.

4.6 BTN was always committed to increasing business process quality and governance through various strategic initiatives in accordance with the Bank Strategy Plan. The implementation of such initiatives was periodically supported and monitored by the Board of Directors, as well as supervised through a supervisory mechanism by the Board of Commissioners.

4.7 BTN always performed remuneration by considering at least performance and risk aspects, peer-group fairness, targets, the Company's long-term strategies in the implementation of prudential principles, and risk management.

4.8 BTN was committed to satisfying shareholders' rights by establishing transparent and fair GMS and a timely and accurate material information procurement, protection of minority shareholders in accordance with independence, transparency, and fairness principles.

C. Governance Outcome

The results of governance are generally **Adequate**, which can be seen from the following summary:

1. Positive Factors

1.1 The Board of Commissioners and Board of Directors had been responsible for the implementation of their duties to shareholders and approved by shareholders in the Annual GMS in the 2024 Fiscal Year held on March 26, 2025.

1.2 BTN performance aspects were relatively stable based on the Financial Statements as of December 31, 2025 (Unaudited), with the following details:

(in million)

No	Performance	As of December 2024	As of December 2025 (unaudited)
1	Aset	469,615	528,626
2	Laba	3,007	3,512
3	DPK	381,848	437,5
4	Kredit/Pembiayaan	357,973	400,6
5	Kualitas Kredit	3,16%	3,08%

1.3 Compliance Indicators as of December 2025

1.3.1 Capital Adequacy Ratio that had been formed by the Company after calculating loans, operational, and market risks as of December 31, 2025, was 18,95%, while the Minimum Credit Requirement (KPMM) in accordance with the risk profile, mandatorily established by the Company as of December 31, 2025, was 9,25%. Therefore, BTN's Capital Adequacy Ratio was above the minimum limit as required by the regulatorin the provisions of capital.

1.3.2 There was no excess or violation of the provisions of the Maximum Loan Limit (BMPK).

1.3.3 Non-Performing Loan (NPL) was 3,08 % (gross), so it was included in the sound category (2%-5%).

1.3.4 The Primary Statutory Reserves (Primary GWM) in Rupiah as of December 31, 2025, was 9,39%, so it satisfied 3% minimum limit. The Statutory Reserves in Foreign Currencies (Foreign Currencies GWM) as of December 31, 2025, was 4,02%, satisfying 4% minimum limit.

2. Negative Factors

2.1 There was a fine imposition from January to December 2025 as of IDR 198,818,009, - (one hundred and ninety-eight million eight hundred and eighteen thousand nine Rupiah), increasing compared to January to December 2024, as of IDR 108,636,752, - (one hundred eight million six hundred and thirty-six thousand seven hundred and fifty-two Rupiah).

2.2 There were violations of provisions that resulted in the occurrence of fraud cases from January to December 2025. The number of fraud cases was 39 (thirty-nine) cases, an increase compared to the period from January to December 2024, with 24 (twenty-four) cases.

3. Identify Problems and Causes (Root Cause)

3.1 The SOP comprehension and supervisory affirmation were required to ensure the implementation of tasks in accordance with the stipulated standards.

3.2 The improvement of the reporting system and infrastructure was required to increase the effectiveness and accuracy of the reporting process.

4. Strength

4.1 The Board of Directors had implemented the General Policy of the Board of Directors (GPD), such as "Strengthen Engine for Sustainable Funding" and drafted 9 (nine) strategies in 2025, as follows:

4.1.1 Build a Sustainable Funding Engine.

4.1.2 Monetize housing ecosystem at-scale.

4.1.3 Transition from mono-bank lending to full banking offerings.

4.1.4 Launch multi-finance and insurance subsidiary to support the bank's retail business and become true #2 Syariah banking contender post spin-off.

4.1.5 Digitize front-end applications and back-end processes to improve customer experience and enhance employee productivity.

4.1.6 Reinvent sales structure and operating model to drive sales growth and effectiveness of prioritized product segments.

4.1.7 Enhance branch and salesforce productivity with revamped performance management and capability building approach.

4.1.8 Improve reliability of banking platforms and accelerate modernization of tech capabilities; drive build and adoption of advanced AI assets.

4.1.9 Strengthen risk underwriting and collections process to sustainably grow portfolio, addressing high restructured portfolio and expedite late-stage recovery by setting up an asset management subsidiary.

4.2 BTN had drafted the Company's 2025-2029 Long-Term Plan (RJPP) and 2025-2027 Bank Business Plan

2 . PT Bank Syariah Nasional

In general, the implementation of Company Governance had well-performed. The Company's management applied governance principles and prepared a governance structure supporting the implementation of governance, such as organizational structure, competent human resources, supporting policies and procedures for the implementation of Company activities. In addition, the Company's management, at any time, made improvements so that the implementation of governance could be in accordance with the Company's business development. The improvements were conducted by considering inputs from the Company's Board of Commissioners based on the results of monitoring/review/recommendation from the Committee in supporting the duties and responsibilities of the Board of Commissioners.

In the reporting period, none of the violation to prudential principles existed in satisfying CAR, Core Capital, and NPF, nor any of the exceedances and/ or violation to BMPD. The Bank's commitment related to the inspection results of the Financial Services Authority (OJK) had been followed up in accordance with the agreed time target.

During 2025, BSN experienced significant events due to the corporate action's decisions of PT. Bank Tabungan Negara (BTN), as follows:

No	Date	Significant Events of Bank Syariah Nasional
1.	January 15, 2025	A Conditional Share Purchase Agreement was signed by PT. Bank Tabungan Negara, PT. Victoria Investama, and Bank Victoria International in the acquisition plan of PT. Bank Victoria Syariah.
2.	January 17, 2025	OJK Approval regarding the acquisition plan of Bank Victoria Syariah by PT. Bank Tabungan Negara (OJK Letter No. SR-20/PB.02/2025).
3	March 26, 2025	EGMS of Bank Victoria Syariah Approved the Company Acquisition of PT. Bank Tabungan Negara.
4	June 5, 2025	EGMS of Bank Victoria Syariah decided to agree on the acquisition plan for the Company's shares by BTN, which was conducted up to 100% (one hundred percent) of paid-up and subscribed capital in the Company.
5	June 16, 2025	BTN determined that up to the effective date of separation or the stipulated date by BTN or "Standstill Period," where the Company had performed the Company's limited operations and did not conduct any corporate action outside the Company's daily business activity. The Board of Directors' Decree No. 001/DIR-SK/JKT/VI/2025 regarding Aspiration of BTN as the Shareholder (APSI) during the Standstill Period.
6	August 27, 2025	• Changes to the Company's original name, previously Bank Victoria Syariah, to be Bank Syariah Nasional • Changes the Company's original domicile, previously domiciled in the South Jakarta Administrative City changed to the Central Jakarta Administrative City. • Approving changes to the Company's Articles of Association. • Approving the update on the Recovery Plan in accordance with the Financial Services Authority Regulation Number 5 of 2024. • Dismissing the compositions of membership of the Board of Commissioners as many as 3 (three) people and the Board of Directors as many as 3 (three) people based on the Statement of Resolutions of Shareholders of Bank Victoria Syariah. • Nominating the composition of new members of the Board of Commissioners as many as 5 (five) people and the Board of Directors as many as 7 (seven) people based on the corporate action of PT. Bank Tabungan Negara (BTN).
7	November 18, 2025	Approval of the spin-off of BTN's Sharia Business Unit (SBU) had been provided in the Extraordinary General Meeting of Shareholders (EGMS) of PT. Bank Tabungan Negara on November 18, 2025.
8	December 22, 2025	BSN accepted the assignment of BTN SBU assets and liabilities in accordance with POJK No. 12 of 2023.

Objectives:

A. Assessment of governance structure aimed to assess the sufficiency of the structure and infrastructure of the Bank's Governance so that the implementation of Good Corporate Governance resulted in a suitable outcome in accordance with the Bank's stakeholders' expectations. The components included in the Bank's Governance were the Board of Directors, Board of Commissioners, Committee, and Business Unit in the Bank. Meanwhile, the Bank's governance infrastructure consisted of policy, Bank procedures, management information system, and primary tasks and functions of the respective organizational structure.

B. Evaluation of governance process aimed to evaluate the effectiveness of the implementation process of Governance principles supported by sufficiency of the Bank's Governance structure and infrastructure, so that it produced appropriate outcomes that were in accordance with the Bank's stakeholders' interests.

C. Evaluation of governance outcomes aimed to evaluate the quality of outcomes that satisfied the Bank's stakeholders' interests, which were the results of the implementation process of good governance principles, and it was supported by the sufficiency of the Bank's Governance structure and infrastructure.

Some criteria in the outcomes included the qualitative and quantitative aspects, as follows:

1. Sufficiency of report transparency.
2. Compliance with statutory.
3. Consumer protection.
4. Objectivity in performing an assessment or audit.
5. Bank's performance, such as rentability, efficiency, and capitalization; and/or
6. Increasing/declining of compliance with applicable provisions, violations of BMPD, and provisions related to the Bank's reports to the Financial Services Authority (OJK).

Based on the analysis of **Self-Assessment**, the implementation of Governance consisted of Governance Structure, Governance Process, and Governance Outcome in the respective factors of the Governance assessment, and it was concluded that:

A. Governance Structure

Generally, the governance structure had been **sufficient**, as seen in the following summary as follows:

1. Positive Factors

1.1 The Extraordinary General Meeting of Shareholders (EGMS), held on June 5, 2025 has decided to approve and acquire the Company's shares by BTN, performing up to 100% (one hundred percent) of the paid-up and subscribed capital in the Company. (Deed No. 91 on June 5, 2025).

1.2 Based on the Statement of Shareholders' Resolution of Bank Victoria Syariah, held on August 27, 2025, the following had been decided, as follows:

1.2.1 Changes to the Company's name, previously named Bank Victoria Syariah, to Bank Syariah Nasional.

1.2.2 Changes to the Company's domicile, previously domiciled in the South Jakarta Administrative City, to the Central Jakarta Administrative City.

1.2.3 Approving changes to the Company's Articles of Association in terms of the adjustment to Law, the Financial Services Authority Regulation, and Regulation of the Minister of SOE (Deed No. 58 on August 27, 2025).

1.3 Based on the Statement of Shareholders' Resolution of PT. Bank Victoria Syariah, held on August 27, 2025, it had been decided to approve Updating of Recovery Plan in accordance with the Financial Services Authority Regulation Number 5 of 2024 (two thousand and twenty-four) regarding the Stipulation of Monitoring and Dispute Settlement in the Commercial Bank P as delivered by the Company to the Financial Services Authority (Deed No. 59 on August 27, 2025).

1.4 Based on the Statement of Shareholders' Resolution of PT. Bank Victoria Syariah held on August 27, 2025, the following had been decided , as follows:

1.4.1 Dismissing the compositions of membership of the Board of Commissioners as many as 3 (three) members and 3 (three) members of the Board of Directors based on the General Meeting of Shareholders (GMS).

1.4.2 Nominating the new composition of members of the Board of Commissioners, as many as 5 (five) members, and 7 (seven) members of the Board of Directors (Deed No. 60 on August 27, 2025).

1.5 In performing its duties and responsibilities, the Board of Directors had integrity, competency, and sufficient knowledge.

1.6 Members of the Board of Directors had no concurrent position as Commissioners, Directors, or Official Executives of other Banks, companies, and/ or institutions.

1.7 Members of the Board of Directors had kinship relationships up to the second degree with fellow members of the Board of Directors and/ or members of the Board of Commissioners and Bank Controlling Shareholders.

1.8 The composition of members of the Board of Commissioners as of December 31, 2025, was 5 (five) members, with 3 (three) of them as Independent Commissioners or more than 50% (fifty percent) of the total of the existing members of the Board of Commissioners, and it had been in accordance with the provisions.

1.9 Members of the Board of Independent Commissioners had finance/managerial relationships with the Board of Directors and/or Controlling Shareholders.

1.10 BSN's Compliance Business Unit was an independent and separate business unit from the risk-taking business unit.

1.11 The Director of Compliance Function had satisfied an independent condition and not been in the concurrent position as President Director/Vice President Director and Director of business and operations, risk management, treasury, finance and accounting, logistics and procurement of goods/services, technology information, as well as internal audit functions. In addition, the Director of Compliance Function at BSN had been declared to have passed the fit and proper test by the Financial Services Authority (OJK).

1.12 BSN had an Internal Audit Business Unit, called Internal Audit Division (IAD), having a direct responsibility to the President Director.
1.13 Internal Audit Division (IAD) also authorized to directly communicate with the Board of Commissioners or Audit Committee.
1.14 The stipulation of the Public Accountant Office (KAP) for the 2025 financial statements had been decided and satisfied the determined criteria.
1.15 BSN had established 2 business units managing risk management, such as Enterprise Risk Management (ERMD) and Financing Risk (FRS).
1.16 BSN had policies related to remuneration for members of the Board of Directors, Board of Commissioners, Sharia Supervisory Board, and Bank employees.
1.17 BSN had a comprehensive funding provision policy, including monitoring tools and resolution measures, and conducted periodic policy evaluations. These evaluations were conducted by relevant divisions, involving and coordinating with various business units, including the Compliance & Governance Division (CMGD), Enterprise & ESG Risk Management Division (ERMD), Digital & Operation Risk Management Division (DORD), and Legal Division (LGD), through the Policy and Procedure Division (PPD). The evaluation results were proposed to the Credit Policy Committee through the Board of Directors accordingly.
1.18 BSN had policies and procedures regarding transparent governance in the financial and non-financial conditions, consisting of internal and external regulations (regulator).
1.19 Bank had stipulated policies and procedures related to financial and non-financial transparency conditions and arranged a governance implementation report in accordance with applicable provisions.
1.20 Bank's strategic plans had been formulated in the Corporate Plan and Bank Business Plan in accordance with the Bank's vision and mission.
1.21 Members of the Board of Directors had been approved as the Bank's key parties based on the assessment of the fit and proper test by the Financial Services Authority (OJK).
1.22 Bank had a sufficient system, policy, and structure to implement anti-fraud and anti-bribery, loan management in accordance with GCG principles, and transparent procurement, as well as budgeting processes.
1.23 Bank had a sustainable financial action plan, risk management policy, and structure, including climate risk, and allocation of social responsibility funds, as well as a business strategy integrating environmental, social, and governance aspects

2. Negative Factors

2.1. As of December 31, 2025, there were 2 (two) members of the Board of Commissioners passing the fit and proper test; 2 (two) members of the Board of Commissioners were declared failed the fit and proper test; and 1 (one) member of the Board of Commissioners was in the process of completion document for the fit and proper test requirements by the Financial Services Authority (OJK).
2.2. BSN had its Audit Committee, Risk Monitoring Committee, and Nomination & Remuneration Committee, which were under the Board of Commissioners. The Chairman of the Audit Committee had been nominated, but the Chairman of the Risk Monitoring Committee and Nomination & Remuneration Committee had not been determined because they were waiting for the results of the fit and proper test from the Financial Services Authority (OJK).

3. Identification of Issues and Root Cause

Referring to the statement of shareholders' resolution on August 27, 2025, there was a change to the composition of the Board of Commissioners, but 3 (three) persons of the Board of Commissioners had not actively obtained approval from the Financial Services Authority (OJK).

4. Strengths

4.1 Members of the Board of Directors had been approved as the Company's key parties based on an assessment of a fit and proper test by the Financial Services Authority (OJK).
4.2 The Board of Commissioners, Directors, and Sharia Supervisory Board (SSB) had satisfied Governance's structures and infrastructures that had been in accordance with the provisions of the regulator, such as the conformity of number, composition, concurrent positions, competency, reputation, integrity, and independence.
4.3 The implementation of the Bank's Governance was supported by structures of professional and independent Internal Audit, Risk Management, and Compliance Business Units.
4.4 BSN had policies and procedures as guidelines in the implementation of corporate governance, such as related to Conflicts of Interest Management, Implementation of Compliance Function, Implementation of Internal Audit Function, Implementation of External Audit Function, Implementation of Risk Management including Internal Control System, Provision of Remuneration, Provision of funds to related parties and provision of large funds, Integrity of reporting and information technology systems, Bank Strategic Plan, Shareholder aspects, Implementation of anti-fraud strategies, including anti-bribery, Implementation of sustainable finance, including implementation of social and environmental responsibility

B. Governance Process

The governance process was generally **sufficient**, as seen in the following summary as follows:

1. Positive Factors

1.1. The Board of Directors had set strategic policies and decisions through the Board of Directors' Meeting, communicated effectively and efficiently to employees.

1.2. The Board of Directors had conducted performance reviews with Divisions and regular meetings with the Board of Commissioners on a monthly basis.

1.2.1. The Board of Directors had followed up findings and recommendations from the Internal Audit Division, the External Auditor, OJK's evaluation results and/ or other authorities' supervision results.

1.2.2. In terms of performing duties and responsibilities, the Board of Directors held 47 (forty-seven) Internal Meetings for January- December 2025.

1.3. The Board of Commissioners always ensured the implementation of Corporate Governance principles in the Bank's every business activity.

1.4. To perform its duties and responsibilities, the Board of Commissioners, from January-December 2025, had performed meetings, as follows:

1.4.1. The Board of Commissioners' Internal Meeting was held 6 (six) times.

1.4.2. The Joint Meeting of the Board of Commissioners and Directors was held 8 (eight) times.

1.4.3. The Joint Meeting of the Board of Commissioners and the Sharia Supervisory Board was held 4 (four) times.

1.5. The Board of Commissioners always performed its duties independently through a routine meeting with the Division or related Business Unit related to such issues and BSN operational conditions.

1.6. BSN had delivered the implementation report of the Director of Compliance Function's tasks to the regulator punctually. To ensure that every drafted regulation was in accordance with the provisions of the regulators or statutory, the Compliance Business Unit conducted reviews of such regulations. For January-December 2025, the Compliance Business Unit had made reviews with the following details, as follows:

1.6.1. Operational Section was 10 (ten) reviews.

1.6.2. Financing Section was 6 (six) reviews.

1.6.3. Funds Section was 5 (five) reviews.

1.7. The implementation of the internal audit function had been sufficient and satisfied stakeholders' expectations. It reflected from the report addressed by the Internal Audit Division to the Board of Commissioners via Audit Committee periodically (quarterly), such as the Annual Audit Plan, related findings and recommendations, and settlement of audit results follow-up.

1.8. The nomination of the Public Accountant Office (KAP) had been in accordance with the minimum requirements stipulated in the provisions, and the audit implementation was conducted by an independent Public Accountant (AP) with the recommendation of the Audit Committee via the Board of Directors.

1.9. Risk Management Business Unit actively communicated regarding Risk Profile by Bank Wide, Bank's Sound Level, Bank's Risk Appetite, and Risk Tolerance through Risk Monitoring Committee's and Risk Management Committee's Meetings

1.10. In terms of decision-making, BSN had established the Financing Policy Committee and the Financing Committee so that the financing process could operate prudentially.

1.11. For January - December 2025, none of the violations and/or exceedance to MPD existed.

1.12. BSN had compiled, presented, and made transparent financial and non-financial conditions to stakeholders monthly, quarterly, semiannually, and annually, with publication on the official website, including announcement of quarterly Publication Financial Statements, and reporting to the Financial Services Authority in accordance with applicable provisions, and supported by an adequate management system

1.13. BSN had its Customer Complaints System that could be used by Customers through the Contact Center, Customer Service or directly addressed through BSN officers.

1.14. Implementation of the Corporate Governance Report had been delivered completely and punctually to the Financial Services Authority and stakeholders in accordance with applicable provisions.

1.15. The Board of Directors had communicated the Corporate Plan and Bank Business Plans to organizational levels and Controlling Shareholders.

1.16. The Board of Commissioners had functions and duties in monitoring cases, such as directing, monitoring, and evaluating the implementation of the Bank's strategic plan policy regularly every 4 (four) months in the Performance Review meeting together the Board of Directors.

1.17. The Board of Directors had discussed regularly related strategic plan policies and decisions, through meetings preceded by the steering committee.

1.18. BSN implemented the anti-fraud strategy in accordance with the Financial Services Authority regulations, ensured effectiveness through policies, internal and external education, reporting to the Board of Directors and the Board of Commissioners, as well as maintaining governance in financing, procurement, and compliance with the provisions of POJK.

2. Negative Factors

Generally, internal control was sufficient. However, it had not operated optimally due to a fine imposed by the regulator, such as IDR 4,052,708 (four million fifty two thousand seven hundred and eight Rupiah) during 2025.

3. Identification of Issues and Root Cause

Overall, the good corporate governance process had been implemented in the Company's every business and operational activity. However, its implementation still required improvement in the comprehension of Standard Operating Procedures (SOP) and monitoring of reporting to the regulator.

4. Strengths

4.1 BSN had performed compliance functions in accordance with the provisions of statutory, which included the implementation of the Director of Compliance's tasks, delivering reports to regulators, monitoring and evaluating compliance aspects across business units, as well as awareness-raising and strengthening the compliance culture for employees.

4.2 BSN had performed the internal audit function effectively, which included the implementation of an independent supervision with sufficient scope of work in accordance with the audit plan and monitoring, as well as reporting inspection results in accordance with the provisions.

4.3 BSN had operated a risk management function in accordance with the provisions of statutory, which included the implementation of the Director of Risk's tasks, preparation of risk management policy along with a written and comprehensive strategy and frameworks, including comprehensive risk limit setting or its risk type by considering the risk level taken and risk tolerance to capitalization adequacy. In addition, the Bank periodically identified, measured, monitored, and controlled the risks.

4.4 BSN had sufficient processes to ensure funds provision to related parties and large exposure in accordance with prudential principles through a decision-making mechanism by management independently without intervention from related and other parties.

4.5 BSN had ensured transparency of product information in accordance with the provisions related to the Bank's Information Product Transparency, and developed management processes of customers' personal data utilization in accordance with statutory.

4.6 BSN was always committed to increasing business process quality and governance through various strategic initiatives in accordance with the Bank Strategy Plan. The implementation of such initiatives was supported and monitored periodically by the Board of Directors, as well as supervised through a supervision mechanism by the Board of Commissioners.

4.7 BSN always performed remuneration by considering at least performance and risk aspects, peer-group fairness, targets, the Bank's long-term strategies in the implementation of prudential principles, and risk management.

4.8 BSN was committed to satisfying shareholders' rights by establishing transparent and fair GMS and a timely and accurate material information procurement in accordance with transparency and fairness principles.

C. Governance Outcome

The result of Governance was generally **Sufficient**, which can be seen in the following summary as follows:

1. Positive Factors

1.1 The Board of Commissioners and Board of Directors had been responsible for the implementation of their duties to shareholders and received by shareholders in the Annual GMS for the 2024 Fiscal Year performed on May 15, 2025.

1.2 Some BSN performance aspects relatively improved by the Financial Statements as of December 31, 2025, (Unaudited) with the following details, as follows:

(in million)

Performance	As of December 2024 Bank Victoria Syariah (Audited)	As of December 2025 Bank Syariah Nasional (Unaudited)
Asset	3.314.469	72.984.979
Profit	19.727	85.963
TPF	1.363.764	58.731.135
Financing	1.311.175	54.857.703
Financing Quality	1,58%	2,58%

1.3 Compliance Indicators as of December 2025

1.3.1 Capital Adequacy Ratio that had been formed by the Company after calculating loans, operational, and market risks as of December 31, 2025, was 33,02%, while the Minimum Capital Requirement (KPMM), which exceeded the risk profile mandatorily established by the Bank as of December 31, 2025, was 9% – 10%. Therefore, the BSC Capital Adequacy Ratio was above the minimum limit as required by the regulator in the provisions of capital.

1.3.2 None of the exceedance or violation existed to Legal Lending Limit (BMPD).

1.3.3 None of the frauds or breaches occurred in the period from January to December 2025.

1.3.4 Non-Performing Financing (NPF) was 2,58% (gross), so it was included in the sound category (2%-5%).

1.3.5 The Statutory Reserves (GWM) as of December 31, 2025, was 2,6%, where the Company earned 4.94 KLM incentive with Average GWM at 8,72%.

2. Negative Factors

The existence of a fine imposition from January to December 2025 as of IDR 4,052,708 (four million fifty-two thousand seven hundred and eight Rupiah), which declined compared to the period from January to December 2024, such as IDR 52,798,604 (fifty-two million seven hundred and ninety eight thousand six hundred and four Rupiah).

3. Identification of Issues and Root Cause

3.1 System and infrastructure improvement was required to improve effectiveness and accuracy in the reporting process.

3.2 Facility and easy access for employees were required to improve the comprehension of SOP and ensure supervision to ensure the implementation of tasks performed in accordance with the designated standards.

4. Strengths

4.1. Members of the Board of Directors had been approved as the Company's key parties based on an assessment of a fit and proper test by the Financial Services Authority (OJK).

4.2. The Board of Directors had stipulated new General Policies in accordance with company governance, comprising:

4.2.1. Operations and Supporting Function
4.2.2. Legal, Compliance, AML PFT, PPPSPM, and Good Corporate Governance
4.2.3. Bank Financing
4.2.4. Treasury, Funding, and Product Delivery Institutional Funding
4.2.5. Human Capital
4.2.6. Data and Digital Information Technology Management
4.2.7. Internal Control System
4.2.8. Risk Management
4.2.9. Environmental, Social, and Governance (ESG)

4.3 BSN telah menyusun Rencana Korporasi (*Corporate Plan*) Tahun 2025-2029 dan Rencana Bisnis Bank 2025-2027.

Conclusion:

1. BTN had conducted the 2025 Extraordinary General Meeting of Shareholders discussing approval related to the Company's Sharia Business Unit (SBU) to PT Bank Syariah Nasional and approval on the Company's Articles of Association with the spin-off regarding the Company's Sharia Business Unit, prevailing on the effective date of spin-off on December 22, 2025.
2. To perform duties and responsibilities, BTN's Board of Commissioners and Board of Directors had integrity, competence, and sufficient knowledge. However, two persons, who were 1 (one) BTN's Board of Directors and 1 (one) BTN's Board of Commissioners, still conducted a fit and proper assessment process by the Financial Services Authority (OJK).
3. BTN had its policy related to the implementation of coordination and evaluation related to governance in the business group, as well as the implementation of banking synergy between holding and subsidiary companies. However, the implementation of synergy, coordination, and evaluation had not been fully established in all sectors, so adjustments and maturation of the function unit in the subsidiary management as the coordinator were required.
4. BTN and BSN implemented good corporate governance (GCG) principles by affirming compliance function, internal audit, and risk management; execution of prudential principles in funds provision; transparency of customer information and data protection; improvement of business process quality; prudent remuneration policy; and protection of shareholders' rights.
5. BTN telah membentuk Komite Manajemen Risiko Terintegrasi untuk mendukung penguatan tata kelola risiko secara menyeluruh di seluruh entitas dalam kelompok usaha.
6. To support the operational implementation, BTN, BTN, and BSN had conducted a banking synergy that was drafted in some Cooperation Agreements with the following details, as follows:

   6.1 Cooperation Agreement between BTN Number 42/PKS/DIR/2025 and BSN Number 02/DIR/PKS/BSN/X/2025 on October 20, 2025, concerning Synergy of Office Buildings of Banking Utilization.

   6.2 Cooperation Agreement between BTN Number 52/PKS/DIR/2025 and BSN Number 011/DIR/PKS/BSN/XII/2025 on December 15, 2025 concerning Operational Activity Synergy, which included contact center infrastructure services, provision, and Human Resources/Outsourcing management; services infrastructure complaint customer; ATM and CRM operational management service; debit/ATM card printing service; customer service pinpad management service; token management service of Sharia Cash Management System; currency management service; application management service; reconciliation service, settlement of rights and obligations, and dispute settlement; record letter service; and merchants operational management services (EDC and QRIS).

   6.3 Cooperation Agreement between BTN Number 54/PKS/DIR/2025 and BSN Number 013/DIR/PKS/BSN/XII/2025 on December 15, 2025 concerning Synergy of Commercial Sharia Bank Services, which included the utilization of office network, infrastructure, technology system, and Human Resources (HR) throughout BTN network office, where the transaction recording was conducted via separated system as well as accompanied by implementation of knowledge transfer to the related HR related to ensure service organization that was in accordance with Sharia principles and applicable provisions.

   6.4 Cooperation Agreement between BTN Number 53/PKS/DIR/2025 and BSN Number 012/DIR/PKS/BSN/XII/2025 on December 15, 2025 concerning Activity Synergy in BTN Group's business ecosystem, which included the utilization of the holding channels acquisition; financing; collection & recovery; treasury management; cooperation with State Ministries/Institutions as well as other institutions/partners; collaboration of promotional and communication media; collaborative campaign programs; digitally customers acquisition; utilization of E Channel; and the improvement of sales productivity through sales tools usage.

   6.5 Cooperation Agreement between BTN Number 11/PKS/HCSD/OD/2025, 16/PKS/ HCMD / Edev /XII/2025, 218/PKS/ LMD /LOS/ XII/2025 and BSN Number 01/PKS/HCP/HS/XII/2025 on December 15, 2025 concerning Banking Synergy Banking in the Human Capital (HC) sector, which included utilization of the Global Grading System (GGS) application, BTN Best, B Gate, Astonia, and Learning Management System applications, employees' development and training programs, as well as the use of class rooms and learning supporting facilities.
7. BTN had compiled the Company's 2025-2029 Long-Term Plan (RJPJ) and the 2025-2027 Bank Business Plan, and BSN had also collected the 2025-2029 Corporate and 2025-2027 Bank Business Plan.

Recommendations and Follow Up

Problem	Follow-up
There are still a number of violations of regulations that have resulted in fraud incidents.	:The Company is committed to making improvements in the implementation of the Anti-Fraud Strategy, including: 1. Prevention: Monitoring and evaluation/improvement of Anti-Fraud Strategy (AFS) policies under the prevention function. Identification of vulnerabilities through activities including Fraud Risk Assessment (FRA), Risk Control Self-Assessment (RCSA), RA/RT planning, and the use of the Fraud Risk Register. 2. Detection: Digital Fraud Monitoring & Detection by developing rules, models, and customer risk profiles to enhance the accuracy of the Fraud Detection System (FDS), as well as monitoring flagged/triggered activities within the FDS. Non-Digital Fraud through coordination, consolidation, and evaluation of detection results from surveillance systems, verification, control testing, and supervision. 3. Investigation, Reporting, and Sanctions: Monitoring activities covering prevention efforts, investigation progress status, fraud detection results, investigation results, imposition of sanctions, recovery efforts, and litigation. DORD submits a consolidated report every 3 (three) months to the Anti-Fraud Sub-Committee and the Board of Commissioners. The consolidated report includes fraud detection results, investigation status and aging, investigation outcomes, completion of follow-up actions, imposition of sanctions, and litigation. Monitoring, evaluation, and follow-up are conducted on the status of fraud events, imposition of sanctions, completion of action plans, and recovery efforts, as well as evaluation of fraud event reports and the formulation of preventive follow-up measures.

Assessment by External Parties

In addition to Self-Assessment, the Company has also consistently conducted Third Party assessments to attain a second opinion on the quality of the GCG implementation to unceasingly refine the quality of the GCG implementation; this includes the Corporate Governance Perception Index survey, hereinafter abbreviated as CGPI, which is organized annually by the Indonesian Institute for Corporate Governance (IICG) and the GCG assessment is based on the ASEAN Corporate Governance Scorecard standards conducted by the OJK and the Indonesian Institute for Corporate Directorship (IICD).

GCG Rating - Corporate Governance Perception Index (CGPI) Award

The Company constantly takes part in ratings and the Corporate Governance Perception Index survey, hereinafter abbreviated as CGPI, every year, which is organized by the Indonesian Institute for Corporate Governance (IICG). CGPI is a research program and rating of the quality of corporate governance with the following assessment stages:

1. The instrument and Document Analysis Stage is conducted through the following activities:
   a. Self Assessment.
   b. Document Assessment.
2. Observation Stage
   The observation stage is performed through clarification of the assessment instruments and the Company's documents' extensiveness, executive exposure, and internal discussions.

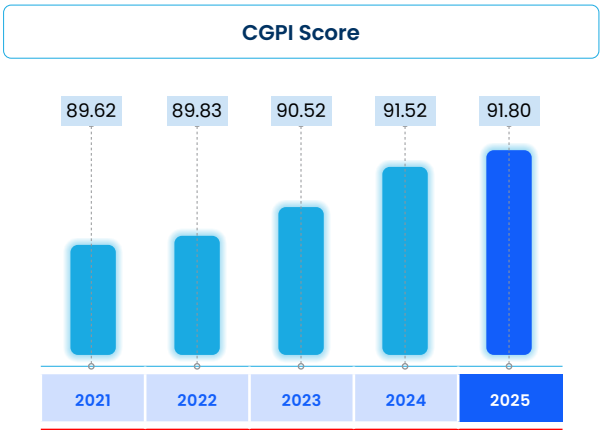
Assessment Criteria

The assessment aspects of CGPI include Governance Structure, Governance Process, and Governance Outcome).

Party Conducting The Assessment

Pihak yang melakukan penilaian CGPI yaitu *The Indonesian Institute of Corporate Governance* (IICG).

Rating Score



Recommendations and Follow Up

No	Recommendation	Follow-Up
GOVERNANCE STRUCTURE		
1	BTN required to optimize and establish an organizational structure design with clear lines of accountability and a flexible hierarchy in accordance with the company's strategic plan, business needs, technological developments, and adaptive to the dynamics of the business environment.	BTN established an updated organizational structure in 2025, such as Technical Instructions Number PT.3-A.6 concerning the Organizational Structure of the Head Office, Regional Offices, Branch Offices.
2	BTN needed to periodically update the Company's policies and strategies through comprehensive risk-based analysis related to the dynamics of the business and industrial environment in order to optimize the company's potential.	In 2025, BTN updated existing internal regulations with the old Policy and Procedure Architecture being transformed into the New Policy and Procedure Architecture with the following details: 1. 10 (ten) General Policies had been issued which serve as Umbrella Policies for Bank operational activities. 2. 154 (one hundred and fifty four) Special Policies (KK) had been issued, which were derivative regulations of the General Policy. 3. 300 (three hundred) Technical Instructions had been issued, which were derivative regulations of the Special Policy.
3	BTN required to continuously optimize the organizational culture at every level of the organizational structure that was enthusiastic about dealing with challenges, agile, flexible, adaptive, innovative, and brave enough to take well-measured opportunities.	BTN developed a Corporate Culture framework to provide an overview for BTNers in understanding and implementing the Core Values of AKHLAK. To strengthen the implementation of AKHLAK core values consistently and sustainably, BTN has established 5 (five) cultural pillars, namely Sales & Service Culture, Governance & Risk Culture, Performance Culture, Learning Culture and Digital Culture as behavioral guidelines in achieving the company's vision and mission which are actualized through 10 (ten) main programs as the implementation of cultural program activities in all work units within the Company.
GOVERNANCE PROCESS		
1	BTN required to develop an effective program for implementing ethical guidelines by all company members to avoid deviant behavior and be more resilient in dealing with business dynamics, so that business integrity and sustainability were well-maintained.	BTN had prepared guidelines, as follows: Joint Decree of the Board of Commissioners Number 01/SKPB/KOM/BTN/2024 and the Board of Directors Number SKPB-01/DIR/BTN/2024 regarding the Code of Conduct of PT Bank Tabungan Negara (Persero) Tbk. 2. Joint Decree of the Board of Commissioners Number 01/SKPB/KOM/BTN/2025 and the Board of Directors Number SKPB-01/DIR/BTN/2025 on November 28, 2025 regarding the Code of Conduct and Professionalism of the Board of Commissioners and Directors. BTN also consistently implemented ethical guidelines for employees through various programs that had been prepared.
2	BTN needed to optimize the business sustainability system and mechanism in the company by implementing and performing certification in accordance with the SNI ISO 22301: 2019 standard regarding the Business Continuity Management System .	BTN had implemented systems and procedures related to Business Continuity Management in accordance with Indonesian national standards.
3	BTN required to optimize the mechanism for periodic identification and evaluation of opportunities, threats, and environmental dynamics, as well as conduct business transformation with rapid strategy integration and adjustment, optimal resource allocation, so that the company could respond to changes quickly and adaptively and create value sustainably.	BTN had optimized its mechanisms for periodically identifying and evaluating opportunities, threats, and business environment dynamics to ensure a more focused and responsive corporate transformation process. These efforts included strengthening the strategic environmental monitoring system, accelerating strategic adjustment and integration, and optimizing resource allocation to enable the company to respond to change quickly, accurately, and adaptively. BTN's approach was expected to strengthen organizational resilience, increase competitiveness, and create sustainable value in the face of the dynamics of the banking industry.

No	Recommendation	Follow-Up
4	BTN needed to strengthen its technological resource capabilities and capacity to improve operational efficiency, expand digital innovation, and maintain digital trust and cybersecurity, so that the company was more adaptive in facing changes and could maintain stakeholder trust and sustainable growth.	BTN had strengthened its technological resource capabilities and capacity by improving infrastructure quality, optimizing digital system utilization, and enhancing digital trust and cybersecurity. These efforts are aimed at increasing operational efficiency, expanding digital innovation, and ensuring more reliable protection of customer data and transactions. BTN's stronger technological foundation could respond more adaptively to change, maintain stakeholder trust, and drive sustainable corporate growth.
5	BTN required to strengthen the company's internal and external communications to ensure that relevant parties had the same understanding of the company's vision, mission, and objectives, as well as increase the company's brand value in the customers' and stakeholders' perception.	BTN always communicated internally and externally periodically through various media, including: 1. Holding Analyst Meetings, which were held 4 (four) times a year. 2. Holding Annual Reviews with national and international rating agencies 3 (three) times a year. 3. Interaction and discussion with investors and analysts, such as conferences meetings and Non-Deal Roadshows in a year. 4. The company also communicated the company's vision, mission, and objectives, and increased the company's brand value to internal company's through town halls, CEO Message videos, etc.
GOVERNANCE OUTCOME		
1	BTN needed to strengthen the company's capabilities, capacities, and core competencies through the implementation of adaptive, agile, and efficient strategies to support sustainable growth in company value and strengthen its position in the banking industry, as well as making a positive contribution to the economy.	BTN continuously strived to strengthen the company's capabilities, capacity, and core competencies through the implementation of increasingly adaptive, agile, and efficient strategies to address the dynamics of the banking industry. This effort was realized through strengthening core processes, improving human resource quality, and optimizing the utilization of technology to ensure competitive strategy execution. These efforts were then expected to strengthen BTN's position in the banking industry, while supporting sustainable corporate value growth and making a positive contribution to the economy.
2	BTN required to consistently and proportionally increase customer-oriented value growth by ensuring that every performance result, product, and service empowers consumers and builds a sound financial industry ecosystem.	BTN strived to strengthen customer-centric value growth by improving product quality, services, and performance that truly empower customers. This effort was accompanied by the development of solutions relevant to consumer needs, enhanced service experiences, and strengthened collaboration within the financial ecosystem to ensure consistent, proportional growth and support the creation of a sound and sustainable industry.
3	BTN needed to optimize the efficiency and effectiveness of the company's operations in order to improve financial and non-financial performance that supported the creation of corporate value for consistent sustainable growth.	BTN continuously refined business processes to increase efficiency, strengthen digitalization and data utilization, and develop human resource capabilities for more effective operational implementation. These efforts were supported by regular monitoring of financial and non-financial indicators to ensure consistent and sustainable performance improvements and corporate value creation.
4	BTN required to progressively manage legal cases, currently being dealt with and strive for optimal risk mitigation for all lawsuits, and prevent the Company from reoccurring legal cases.	The Bank had placed employees in Regional Offices as Regional Legal Representatives (RLR), whose duties and responsibilities included as follows: 1. Providing legal assistance for litigation issues submitted by each work unit in terms of implementing Bank operations according to its work area. 2. Exercising legal activities representing the Bank in court proceedings and outside the court according to its work area. 3. Providing legal opinions and legal consultations on litigation issues submitted by work units in the work area. 4. Performing legal watch functions according to the work area.

No	Recommendation	Follow-Up
5	BTN needed to improve the company's business innovation achievements to be the best not only in products and services but also in processes, supporting functions, organizational performance or strategies so that it becomes the company's competitive advantage and increases the company's value for sustainable growth.	BTN continuously strived to strengthen and improve its overall business innovation, not only in products and services, but also in core processes, support functions, organizational performance, and corporate strategy. This innovation strengthening was aimed at creating value-added breakthroughs, driving efficiency, and improving service quality to achieve sustainable competitive advantage. Through a structured and consistent innovation approach, BTN was committed to strengthening competitiveness and increasing corporate value to support sustainable growth.

GCG Assessment Based on Asean Corporate Governance Scorecard (ACGS)

Another GCG assessment that the Company participates in is the ASEAN Corporate Governance Scorecard, a standard for measuring Governance practices agreed upon by the ASEAN Capital Market Forum (ACMF). The ACGS is an initiative of ASEAN countries as members of the ACMF to support corporate governance practices to promote ASEAN as a classy asset and increase global investors' confidence in the quality of companies in the ASEAN region.

Assessment Criteria

The ACGS assessment has 5 aspects which are categorized into the following 2 levels:

1. Level 1 consists of 4 parts as follows:
   - Part A: Rights and Equitable Treatment of Shareholders
   - Part B: Sustainability and Resilience
   - Part C: Disclosure and Transparency
   - Part D: Responsibilities of the Board
2. Level 2 , consists of Bonus and Penalty.

Parties Conducting The Assessment

Each ASEAN country appoints representatives of the Domestic Ranking Body (DRB) and Corporate Governance (CG) Experts to conduct assessments based on ACGS parameters. In this regard, DRB and CG Experts from Indonesia are represented by PT RSM Indonesia.

Skor Penilaian

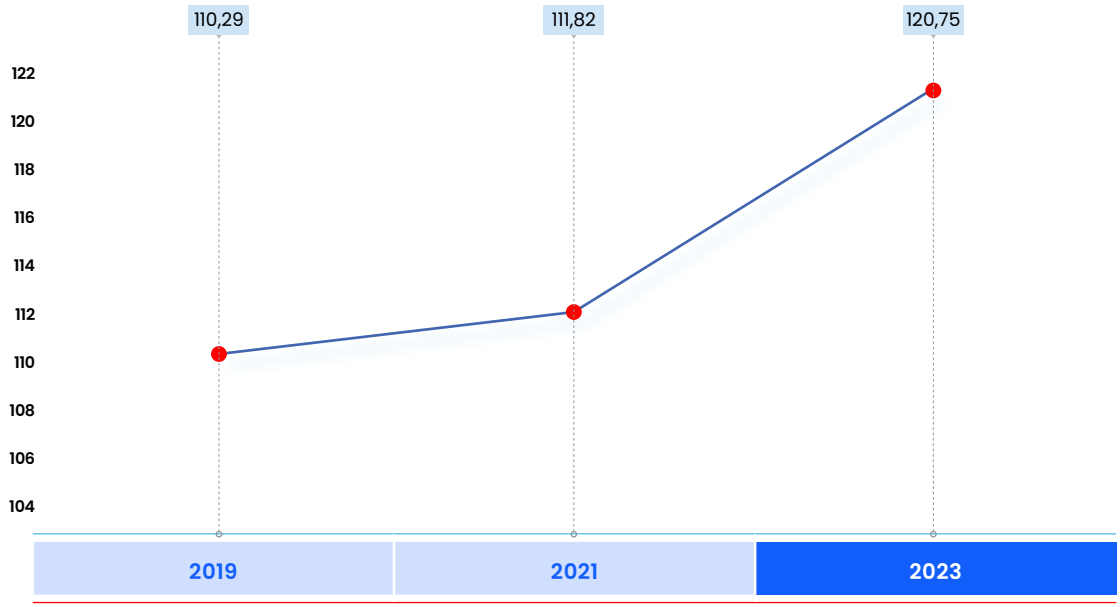
According to the assessment results of the 100 registered companies by the 2024 ACGS criteriaperformed by the representatives of CG Expert and DRB Indonesia (PT RSM Indonesia), the result was announced on July 24, 2025, and BTN successfully achieved an award in the following 3 (three) categories, as follows:

1. Top 50 ASEAN Public Listed Companies (PLCs)
2. Top 5 Indonesia Public Listed Companies (PLCs)
3. ASEAN Asset Class Public Listed Company (PLCs)

In addition, the Company also obtained an award as the Registered Company, including in the ASEAN Asset Class category. Based on the ACGS evaluation report submitted by the Indonesia Stock Exchange (BEI), the Company's total score based on the 2024 ACGS parameters was 120.75. The score improved from the Company's score in the 2021 ACGS organized by ACMF, where the increase was 8.93 points. Assessment was reviewed based on the disclosure of corporate governance practices through information that was publicly available and could be accessible to the public, as well as covered information contained in annual reports, websites, announcements, and circulars issued by the Company. The information used in the evaluation was the information presented in the English version.

In the last 3 (three) years, the score of BTN ACGS was as follows:

Skor ACGS



The company also carries out evaluation ACGS 2024 against criteria ACGS Revised version 2 – March 2024. This show that implementation implementation GCG in the Company is increasingly Good from year to year .

The Company also performed the 2024 ACGS assessment on the ACGS Revised version 2 category – March 2024. It demonstrates that the GCG implementation in the Company has improved annually.

Recommendations and Follow-Up

No.	Recommendation	Follow-up
1	Providing an opportunity for shareholders to elect candidates for the Board of Directors and/or Board of Commissioners individually.	The Company has provided an opportunity for all shareholders to elect candidates for Directors and/or Board of Commissioners individually; however, no individual elections were conducted for each Director and/or Board of Commissioners.
2	Ensuring that the Company disclosed information regarding details of remuneration and the total paid to each member of the Board of Commissioners.	The Company ensured that the remuneration of each member of the Board of Commissioners. Remuneration had been disclosed and included the following: 1. Fees 2. Allowances 3. Other salaries (including benefits in kind). The Company had disclosed detailed information on the remuneration received by each member of the Board of Commissioners and Directors, but had not disclosed details of the remuneration and the paid-up amount.
4	Disclosing that an annual performance assessment of the Board of Directors and Board of Commissioners in the current year had been performed.	The Company had disclosed the annual performance assessment of the Board of Directors and Board of Commissioners for the current year, which was submitted in the annual report.

Asean CG Scorecard Assessment by IICD 2024

The ASEAN Corporate Governance Scorecard (ACGS) is implemented to support efforts aimed at enhancing investor confidence in the quality of companies in the ASEAN region through the improvement of governance standards and practices. ACGS is participated by entities from all ASEAN jurisdictions, including Indonesia, Malaysia, the Philippines, Singapore, Thailand, and Vietnam. The benefits and objectives of the ASEAN CG Scorecard are as follows:

a. The need for a reference that can be used as a guide in preparing an effective strategy for improving future corporate governance practices.
b. Enhancing standards and practices of corporate governance for publicly listed companies in ASEAN.
c. Boosting global investment attractiveness for wellgoverned publicly listed companies in ASEAN.

Based on the independent assessment results, having been performed by the Indonesian Institute for Corporate Directorship (IICD), BTN successfully achieved the Best Overall in the MidCap PLCs and Top 50 Issuers categories with Middle Market Capitalization (MidCap PLCs).

GCG Assessment by The 2025 TOP GRC

The company also followed the 2025 TOP GRC event. The event was an annual corporate rating (award) in the Corporate Governance (GCG), Risk Management, and Compliance Management categories. The purpose of the TOP GRC implementation was to boost the Company's business improvement through the Integrated GRC implementation and policy development. The 2025 TOP GRC theme was "Resilience to Sustainability: Leading Through GRC ." In the 2024 TOP GRC award, the collaboration was between Top Business Magazine and Indonesian GRC Association, IRMAPA (Indonesian Risk Management Professional Association), ICoPI (Institute Compliance Professional of Indonesia), and PaGi (Indonesian Governance Professional Association), as well as several GCG and Risk Management consulting companies. The stages that had been investigated were as follows:

1) The implementation of the interview and question-and-answer stages was conducted by BTN Management, the Board of Directors, and the 2025 Top GRC's Board of Jurors on July 16, 2025.
2) On September 3, 2025, the 2024 TOP GRC award was held, and BTN successfully achieved several awards, as follows:
   - **PT Bank Tabungan Negara (Persero) Tbk as #5 Stars**, namely Systems, infrastructure, and implementation related to Good Corporate Governance (GCG), Risk Management, and Compliance Management, as well as the use of digital technology in the company, are at a Very Excellent (Extraordinary) level, so that it greatly supports the success of GRC implementation and the improvement of the company's sustainable business performance.
   - **Mr. Nixon LP Napitupulu (the President Director of PT Bank Tabungan Negara (Persero) Tbk was awarded as the 2025 Most Committed GRC Leader**, an Award granted to a Business Leader or President Director/The Company's Highest Leader, assessed to have high commitment in supporting system completeness and the successful GRC implementation in the Company.
   - **The Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk was awarded as the 2025 High Performing Board of Commissioners on GRC**, an Award granted to the Company's Board of Commissioners, assessed to have a high commitment in supporting system completeness and the successful GRC implementation in the Company.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM

Throughout 2025, the Company successfully implemented the right strategies and initiatives so that the Company successfully recorded positive and sustainable achievements. Until December 2025, the Company successfully distributed 2025 Corporate Social and Environmental Responsibility (CSER) funds amounting to IDR119.91 billion, through various activities carried out in the CSER Program that support the Company in achieving Sustainable Development Goals.

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The Company's Social and Environmental Responsibility –later abbreviated to CSER- of SOEs is the implementation of the company's commitment towards sustainable development. This program aims to make a constructive contribution to the economy, social sector and environment, as well as regulation and governance in accordance with integrated and directed principles. This program ought to generate measurable impacts, is accountable and becomes a part of the Company's business approach. As one of the biggest banks in housing loans (KPR) as well as a state-owned enterprise (SOEs), the Company is committed to supporting sustainable development. Factual assistance is provided by the Company by conducting selected financing following the principles of sustainable finance.

The Company continues to strengthen its commitment to social and environmental responsibility through integration with the Sustainable Development Goals (SDGs) and implementation of the Social and Environmental Responsibility (CSER) program. As a form of implementation of the Minister of BUMN Regulation PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State- Owned Enterprises, the Company has prepared initiatives that focus on sustainable development goals and concern for the environment.

Danantara Investment Management (BPI Danantara) and the State-Owned Enterprises Regulatory Agency (BP BUMN) encourage all corporations under their supervision to ensure that the SOEs Social and Environmental Responsibility (CSER) Program can have an impact on the community and as a form of support for the Government's program focused on 3 (three) priority areas, namely Education, Environment, and Development of Micro, Small and Medium Enterprises (MSMEs). The implementation of the SOEs CSER Program applies the principles of integration, direction, measurable impact, and accountability.

The accomplishment of the Company's CSER Program intends to make contributions to sustainable development, support business in the long term and fulfill the expectation of related stakeholders. The Company interprets the CSER program not only as an endeavor to construct a harmonious and mutualistic relationship with the environment, community and stakeholders on local, national and global scale but also as an effort to make a positive impact and contribution to sustainable economic development. The moral duty of the company is to help the business flourish and improve the domestic sustainable economy by holding onto integrity values, obeying the law and constitution and upholding business ethics.

The TJSL program in 2025 is focused on the main pillars based on the Regulation of the Minister of State-Owned Enterprises Number PER-05/MBU/04/2022 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises and the Regulation of the Minister of State-Owned Enterprises of the Republic of KPR Number PER-6/MBU/09/2022 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-05/MBU/04/2022 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises and PER-01/ MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises, namely social, environmental, economic, and legal and governance.

CSER Program was implemented in accordance with the main pillars, described below:

1. Social, achieving the fulfillment of quality basic human rights fairly and equally to improve the welfare of the community.
2. Environment, implementing sustainable management towards natural resources and environment as the support for all lives.
3. Economy, attaining quality economic growth through sustainable employment and business opportunity, innovation, inclusive industry, adequate infrastructure, affordable clean energy and supported by partnerships.
4. Legal and Governance, realizing legal certainty and effective, transparent, accountable and participative governance to create security stability and achieve a state based on law.

Throughout its implementation, CSER Program is in accordance with the following principles:

1. Integrated, meaning that it is conducted based on risk analysis and business processes relevant to the stakeholders.
2. Targeted, meaning that it goes in a clear direction to reach the Company goals.
3. Measurable, meaning that it makes contributions and presents benefits that bring transformation or added value for stakeholders and the Company.
4. Accountable, meaning that being accountable to avoid potential abuse and irregularity.

The current CSER Program is no longer referred to the old Corporate Social Responsibility (CSR) model that is based on charity or philanthropy activities but is supposed to create added value or Creating Shared Value (CSV). CSV refers to the CSER agenda that offers sustainable added value for the community and is able to present benefits for Company in line with the Focus and Pillars of CSER.

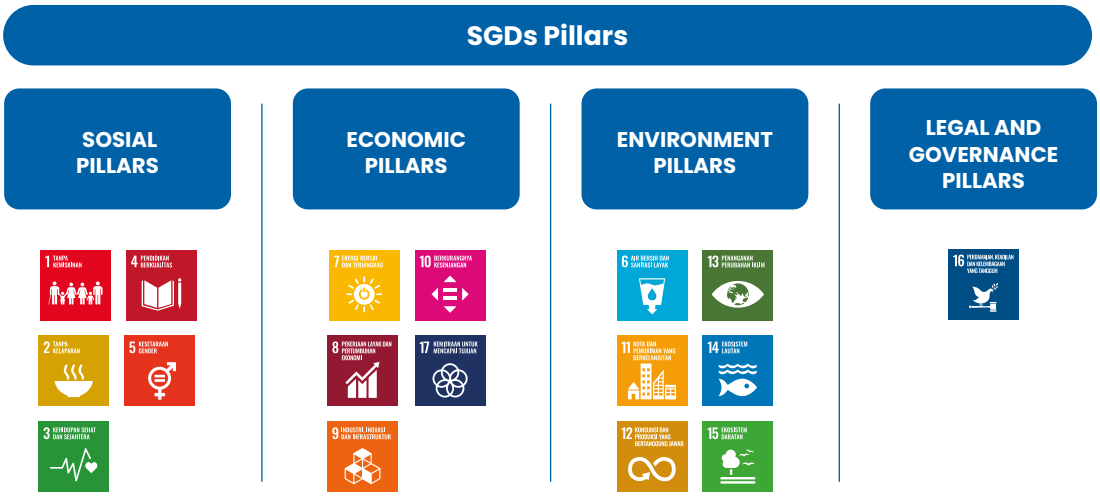
Differences between CSR Programs and CSER Creating Shared Value (CSV)

	CSR	TJSL CSV
Philosophy	Pure social assistance (charity, philanthropy)	Social support which offers/creates economic value for beneficiaries and Companies
Value	Good deeds with no return to the Company	- It provides solutions to social problems, offering sustainable economic benefits to the community - BTN receives impacts from the social assistance
Outcome	Benefits are bounded only for recipients and are not sustainable	It gives social, economic and environmental impacts on the community and is related to sustainable company business

THE THE COMPANY'S COMMITMENT TO SOCIAL **AND ENVIRONMENTAL RESPONSIBILITY**

The Company views the implementation of Social and Environmental Responsibility (CSER) as a form of accountability for the existence of the Company to all stakeholders. The Company carries out various activities in the CSER Program that are appropriate and relevant to the Company's business and activities as well as possible. The implementation of the TJSL program is carried out as a form of the Company's participation in efforts to improve the economic level of the community directly affected by the economic crisis caused by the Covid-19 pandemic, as well as part of its contribution to sustainable development.

The Company provides support and contribution to the achievement of SDGs, namely development that prioritizes harmony between economic, social and environmental aspects. With the support and contribution, the Company believes that it has laid down a sustainable foundation, i.e. by creating longterm value which is through the creation of sustainable competitive advantage not only for the Company, but also for the wider community and environment and strengthening resilience.



Sustainable Development Goals (SDGs) are a global action plan agreed by the world leaders, including Indonesia's. Indonesia's commitment to realizing Sustainable Development Goals is stipulated through Presidential Regulation No. 59 of 2017 on the Implementation of the Achievement of Sustainable Development Goals. SDGs contains 17 Goals and 169 Targets which are expected to be achieved by 2030. The Company is aware of its obligation to participate in the achievement of the SGDs, especially at point 11, i.e. developing decent, safe and affordable cities and settlements for everyone by 2030 through house ownership financing (KPR) products for the community.

ESG COMMITTEE

ESG & CSER Program

In proposing this ESG framework, strategy and roadmap, the Company also pays attention to stakeholder involvement, including conducting benchmarking with companies that have implemented ESG both domestically and abroad and holding an ESG Workshop with internal participants consisting of 20 divisions, which aim to be supporting validators for the proposed draft ESG framework, strategies and initiatives, thereby forming an ESG framework that is in line with the Company's readiness and ambitions.

Duties and Responsibilities of the ESG Committee

The Environmental, Social and Governance (ESG) Committee, which was formed to achieve Sustainable Development Goals and Climate targets, plays a role in providing recommendations to the President Director to formulate policies, strategies and targets for ESG and CSER programs that have an impact on the environment, social and governance as well as facilities in carry out monitoring and decision making related to the implementation of the Company's ESG and CSER programs.

The duties of the ESG Committee is to carry out evaluations and provide recommendations to the President Director regarding ESG, among others:

1. Decisions on the Bank's strategy that has an impact on the environment, social and governance in the ESG program and roadmap.
2. Monitoring the implementation of the Bank's ESG strategy and roadmap.
3. Provide information to the Company's management regarding ESG-related issues including legislation, government programs, international developments, future business trends and climate change.
4. Monitor, evaluate and provide recommendations on the results of ESG reports, concerned investors or other third parties regarding ESG implementation.

Membership Structure

The ESG Committee is regulated in Special Policy No. KK.9 - D concerning Governance Procedures The Board of Directors Committee has the following structure:

	Position	Voting Rights	Description
Chairman (concurrently serves as permanent member)	President Director	✓	Permanent Member
Directors / SEVP	Vice President Director *)	✓	Permanent Member
	Director in charge of Risk Management**)	✓	Permanent Member
	Director in charge of Finance & Strategy	✓	Permanent Member
	Director in charge of Information Technology	✓	Permanent Member
	Director in charge of Human Capital & Compliance	X	Permanent Member
	Director in charge of Operations	✓	Permanent Member
	Director in charge of Treasury & International Banking	✓	Permanent Member
	Director in charge of Consumer Banking	✓	Non-Permanent Member
	Director in charge of Network & Retail Funding	✓	Non-Permanent Member
	Director in charge of Corporate Banking	✓	Non-Permanent Member
	Director in charge of Commercial Banking	✓	Non-Permanent Member
	SEVP in charge of Digital Business	✓	Non-Permanent Member
	SEVP in charge of Asset Management	✓	Non-Permanent Member
	SEVP in charge of Credit Risk	✓	Non-Permanent Member

*) Alternate Chairman I
**) Alternate Chairman II

GENERAL CONDITIONS OF SOCIAL **AND ENVIRONMENTAL RESPONSIBILITY IMPLEMENTATION**

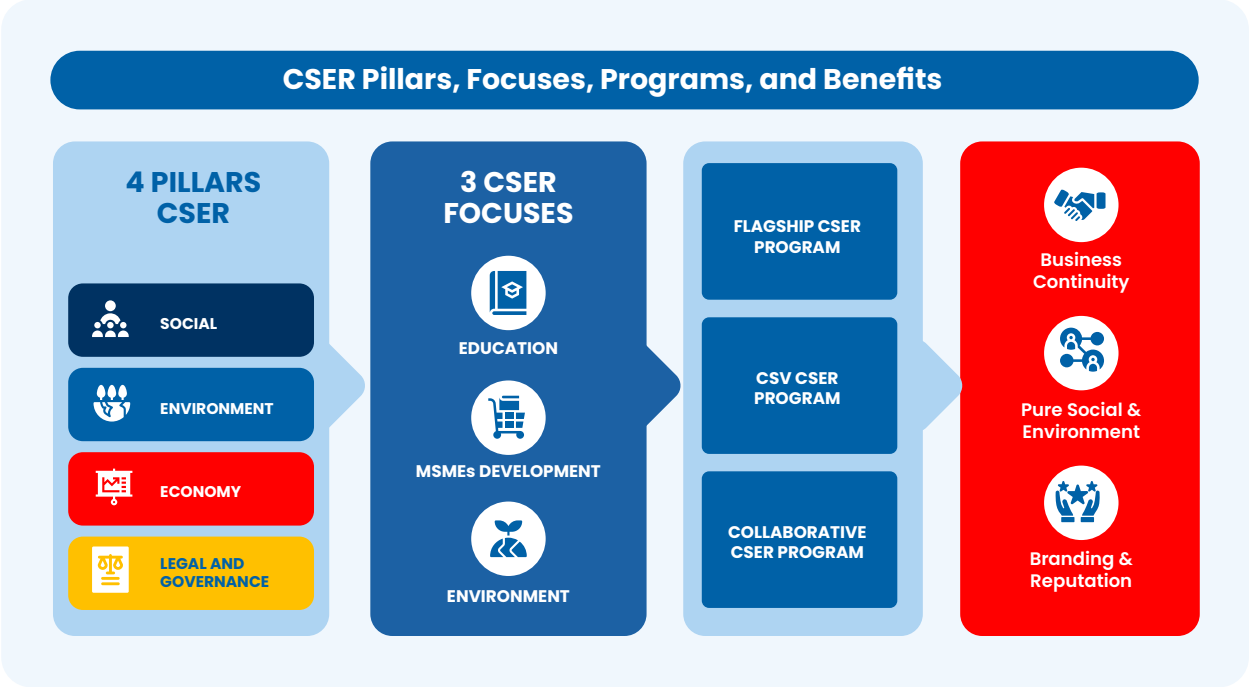
The Social and Environmental Responsibility (CSER) is a program mandated by the Government to State-Owned Enterprises. CSER is motivated by environmental and social problems arose as a result of rapid development for economic growth. Thus, the role of financial institutions is needed in supporting sustainable development without damaging the environment and society. CSER is seen as a tangible manifestation of the Company's contribution to the efforts in achieving the Sustainable Development Goals, by providing economic, social, environmental and legal and governance benefits with more integrated, targeted, measurable and accountable principles. For the Company, CSER gives a strategic direction in developing financing portfolio for sustainable business activities as well as changes that will be made by the Company in business processes and risk management. The changes achieved are relevant in the context of integrating Environmental, Social, Governance (ESG) risk management in the Company's business activities.

In 2025, Company has accomplished some CSER agendas following the 4 (four) CSER Pillars namely Social, Economy, Environment and Law and Governance and 3 (three) main focus, namely Education, Environment and MSMEs Development. The combination of the four CSER Pillars and three CSER focuses, Bank BTN classifies the agendas into:

1. Flagship CSER Program.
2. Creating Shared Value (CSV) CSER Program.
3. Collaborative CSER Program.

The three programs aim to maintain business continuity, pure social and environment, branding and reputation.

The Company understands that the substance of the CSER program does not only lead to efforts to build harmonious and mutually beneficial relationships with the environment, community and stakeholders—both locally, nationally and globally—but also leads to the Company's mission to have a positive impact and contribution to sustainable economic development.



The Company is committed to fulfilling this responsibility by constantly running a sound business as well as improving programs and activities related to CSER. Various activities carried out simultaneously reflect the Company's contribution to sustainable development goals whose implementation is based on the principles of the ISO 26000 standard.

Thus, the CSER program carried out by the Company is expected to provide benefits for social and environmental development, contribute to added value creation for the Company and foster the community's micro and small businesses to be more resilient and independent.

The implementation of the CSER program is oriented to achieving Sustainable Development Goals (SGDs) and is guided by ISO 26000, with the hope that the implementation of CSER at SOEs is more measurable, impactful and sustainable. The Company's CSER program aims to:

1. Provide benefits for economic, social, environmental and legal and governance development for the Company;
2. Contribute to the creation of added value for the Company in integrated, directed, measurable and accountable manners;
3. Foster micro and small businesses and the surrounding communities to be more resilient and independent.

Furthermore, the Company has also set strategic objectives that are beneficial, sustainable and supporting the streamlined operation of the Company. This goal setting is also based on the concept of People, Planet and Profit Balance.

The Company continues to be committed to encouraging sustainable finance through the integration of Environmental, Social and Governance (ESG) aspects in its business and operational activities. The Company's journey in the ESG realm involves planning how the Company manages environmental impacts, addresses social issues, and maintains ethical governance standards in all of its banking operations. The Company's implementation of sustainable finance has been carried out since 2019 through the publication of the Sustainable Finance Action Plan (RAKB) which refers to OJK Regulation No. 51/POJK.03/2017 concerning Sustainable Financing of Financial Services Institutions, Issuers and Public Companies.

The Company as a State-Owned Enterprise (BUMN) and one of the largest banks in Indonesia is committed to supporting the realization of sustainable development. This is realized by the Company by providing selective financing, which is in line with the principles of sustainable finance and the implementation of a sustainable Social and Environmental Responsibility Program (CSER).

CSER programs that support Sustainable Finance include:

No.	Program Name	Program Implementation Work Unit
1.	Implementation of a series of housing ecosystem entrepreneurial activities (BTN Housingpreneur)	Corporate Secretary
2.	Skills Development of people with disabilities	Corporate Secretary
3.	Planting trees and/or mangroves	Corporate Secretary
4.	MSME development training	Corporate Secretary
5.	Social Return on Investment (SROI) Assessment	Corporate Secretary
6.	Scholarships/Educational assistance for outsourced workers' children	Corporate Secretary

REALIZATION OF CORPORATE SOCIAL **AND ENVIRONMENTAL RESPONSIBILITY (CSER) 2025**

Through the CSER program, the Company aims to have a positive impact on human social life and the environment. The Company's CSER program is directed at empowering communities, improving the quality of life, and maintaining the sustainability of the surrounding ecosystem. CSER is one of the important pillars that encourages the Company to innovate and develop together with society. Therefore, the Company continues to realize its strategic role in supporting sustainable development and creating positive value for all stakeholders.

In 2025, BTN received the following awards:

Media/Institution	Award	Date
BUMN Track	5th TJSL & CSR Award 2025 1. Social Pillar (Gold) 2. Economic Pillar (Gold) 3. Environmental Pillar (Gold)	June 25, 2025
Detik Awards 2025	Best Bank for Empowering Housing Sector Entrepreneurs	November 18, 2025

Highlights of CSER Activities in 2025

1. **Social Pillar**
   Growing together with the community is one of the Company's main goals which is pursued through holding a series of activities that contribute to improving the quality of social, cultural, religious and social welfare life. This effort is in accordance with the achievements of SDGs 1, 2, 3, 4 and 5.

BTN Provides Assistance for Renovating Uninhabitable Houses

BTN President Director Nixon LP Napitupulu, along with the Director of Human Capital and Compliance at BTN and the Financial Transaction Reports and Analysis Center (PPATK), provided assistance to residents of North Jakarta, Cikarang, and Cianjur. The assistance provided 15 houses.

BTN Supports Education Funds for Students Affected by Disasters

The Company, through its Medan Sharia Branch Office, provided educational financial assistance to 250 students affected by the disaster at the State Islamic University of North Sumatra (UINSU).

2. Economic Pillar

In order to achieve quality and sustainable social economic growth, the Company carries out activities to increase employment and business opportunities. These various activities are expected to grow income and reduce poverty levels in society in accordance with SDGs 7, 8, 9, 10, and 17.

BTN Housingpreneur 2025

The Company implemented an initiative program designed to support the creation of a sustainable business system related to the housing ecosystem, including a series of competitions and entrepreneurial training programs under the BTN Housingpreneur program. This is the second year of BTN Housingpreneur. The series of activities were carried out through roadshows in five cities: Jakarta, Bandung, Surabaya, Medan, and Makassar. The selection and awarding process will take place in early 2026.

Women Champion Entrepreneurs Connection (WCEC)

WCEC is a major initiative program for women entrepreneurs across Indonesia conducted online which aims to improve business skills and increase income.

English Language Skills Training and Certification for Person with Disabilities (BTN Skillability)

The Company initiated a program aimed at helping persons with disabilities to improve their English skills and obtain employment opportunities. The activity was held in Jakarta with 50 participants.

3. Environmental Pillar

Environmental preservation is a priority for the Company. Therefore, the Company carries out natural resource and environmental management activities which also aim to increase environmental awareness in society. This effort indirectly supports the achievement of SDGs 6, 11, 12, 13, 14, and 15.

Mangrove Ecosystem Restoration for Blue Carbon

The Company implemented a Mangrove Ecosystem Restoration program for Blue Carbon to mitigate threats and conserve coral reefs and sea turtles. The goal is to sequester carbon, ensure economic resilience for coastal communities, preserve biodiversity, and adapt to climate change. Furthermore, mangroves can provide protection against abrasion, erosion, seawater intrusion, and sea level rise.

Tree Planting Program in National Strategic Project Areas with the Theme "Growing with Nature"

Tree planting was a measure aimed at strengthening Depok's ecological function as a water catchment area. The planting of 5,000 tree seedlings was expected to increase CO_2 levels.

4. Legal and Governance Pillar

Efforts to strengthen legal and governance frameworks are carried out through policies and oversight that are transparent, accountable, and uphold integrity, supporting the creation of institutions that are effective, fair, and professional in line with Sustainable Development Goal 16.

1) Support for Facilities and Infrastructure of Rifka Annisa Women's Crisis Center
   BTN is committed to implementing its Corporate Social and Environmental Responsibility (CSR) program through the Legal and Governance Pillar by supporting the Rifka Annisa Women's Crisis Center. Rifka Annisa Women's Crisis Center is a women's crisis centre in Yogyakarta that focuses on eliminating gender-based violence against women and children through comprehensive support services. Rifka Annisa Women's Crisis Center is also actively promoting policies that are more responsive to violence against women, as well as engaging in prevention efforts through training, research, and multiplatform collaboration.

2) Support for High Profile Case (HPC)
   Support for the High Profile Case (HPC) on behalf of Susanti binti Mahpud Dharab represents a form of comprehensive assistance for a case with high public attention and particular sensitivity. This support is provided to ensure that the handling process is conducted in a professional, transparent manner and in accordance with applicable legal provisions. Susanti binti Mahpud Dharab is an Indonesian Migrant Worker from Karawang, West Java, who faces the threat of the death penalty in Saudi Arabia. BTN participated in fundraising efforts to help cover the cost of fines to save Susanti's life.

Company's TJSL budget in 2054 was allocated at IDR120 billion with achievements up to December 2025 of IDR119.91 billion or 99.93%.

No.	Field of Activity	Work Budget Plan per Sector 2025 (IDR)	Realization 2025 (IDR)	%
A	**SOCIAL PILAR**			
1.	SDG 1 (No Poverty)	13,000,000,000	24,300,797,801	183.93
2.	SDG 2 (Without Hunger)	35,000,000,000	32,834,988,494	93.81
3.	SDG 3 (Healthy and Prosperous Life)	13,500,000,000	3,669,211,000	27.18
4.	SDG 4 (Quality Education)	11,000,000,000	9,425,235,044	85.68
5.	SDG 5 (Gender Equality)	600,000,000	582,000,000	97.00
B	**ECONOMIC PILAR**			
1.	SDG 7 (Clean and Affordable Energy)	1,500,000,000	616,347,374	41.09
2.	SDG 8 (Decent Work and Economic Growth)	13,000,000,000	25,330,651,968	194.85
3.	SDG 9 (Industry, Innovation and Infrastructure)	8,000,000,000	4,648,205,100	58.10
4.	SDG 10 (Reducing the Gap)	950,000,000	836,174,388	88.02
5.	SDG 17 (Partnership To Achieve Goals)	400,000,000	452,974,000	113.24
C	**ENVIRONMENT PILAR**			
1.	SDG 6 (Clean Water and Adequate Sanitation)	600,000,000	455,714,000	75.95
2.	SDG 11 (Sustainable Cities and Settlements)	18,500,000,000	9,746,385,077	52.68
3.	SDG 12 (Responsible Consumption and Production)	900,000,000	532,678,800	59.19
4.	SDG 13 (Addressing Climate Change)	300,000,000	25,000,000	8.33
5.	SDG 14 (Ocean Ecosystem)	500,000,000	516,763,040	103.35
6.	SDG 15 (Terrestrial Ecosystem)	1,700,000,000	5,417,365,000	318.67
D	**LAW AND GOVERNANCE PILARS**			
1.	SDG 16 (Peace, Justice and Strong Institutions)	550,000,000	521,230,966	94.77
	TOTAL	**120,000,000,000**	**119,911,722,052**	**99.93**

Realization of CSER in Accordance with 3 (Three) CSER Focuses

1. Education Focus

Total beneficiaries for educational funding assistance in **2025** reached **1,603 people**	Total educational facilities assistance was **25** in either School, Islamic boarding school, *Madrasah*, and University	Total facility constructions reached **38** in either School, Islamic boarding school, *Madrasah*, and College

It is hoped that CSER Company will encourage or provide positive things, such as a scholarship program for young Indonesians so that they can get convenience and access to science and technology. Company encourages, upgrades, or provides positive things in the field of education,such as scholarships for underprivileged and high-achieving children, educational facilities and infrastructure, study rooms and rehabilitation of teaching and learning buildings.

Photos of the 2025 CSR in Educational Sector.

2. MSME Focus

Total MSME training assistance reached **1,300 MSME businessmen**; total MSME facility assistance was **49 Business Groups**; total MSME empowerment assistance was **65 MSMEs**.

Photos of the 2025 CSR in MSME Sector

Company Social and Environmental Responsibility (CSER) is directed to establish micro, small and medium entrepreneurs in all areas through the provision of funding and empowerment of MSMEs. SOEs is expected to stimulate the establishment of micro, small and medium enterprise (MSMEs) and provide funding for the emerging micro, small and medium enterprises (MSMEs).

In achieving quality and sustainable economic growth, the Company carries out activities to increase employment and business opportunities. These various activities are expected to grow income and reduce poverty levels in society in accordance with the Sustainable Development Goals.

3. Environmental Focus

CSER of SOEs was directed to preserve the nature sustainability by synergizing between the environment, people income and climate change. One of the programs is by planting beneficial trees, not only for greening and oxygen supply, but also for people income and environmental conservation. Environmental preservation is something the Company prioritizes. Therefore, the Company carries out natural resource and environmental management activities which also aim to increase environmental awareness in society. These efforts indirectly support the achievement of the Sustainable Development Goals.

Total Mangrove and Tree Plantings reached **24,648**, comprising Mangrove, Fruit Trees (Soursop, Breadfruit, Matoa, Mango, Jackfruit, Water Apple, Guava), Mahogany, *Rasamala*, Rain Tree, etc.

Photos of the 2025 CSR in Environmental Sector

CSER PROGRAM CONCEPT OF **CREATING SHARED VALUE (CSV)**

1. Environmental Program

No.	Program Name	SDG	Location	Types of Assistance	Number of Beneficiaries
1.	Urban Green Transformation (Urban Farming)	SDG 15	Ciracas, East Jakarta	Urban Farming Infrastructure	The Delima UF Female Farmers Group (KWT) consisting of 20 members

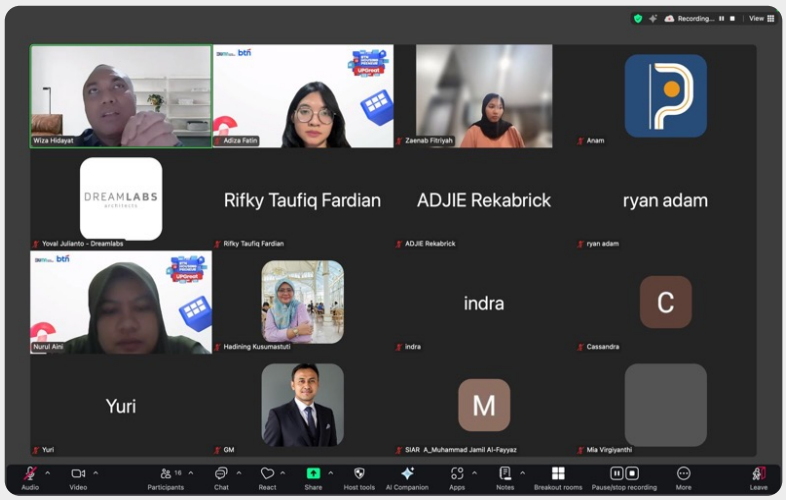
Description of the Impact Given to Beneficiaries
Assistance of urban farming facilities and infrastructure was expected to support the sustainability of the circular economy for the Delima UF Female Farmers Group (KWT) in Ciracas, East Jakarta.

Benefits for companies

a. If the KWT Delima UF Farmers Group created an economic circular, it was hoped that there would be engagement with the Company so that the results of the planting by the Farmers Group members would be distributed to the Company.
b. As a contributor to improve the air environment in Jakarta.

2. BTN Education Program

No.	Program Name	SDG	Location	Types of Assistance	Number of Beneficiaries
1.	Business Incubation	SDG 4	Jakarta	Provision of training, counselling, and relationship development to housing ecosystem entrepreneurs	30 participants



Information on the impact provided to Beneficiaries

BTN Housingpreneur Incubation aimed to develop the housing ecosystem sector and sustainably support the industry with a growing outcome, enabling young entrepreneurs to advance in the sector.

Benefits for companies

a. Introducing BTN as a bank focusing on housing for the community.
b. Participants were expected to work in the property sector and cooperate with BTN in assisting the Government to satisfy the housing backlog for the community.
c. Creating young entrepreneurs having engagement with BTN.

In this activity, Company also collaborated with various stakeholders. Among them are housing associations in this case the Indonesian Real Estate Company Association (REI) as Company's strategic partner. Company and REI together provided materials to participants: students from campuses that are also BTN partners and novice developers.

This developer training program for millennials aims to provide students with supplies to prepare themselves to become young developers who can later help the government in reducing the housing backlog in Indonesia. In addition, it is also to strengthen Bank Company's brand awareness as the bank that is most concerned about housing issues in Indonesia.

2024 The Young Developer Training Program was part of the ESG Champion Initiative, which was a component of the CSR Education program, and **BTN's Sustainable Development Program**. Graduates of this training were invited to participate in BTN's first housing ecosystem entrepreneurship competition, BTN Housingpreneur.

2025 BTN Housingpreneur Business Incubation was a follow-up program to the BTN Housingpreneur competition, designed to foster and develop the potential of the finalists.

No.	Program Name	SDG	Location	Types of Assistance	Number of Beneficiaries
2.	Book procurement for the Child Friendly Library	SDG 4	Ambon, Maluku.	BTN collaborated with the Heka Leka Foundation to provide books for the Child Friendly Library Program	100 people

Information on the impact provided for Beneficiaries

a. Quality Education to ensure inclusive and equitable quality education and increase lifelong learning opportunities for all.
b. A Child Friendly Library is a safe place for children to improve literacy.

Benefits for the company

BTN collaborated with the Heka Leka Foundation, a BTN partner, to support the development of Child-Friendly Libraries. This activity was a support to literacy improvement through BTN's Community Service (TJSL) Program.

Child-Friendly Library Program in Ambon.

3. MSME Empowerment Program

No.	Program Name	SDG	Location	Types of Assistance	Number of Beneficiaries
1.	BTN Housingpreneur	SDG 8	Jakarta, Bandung, Medan, Surabaya, Makassar	MSME Competition in the Housing Ecosystem Sector	60 MSME

Information on the impact provided to Beneficiaries

a. Supporting the creation of sustainable business systems related to the housing ecosystem.

b. Developing the potential of young entrepreneurs working in the housing ecosystem.

Benefits for companies

BTN created innovative, inclusive, and real-impact housing for the Indonesian.

BTN'S Outstanding TJSL Program

No.	Program Name	SDG	Location	Types of Assistance	Number of Beneficiaries
1.	*Gerakan Nasional Cerdas Keuangan* (GENCARKAN) Campaign	SDG 4	Tulungagung	BTN collaborated with BTN partners/ associates to provide financial education to participants as well as the distribution of books/school equipment.	Students at Bhinneka PGRI University, Tulungagung

Gerakan Nasional Cerdas Keuangan (GENCARKAN) Campaign

The program, campaigned entitled Gerakan Nasional Cerdas Keuangan (GENCARKAN), aimed to improve financial literacy in BTN's partner schools and universities. By 2025, the GENCARKAN program was implemented in more than 20 schools and universities, with approximately 700 students participating. The GENCARKAN program contributed significantly to the education sector, significantly improving the teaching and learning process through hands-on practice, a process previously focused solely on theory.

Information on the impact provided to Beneficiaries

a. Quality Education to ensure inclusive and equitable quality education and lifelong learning opportunities for all.
b. TJSL GENCARKAN activity as a support for Financial Inclusion and encouraging school students or university students to be able to understand the process flow of activities at the Bank.

Benefits for companies

BTN collaborated with Vocational and General Schools, which were BTN Partners, to provide financial support in the form of campaigns and education for Bank Goes to School/Campus activities. The GENCARKAN program was a form of Financial Inclusion Support through the BTN TJSL Program and also as a form of Financial Inclusion based on the Financial Services Authority (OJK) Regulations as follows:

a. POJK No. 3 of 2023 article 22, the Bank is obliged to have a function or unit to implement the provisions of the Financial Services Authority (OJK) regulations, including a financial literacy function or unit tasked with planning and implementing activities to improve financial literacy and financial inclusion.
b. POJK No. 22 of 2023 article 11 and 12, PUJK is required to implement activities to improve financial literacy and inclusion for consumers and/or the public as an annual program.
c. POJK No. 22 of 2023 article 12, Financial Services Businessman (PUJK) is required to prepare and submit a Financial Literacy and Inclusion Report to the Financial Services Authority (OJK), consisting of reports on planned and realized activities.

The Company continuously strived to improve public financial literacy. The effort aimed to prevent ineffective financial management by individuals and groups due to a lack of financial knowledge. Ineffective financial management could potentially lead to inappropriate use of products and services, mainly for people in remote areas with low economic status and difficult access to financial resources. Against this backlash, the Company strived to educate these groups to improve their financial literacy. In addition, it improved customers' ability to use products and services through the GENCARKAN program.

No.	Program Name	SDG	Location	Types of Assistance	Number of Beneficiaries
2.	Stunting Prevention	SDG 2	East Jakarta	BTN collaborated with Indonesia Emas Foundation to provide food and nutritional supplements as well as routine medical check-ups, and detect nutritional issues earlier	Children at Makasar, Pinang Ranti, Kebon Pala, Halim, and Cipinang Kampung Melayu.

Distribution of Nutritious Food in Makasar Subdistrict, East Jakarta.

Provision of assistance to address stunting in children in Jakarta was crucial because stunting, or failure to thrive due to chronic malnutrition, could impact the quality of future human resources. Stunting children were at high risk of developing brain problems.

Benefits for companies

BTN focused on the nutritional improvement of the stunting children, so it improved the life quality of the Indonesian human resources.

No.	Program Name	SDG	Location	Types of Assistance	Number of Beneficiaries
3.	Mangrove Planting	SDG 14	Makassar, Pekalongan, Pandeglang, Brebes, Banda Aceh	The company aims to protect the marine ecosystem by planting mangrove trees which will protect the balance of the marine ecosystem from the threat of damage.	7.500 trees

Planting of 2.500 Mangrove trees in Lentebung, Makassar

Information on the impact provided to the Beneficiaries

a. This program was launched to maintain ecosystem balance, improve water quality, and strengthen coastal defenses.
b. One of the efforts to prevent flooding is the preservation of mangrove ecosystems as coastal fortresses and green open spaces as well as climate change action.
c. The area can be developed as a mangrove ecotourism destination to attract tourists from various regions.

Benefits for the company

In addition to maintaining the balance of the marine ecosystem, mangrove planting is also expected to maintain and strengthen coastal defenses. It can also serve as an ecotourism destination that can boost the local economy.

CID Program Details Based on CSER Focus

No.	Field	Realization (IDR)	Activity Categories	Distribution of Aid Areas
1.	Environment	14,506,600,009	• Greening of BTN Housing Complexes • Tree Seedling Planting • Mangrove Planting • Sanitation Facilities and Infrastructure • Public Facilities and Infrastructure	The Company's CSER assistance has been carried out evenly across all work areas starting from DKI Jakarta, Denpasar, Madiun, Purwekerto, Pontianak, Cibinong, Medan, Kudus, Banyuwangi, Mataram, Batam, Cimahi, Gorontalo, Cirebon, Ciputat, Pematang Siantar, Kendari, Palembang, Bangkalan, Bogor, Yogyakarta, Solo, Kendari, Sidoarjo, Ambon, Tegal, Padang, Pekanbaru, Kupang, Depok, Malang, Bandung Timur, Bintaro, Pekalongan, Makassar, Mataram, Cibubur, and Surabaya.

No.	Field	Realization (IDR)	Activity Categories	Distribution of Aid Areas
2.	Education	9,267,482,144	• Assistance for Educational Institution Development • Assistance for Educational Facilities and Infrastructure • Assistance for BTN Partner Universities • Assistance for Islamic Boarding School and Madrasah Development • Assistance for Islamic Boarding School and Madrasah Facilities and Infrastructure • Scholarship Assistance • Assistance for School Facilities • Assistance for Community Reading Gardens • Business Incubation	The Company's CSR assistance has been carried out evenly across all work areas starting from DKI Jakarta, Denpasar, Madiun, Ambon, Kediri, Banda Aceh, Bangkalan, Cibubur, Bandar Lampung, Bengkulu, Bekasi, Medan, Banjarmasin, Cilegon, Pekalongan, Pematang Siantar, Padang, Bogor, Makassar, Gresik, Tanggerang, Banyuwangi, Surabaya, Yogyakarta, Ciputat, Jember, Tegal, Tasikmalaya, Purwekerto, Singaraja, Solo, Palembang, Kudus, Cirebon, Sidoarjo, Balikpapan, and Malang.
3.	Empowerment of MSMEs	24,871,851,968	• A Series of Housingpreneur Activities • MSME Upgrade Training Assistance • Digital Marketing Outreach for MSMEs • Women Champion Entrepreneur Connection (WCEC) Training • MSME Facilities and Infrastructure Assistance	The Company's CSER assistance has been carried out evenly across all work areas starting from DKI Jakarta, Solo, Malang, Palu, Palembang, Madiun, Jember, Ambon, Palangkaraya, Pematang Siantar, Kediri, Kepulauan Seribu, Tasikmalaya, Tangerang, Serang, Yogyakarta, Singaraja, Pangkal Pinang, Bangkalan, Tanjung Pinang, Jember, and Gorontalo.

PERFORMANCE OF THE MSE **FUNDING PROGRAM IN 2024**

Provisions Micro & Small Business Funding Program (MSE) Ketentuan PUMK

- Letter from the Minister of State-Owned Enterprises No. S-721/MBU/11/2022 dated November 10, 2022, concerning the Cooperation Program for Micro and Small Enterprise Funding ("PUMK Program Collaboration").
- Regulation of the Minister of State-Owned Enterprises No. PER-1/MBU/03/2023 dated March 3, 2023, amending Regulation of the Minister of State-Owned Enterprises No. PER-06/MBU/09/2022 dated September 8, 2022, concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises.
- Regulation of the Minister of State-Owned Enterprises No. SK-277/MBU/10/2023 dated October 4, 2023, concerning Implementation Guidelines for the Settlement of Problematic Sharia Receivables and/or Financing in the Micro and Small Enterprise Funding Program at State-Owned Enterprises.
- Technical Instruction I-XIV.1 dated February 23, 2023, concerning the Workflow of the Micro and Small Enterprise Funding Program.
- Special Policy I-XIV dated August 14, 2023, concerning Micro and Small Enterprise Funding Program Products.
- BTN Cooperation Agreement No. 03/PKS/SMBD/X/2023 with BRI No. B.34/MBD/10/2023 dated October 13, 2023 concerning Implementation of the Micro and Small Business Funding Program.
- BTN Minutes No. 01/BA/SMBD/X/2023 with BRI No. B.751-MBD/10/2023 dated October 18, 2023 concerning Deposit of Funds for the Micro and Small Business Funding Program.
- Minutes of BTN No. 01/BA/SMBD/VI/2024 with BRI No. B.428-MBD/06/2024 dated June 24, 2024 concerning Deposit of Funds for Micro and Small Business Funding Program Phase 2.
- Minutes of Meeting BTN No. 01/BA/SMBD/VI/2025 with BRI No. B.417-MBD/06/2025 dated June 2, 2025 regarding the Deposit of Funds for the Micro and Small Business Funding Program Phase 3.
- Circular Letter of the Ministry of State-Owned Enterprises No. 1 of 2026 dated January 7, 2026 regarding Accounting Guidelines for the Micro and Small Business Funding Program of State-Owned Enterprises.

Source of Funds for the PUMK Program

- Principal funds for repayment of loans from Foster Partners.
- Balance of allocated PUMK Program funds until the end of the year.
- Loan administration services/sale and purchase margin/ profit sharing portion, deposit interest and/or current account services from PUMK Program funds.

The 2025 PUMK Cash Flow

in Rupiah

No.	Details	2024 RKA	2024 Realization	(%)	2025 RKA	2025 Realization	(%)
FUNDS AVAILABLE		1	2	(2 : 1)	3	4	(4 : 3)
1.	Beginning Balance	10,970,559,980	10,970,559,980	100%	11,036,287,064	**11,036,287,064**	100%
2.	Loan Repayment from Fostered Partners	10,000,000,000	8,501,789,249	85%	6,000,000,000	**4,407,074,564**	73%
3.	Refund from Distributing SOE						
4.	PUMK Admin Service Income	500,000,000	1,450,172,764	290%	200,000,000	**62,737,806**	31%
5.	Bank Service Income						
6.	Other Incomes (Cost)		113,765,071			**369,694**	
Total Available Funds		**21,470,559,980**	**21,036,287,064**	**475%**	**17,236,287,064**	**15,506,469,128**	**90%**
DISBURSED FUNDS							
7.	Independent PUMK Distribution						
8.	Collaborative PUMK Distribution						
9.	Special PUMK Distribution						
10.	PUMK Distribution via BRI	10,000,000,000	10,000,000,000	100%	11,000,000,000	**11,000,000,000**	100%
Total Disbursed Funds		**10,000,000,000**	**10,000,000,000**	**100%**	**11,000,000,000**	**11,000,000,000**	**100%**
End Balance		**11,470,559,980**	**11,036,287,064**	**375%**	**6,236,287,064**	**4,506,469,128**	**72%**

*Other incomes (cost) enclosed were included in the account of Fine during repayment

Distribution of PUMK Program 2025

	2024	2025
TARGET	IDR10 Billion	IDR11 Billion
REALIZATION	IDR14.8 Billion	IDR6.5 Billion
ACHIEVEMENT	148.5%	59.6%

Referring to the Letter of the Minister of State-Owned Enterprises No. S-721/MBU/11/2022, on November 10, 2022, concerning the Cooperation Program for Micro and Small Enterprises Funding ("PUMK Program Cooperation"), on October 13, 2023, a Cooperation/Collaboration Agreement was signed with PT Bank Rakyat Indonesia (Persero) Tbk. Therefore, the independent distribution of the PUMK Program was ceased until the maturity of the cooperation.

Distribution Composition by Business Sector

No.	Business Sector	Cooperation Realization Via BRI by Business Sector			
		2024		2025	
		Amount (MB)	Value (IDR)	Amount (MB)	Value (IDR)
1.	Industry	20	601,000,000	23	606,000,000
2.	Service	81	2,347,000,000	22	1,064,500,000
3	Trading	205	6,014,000,000	95	4,019,300,000
4.	Agriculture	4	45,000,000	9	385,000,000

No.	Business Sector	Cooperation Realization Via BRI by Business Sector			
		2024		2025	
		Amount (MB)	Value (IDR)	Amount (MB)	Value (IDR)
5.	Husbandry	11	226,000,000	5	134,500,000
6.	Others	172	5,426,800,000	4	175,000,000
7.	Fishery	5	190,000,000	2	120,000,000
8.	Estate	-	-	1	50,000,000
	Total	**498**	**14,849,800,000**	**161**	**6,554,300,000**

Distribution Composition by Regional

No.	Business Sector	Cooperation Realization Via BRI by Business Sector			
		2024		2025	
		Amount (MB)	Value (IDR)	Amount (MB)	Value (IDR)
1.	Bali	15	410,000,000	-	-
2.	West Java	115	2,935,300,000	7	134,000,000
3	Central Jawa	63	1,760,500,000	99	4,110,300,000
4.	East Jawa	52	1,517,000,000	30	1,446,000,000
5.	West Kalimantan	10	480,000,000	-	-
6.	South Sulawesi	96	2,170,000,000	-	-
7.	Central Sulawesi	115	4,566,000,000	-	-
8.	Yogyakarta	25	781,000,000	19	489,000,000
9.	North Sulawesi	7	230,000,000	-	-
10.	DKI Jakarta	-	-	6	375,000,000
	Total	**498**	**14,849,800,000**	**161**	**6,554,300,000**

Number of Fostered Partners and Details of Receivables as of December 31, 2025

The 2025 total existing fostered partners of the PUMK Program were 6,967 Debtors. In the same year, the total fostered partners in the cooperation scheme with PT Bank Rakyat Indonesia (Persero) Tbk was 682 Debtors.

	2024		2025		Cooperation Quality Scheme with BRI in 2024		Cooperation Quality Scheme with BRI in 2025	
	Amount (IDR)	(%)	Amount (IDR)	(%)	Amount (IDR)	(%)	Amount (IDR)	(%)
Performing	388,990,786	0.95	10,692,663	0.03	13,520,127,798	98.61	10,712,435,669	90.85
KL	1,633,765,518	4.00	89,014,817	0.24	176,209,886	1.29	525,183,338	4.45
Doubt	3,483,833,821	8.53	467,636,517	1.28	14,601,300	0.11	183,304,944	1.55
Non-performing	35,313,732,625	86.51	35,845,904,189	98.44	-	-	370,559,318	3.14
Total	**40,820,322,750**	**100**	**36,413,248,186**	**100**	**13,710,938,984**	**100**	**11,791,483,269**	**100**

* The installment pattern was adjusted to the cash flow of the fostered partner's business so that there were 2 (two) types of patterns, such as monthly installment patterns and one-off installments.

The 2025 PUMK Program Distribution

The amount of the 2025 PUMK Program Distribution was IDR6.5 billion.

Growing portfolio from principal and interest returns so that the distributable funds can improve.

Facilitating and improving fostered partners' business awareness by involving in national & international events.

Providing PUMK Program distribution through Cooperation/ Collaboration with PT Bank Rakyat Indonesia (Persero) Tbk.

Coaching of PUMK Program Fostered Partners

Coaching was conducted through quarterly visits (OTS) to the Fostered Partners by the BTN Supervising Branch Office. Monitoring and evaluation of each Fostered Partner's business was crucial to ensure the business runs sustainably.

No.	Business	Name	Region	Realization	Ceiling	Tenor	Collectibility
1.	Frozen Food	Maman Suparman	Karawang	May 23, 2023	IDR50,000,000	3 Years	Fluent

No.	Business	Name	Region	Realization	Ceiling	Tenor	Collectibility
2.	Grocery Store	Djuani	Cibubur	August 3, 2023	IDR25,000,000	3 Years	Fluent

OJK INDEX

OJK
INDEX

Criteria	Explanation	Page	Regulation
GENERAL			
Annual Report is well printed and bound.	The Annual Report is well printed and bound.	✓	POJK 29
Annual Report must be reproduced in the form of printed copies of documents and electronic copies of documents.		✓	POJK 29
Annual Reports are presented in Indonesian and foreign languages		✓	POJK 29
Annual Report must be published on the Issuer's or Public Company's Website on the same date as the submission of the Annual Report to the Financial Services Authority.		✓	POJK 29
PERFORMANCE HIGHLIGHTS			
Summary of important financial data contains financial information presented in comparative form for 3 (three) financial years or since starting their business if the Issuer or Public Company has been running its business activities for less than 3 (three) years.	Information includes, among others:		
	1. Sales revenue.	24	SEOJK 16
	2. Gross profit.	25	
	3. Operational profit.	25	SEOJK 9
	4. Profit before tax.	25	
	5. Net profit.	25	
	6. Profit and loss.	25	SEOJK 16
	7. Total comprehensive profit (loss).	25	SEOJK 9
	8. Total profit (loss) attributable to owners of the parent entity and non-controlling interests.	26	SEOJK 16
	9. Total comprehensive profit (loss).	26	SEOJK 16
	10. Total comprehensive profit (loss) attributable to owners of the parent entity and non-controlling interests.	26	
	11. Earnings (loss) per share.	26	SEOJK 9 SEOJK 16
	12. Total assets.	21	
	13. Total liabilities.	23	
	14. Total equity.	24	
	15. Third-party funds.	23	SEOJK 9
	16. Loans received.	22	
	17. Ratio of profit (loss) to total assets.	28	SEOJK 16
	18. Profit (loss) to equity ratio.	28	
	19. Profit (loss) to revenue/sales ratio.	28	
	20. Current ratio.	28	
	21. Liability to equity ratio.	28	
	22. Ratio of liabilities to total assets.	28	

Criteria	Explanation	Page	Regulation
	23. CAR ratio.	28	SEOJK 9
	24. Productive assets.	28	
	25. Non-performing loans (NPL) ratio.	28	
	26. Ratio of Operating Expenses to Operating Income (BOPO).	28	
	27. *Cost to Income Ratio(CIR).*	29	
	28. Net Interest Margin (NIM) ratio.	28	
	29. Percentage of violations and exceedances of the Legal Lending Limit (BMPK).	29	
	30. Statutory Reserve Ratio (GWM).	29	
	31. Net Open Position (NOP) Ratio.	29	
	32. Information and other financial ratios that are relevant to the issuer or public company and the type of industry.	28-29	SEOJK 9 SEOJK 16
Stock Information	Information on shares for Public Companies at least contains:		SEOJK 16
	1. Shares that have been issued for each quarter presented in comparative form for the last 2 (two) financial years, at least contain:		
	a. Number of outstanding shares.	30	
	b. Market capitalization is based on the price on the stock exchange where the shares are listed.		
	c. The highest, lowest and closing share prices are based on the price on the stock exchange where the shares are listed.		
	d. Volumetrading on the stock exchange where the shares are listed.		
	Information in letter b), letter c) and letter d) is only disclosed if the shares are listed on the stock exchange. Information is presented in the form of graphs and tables.		
	2. such as a stock split, reverse stock, stock dividends, bonus shares, changes in the nominal value of shares, issuance of convertible securities, and additions and capital reduction, share information as referred to in number 1) is added with an explanation of at least:	33	SEOJK 16
	a. The date of implementation of the corporate action.		
	b. Stock split ratios, reverse stock ratios, stock dividends, shares. c. bonus, number of convertible securities issued, and changes in share nominal value.		
	d. The number of outstanding shares before and after the corporate action.		
	e. The number of effect conversions implemented (if any).		
	f. Stock prices before and after corporate actions.		

Criteria	Explanation	Page	Regulation
	3. In the event of a temporary suspension of share trading (suspension) and/or delisting of shares during the financial year, the reasons for the temporary suspension of share trading (suspension) and/or delisting of shares (delisting) shall be explained.	33	SEOJK 16
	4. In the event that the temporary suspension of share trading (suspension) as referred to in number 3) and/or the process of canceling the listing of shares (delisting) is still ongoing until the end of the Annual Report period, the actions taken to resolve the temporary suspension of share trading (suspension) and/or cancellation are explained. listing of shares (delisting).		SEOJK 16
REPORT OF DIRECTORS AND BOARD OF COMMISSIONERS			
Directors Report	The Board of Directors' report contains at least a brief description of:		
	1. Performance of Issuers or Public Companies, at least includes:		
	a. Issuer's or Public Company's strategy and strategic policies (including for UUS if the Bank owns UUS)	55-57	SEOJK 9 SEOJK 16
	b. The role of the Board of Directors in formulating the strategy and strategic policies of the Issuer or Public Company.	56-57	SEOJK 16
	c. The process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy.	57	
	d. Comparison between the results achieved and those targeted by the Issuer or Public Company.	59-62	SEOJK 9 SEOJK 16
	e. Obstacles faced by Issuers or Public Companies.	62-63	
	f. Organizational structure.	54	SEOJK 9
	g. Main activity.	53	
	h. Information Technology.		
	i. Types of products and services offered, including lending to debtors of micro, small and medium enterprises.	53	
	j. Interest rates for raising and providing funds.	58-62	
	k. Economic development and target market.	54-55, 58	
	l. Networks and business partners at home and/or abroad.	53	
	m. Number, type and location of offices.	53	
	n. Ownership of the Board of Directors, Board of Commissioners and shareholders in the Bank's business group.	63-64	
	o. Important changes that occurred in the Bank and the Bank's business group in the year concerned.		
	p. Important things that are expected to happen in the future.	63	
	q. Human resources include the number, level of education, training, and development of human resources.	54	
	2. An overview of the business prospects of the Issuer or Public Company.	63	SEOJK 9 SEOJK 16
	3. Implementation of Issuer or Public Company governance.	64-65	

Criteria	Explanation	Page	Regulation
Report of the Board of Commissioners	The Board of Commissioners' report contains at least a brief description of:		
	1. Assessment of the Board of Directors' performance regarding the management of Issuers or Public Companies, including oversight by the Board of Commissioners in the formulation and implementation of the Issuer's or Public Company's strategy carried out by the Board of Directors.	71-73	SEOJK 16 SEOJK 9
	2. Views on the business prospects of Issuers or Public Companies compiled by the Board of Directors.	73-74	
	3. Views on the implementation of governance of the Issuer or Public Company.	74-79	
	4. Changes in the composition of the Board of Commissioners (if any) and reasons for the changes.	79-80	SEOJK 9
	5. Frequency and method of providing advice to members of the Board of Directors.	71	
Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners	Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibility for the Annual Report. Statement letter from members of the Board of Directors and members of the Board of Commissioners regarding responsibility for the Annual Report is prepared in accordance with the format of Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibility for the Annual Report.	84-85	SEOJK 16 POJK 29
COMPANY PROFILE			
Company name and full address	Access to Issuers or Public Companies including branch offices or representative offices that enable the public to obtain information about Issuers or Public Companies, including:	88-89	SEOJK 9 SEOJK 16
	1. Address		
	2. Phone number		
	3. Email address		
	4. Website address		
Name and address office or representative office (if any)	Contains information including:		
	Name and address of the branch/representative office, including: a. Address b. Phone number c. Email address d. Website address	90-99	
	Notes: if the company does not have subsidiaries, branch offices, and representative offices, so that it is disclosed.		
Brief history of Issuer or Public Company	Include among others: date/year of establishment, name, change of company name (if any), and effective date of change of company name.	102-103	SEOJK 9 SEOJK 16
	Notes: if the company has never changed its name, please disclose it.		

Criteria	Explanation	Page	Regulation
Vision, Mission and Corporate Culture	Includes:		SEOJK 9 SEOJK 16
	1. Company Vision	104	
	2. Company Mission	105	
	3. Statement that the vision and mission have been reviewed and approved by the Board of Directors/ Board of Commissioners in the financial year.	106-107	
Business activities	Description of, among others:		SEOJK 9 SEOJK 16
	1. The company's business activities according to the latest articles of association.	108	
	2. Business Activities Undertaken.	108	
	3. Products and/or services produced.	109-123	
Operational Area	Issuer's or Public Company's operational area. The operational area is the area or area where operational activities are carried out or the scope of the company's operational activities.	124-125	SEOJK 16
Organizational structure	The organizational structure of the Issuer or Public Company in the form of a chart, at least up to 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and committees under the Board of Commissioners, accompanied by names and positions.	126-127	SEOJK 9 SEOJK 16
Association Membership	List of industry association memberships both on a national and international scale related to the implementation of sustainable finance.	128	SEOJK 16
Board of Directors Profile	Profile of the Board of Directors, at least contains:		SEOJK 9 SEOJK 16
	1. Name and position in accordance with the duties and responsibilities.	129-145	
	2. Latest photos.		
	3. Age.		
	4. Citizenship.		
	5. Educational history and/or certification.		
	6. Position history, including information on:		
	a. The legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned		
	b. Concurrent positions, both as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Directors do not have concurrent positions, then this is disclosed.		
	c. Work experience and time period both inside and outside the Issuer or Public Company.		
	7. of the Board of Commissioners, major shareholders and controllers, either directly or indirectly to individual owners, including names of affiliated parties. In the event that members of the Board of Directors have no affiliation, the Issuer or Public Company shall disclose this. Financial relationships and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholders of the Bank.	146	SEOJK 9 SEOJK 16 POJK 13
	8. Changes in the composition of members of the Board of Directors and reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this will be disclosed.	147-149	SEOJK 16

Criteria	Explanation	Page	Regulation
Profile of the Board of Commissioners	Profile of the Board of Commissioners, at least contains		SEOJK 9 SEOJK 16
	1. Name and position.	150-165	
	2. Latest photos.		
	3. Age.		
	4. Citizenship.		
	5. Educational history and/or certification.		
	6. Position history, including information on:		
	a. The legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned		
	b. Legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned.		
	c. Concurrent positions, both as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Directors do not have concurrent positions, then this is disclosed.		
	d. Work experience and time period both inside and outside the Issuer or Public Company.		
	7. Affiliation with other members of the Board of Directors, members of the Board of Commissioners, major shareholders and controllers, either directly or indirectly to individual owners, including names of affiliated parties. In the event that members of the Board of Directors have no affiliation, the Issuer or Public Company shall disclose this. Financial relationships and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholders of the Bank.	166	SEOJK 9 SEOJK 14 SEOJK 16 POJK 17
	8. Statement of independence of the independent commissioner in the event that the independent commissioner has served more than 2 (two) terms.	N/A	SEOJK 16
	9. Changes in the composition of members of the Board of Directors and reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this will be disclosed.	166-168	
Executive officer brief profile	Including the composition of executive officers along with their positions and a summary of Curriculum Vitae.	173-200	SEOJK 9
Number of employees and employee competency development data.	Data on employee competency development that has been carried out in the financial year consisting of parties (position levels) who attended training, types of training, and training objectives as well as equal opportunities for all employees.	201-202	SEOJK 9 SEOJK 16
	Employee competency development costs that have been incurred in the financial year.		

Criteria	Explanation	Page	Regulation
Shareholder composition	Names of shareholders and percentage of ownership at the beginning and end of the financial year, which consists of information regarding:		SEOJK 9 SEOJK 16 POJK 17
	1. Shareholders who own 5% (five percent) or more shares of Issuers or Public Companies.	205	
	2. Members of the Board of Directors and members of the Board of Commissioners who own shares of Issuers or Public Companies. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter shall be disclosedthe.	207-208	
	3. shares by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the financial year, including information regarding shareholders who are registered in the register of shareholders for the benefit of indirect ownership by members of the Board of Directors and members of the Board of Commissioners. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, then this matter must be disclosed. Directors and commissioners who own Shares (Directors and Board of Commissioners/Supervisory Board must report to the company regarding their and/or family's share ownership in the company concerned and other companies, including any changes thereto).	207-208	
	4. Group of public shareholders, namely groups of shareholders who each own less than 5% (five percent) of the shares of the Issuer or Public Company.	206	SEOJK 16
	5. Number of shareholders and percentage of ownership at the end of the financial year based on classification:	208	SEOJK 16
	a. Ownership of local institutions.		
	b. Ownership of foreign institutions.		
	c. Local individual ownership.		
	d. Foreign individual ownership.		
	The above information can be presented in tabular form.		
Major and controlling shareholder	Information regarding major shareholders and controllers of Issuers or Public Companies, either directly or indirectly, up to individual owners, presented in the form of a schematic or chart.	209	SEOJK 9 SEOJK 16
List of associate subsidiaries, venture companies	Names of subsidiaries, associated companies, joint venture companies where the Issuer or Public Company has joint control of the entity (if any), along with the percentage of share ownership, line of business, total assets, and operating status of subsidiaries, associated companies, joint venture companies. For subsidiaries, information regarding the address of the subsidiary is added.	209	SEOJK 9 SEOJK 16
Information related to the Bank Business Group	Banks that are part of a business group and/or have Subsidiaries, must add:	210	SEOJK 9
	The structure of the Bank's business group which includes:		
	a. The structure of the Bank's business group consists of the Bank, Subsidiaries, sister companies, Parent Entity up to the ultimate shareholder.		
	b. Management linkage structure within the Bank's business group.		
	c. Shareholders acting on behalf of other shareholders. The definition of a shareholder acting on behalf of another shareholder is an individual shareholder or an entity that has the common goal of controlling the Bank, based on or not based on an agreement.		

Criteria	Explanation	Page	Regulation
Share listing chronology	Chronology of share listing, number of shares, number of listed shares after each corporate action, nominal value, and offering price from the beginning of listing to the end of the financial year as well as the name of the stock exchange where the Issuer's or Public Company's shares are listed, including stock splits (stock split), merger of shares (reverse stock), stock dividends, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of capital additions and reductions (if any).	212-215	SEOJK 16
Information on the listing of other securities	Information on the listing of other securities that are not yet due in the financial year at least contains the names of the securities, the type of corporate action that causes a change in the number of other securities, year of issue, interest rate/ yield, maturity date, offering value, name of stock exchange where other securities are listed, and securities rating (if any).	214-225	SEOJK 16
Information on the use of public accounting services (AP) and public accounting firms (KAP)	Information on the use of public accounting services (AP) and public accounting firms (KAP) and their networks/ associations/alliance includes:	226	SEOJK 16
	1. Name and address.		
	2. Assignment period.		
	3. Information on audit and/or non-audit services provided.		
	4. Audit and/or non-audit service fees for each assignment given during the financial year.		
	5. In the event that the designated AP and KAP and their network/ association/alliance do not provide non-audit services, then the information shall be disclosed.		
	Disclosure of information on the use of AP and KAP services and their networks/associations/alliances can be presented in tabular form.		
Name and address of supporting institution and/or profession.	Names and addresses of capital market supporting institutions and/or professions other than AP and KAP.	226-232	SEOJK 16
Awards and Certifications.	Information includes, among others:	233-241	SEOJK 9
	1. Name of award and/or certification (national and international scale).		
	2. Year of award and/or certification.		
	3. Awarding and/or certification bodies.		
	4. Validity period (for certification).		

Criteria	Explanation	Page	Regulation
MANAGEMENT DISCUSSION AND ANALYSIS OF THE COMPANY'S PERFORMANCE			
Bank Strategic Plan	1. Long term plan (corporate plan). 2. Medium and short term plans (business plan).	252-274	SEOJK 14 POJK 17
Operational review per business segment	Operational review per business segment according to the type of industry of the Issuer or Public Company, at least concerning:		SEOJK 9 SEOJK 16
	1. Explanation of each business segment.	301-342	
	2. Performance per business segment, among others:		
	a. Production, which includes process, capacity, and development.	302-341	
	b. Increase/decrease in production capacity.	302-341	
	c. Sales/business income.	342-344	
	d. Profitability.	342-344	
Description of the company's financial performance	Comprehensive financial performance which includes a comparison of financial performance in the last 2 (two) financial years (in the form of narratives and tables), an explanation of the causes of the changes and the impact of these changes, at least concerning:		SEOJK 9 SEOJK 16
	1. Current assets, non-current assets, and total assets.	347-348, 352-353	
	2. Short term liabilities, long term liabilities and total liabilities.	349-350, 353-354	
	3. Funding (investment and giving credit/financing).	348-349, 352-353	
	4. Third party funds and other funding sources.	349, 353-354	
	5. Equity.	351, 355	
	6. Income/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss).	356-360	
	7. Cash flow.	360-363	
	8. Basic credit interest rate.	372	SEOJK 9
Analysis of the quality of earning assets and relevant financial ratios.		372-374	SEOJK 9
Discussion and analysis of the ability to pay debts and the collectability of the company's receivables, by presenting the calculation of the relevant ratio according to the type of company's industry.	Explanation of:		SEOJK 16
	1. Ability to pay debts, both short term (liquidity) and long term (solvability).	363-366	
	2. Receivables collectibility level.	366-368	
Discussion on capital structure and management policies on capital structure (capital structure policy).	Top explanation:		SEOJK 16
	1. Details of the capital structure (capital structure), which consists of interest-based debt/sukuk and equity.	376-377	
	2. Management policies on capital structure (capital structure policies).	375-376	
	3. Basis for selection of management policies.	375-376	

Criteria	Explanation	Page	Regulation
Discussion on material commitments for capital goods investment (not funding commitments) in the last financial year.	Explanation of:		SEOJK 16
	1. The name of the party making the bond.	377-379	
	2. The purpose of the bond.	379	
	3. Source of funds expected to fulfill these ties.	379	
	4. The currency to be denominated.	379	
	5. The steps the company plans to take to protect against risks from related foreign currency positions.	379	
	Notes: if the company has no ties related to investment in capital goods in the last financial year to be disclosed.		
Discussion on investment in capital goods realized in the last financial year.	Explanation of:		SEOJK 9 SEOJK 16
	1. Types of investment in capital goods.	379-380	
	2. The purpose of investing in capital goods.		
	3. Investment value of capital goods issued in the last financial year.		
	Notes: if there is no realization of investment in capital goods, so that it is disclosed.		
Material information and facts occurring after the date of the auditor's report (if any).		384	SEOJK 16
Description of the company's business prospects.	The business prospects of Issuers or Public Companies are linked to industry conditions, the general economy and international markets accompanied by quantitative supporting data from reliable data sources.	384-388	SEOJK 16
Comparative information between targets at the beginning of the financial year with the results achieved (realization), and targets or projections to be achieved for the next year.	Comparison between targets/projections at the beginning of the financial year with the results achieved (realization), regarding:		SEOJK 16
	1. Sales revenue.	389	
	2. Profit and loss.	389-390	
	3. Capital structure.	390	
	4. Marketing.	390-391	
	5. HR Development.	391	
	6. Other matters deemed important by the Issuer or Public Company.	389-390	
	Targets/projections to be achieved by Issuers or Public Companies for the next 1 (one) year, regarding:		
	1. Sales revenue.	392	
	2. Profit and loss.	392	
	3. Capital structure.	392	
	4. Dividend policy.	393	
	5. Marketing.	393-394	
	6. HR Development.	394	
	7. Other matters deemed important by the Issuer or Public Company.	391-392	
Description of the marketing aspect.	Marketing aspects of the Issuer's or Public Company's goods and/or services, at least regarding marketing strategy and market share.	274-298	SEOJK 9 SEOJK 16

Criteria	Explanation	Page	Regulation
Description of dividends for the last 2 (two) financial years.	Description of dividends for the last 2 (two) financial years, at least:		SEOJK 16
	1. The dividend policy, among other things, contains information on the percentage of the amount of dividends distributed to net income.	395-398	
	2. Cash dividend payment date and/or non-cash dividend distribution date.	397	
	3. Amount of dividends per share (cash and/or non-cash).	397	
	4. The amount of dividends per year paid.	397	
	Notes: if there is no distribution of dividends, please state the reasons.		
Realization of the use of proceeds from the public offering (in the event that the company is still required to submit a report on the realization of the use of funds)	Contains descriptions of:		SEOJK 16
	1. Total proceeds.	398-399	
	2. Fund usage plan.		
	3. Details of use of funds.		
	4. Fund balance.		
	5. The date of approval of the GMS/RUPO for changes in the use of funds (if any).		
	a. In the event that during the financial year, the Issuer has an obligation to submit a report on the realization of the use of funds, the cumulative realization of the use of proceeds from public offerings until the end of the financial year is disclosed. b. In the event that there is a change in the use of funds as stipulated in the Financial Services Authority Regulation regarding the report on the realization of the use of funds from a public offering, the Issuer shall explain the change.		
	Note: if you do not have information on the realization of the use of proceeds from a public offering, please disclose it.		
Material information (if any), including investment, expansion, divestment, business merger/ consolidation, acquisition, debt/ capital restructuring, material transactions, affiliated transactions, and conflict of interest transactions.	Contains descriptions of:		SEOJK 16
	a. Date, value, and transaction object.	398-401, 402, 404, 409-411,	
	b. The name of the party conducting the transaction.	402, 404, 406-408	
	c. Nature of the affiliation relationship (if any).	404, 406-408	
	d. Explanation of the fairness of the transaction.	405, 409	
	e. Fulfillment of related provisions.	405, 412	
	f. In the event that there is an affiliation relationship, apart from disclosing the information referred to in number a) through number f), the Issuer or Public Company also discloses information:		
	1) The Board of Directors' statement that affiliated transactions have gone through adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, carried out by fulfilling the arm's length principle.	405, 411	
	2) The role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, is carried out by fulfilling the arm's length principle.	405, 412	

Criteria	Explanation	Page	Regulation
	g. For affiliate transactions or material transactions which are business activities carried out in order to generate business income and are carried out routinely, repeatedly and/or continuously, an explanation is added that the affiliated transactions or material transactions are business activities carried out in order to generate business income and are carried out routinely, repeatedly, and/or continuously. In the case of affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, information is added regarding references to disclosure in the said annual financial statements.	405-411	SEOJK 16
	h. For disclosure of affiliated transactions and/or conflict of interest transactions which are the result of the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, information is added regarding the date of the GMS that approves the affiliated transactions and/or conflict of interest transactions.	N/A	SEOJK 16 SEOJK 14
	i. In the event that there are no affiliated transactions and/or conflict of interest transactions, then this is disclosed.	403-412	
Description of changes to laws and regulations on companies in the last financial year.	The description contains, among others:		SEOJK 16
	1. The names of the laws and regulations that have changed.	413-420	
	2. The impact (quantitative and/or qualitative) on the company (if significant) or the statement that the impact is not significant.		
	Notes: if there is no change in laws and regulations in the last financial year, so that it is disclosed.		
Description of changes in accounting policies implemented by the company in the last financial year.	The description contains, among others:		SEOJK 16
	1. Changes in accounting policies.	421	
	2. Reasons for changes in accounting policies.		
	3. Quantitative impact on financial statements.		
	Notes: If there is no change in accounting policy in the last financial		
Information on Risk Exposure and Capital.	Risk exposure and capital includes annual period risk and capital exposure reports as stipulated in part II of the Publication Report on risk and capital exposure.	434-565	SEOJK 9
GOOD CORPORATE GOVERNANCE			
GMS.	Information regarding GMS resolutions in the financial year and 1 (one) year before the financial year includes:	631-650	SEOJK 16
	a. GMS resolutions in the financial year and 1 (one) year prior to the financial year realized in the financial year.		
	b. GMS decisions in the financial year and 1 (one) year prior to the financial year that have not been realized along with the reasons for not being realized.		
	In the event that an Issuer or Public Company uses an independent party in the implementation of the GMS to carry out the vote count, it shall be disclosed regarding this matter.		

Criteria	Explanation	Page	Regulation
Directors.	1. Duties and responsibilities of each member of the Board of Directors. Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in tabular form.	651-652	SEOJK 14 SEOJK 16 POJK 17
	2. Statement that the Board of Directors has a guideline or charter (charter) of the Board of Directors.	654-655	SEOJK 16
	3. Policy and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the of Commissioners, and the level of attendance of members of the Board of Directors at these meetings including attendance at the GMS. Information on the level of attendance of members of the Board of Directors at meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners or GMS can be presented in tabular form.	656-675	SEOJK 16
	4. Training and/or competency improvement for members of the Board of Directors:	675-678	SEOJK 16
	a. Policy on training and/or competency improvement for members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any).		
	b. Training and/or competency improvement attended by members of the Board of Directors in the financial year (if any).		
	5. The Board of Directors' assessment of the performance of the committees that support the implementation of the duties of the Board of Directors in the financial year contains at least:	679-680	SEOJK 16
	a. Performance appraisal procedures.		
	b. The criteria used include performance achievements during the financial year, competence and attendance at meetings.		
	In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this will be disclosed.		
	6. members of the Board of Commissioners who reach 5% (five percent) or more of paid-up capital, which includes the type and number of shares in: a. The bank in question. b. other banks. c. Non-bank financial institutions. d. Other companies domiciled both inside and outside the country.	740-742	SEOJK 14 POJK 17
Board of Commissioners.	1. Duties and responsibilities of the Board of Commissioners.	680-681	SEOJK 14 SEOJK 16 POJK 17
	2. Statement that the Board of Commissioners has guidelines or charter of the Board of Commissioners.	684-685	SEOJK 16
	3. Policy and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners at these meetings including attendance at the GMS. Information on the level of attendance of members of the Board of Commissioners at meetings of the Board of Commissioners, meetings between the Board of Commissioners and the Board of Directors, or GMS can be presented in tabular form.	693-710	SEOJK 14 SEOJK 16

Criteria	Explanation	Page	Regulation
	4. Training and/or competency improvement for members of the Board of Commissioners:	710-714	SEOJK 16
	a. Policy on training and/or competency improvement for members of the Board of Commissioners, including an orientation program for newly appointed members of the Board of Commissioners (if any).		
	b. Training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any).		
	5. Assessment of the performance of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and members of the Board of Commissioners, contains at least:	715-724	SEOJK 16
	a. Procedure for implementing performance appraisal.		
	b. The criteria used include performance achievements during the financial year, competence and attendance at meetings.		
	b .The party making the assessment.		
	6. The Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the financial year includes:	725-729	SEOJK 16
	a. Performance appraisal procedures.		
	b. The criteria used include performance achievements during the financial year, competence and attendance at meetings.		
Nomination and remuneration of the Board of Directors and Board of Commissioners.	Least load:		
	1. Nomination procedures, including a brief description of the policies and nomination process for members of the Board of Directors and/or members of the Board of Commissioners.	730	SEOJK 16
	2. Procedures and implementation of remuneration for the Board of Directors and Board of Commissioners, including:		SEOJK 16
	a. Procedure for determining remuneration for the Board of Directors and Board of Commissioners.	730-731	
	b. Disclosure of indicators for determining the remuneration of the Board of Directors.	731-732	
	c. The remuneration structure for the Board of Directors and the Board of Commissioners such as salaries, allowances, bonuses/ bonuses and others; And **Notes:** if there are no performance bonuses, non performance bonuses and stock options received by each member of the Board of Commissioners and Board of Directors, to be disclosed.	732	
	d. The amount of remuneration for each member of the Board of Directors and members of the Board of Commissioners; Disclosure of information can be presented in tabular form.	732-735	
Sharia supervisory board, for Issuers or Public Companies that carry out business activities based on sharia principles as stated in the articles of association.	Least load:		SEOJK 16
	a. Name.	958	
	b. The legal basis for the appointment of the Sharia Supervisory Board.		
	c. The assignment period of the Sharia Supervisory Board.		
	d. Duties and responsibilities of the Sharia Supervisory Board.	959-960	
	e. Frequency and method of providing advice and suggestions as well as monitoring compliance with sharia principles in the capital market to Issuers or Public Companies.	965-966	

Criteria	Explanation	Page	Regulation
Audit Committee.	1. Name and title in the membership of the committee.	749-751	SEOJK 16 POJK 17
	2. Age.		
	3. Citizenship.		
	4. Educational background.		
	5. Position history, including information on:		
	a. Legal basis for appointment as committee member.		
	b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any).		
	c. Work experience and time period both inside and outside the issuer or public company.		
	6. Period and tenure of audit committee members.		
	7. Description of duties and responsibilities.	745-746	
	8. Audit committee independence statement.	752	
	9. Training and/or competency improvement that has been attended in the financial year (if any).	752-753	
	10.Policy and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members at these meetings.	754-757	SEOJK 14 SEOJK 16 POJK 17
	11. Implementation of audit committee activities in the financial year according to what is stated in the audit committee guidelines or charter.	757-759	
Issuer or Public Company nomination and remuneration committee or function.	Least load:		
	1. Name and title in the membership of the committee.	767-769	SEOJK 16 POJK 17
	2. Age.		
	3. Citizenship.		
	4. Educational background.		
	5. Position history, including information on:		
	a. Legal basis for appointment as committee member.		
	b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any).		
	c. Work experience and time period both inside and outside the issuer or public company.		
	6. Period and tenure of committee members.		
	7. Committee independence statement.	770-771	
	8. Training and/or competency improvement that has been attended in the financial year (if any).	770-772	
	9. Description of duties and responsibilities.	760-761	
	10.Statement that already has a guideline or charter.	761-762	
	11. Policy and implementation of the frequency of meetings and the level of attendance of members at these meetings.	773-779	
	12.A brief description of the implementation of activities in the financial year.	779-780	
	In the event that a nomination and remuneration committee is not formed, it is sufficient for the Issuer or Public Company to disclose the information referred to in letter i) to letter l) and disclose:		SEOJK 16 POJK 17
	1. The reasons for not forming the committee		
	2. Parties carrying out nomination and remuneration functions.		

Criteria	Explanation	Page	Regulation
Other committees owned by Issuers or Public Companies in order to support the functions and duties of the Board of Directors (if any) and/ or committees that support the functions and duties of the Board of Commissioners.	Least load:		SEOJK 16 POJK 17
	1. Name and title in the membership of the committee.	784-786, 829, 831, 833, 835, 838, 843, 845, 848, 852, 853, 856, 858	
	2. Age.		
	3. Citizenship.		
	4. Educational background.		
	5. Position history, including information on:		
	a. Legal basis for appointment as committee member.		
	b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/ or committee members and other positions (if any).		
	c. Work experience and time period both inside and outside the issuer or public company.		
	6. Period and tenure of committee members.		
	7. Committee independence statement.	786, 829, 831, 833, 835, 838, 843, 845, 848, 852, 853, 856, 858	
	8. Training and/or competency improvement that has been attended in the financial year (if any).	787-788, 829, 831, 833, 836, 838, 843, 845, 844, 848, 852, 854, 856, 858	
	9. Description of duties and responsibilities.	781, 828, 830-831, 832, 834, 837, 839, 844, 846-847, 851, 853, 855, 857	
	10.Statement that already has a guideline or charter.	781-782, 828, 830, 832, 834, 836-837, 839, 844, 846, 849, 852, 854, 857	
	11. Policy and implementation of the frequency of meetings and the level of attendance of members at these meetings.	789-793, 829-830, 832, 833, 836, 838-839, 843, 845-846, 848, 852, 854, 856, 858	
	12.A brief description of the implementation of activities in the financial year.	793-794, 829-830, 832, 833, 836, 838-839, 843, 845-846, 848, 852, 854, 856, 858	
Corporate Secretary.	1. Name.	796	SEOJK 16
	2. Domicile.		
	3. Position history, including:		
	a. Legal basis for appointment as corporate secretary.		
	b. Work experience and time period both inside and outside the issuer or public company.		
	4. Educational background.		
	5. Training and/or competency improvement attended in the financial year.	796-797	
	6. Brief description of the implementation of the duties of the corporate secretary in the financial year.	798-802	

Criteria	Explanation	Page	Regulation
Internal Audit Unit.	1. Name of the head of the internal audit unit.	803	SEOJK 16 POJK 17
	2. Position history, including:		
	a. Legal basis for appointment as company secretary.		
	b. Work experience and time period both inside and outside the issuer or public company.		
	3. Qualification or certification as internal audit profession (if any).		
	4. Number of employees (internal auditors) in the internal audit unit.	804-805	
	5. Training and/or competency improvement attended in the financial year.	805-807	
	6. The structure and position of the internal audit unit.	802-803	
	7. Description of duties and responsibilities.	804	
	8. A statement that the internal audit unit has guidelines or charters.	804	
	9. A brief description of the implementation of the duties of the internal audit unit in the financial year including the policy and implementation of the frequency of meetings with the directors, board of commissioners and/or the audit committee.	809-814	
Public Accountant.	1. The name and year of the public accountant who audited the annual financial statements for the last 5 years.	867	POJK 17
	2. The name and year of the public accountant who audited the annual financial statements for the last 5 years.		
	3. The amount of the fee for each type of service provided by the Public Accounting Firm in the last financial year.		
	4. Other services provided by the Public Accounting Firm and public accountants in addition to auditing the annual financial statements for the last financial year.		
	Notes: if there is no other service in question, so that it is disclosed.		
Description of the internal control system implemented by the issuer or public company.	1. Financial and operational control, as well as compliance with other laws and regulations.	869-871	SEOJK 14 SEOJK 16
	2. Review of the effectiveness of the internal control system.	872-873	
	3. Statement of the Board of Directors and/or Board of Commissioners regarding the adequacy of the internal control system.	873	SEOJK 16
Risk management system implemented by Issuers or Public Companies.	1. General description of the Issuer's or Public Company's risk management system.	877-881	SEOJK 16 SEOJK 14
	2. Types of risk and how to manage them.	881-887	
	3. Review of the effectiveness of the Issuer's or Public Company's risk management system.	890	
	4. Statement of the Board of Directors and/or Board of Commissioners or the audit committee on the adequacy of the risk management system.	890-891	SEOJK 16
Compliance function.	The level of the Bank's compliance with all provisions and laws and regulations as well as fulfillment of commitments with the competent authorities.	891-906	SEOJK 14 POJK 17

Criteria	Explanation	Page	Regulation
Legal cases with a material impact faced by issuers or public companies, subsidiaries, members of the board of directors and members of the board of commissioners (if any).	1. Main case/lawsuit.	909-910	SEOJK 16
	2. Case/lawsuit settlement status.		
	3. The impact on the condition of issuers or public companies. The risks faced by the company and the nominal value of claims/lawsuits.		
	4. Disclosure regarding legal issues at least includes: a. the number of civil and criminal cases faced and decisions that have permanent legal force. b. the number of civil and criminal matters faced and still in the process of being resolved. **Notes:** in the event that the company, subsidiaries, members of the Board of Commissioners and members of the Board of Directors do not have important matters, this must be disclosed.		SEOJK 14
Information on administrative sanctions/sanctions imposed on issuers or public companies, board members commissioners and members of the board of directors, by the Financial Services Authority and other authorities in the financial year (if any).		911	SEOJK 16
Information regarding the code of ethics of Issuers or Public Companies	1. Principles of the code of ethics.	928-929	SEOJK 16
	2. Forms of dissemination of the code of ethics and enforcement efforts	930	
	3. Statement that the code of ethics applies to members of the Board of Directors, members of the Board of Commissioners, and employees of the Issuer or Public Company	930	
Implementation of Governance in Providing Remuneration for Banks.	1. Remuneration Committee a. Name of members, composition, duties and responsibilities. b. Number of meetings held. c. Remuneration that has been paid to members of the Remuneration Committee for 1 (one) year.	858-859	POJK 45
	2. Remuneration policy formulation process which includes: a. Review of the background and objectives of the Remuneration policy. b. Implementation of a review of the Remuneration policy in the previous year, along with its improvements. c. Mechanism to ensure that Remuneration for Employees in the control unit is independent from the work unit they supervise.	859	
	3. Remuneration policy coverage and its implementation per business unit, per region and in subsidiaries or branch offices located overseas	859	POJK 45
	4. Remuneration is associated with risks that include: a. The main type of risk (key risk) used in implementing Remuneration. b. Criteria for determining the main types of risk, including for risks that are difficult to measure. c. The impact of determining the main risk on the Variable Remuneration policy. d. Changes in the determination of the main types of risk compared to last year and the reasons, if any.	859	

Criteria	Explanation	Page	Regulation
	5. Performance measurement is associated with Remuneration which includes: a. Review of Remuneration policies linked to performance appraisal. b. The method of linking individual Remuneration with Bank performance, work unit performance and individual performance. c. A description of the method used by the Bank to state that the agreed performance cannot be achieved, so it is necessary to make adjustments to remuneration and the amount of remuneration adjustments if this condition occurs.	859-860	
	6. Remuneration Adjustment is related to Performance and Risk which includes: a. Policy regarding Variable Remuneration that is deferred, the amount, and the criteria for determining the amount. b. The Bank's policy regarding Variable Deferred Remuneration which is postponed for payment (malus), or withdrawn when it has been paid (clawback).	860	
	7. The name of the external consultant and the duties of the consultant related to the Remuneration policy, if the Bank uses the services of an external consultant	860	
	8. The Remuneration Package and facilities received by the Board of Directors and Board of Commissioners include the Remuneration structure and details of the nominal amount.	861	
	9. Variable Remuneration includes: a. Forms of Variable Remuneration along with the reasons for choosing this form. And b. An explanation if there are differences in the provision of Variable Remuneration among the Directors, Board of Commissioners and/or Employees.	862	
	10.the number of Directors, Board of Commissioners and Employees who receive Variable Remuneration for 1 (one) year, and the total amount.	862	
	11. Position and number of parties who are material risk takers.	862	
	12.Shares optionowned by the Board of Directors, Board of Commissioners and Executive Officers.	863-864	
	13.The ratio of the highest and lowest salaries	864	
	14.The number of beneficiaries and the total amount of Variable Remuneration guaranteed unconditionally will be given by the Bank to candidates for the Board of Directors, candidates for the Board of Commissioners, and/or prospective Employees during the first 1 (one) year of work	864	
	15.The number of employees affected by termination of employment and the total amount of severance paid	864	
	16.The total amount of deferred Variable Remuneration, which consists of cash and/or shares or share-based instruments issued by the Bank.	865	
	17. The total amount of deferred Variable Remuneration paid for 1 (one) year.	865	POJK 45
	18.Details of the amount of Remuneration given in one year include: a. Fixed or variable remuneration. b. Deferred and non-deferred remuneration. c. Forms of Remuneration provided in cash and/or shares or share-based instruments issued by the Bank.	865	

Criteria	Explanation	Page	Regulation
	19.Quantitative information about: a. The total remaining Remuneration that is still suspended, both exposed to implicit and explicit adjustments. a. Total reduction in Remuneration caused by explicit adjustments during the reporting period. b. Total reduction in Remuneration caused by implicit adjustments during the reporting period.	865	
A brief description of the policy of providing performance-based longterm compensation to management and/or employees owned by issuers or public companies (if any), including but not limited to management stock ownership programs *program ownership*/ MSOP) and/or employee stock ownership program (ESOP).	In terms of compensation in the form of management stock ownership program (MSOP) and/or employee stock ownership program (ESOP). The information disclosed shall contain at least:	932-933	SEOJK 16
	1. Number of shares and/or options.		
	2. Implementation period.		
	3. Eligible employee and/or management requirements.		
	4. The exercise price or the determination of the exercise price.		
A brief description of the Information disclosure policy regarding	1. Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the ownership or any change in ownership of the shares of the Public Company.	742	SEOJK 16
	2. Implementation of the intended policy.		
Description of the whistleblowing system at the Issuer or Public Company.	1. How to submit a violation report.	933	SEOJK 16
	2. Protection for reporters.	933-934	
	3. The handling of complaints.	934-940	
	4. The party managing the complaint.	941	
	5. The results of handling complaints, at least:	941	
	a. Number of complaints received and processed in the financial year.		
	b. Complaint follow-up.		
	In the event that an issuer or a public company does not have a whistleblowing system, this will be disclosed.		
Description of the Issuer's or Public Company's anti-corruption policy.	1. Programs and procedures carried out in Overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in Issuers or Public Companies.	942-947	SEOJK 16 POJK 17
	2. Anti-corruption training/socialization for employees of Issuers or Public Companies.	947-949	
	In the event that the Issuer or Public Company does not have an anticorruption policy, the reasons for not having the said policy will be explained.		
Handling conflicts of interest		951	SEOJK 14 POJK 17
Provision of funds to related parties and provision of large funds (large exposure).	Information that needs to be disclosed is the total amount of debit balances for provision of funds to related parties and to core debtors (individuals or groups) per report position	951	SEOJK 14
Transparency of the Bank's financial and non-financial conditions that have not been disclosed in other reports.		952	SEOJK 14 POJK 17

Criteria	Explanation	Page	Regulation
Other information related to Bank Governance, including owner intervention, internal disputes or problems that arise as a result of remuneration policies at the Bank.		951	SEOJK 14
Number of Deviations (Internal Fraud).	Disclosure of irregularities (internal fraud) at least includes: 1. Number of deviations (internal fraud) that have been resolved. 2. The number of irregularities (internal fraud) that are in the process of being resolved internally at the bank. 3. Number of irregularities (internal fraud) that have not been resolved internally at the bank. 4. The number of irregularities (internal fraud) that have been followed up through the legal process.	950	SEOJK 14
Buy Back of Shares and/or Bank Bonds.	1. Policy in buying back shares or bonds of the Bank. 2. Number of shares and/or bonds bought back. 3. Repurchase price per share and/or bond. 4. Increase in earnings per share and/or bonds.	951	SEOJK 14
Provision of Funds for Social Activities and/or Political Activities During the Reporting Period.	Disclosure regarding the provision of funds for social activities and/or political activities at least includes the recipient of the funds and the amount of funds provided.	951	SEOJK 14
Implementation of sustainable finance, including implementation of social and environmental responsibility		951	POJK 17
Implementation of Public Company governance guidelines for Issuers that issue equity securities or Public Companies.	1. Statement regarding recommendations that have been implemented and/or	974-987	SEOJK 16
	2. Explanation of recommendations that have not been implemented, accompanied by reasons and alternatives for implementation (if any).		
	Disclosure of information can be presented in tabular form.		
SOCIAL AND ENVIRONMENTAL RESPONSIBILITY OF THE ISSUER OR PUBLIC COMPANY			
Corporate Social Responsibility	1. The information disclosed in the social and environmental responsibility section is a Sustainability Report as intended in Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies, containing at least :	1008-1029	SEOJK 16
	a) Explanation of sustainability strategy.		
	b) Overview of sustainability aspects (economic, social and environmental).		
	c) Brief profile of the Issuer or Public Company.		
	d) Directors' Explanation.		
	e) Sustainability governance.		
	f) Sustainability performance.		
	g) Written verification from an independent party, if any.		
	h) Feedback sheet for readers, if any.		
	i) The Issuer's or Public Company's response to feedback from the previous year's report.		

Criteria	Explanation	Page	Regulation
	2. Sustainability Report as referred to in number 1), must be prepared in accordance with the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as stated in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter.	1008-1029	SEOJK 16
	3. Sustainability Report information in number 1) can:		
	a) Disclosed in other relevant sections outside the social and environmental responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the relevant section of the Directors' Report; and/or		
	b) Refer to other sections outside the social and environmental responsibility section while still referring to the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter, such as the profile Issuer or Public Company.		
	4. The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report.		
	5. In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the Sustainability Report must:		
	a) Contains all information as intended in number 1); And		
	b) Prepared in accordance with the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as stated in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter.		
	6. If the Sustainability Report is presented separately from the Annual Report, then the social and environmental responsibility section contains information that information regarding social and environmental responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report.		
	7. Submission of a Sustainability Report which is presented separately with the Annual Report must be submitted simultaneously with the submission of the Annual Report.		

Information

SEOJK 16 : OJK Circular Letter No. 16/SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies.

SEOJK 9 : OJK Circular Letter No. 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.

SEOJK 14 : OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.

POJK 45 : OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks.

POJK 17 : OJK Regulation 17 of 2023 concerning the Implementation of Governance for Commercial Banks.

Bank Tabungan Negara (Persero) Tbk
dan entitas anaknya/*and its subsidiary*

Laporan keuangan konsolidasian tanggal 31 Desember 2025
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Consolidated financial statements as of December 31, 2025
and for the year then ended
with independent auditor's report

The original consolidated financial statements included herein are in the Indonesian language.

PT BANK TABUNGAN NEGARA (PERSERO) TBK
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT BANK TABUNGAN NEGARA (PERSERO) TBK
AND ITS SUBSIDIARY
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

Daftar Isi | ***Table of Contents***

Halaman/*Page*

Surat Pernyataan Direksi		*Statement Letter of Directors*
Laporan Auditor Independen		*Independent Auditor's Report*
Laporan Posisi Keuangan Konsolidasian	1 - 6	*Consolidated Statement of Financial Position*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	7 - 9	*Consolidated Statement of Profit or Loss and Other Comprehensive Income*
Laporan Perubahan Ekuitas Konsolidasian	10 - 11	*Consolidated Statement of Changes in Equity*
Laporan Arus Kas Konsolidasian	12 - 14	*Consolidated Statement of Cash Flows*
Catatan Atas Laporan Keuangan Konsolidasian	15 - 357	*Notes to the Consolidated Financial Statements*

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SURAT PERNYATAAN DEWAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN TANGGAL 31 DESEMBER 2025 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT PT BANK TABUNGAN NEGARA (PERSERO) Tbk DAN ENTITAS ANAK

BOARD OF DIRECTORS' STATEMENT REGARDING THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2025 AND FOR THE YEAR THEN ENDED PT BANK TABUNGAN NEGARA (PERSERO) Tbk AND SUBSIDIARY

Kami, yang bertanda tangan di bawah ini: *We, the undersigned below:*

1.	Nama	**Nixon L.P. Napitupulu**	*Name*
	Alamat kantor	PT Bank Tabungan Negara (Persero) Tbk Jl. Gajah Mada No. 1 Jakarta 10130	*Office address*
	Alamat domisili atau sesuai KTP	Jl. Wijaya I No. 13 Kel. Petogogan, Kec. Kebayoran Baru Jakarta Selatan	*Domicile address or address according to ID*
	Nomor telepon	021-6346762	*Telephone number*
	Jabatan	Direktur Utama/*President Director*	*Title*
2.	Nama	**Nofry Rony Poetra**	*Name*
	Alamat kantor	PT Bank Tabungan Negara (Persero) Tbk Jl. Gajah Mada No. 1 Jakarta 10130	*Office address*
	Alamat domisili atau sesuai KTP	Jl. Taman Patra XII No. 17 Kel. Kuningan Timur, Kec. Setiabudi Jakarta Selatan	*Domicile address or address according to ID*
	Nomor telepon	021-5264529	*Telephone number*
	Jabatan	Direktur *Finance & Strategy/Director of Finance & Strategy*	*Title*

menyatakan bahwa: *declare that:*

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Bank Tabungan Negara (Persero) Tbk dan Entitas Anak;
2. Laporan keuangan konsolidasian PT Bank Tabungan Negara (Persero) Tbk dan Entitas Anak telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian PT Bank Tabungan Negara (Persero) Tbk dan Entitas Anak telah diungkapkan secara lengkap dan benar; dan
   b. Laporan keuangan konsolidasian PT Bank Tabungan Negara (Persero) Tbk dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Bank Tabungan Negara (Persero) Tbk dan Entitas Anak.

1. We are responsible for the preparation and presentation of the consolidated financial statements of PT Bank Tabungan Negara (Persero) Tbk and Subsidiary;

2. The consolidated financial statements of PT Bank Tabungan Negara (Persero) Tbk and Subsidiary have been prepared and presented in accordance with Indonesian Financial Accounting Standards;

3. a. All information in the consolidated financial statements of PT Bank Tabungan Negara (Persero) Tbk and Subsidiary have been fully disclosed in a complete and truthful manner; and
b. The consolidated financial statements of PT Bank Tabungan Negara (Persero) Tbk and Subsidiary do not contain any incorrect information or material fact, nor do they omit any information or material fact;

4. We are responsible for the internal control system of PT Bank Tabungan Negara (Persero) Tbk and Subsidiary.

Demikian pernyataan ini dibuat dengan sebenarnya. *This statement is made truthfully.*

Jakarta, 10 Februari 2026/*Jakarta, February 10, 2026*

METERAI TEMPEL D3A1BANX119459674

Nixon L.P. Napitupulu	**Nofry Rony Poetra**
Direktur Utama/ *President Director*	Direktur *Finance & Strategy/ Director of Finance & Strategy*

KAP Purwanto Susanti dan Surja

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Tower 2, 7th Floor
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Jakarta 12190, Indonesia

Tel : +62 21 5289 5000
Fax: +62 21 5289 4100
ey.com/id

The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. 00028/2.1505/AU.1/07/1681-3/1/II/2026

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Bank Tabungan Negara (Persero) Tbk.

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Bank Tabungan Negara (Persero) Tbk. ("Bank") dan entitas anaknya (secara kolektif disebut sebagai "Grup") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Independent Auditor's Report

Report No. 00028/2.1505/AU.1/07/1681-3/1/II/2026

The Shareholders, the Board of Commissioners, and the Board of Directors
PT Bank Tabungan Negara (Persero) Tbk.

Opinion

We have audited the accompanying consolidated financial statements of PT Bank Tabungan Negara (Persero) Tbk. (the "Bank") and its subsidiary (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2025 and the consolidated statements of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2025, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Laporan Auditor Independen (lanjutan)

Laporan No. 00028/2.1505/AU.1/07/1681-3/1/II/2026 (lanjutan)

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

Hal audit utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal audit utama tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, dan kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut. Untuk hal audit utama di bawah ini, penjelasan kami tentang bagaimana audit kami merespons hal tersebut disampaikan dalam konteks tersebut.

Independent Auditor's Report (continued)

Report No. 00028/2.1505/AU.1/07/1681-3/1/II/2026 (continued)

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Such key audit matters were addressed in the context of our audit of the consolidated financial statements taken as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on such key audit matters. For the key audit matter below, our description of how our audit addressed such key audit matter is provided in such context.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00028/2.1505/AU.1/07/1681-3/1/II/2026 (lanjutan)

Hal audit utama (lanjutan)

Kami telah memenuhi tanggung jawab yang diuraikan dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami, termasuk sehubungan dengan hal audit utama yang dikomunikasikan di bawah ini. Oleh karena itu, audit kami mencakup pelaksanaan prosedur yang didesain untuk merespons penilaian kami atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian terlampir. Hasil prosedur audit kami, termasuk prosedur yang dilakukan untuk merespons hal audit utama di bawah ini, menyediakan basis bagi opini kami atas laporan keuangan konsolidasian terlampir.

Cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah

Penjelasan atas hal audit utama:

Seperti yang dijelaskan dalam Catatan 11 atas laporan keuangan konsolidasian terlampir, pada tanggal 31 Desember 2025, cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah adalah sebesar Rp15.314.236 juta. Kebijakan akuntansi signifikan untuk cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah diungkapkan dalam Catatan 2f atas laporan keuangan konsolidasian terlampir. Kami berfokus pada area ini karena nilai tercatat atas kredit yang diberikan dan pembiayaan/piutang syariah dan cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah adalah signifikan terhadap laporan keuangan konsolidasian terlampir.

Independent Auditor's Report (continued)

Report No. 00028/2.1505/AU.1/07/1681-3/1/II/2026 (continued)

Key audit matter (continued)

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report, including in relation to key audit matter communicated below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the accompanying consolidated financial statements. The results of our audit procedures, including the procedures performed to address the key audit matter below, provide the basis for our opinion on the accompanying consolidated financial statements.

Allowance for impairment losses on loans and sharia financing/receivables

Description of the key audit matter:

As described in Note 11 to the accompanying consolidated financial statements, as of December 31, 2025, the allowance for impairment losses on loans and sharia financing/receivables was Rp15,314,236 million. The significant accounting policies of allowance for impairment losses on loans and sharia financing/receivables are disclosed in Note 2f to the accompanying consolidated financial statements. We focused on this area due to the carrying value of loans and syariah financing/receivables and the allowance for impairment losses on loans and syariah financing/receivables are significant to the accompanying consolidated financial statements.

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Hal audit utama (lanjutan)

Key audit matter (continued)

Cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah (lanjutan)

Allowance for impairment losses on loans and sharia financing/receivables (continued)

Penjelasan atas hal audit utama: (lanjutan)

Description of the key audit matter: (continued)

Penentuan cadangan kerugian penurunan nilai memerlukan pertimbangan dan memiliki ketidakpastian estimasi termasuk dalam penentuan model untuk menghitung cadangan kerugian penurunan nilai, identifikasi eksposur kredit yang mengalami penurunan kualitas kredit yang signifikan, penentuan asumsi yang digunakan dalam model perhitungan cadangan kerugian penurunan nilai (untuk eksposur yang dinilai secara individu atau kolektif), termasuk faktor ekonomi makro berorientasi masa depan.

Determination of allowance for impairment losses requires judgement and is subject to estimation uncertainty which includes determining the model to calculate allowance for impairment losses, identification of credit exposures with significant deterioration in credit quality, and determining assumptions used in the allowance for impairment losses calculation models (for exposures assessed on an individual or collective basis), including forward-looking macroeconomics factors.

Respons audit:

Audit response:

Prosedur audit kami dalam merespons hal audit utama tersebut di atas mencakup, antara lain: menguji pengendalian utama atas pemberian kredit, segmentasi, penilaian kualitas kredit internal regular, pencatatan dan pengawasan kredit yang diberikan, piutang *murabahah*, piutang *istishna*, pembiayaan *mudharabah*, pembiayaan *musyarakah*, dan pinjaman *qardh*, serta pengendalian umum atas sistem perhitungan cadangan kerugian penurunan nilai dan pengendalian aplikasi atas kelengkapan dan keakuratan aliran data dari sistem asal ke sistem perhitungan cadangan kerugian penurunan nilai. Kami juga memperoleh pemahaman dan menilai metodologi pengukuran penurunan nilai, melakukan validasi model cadangan kerugian penurunan nilai, data masukan, dasar, dan asumsi yang digunakan oleh Grup dalam menghitung cadangan kerugian penurunan nilai, serta menguji tiga tahapan kualitas kredit portofolio sesuai dengan kriteria tingkatan *(staging)* yang disusun oleh Grup untuk kredit yang diberikan, menguji apakah pengalaman historis mewakili keadaan saat ini dan kerugian terkini yang terjadi dalam portofolio, serta menilai kewajaran atas penyesuaian asumsi berorientasi masa depan, analisis faktor ekonomi makro, dan beberapa skenario probabilitas tertimbang untuk kredit yang diberikan.

Our audit procedures address the key audit matter mentioned above included, among others: tested the key controls over the origination, segmentation, regular internal credit quality assessments, recording and monitoring of the loans, murabahah receivables, istishna receivables, mudharabah financing, musyarakah financing, and funds of qardh, and general controls over the allowance for impairment losses system and the application controls over the completeness and accuracy of data flows from source systems to the allowance for impairment losses system. We also obtained understanding and assessed impairment measurement methodologies, validation of allowance for impairment losses models, and inputs, bases and assumptions used by the Group in calculating the allowance for impairment losses, and tested the classification into three-stage credit quality of loan portfolios in accordance with staging criteria developed by the Group for loans, tested whether historical experience is representative of current circumstances and of the recent losses incurred in the portfolios, and assessed reasonableness of forward-looking adjustments, macroeconomic factor analysis, and probability-weighted multiple scenarios for loans.

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Hal audit utama (lanjutan)

Key audit matter (continued)

Cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah (lanjutan)

Allowance for impairment losses on loans and sharia financing/receivables (continued)

Respons audit: (lanjutan)

Audit response: (continued)

Untuk cadangan kerugian penurunan nilai yang dinilai secara individual, kami menguji sampel kredit yang diberikan dan pembiayaan/piutang syariah untuk mengevaluasi identifikasi secara tepat waktu oleh Grup atas eksposur yang mengalami penurunan kualitas kredit yang signifikan atau yang telah mengalami penurunan nilai; untuk kasus-kasus di mana penurunan nilai telah diidentifikasi, kami menilai asumsi Grup atas arus kas masa depan ekspektasian, termasuk nilai agunan yang dapat direalisasikan berdasarkan informasi pasar yang tersedia atau penilaian yang dilakukan oleh penilai independen. Kami juga memeriksa keakurasian perhitungan jumlah cadangan kerugian penurunan nilai dengan melakukan perhitungan ulang atas keseluruhan portfolio yang penurunan nilainya dinilai secara kolektif dan melakukan perhitungan ulang atas penurunan nilai yang dinilai secara individual berdasarkan sampel, menilai apakah pengungkapan di laporan keuangan konsolidasian cukup dan secara memadai mencerminkan eksposur Grup terhadap risiko kredit, dan melibatkan pakar auditor internal kami untuk membantu kami dalam melakukan prosedur-prosedur di atas ketika keahlian spesifik mereka diperlukan.

With respect to individually assessed allowance for impairment losses, we tested a sample of loans and sharia financing/receivables to evaluate the timely identification by the Group of exposures with significant deterioration in credit quality or those which have been impaired; for cases where impairment has been identified, assessed the Group's assumptions on the expected future cash flows, including the value of realizable collateral based on available market information or valuation prepared by independent valuer. We also checked the accuracy of the calculation of the allowance for impairment losses amount by recalculating the collective impairment assessment for the entire portfolio and recalculating the individual impairment assessment on a sample basis, assessed whether the consolidated financial statement disclosures are adequately and appropriately reflecting the Group's exposures to credit risk, and involved our auditor's internal expert to assist us in the performance of the above procedures where their specific expertise was required.

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Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2025 ("Laporan Tahunan") selain laporan keuangan konsolidasian terlampir dan laporan auditor independen kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Opini kami atas laporan keuangan konsolidasian terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanaannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengkomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Other information

Management is responsible for the other information. Other information comprises the information included in the 2025 Annual Report ("The Annual Report") other than the accompanying consolidated financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to us after the date of this independent auditor's report.

Our opinion on the accompanying consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the annual report.

In connection with our audit of the accompanying consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

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Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan mempengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*

- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group internal control.*

- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*

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Laporan Auditor Independen (lanjutan)

Laporan No. 00028/2.1505/AU.1/07/1681-3/1/II/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Independent Auditor's Report (continued)

Report No. 00028/2.1505/AU.1/07/1681-3/1/II/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*

- *Evaluate the overall presentation, structure, and contents of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.*

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The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00028/2.1505/AU.1/07/1681-3/1/II/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan kepada pihak tersebut seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan jika relevan, pengamanan terkait.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama tersebut dalam laporan auditor independen kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal-hal audit utama tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal audit utama tidak boleh dikomunikasikan dalam laporan auditor independen kami karena konsekuensi yang merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

Independent Auditor's Report (continued)

Report No. 00028/2.1505/AU.1/07/1681-3/1/II/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe such key audit matters in our independent auditor's report unless laws or regulations preclude public disclosure about such key audit matters or when, in extremely rare circumstances, we determine that a key audit matter should not be communicated in our independent auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

KAP Purwanto Susanti dan Surja

Christophorus Alvin Kossim
Registrasi Akuntan Publik No. AP.1681/*Public Accountant Registration No. AP.1681*

10 Februari 2026/*February 10, 2026*

00028

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PT BANK TABUNGAN NEGARA (PERSERO) TBK
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As of December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
ASET				***ASSETS***
KAS	2.154.839	2a,2b,2e,4	2.105.620	***CASH***
GIRO PADA BANK INDONESIA	33.797.873	2a,2b,2e, 2g,5	22.739.920	***CURRENT ACCOUNTS WITH BANK INDONESIA***
GIRO PADA BANK LAIN		2a,2b,		***CURRENT ACCOUNTS WITH OTHER BANKS***
Pihak ketiga	1.355.738	2e,2f	886.415	*Third parties*
Pihak berelasi	1.160.233	2g,6,46	5.065.331	*Related parties*
	2.515.971		5.951.746	
Cadangan kerugian penurunan nilai	(2.050)	2f	(2.571)	*Allowance for impairment losses*
	2.513.921		5.949.175	
PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN		2a,2b, 2e,2h,7,		***PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS***
Pihak ketiga	12.929.938	2d,46	4.661.043	*Third parties*
Pihak berelasi	-		61	*Related parties*
	12.929.938		4.661.104	
EFEK-EFEK		2a,2b		***SECURITIES***
Pihak ketiga	16.588.868	2d,2e,	19.874.205	*Third parties*
Pihak berelasi	5.464.153	2i,8,46	5.489.205	*Related parties*
	22.053.021		25.363.410	
Cadangan kerugian penurunan nilai	(52)	2f	(787)	*Allowance for impairment losses*
	22.052.969		25.362.623	
OBLIGASI PEMERINTAH		2a,2b,2d,		***GOVERNMENT BONDS***
Pihak berelasi	38.106.638	2e,2i,9,46	35.475.529	*Related parties*
EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI		2b, 2e,2w,10,46		***SECURITIES PURCHASED UNDER AGREEMENT TO RESELL***
Pihak ketiga	1.412.460		175.625	*Third parties*
Pihak Berelasi	271.380		-	*Related parties*
	1.683.840		175.625	

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK TABUNGAN NEGARA (PERSERO) TBK DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK AND ITS SUBSIDIARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
ASET (lanjutan)				***ASSETS (continued)***
KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH		2d,2e,2f, 2j,2k,11,46		***LOANS AND SHARIA FINANCING/RECEIVABLES***
Kredit yang diberikan				*Loans*
Pihak ketiga	312.576.503		286.144.106	*Third parties*
Pihak berelasi	33.126.421		27.935.999	*Related parties*
	345.702.924		314.080.105	
Cadangan kerugian penurunan nilai	(13.959.557)	2f	(11.727.934)	*Allowance for impairment losses*
	331.743.367		302.352.171	
Pembiayaan/piutang syariah				*Sharia financing/receivables*
Pihak ketiga	53.552.470		43.681.345	*Third parties*
Pihak berelasi	1.320.693		211.482	*Related parties*
	54.873.163		43.892.827	
Cadangan kerugian penurunan nilai	(1.354.679)	2f	(1.329.253)	*Allowance for impairment losses*
	53.518.484		42.563.574	
	385.261.851		344.915.745	
TAGIHAN DERIVATIF		2e		***DERIVATIVE RECEIVABLES***
Pihak ketiga	-	2ap,12	102.843	*Third parties*
TAGIHAN AKSEPTASI		2d,2e,2f		***ACCEPTANCES RECEIVABLES***
Pihak ketiga	420.439	2l,13,46	508.190	*Third parties*
Pihak berelasi	154.462		433.708	*Related parties*
	574.901		941.898	
Cadangan kerugian penurunan nilai	(124)	2f	(1.987)	*Allowance for impairment losses*
	574.777		939.911	
ASET TETAP		2n,2p		***PREMISES AND EQUIPMENT***
Biaya perolehan/nilai revaluasi	15.950.513	14,37	14.059.957	*Cost/revaluation value*
Akumulasi penyusutan	(5.441.785)		(4.883.826)	*Accumulated depreciation*
	10.508.728		9.176.131	
BUNGA YANG MASIH AKAN DITERIMA	12.222.824	2e,15	11.518.574	***INTEREST RECEIVABLES***
ASET PAJAK TANGGUHAN - NETO	1.323.347	2ag,41	2.286.038	***DEFERRED TAX ASSETS – NET***
BIAYA DIBAYAR DIMUKA	1.232.769	2r,18	985.821	***PREPAID EXPENSE***
PAJAK DIBAYAR DIMUKA	981.970	41	754.095	***PREPAID TAXES***
ASET TIDAK BERWUJUD				***INTANGIBLE ASSET***
Biaya perolehan	792.084	2o,17	137.531	*Cost value*
Akumulasi penyusutan	(66.521)		(15.522)	*Accumulated depreciation*
	725.563		122.009	
ASET LAIN-LAIN	1.721.573	2e,2p,2o,2s 2q,2am,16	2.343.739	***OTHER ASSETS***
TOTAL ASET	**527.793.420**		**469.614.502**	***TOTAL ASSETS***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK TABUNGAN NEGARA (PERSERO) TBK DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK AND ITS SUBSIDIARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS				***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS SEGERA	1.887.329	2b,2e,2t,19	2.275.949	***LIABILITIES DUE IMMEDIATELY***
SIMPANAN DARI NASABAH		2d,2e,2u		***DEPOSITS FROM CUSTOMERS***
Giro		20,46		*Demand deposits*
Pihak ketiga	113.480.993		89.112.534	*Third parties*
Pihak berelasi	28.817.269		51.910.728	*Related parties*
	142.298.262		141.023.262	
Giro Wadiah		20		*Wadiah demand deposits*
Pihak ketiga	23.285.531		15.853.349	*Third parties*
Pihak berelasi	1.862.072		3.029.417	*Related parties*
	25.147.603		18.882.766	
	167.445.865		159.906.028	
Tabungan		21		*Saving deposits*
Pihak ketiga	34.562.225		36.825.185	*Third parties*
Pihak berelasi	643.032		874.964	*Related parties*
	35.205.257		37.700.149	
Tabungan Wadiah		21		*Wadiah saving deposits*
Pihak ketiga	1.726.107		1.520.491	*Third parties*
Pihak berelasi	969		1.441	*Related parties*
	1.727.076		1.521.932	
	36.932.333		39.222.081	
Deposito berjangka		22		*Time deposits*
Pihak ketiga	139.829.959		92.959.773	*Third parties*
Pihak berelasi	61.291.574		60.349.598	*Related parties*
	201.121.533		153.309.371	
Total simpanan dari nasabah	405.499.731		352.437.480	*Total deposits from customers*

PT BANK TABUNGAN NEGARA (PERSERO) TBK DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK AND ITS SUBSIDIARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS (lanjutan)				***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)***
SIMPANAN DARI BANK LAIN		2e,2v,		***DEPOSITS FROM OTHER BANKS***
Pihak ketiga	96.481	23	70.035	*Third parties*
EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI		2d,2e 2w,2u,24,46		***SECURITIES SELL UNDER AGREEMENT TO REPURCHASED***
Pihak ketiga	349.076		2.446.384	*Third parties*
Pihak berelasi	-		963.042	*Related parties*
	349.076		3.409.426	
LIABILITAS AKSEPTASI		2d,2e,2l		***ACCEPTANCES PAYABLE***
Pihak ketiga	168.480	25,46	251.423	*Third parties*
Pihak berelasi	406.421		690.475	*Related parties*
	574.901		941.898	
UTANG PAJAK	140.082	2e,2p,41	368.473	***TAXES PAYABLE***
SURAT-SURAT BERHARGA YANG DITERBITKAN		1c,2d,2e,		***SECURITIES ISSUED***
Pihak ketiga	2.476.014	2x,26,46	2.880.741	*Third parties*
Pihak berelasi	1.509.069		2.563.783	*Related parties*
	3.985.083		5.444.524	
PINJAMAN YANG DITERIMA		2d,2e,2y,		***FUND BORROWINGS***
Pihak ketiga	10.240.697	27,46	10.132.859	*Third parties*
Pihak berelasi	27.751.154		23.352.225	*Related parties*
	37.991.851		33.485.084	
BUNGA YANG MASIH HARUS DIBAYAR	497.893	2e,29	658.070	***INTEREST PAYABLE***
ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI	438	2b,2e 30,42	3.385	***ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES***
LIABILITAS IMBALAN KERJA	2.552.651	2d, 2ag,43,46	1.745.282	***EMPLOYEE BENEFITS***
PINJAMAN SUBORDINASI DAN EFEK-EFEK SUBORDINASI		2d,2e,2z		***SUBORDINATED LOAN AND SECURITIES***
Pihak ketiga	1.795.858	28,46	4.828.105	*Third parties*
Pihak berelasi	3.696.275		1.500.000	*Related parties*
	5.492.133		6.328.105	
LIABILITAS LAIN-LAIN	633.000	2e,2p,31	626.886	***OTHER LIABILITIES***
TOTAL LIABILITAS	**459.700.649**		**407.794.597**	***TOTAL LIABILITIES***

PT BANK TABUNGAN NEGARA (PERSERO) TBK DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK AND ITS SUBSIDIARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS (lanjutan)				***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)***
DANA SYIRKAH TEMPORER				***TEMPORARY SYIRKAH FUNDS***
SIMPANAN NASABAH		2b,2d,2e		***DEPOSITS FROM CUSTOMERS***
Giro *Mudharabah*		2ac,46,20		*Mudharabah current accounts*
Pihak ketiga	1.046.837		929.940	*Third parties*
Pihak berelasi	749.717		11.985	*Related parties*
	1.796.554		941.925	
Tabungan *Mudharabah*		21		*Mudharabah saving deposits*
Pihak ketiga	5.645.501		6.161.887	*Third parties*
Pihak berelasi	1.306.347		125.893	*Related parties*
	6.951.848		6.287.780	
Deposito berjangka *Mudharabah*		22		*Mudharabah time deposits*
Pihak ketiga	18.113.035		15.129.659	*Third parties*
Pihak berelasi	4.994.605		6.857.408	*Related parties*
	23.107.640		21.987.067	
Total simpanan nasabah	31.856.042		29.216.772	*Total deposits from customers*
SIMPANAN DARI BANK LAIN		2b,2e,2ac		***DEPOSITS FROM OTHER BANKS***
Giro *Mudharabah*		23		*Mudharabah current accounts*
Pihak ketiga	6.145		9.214	*Third parties*
Tabungan *Mudharabah*		23		*Mudharabah saving deposits*
Pihak ketiga	19.991		21.730	*Third parties*
Deposito berjangka *Mudharabah*		23		*Mudharabah time deposits*
Pihak ketiga	300		300	*Third parties*
Total simpanan dari bank lain	26.436		31.244	*Total deposits from other banks*
TOTAL DANA SYIRKAH TEMPORER	**31.882.478**		**29.248.016**	***TOTAL TEMPORARY SYIRKAH FUNDS***

PT BANK TABUNGAN NEGARA (PERSERO) TBK DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK AND ITS SUBSIDIARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS (lanjutan)				***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)***
EKUITAS				***EQUITY***
Modal saham - nominal Rp500 (Rupiah penuh) per saham masing-masing pada tanggal 31 Desember 2025 dan 2024				*Capital stock - Rp500 par value per share (full amount) as of December 31, 2025 and 2024, respectively*
Modal dasar 20.478.432.000 saham (nilai penuh) (terdiri dari 1 lembar saham seri A Dwiwarna dan 20.478.431.999 lembar saham seri B) masing-masing pada tanggal 31 Desember dan 2024				*Authorized capital 20,478,432,000 shares (full amount) (consisting of 1 share of Series A Dwiwarna and 20,478,431,999 shares of series B) as of December 31, 2025 and 2024 , respectively*
Modal ditempatkan dan disetor penuh 14.034.444.413 saham (nilai penuh) (terdiri dari 1 lembar saham seri A Dwiwarna dan 14.034.444.412 lembar Saham seri B) masing-masing pada tanggal 31 Desember 2025 dan 2024.	7.017.222	2aa,32a	7.017.222	*Issued and fully paid capital 14,034,444,413 shares (full amount) (consisting of 1 share of series A Dwiwarna and 14,034,444,412 shares of series B) as of December 31, 2025 and 2024*
Tambahan modal disetor	4.418.900	32b	4.418.900	*Additonal paid-in capital*
Kerugian neto yang belum direalisasi dan cadangan kerugian penurunan nilai atas efek-efek dan obligasi pemerintah diukur pada nilai wajar melalui penghasilan komprehensif lain- setelah pajak tangguhan	(530.198)	2i	(1.107.982)	*Net unrealized loss allowance for and impairment losses on securities and government at fair value through other comprehensive income net of deferred tax*
Pengukuran kembali program imbalan pasti - setelah pajak tangguhan	(579.201)	2ag	(424.015)	*Remeasurement of defined benefit plan - net of deferred tax*
Bagian efektif lindung nilai arus kas	-	2ah,12	(44.082)	*Effective portion of cash flow hedge*
Surplus revaluasi aset tetap	3.988.158	2n,14	3.565.773	*Revaluation surplus of premises and equipment*
Saldo laba*)				*Retained earnings*)
Telah ditentukan penggunaannya	18.237.500		15.982.004	*Appropriated*
Belum ditentukan penggunaannya	3.657.894	2b,2ab	3.164.069	*Unappropriated*
Total Saldo Laba	21.895.394		19.146.073	*Total Retained Earning*
Total ekuitas yang dapat diatribusikan Kepada entitas induk	36.210.275		32.571.889	*Total Equity Attributable to Equity Holders of the Parent Entity*
Kepentingan non-pengendali	18	2b	-	*Non-controling Interest*
TOTAL EKUITAS	**36.210.293**		**32.571.889**	***TOTAL EQUITY***
TOTAL LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS	**527.793.420**		**469.614.502**	***TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY***

*) Saldo defisit sebesar Rp14.226.290 telah dieliminasi akibat kuasi reorganisasi pada tanggal 31 Mei 2007.

*) *Accumulated losses amounted to Rp14,226,290 was eliminated as a result of quasi reorganization on May 31, 2007.*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK TABUNGAN NEGARA (PERSERO) TBK
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Then Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,			
	2025	**Catatan/ *Notes***	**2024**	
PENDAPATAN DAN BEBAN OPERASIONAL				***INCOME AND EXPENSES FROM OPERATIONS***
Pendapatan Bunga dan Bagi Hasil		2ad,2ae		*Interest Income and Income from Profit Sharing*
Bunga	31.879.842	33a	25.472.625	*Interest*
Bagi hasil dan marjin unit syariah	4.461.026	2af,33b	4.068.967	*Profit sharing and margin from sharia unit*
Total Pendapatan Bunga dan Bagi Hasil	36.340.868		29.541.592	*Total Interest Income and Income from Profit Sharing*
Beban Bunga, Bagi Hasil dan Bonus				*Interest, Profit Sharing and Bonus Expenses*
Bunga	(15.702.025)	2ad,34a	(15.913.459)	*Interest*
Beban pendanaan lainnya	(208.578)		(200.476)	*Other financing expenses*
Bonus simpanan *Wadiah*	(263.760)	2af,34b	(153.446)	*Wadiah Bonus*
Hak pihak ketiga atas bagi hasil *Mudharabah*	(1.947.956)	2af,34b	(1.781.559)	*Third parties' share on return of Mudharabah*
Total Beban Bunga, Bagi Hasil dan Bonus	(18.122.319)		(18.048.940)	*Total Interest, Profit Sharing and Bonus Expenses*
Pendapatan Bunga dan Bagi Hasil - Neto	18.218.549		11.492.652	*Interest Income and Income from Profit Sharing - Net*
Pendapatan Operasional Lainnya				*Other Operating Income*
Pungutan administrasi dan denda atas simpanan dan kredit yang diberikan	1.080.319		1.072.304	*Administration fees and penalties on deposits and loans*
Pendapatan dari penerimaan kredit yang dihapusbukukan	1.024.936		1.338.753	*Income from recovery of loans written-off*
Keuntungan dari penjualan efek-efek - neto	1.118.772	2i,8	932.900	*Gain on sale of securities - net*
Keuntungan dari penjualan obligasi pemerintah - neto	178.444	2i,9	49.049	*Gain on sale of government bonds – net*
Keuntungan yang belum direalisasi dari perubahan nilai wajar efek-efek - neto	46.906	2i,8	30.175	*Unrealized gain on changes in fair value of securities - net*
Lain-lain	658.595	35	1.152.738	*Others*
Total Pendapatan Operasional Lainnya	4.107.972		4.575.919	*Total Other Operating Income*
Penyisihan Kerugian Penurunan Nilai Aset Keuangan dan Aset Non Keuangan	(6.178.669)	2e,2g,36	(1.981.495)	*Provision for Impairment Losses on Financial and Non-financial Assets*
Pembalikan Estimasi Kerugian Penurunan Nilai Komitmen dan Kontinjensi	2.947	30	195	*Reversal of Estimated losses on Comitment and Contingencies*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK TABUNGAN NEGARA (PERSERO) TBK DAN ENTITAS ANAKNYA LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN (lanjutan) Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK AND ITS SUBSIDIARY CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued) For the Year Then Ended December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,			
	2025	**Catatan/ *Notes***	**2024**	
PENDAPATAN DAN BEBAN OPERASIONAL (lanjutan)				***INCOME AND EXPENSES FROM OPERATIONS (continued)***
Beban Operasional Lainnya				*Other Operating Expenses*
Umum dan administrasi	(5.263.420)	37	(4.456.861)	*General and administrative*
Gaji karyawan	(5.004.271)	2ag,2d,38,46	(4.445.575)	*Salaries and employee benefits*
Premi program penjaminan pemerintah	(846.272)	45	(729.685)	*Premium on government's guarantee program*
Kerugian yang belum direalisasi dari perubahan nilai wajar obligasi pemerintah - neto	(6.893)	2i,9	(40.444)	*Unrealized losses on asrchanges in fair value of government bonds - net*
Lain-lain	(673.906)	39	(589.993)	*Others*
Total Beban Operasional Lainnya	(11.794.762)		(10.262.558)	*Total Other Operating Expenses*
LABA OPERASIONAL	**4.356.037**		**3.824.713**	***INCOME FROM OPERATIONS***
Pendapatan (Beban) Bukan Operasional - neto	25.927	40	(51.872)	*Non-Operating Income (Expenses) - net*
LABA SEBELUM BEBAN PAJAK	**4.381.964**		**3.772.841**	***INCOME BEFORE TAX EXPENSE***
BEBAN PAJAK	(880.810)	2ai,41	(765.513)	***TAX EXPENSE***
LABA TAHUN BERJALAN	**3.501.154**		**3.007.328**	***INCOME FOR THE YEAR***
Penghasilan Komprehensif Lain:				*Other Comprehensive Income:*
Akun-akun yang tidak akan direklasifikasi ke laba rugi				***Items that will not be reclassified to profit or loss***
Surplus revaluasi aset tetap	422.385	2n,14	-	*Surplus revaluation of fixed asset*
Pengukuran kembali program imbalan pasti	(191.589)	2ag,43	168.301	*Remeasurement of defined benefit plan*
Pajak penghasilan terkait akun-akun yang tidak akan direklasifikasi ke laba rugi	36.403	41e	(31.977)	*Income tax related to items that will not be reclassified to profit or loss*
Akun-akun yang akan direklasifikasi ke laba rugi				***Items that will be reclassified to profit or loss***
Bagian efektif lindung nilai arus kas	54.423		(14.490)	*Effective part of hedging-cash flow*
Keuntungan neto yang belum direalisasi atas perubahan nilai efek-efek dan obligasi pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain	708.453	2i,8,9	(421.538)	*Net unrealized gain on changes in value of fair value through other comprehensive income securities and government bonds*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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PT BANK TABUNGAN NEGARA (PERSERO) TBK DAN ENTITAS ANAKNYA LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN (lanjutan) Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK AND ITS SUBSIDIARY CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued) For the Year Then Ended December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,			
	2025	**Catatan/ *Notes***	**2024**	
Penghasilan Komprehensif Lain: (lanjutan)				*Other Comprehensive Income: (continued)*
Akun-akun yang akan direklasifikasi ke laba rugi (lanjutan)				*Items that will be reclassified to profit or loss (continued)*
Pajak penghasilan terkait akun-akun yang akan direklasifikasi ke laba rugi	(141.010)		85.311	*Income tax related to items that will be reclassified to profit or loss*
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN	**4.390.219**		**2.792.935**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***INCOME FOR THE /YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	**3.501.154**		**3.007.328**	*Equity holders of the parent entity*
Kepentingan non-pengendali	-		-	*Non-controlling interest*
Total	**3.501.154**		**3.007.328**	***Total***
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***TOTAL COMPRHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	**4.390.219**		**2.792.935**	*Equity holders of the parent entity*
Kepentingan non-pengendali	-		-	*Non-controlling interest*
Total	**4.390.219**		**2.792.935**	***Total***
LABA PER SAHAM DASAR YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (Rupiah penuh)				***EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF (full Rupiah)***
Dasar	249	2ak, 49	214	*Basic*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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PT BANK TABUNGAN NEGARA (PERSERO) TBK
DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the Year Then Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal Ditempatkan dan Disetor Penuh/ *Issued and Fully Paid Capital Stock*	Tambahan Modal Disetor/ *Additional Paid-in Capital*	Dana Setoran Modal/ *Deposit capital fund*	Keuntungan (Kerugian) yang Belum Direalisasi dan Cadangan kerugian penurunan nilai atas Efek-efek dan Obligasi Pemerintah yang Diukur pada nilai wajar melalui penghasilan komprehensif lain - Neto/ *Unrealized Gain (Loss) and allowance for impairment losses on FVTOCI Securities and Government Bonds - Net*	Pengukuran Kembali Program imbalan Pasti - Neto/ *Remeasurement of Defined Benefit Plan - Net*	Surplus Revaluasi Aset Tetap/ *Revaluation on Surplus of Premises and Equipment*	Bagian Efektif Lindung Nilai Arus Kas/ *Effective Portion of Cash Flow Hedges*	Saldo laba/*Retained earnings**)		Total Ekuitas yang dapat Diatribusikan kepada Entitas Induk/ *Total Equity Attributable to Equity Holder of* The Parent *Entity*	Kepentingan Non *Pengendali /Non-Controlling Interest*	Ekuitas/ *Equity*	
									Telah Ditentukan Penggunaan -nya/ *Appropriated*	Belum Ditentukan Penggunaanya/ *Unappropriated*					
Saldo per 31 Desember 2023		**7.017.222**	**4.418.900**	**-**	**(769.001)**	**(560.339)**	**3.565.773**	**(32.346)**	**13.181.214**	**3.657.729**	**30.479.152**	**-**	**30.479.152**	***Balance as of December 31, 2023***
Total laba (rugi) komprehensif tahun berjalan	2h,8,9,12,43	-	-	-	(338.981)	136.324	-	(11.736)	-	3.007.328	2.792.935	-	2.792.935	*Total comprehensive income for the year*
Dana setoran modal	32d	-	-	-	-	-	-	-	-	-	-	-	-	*Capital deposit fund*
Dividen	32c	-	-	-	-	-	-	-	-	(700.198)	(700.198)	-	(700.198)	*Dividend*
Pembentukan cadangan umum dan cadangan tujuan	32c	-	-	-	-	-	-	-	2.800.790	(2.800.790)	-	-	-	*Appropriation for general and special reserves*
Saldo per 31 Desember 2024		**7.017.222**	**4.418.900**	**-**	**(1.107.982)**	**(424.015)**	**3.565.773**	**(44.082)**	**15.982.004**	**3.164.069**	**32.571.889**	**-**	**32.571.889**	***Balance as of December 31, 2024***

*) Saldo defisit sebesar Rp14.226.290 telah dieliminasi akibat kuasi-reorganisasi pada tanggal 31 Mei 2007.

*) *Accumulated losses amounted to Rp14,226,290 had been eliminated as a result of quasi-reorganization as of May 31, 2007.*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT BANK TABUNGAN NEGARA (PERSERO) TBK
DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (continued)
For the Year Then Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal Ditempatkan dan Disetor Penuh/ *Issued and Fully Paid Capital Stock*	Tambahan Modal Disetor/ *Additional Paid-in Capital*	Dana Setoran Modal/ *Deposit capital fund*	Keuntungan (Kerugian) yang Belum Direalisasi dan Cadangan kerugian penurunan nilai atas Efek-efek dan Obligasi Pemerintah yang Diukur pada nilai wajar melalui penghasilan komprehensif lain – Neto/ *Unrealized Gain (Loss) and allowance for impairment losses on FVTOCI Securities and Government Bonds - Net*	Pengukuran Kembali Program imbalan Pasti - Neto/ *Remeasurement of Defined Benefit Plan - Net*	Surplus Revaluasi Aset Tetap/ *Revaluation on Surplus of Premises and Equipment*	Bagian Efektif Lindung Nilai Arus Kas/ *Effective Portion of Cash Flow Hedges*	Saldo laba/*Retained earnings**)		Total Ekuitas yang dapat Diatribusikan kepada Entitas Induk/ *Total Equity Attributable to Equity Holder of* The Parent *Entity*	Kepentingan Non *Pengendali /Non-Controlling Interest*	Ekuitas/ *Equity*	
									Telah Ditentukan Penggunaan -nya/ *Appropriated*	Belum Ditentukan Penggunaanya/ *Unappropriated*					
Saldo per 31 Desember 2024		**7.017.222**	**4.418.900**	**-**	**(1.107.982)**	**(424.015)**	**3.565.773**	**(44.082)**	**15.982.004**	**3.164.069**	**32.571.889**	**-**	**32.571.889**		***Balance as of December 31, 2024***
Kepentingan non pengendali Diperoleh dari kombinasi bisnis		-	-	-	-	-	-	-	-	-	-	18	18		*Non-controlling interest acquired from business combinations*
Total laba komprehensif tahun berjalan	2h,8,9,12,43	-	-	-	577.784	(155.186)	422.385	44.082	-	3.501.154	4.390.219	-	4.390.219		*Total comprehensive income for the year*
Dividen	32c	-	-	-	-	-	-	-	-	(751.833)	(751.833)	-	(751.833)		*Dividend*
Pembentukan cadangan umum dan cadangan tujuan	32c	-	-	-	-	-	-	-	2.255.496	(2.255.496)	-	-	-		*Appropriation for general and special reserves*
Saldo per 31 Desember 2025		**7.017.222**	**4.418.900**	**-**	**(530.198)**	**(579.201)**	**3.988.158**	**-**	**18.237.500**	**3.657.894**	**36.210.275**	**18**	**36.210.293**		***Balance as of December 31, 2025***

*) Saldo defisit sebesar Rp14.226.290 telah dieliminasi akibat kuasi-reorganisasi pada tanggal 31 Mei 2007.

**) Accumulated losses amounted to Rp14,226,290 had been eliminated as a result of quasi-reorganization as of May 31, 2007.*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT BANK TABUNGAN NEGARA (PERSERO) TBK DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Then Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan bunga, bagi hasil, dan marjin	31.416.682		29.689.639	*Interest, profit sharing, and margin*
Pembayaran bunga dan bonus, provisi dan komisi	(18.234.167)		(17.973.763)	*Interest and bonus, fees and commissions paid*
Penerimaan kredit yang telah dihapusbukukan	1.024.936		1.421.221	*Recoveries from loan debts written-off*
Pembayaran pajak penghasilan badan	(393.150)		(912.208)	*Corporate income tax paid*
Beban operasional lainnya	(11.151.094)		(9.585.564)	*Other operating expense*
Pendapatan operasional lainnya	3.153.456		3.213.023	
Pendapatan (Beban) bukan operasional lainnya - neto	25.951		(63.538)	*Other non-operating income (expenses) - net*
Penerimaan kas sebelum perubahan aset dan liabilitas operasi	5.842.614		5.788.810	*Cash receipts before changes in operating assets and liabilities*
Perubahan dalam aset dan liabilitas operasi:				***Changes in operating assets and liabilities:***
Penurunan (kenaikan) dalam aset operasi:				*Decrease (increase) in operating assets:*
Efek-efek yang diukur pada nilai wajar Melalui laba rugi	3.763.859		(18.286.677)	*Fair value through profit or loss securities*
Obligasi pemerintah yang diukur pada nilai wajar melalui laba rugi	174.072		490.445	*Fair value through profit or loss government bonds*
Tagihan akseptasi	366.997		(397.331)	*Acceptance receivable*
Tagihan derivatif	146.925		(70.666)	*Derivative receivable*
Kredit yang diberikan dan pembiayaan/ piutang syariah	(42.240.730)		(27.739.554)	*Loans and sharia financing/ receivables*
Aset lain-lain	594.910		(136.021)	*Other assets*
Kenaikan (penurunan) dalam Liabilitas operasi:				*Increase (decrease) in operating liabilities:*
Liabilitas segera	(485.935)		(441.930)	*Liabilites due immediately*
Simpanan dari nasabah				*Deposits from customer*
Giro	1.275.000		11.653.971	*Demand deposits*
Giro *Wadiah*	6.264.837		5.443.299	*Wadiah demand deposits*
Tabungan	(2.494.892)		(22.012)	*Savings deposits*
Tabungan *Wadiah*	205.144		245.340	*Savings deposits Wadiah*
Deposito berjangka	47.812.161		12.615.733	*Time deposits*
Simpanan dari bank lain	26.445		(21.277)	*Deposits from other banks*
Liabilitas akseptasi	(366.997)		397.331	*Acceptance payables*
Liabilitas lain-lain	806.055		(416.997)	*Other liabilities*
Dana *syirkah* temporer	2.634.462		2.141.920	*Temporary syirkah funds*
Kas Neto diperoleh/(digunakan untuk) dari Aktivitas Operasi	**24.324.927**		**(8.755.616)**	***Net Cash provided/(used in) by Operating Activities***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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PT BANK TABUNGAN NEGARA (PERSERO) TBK
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
(lanjutan)
Untuk Tahun yang Berakhir
Pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK TABUNGAN NEGARA (PERSERO) TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CASH FLOWS
(continued)
For the Year Then Ended
December 31, 2025
(Expressed in millions of Rupiah,
unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan aset tetap	(1.874.406)	14	(1.634.521)	*Acquisitions of premises and equipment*
Akuisisi Entitas Anak dengan Kas	(1.540.067)		-	*Share Participation*
(Pembelian) penerimaan efek-efek diukur pada nilai wajar melalui penghasilan komprehensif lain	(579.617)		(31.199)	*(Purchase) receipt in fair value through other comprehensive income securities*
Pembelian obligasi pemerintah diukur pada nilai wajar melalui penghasilan komprehensif lain	(9.161.824)		(1.163.910)	*Purchase in fair value through other comprehensive income government bonds*
Penerimaan (pembelian) saat jatuh tempo dari efek-efek biaya perolehan diamortisasi	189.716		(2.878.561)	*Receipt (Purchase) from matured amortized cost securities*
Penerimaan obligasi pemerintah pada biaya perolehan diamortisasi	7.821.715		562.232	*Receipt of amortized cost government bonds*
Penempatan efek-efek yang dibeli dengan janji dijual kembali	(52.522.635)		(20.867.689)	*Placement of securities purchased under agreement to resell*
Penerimaan efek-efek yang dibeli dibeli dengan janji dijual kembali	51.039.138		20.704.263	*Receipt of securities purchased under agreement to resell*
Penjualan aset tetap	1.155		3.045	*Sales of premises and equipment*
Kas Neto diperoleh/(digunakan untuk) dari Aktivitas Investasi	**(6.626.825)**		**(5.306.340)**	***Net Cash provided/(used in) by Investing Activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan atas surat Berharga yang diterbitkan	300.000		680.913	*Proceeds of securities issued*
Pembayaran atas surat-surat berharga yang diterbitkan jatuh tempo	(1.754.979)		(3.572.500)	*Payment of matured securities issued*
Pembayaran atas Pinjaman subordinasi yang jatuh tempo	(4.828.500)		(3.000.000)	*Payment of matured subordinated borrowing*
Penerimaan atas efek-efek yang dijual dengan janji dibeli kembali	51.431.824		143.153.604	*Proceeds from securities sold under repurchase agreements*
Pembayaran atas jatuh tempo efek-efek yang dijual dengan janji dibeli kembali	(54.544.966)		(139.744.766)	*Payments of matured securities sold under repurchase agreements*
Pembayaran dividen	(751.833)	32c	(700.198)	*Payments of dividends*
Penerimaan dari pinjaman yang diterima	7.499.533		11.144.193	*Payment of fund borrowings*
Penerimaan dari Pinjaman Subordinasi	4.000.000		-	*Proceeds of subordinated borrowing*
Pembayaran dari pinjaman yang diterima	(3.020.603)		(11.385.262)	*Payment of fund borrowings*
Pembayaran liabilitas sewa	(88.347)	31	(93.408)	*Payment of lease liabilities*
Kas Neto digunakan untuk dari Aktivitas Pendanaan	**(1.757.871)**		**(3.517.424)**	***Net Cash used in by Financing Activities***
KENAIKAN/(PENURUNAN) NETO KAS DAN SETARA KAS	**15.940.231**		**(17.579.380)**	***NET INCREASE/(DECREASE) CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS AWAL TAHUN	**35.458.390**		**53.037.770**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**51.398.621**		**35.458.390**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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(lanjutan)
Untuk Tahun yang Berakhir
Pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah,
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PT BANK TABUNGAN NEGARA (PERSERO) TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CASH FLOWS
(continued)
For the Year Then Ended
December 31, 2025
(Expressed in millions of Rupiah,
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	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
Rincian kas dan setara kas akhir tahun adalah sebagai berikut:				*The details of cash and cash equivalents at end of year are as follows:*
Kas	2.154.839	2a,4	2.105.620	*Cash*
Giro pada Bank Indonesia	33.797.873	2g,5	22.739.920	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.515.971	2g,6	5.951.746	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	12.929.938	2h,7	4.661.104	*Placements with with Bank Indonesia and other banks - maturing within three months or less since the acquisition date*
Total	**51.398.621**		**35.458.390**	***Total***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

1. UMUM

a. Pendirian Bank

PT Bank Tabungan Negara (Persero) Tbk ("Bank") didirikan sebagai bank milik negara, semula dengan nama "Bank Tabungan Pos" berdasarkan Undang-undang Darurat No. 9 Tahun 1950 tanggal 9 Februari 1950. Selanjutnya, berdasarkan Peraturan Pemerintah Pengganti Undang-undang No. 4 tahun 1963, nama Bank Tabungan Pos diubah menjadi "Bank Tabungan Negara". Pada tanggal 29 April 1989, Bank mulai beroperasi sebagai bank umum milik negara.

Berdasarkan Peraturan Pemerintah No. 24 Tahun 1992, status Bank diubah menjadi perseroan terbatas milik negara (Persero). Akta pendirian Bank sebagai Persero dibuat dihadapan Notaris Muhani Salim, S.H., No. 136 tanggal 31 Juli 1992 dan telah disahkan oleh Menteri Kehakiman dengan Surat Keputusan No. C2-6587.HT.01.01. TH.92 tanggal 12 Agustus 1992, serta diumumkan dalam Berita Negara No. 73 tanggal 11 September 1992 Tambahan No. 6A.

Berdasarkan surat keputusan Direksi Bank Indonesia No. 27/55/KEP/DIR tanggal 23 September 1994, Bank memperoleh status sebagai bank devisa.

Bank telah mendapatkan persetujuan dari Bank Indonesia untuk melakukan kegiatan umum perbankan berdasarkan prinsip syariah melalui surat No. 6/1350/DPbS tanggal 15 Desember 2004.

Bank mulai melakukan kegiatannya berdasarkan prinsip syariah pada tanggal 14 Februari 2005 dengan mulai beroperasinya cabang syariah pertama di Jakarta - Harmoni.

Pernyataan keputusan Rapat Umum Pemegang Saham Luar Biasa yang menyetujui perubahan seluruh Anggaran Dasar PT Bank Tabungan Negara (Persero) menjadi Perseroan Terbuka telah diaktakan dengan akta notaris No. 7 tanggal 12 Oktober 2009 dari notaris Fathiah Helmi, S.H., Perubahan anggaran dasar tersebut mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui surat No. AHU-49309.AH.01.02. Tahun 2009.

1. GENERAL

a. Bank's establishment

PT Bank Tabungan Negara (Persero) Tbk ("the Bank") was originally established as a state-owned bank under the name "Bank Tabungan Pos" based on Martial Law No. 9 of 1950 dated February 9, 1950. Subsequently, the name of the Bank was changed to "Bank Tabungan Negara" based on Government Regulation Amendment of Law No. 4 of 1963. The Bank started operating as a state-owned commercial bank on April 29, 1989.

Based on Government Regulation No. 24 of 1992, the status of the Bank was changed to a state-owned limited liability corporation (Persero). The Bank's deed of establishment as a limited liability corporation was documented under deed No. 136 dated July 31, 1992 of Notary Muhani Salim, S.H., and was approved by the Ministry of Justice in its Decision Letter No. C2-6587.HT.01.01. TH.92 dated August 12, 1992 and was published in Supplement No. 6A of State Gazette No. 73 dated September 11, 1992.

Based on the Decision Letter No. 27/55/KEP/DIR dated September 23, 1994 of the Directors of Bank Indonesia, the Bank obtained the status of a foreign exchange bank.

The Bank has obtained approval from Bank Indonesia to conduct commercial banking activities based on sharia principles through letter No. 6/1350/DPbS dated December 15, 2004.

The Bank started its activities based on sharia principles on February 14, 2005 with the operation of its first sharia branch in Jakarta - Harmoni.

The decision of the Extraordinary General Stockholders' Meeting to amend all of the Bank's Articles of Association to become a public company was notarized under notarial deed No. 7 dated October 12, 2009 of Fathiah Helmi, S.H., The amendment was approved by the Ministry of Laws and Human Rights in its letter No. AHU-49309.AH-01.02. of 2009.

1. UMUM (lanjutan)

a. Pendirian Bank (lanjutan)

Anggaran Dasar Bank telah mengalami beberapa kali perubahan. Penyesuaian terakhir dinyatakan dalam Akta No. 47 tanggal 26 Maret 2025 yang dibuat dihadapan Ashoya Ratam, S.H., MKn., notaris di Jakarta, berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan tanggal 26 Maret 2025 dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan Surat Keputusan No. AHU-AHA.01.03-0111636 tanggal 24 April 2025.

Berdasarkan pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank adalah menjalankan kegiatan umum perbankan sesuai dengan undang-undang dan peraturan yang berlaku, termasuk melakukan kegiatan Bank berdasarkan prinsip syariah.

Bank berdomisili di Jakarta dan kantor pusat Bank berlokasi di Jalan Gajah Mada No. 1, Jakarta Pusat.

Pada tanggal 31 Desember 2025, Bank memiliki 82 kantor cabang, 548 kantor cabang pembantu dan 4 kantor fungsional (tidak diaudit).

Pada tanggal 31 Desember 2025, Bank memiliki entitas anak dengan 1 (satu) kantor pusat dan 35 kantor cabang syariah dan 83 kantor cabang pembantu syariah.

Pada tanggal 31 Desember 2024, Bank memiliki 117 kantor cabang (termasuk 35 kantor cabang syariah), 611 kantor cabang pembantu (termasuk 75 kantor cabang pembantu syariah) (tidak diaudit).

1. GENERAL (continued)

a. Bank's establishment (continued)

The Articles of Association of the Bank has been amended several times. The amendment was covered by Notarial Deed No. 47 dated March 26, 2025 of Ashoya Ratam, S.H., MKn., a notary in Jakarta, as approved in the Annual General Shareholders' Meeting on March 26, 2025 and approved by the Ministry of Laws and Human Rights of the Republic of Indonesia, in its Decision Letter No. AHU-AHA.01.03-0111636 dated April 24, 2025.

According to Article 3 of the Bank's Articles of Association, the scope of the Bank's activities is to conduct commercial banking activities in accordance with the prevailing laws and regulations, including the Bank's activities based on sharia principles.

The Bank is domiciled in Jakarta and its head office is located at Jalan Gajah Mada No. 1, Central Jakarta.

As of December 31, 2025, the Bank has 82 branch offices, 548 sub-branch offices, and 4 functional offices (unaudited).

As of December 31, 2025, the Bank has one subsidiary with one head office and 35 sharia branch offices and 35 sharia sub-branch offices.

As of December 31, 2024, the Bank has 117 branch offices (including 35 sharia branch offices), 611 sub-branch offices (including 75 sharia sub-branch offices) (unaudited).

1. UMUM (lanjutan)

b. Rekapitalisasi

Pada tanggal 28 Mei 1999, Pemerintah mengeluarkan Peraturan Pemerintah No. 52 Tahun 1999 tentang penambahan penyertaan Pemerintah pada Bank dalam rangka Program Rekapitalikassasi yang dijalankan oleh Pemerintah dengan nilai setinggi-tingginya sebesar Rp11.200.000. Pada tanggal 21 Agustus 2000, Pemerintah mengeluarkan Peraturan Pemerintah No. 68 Tahun 2000 tentang penambahan modal Pemerintah pada Bank dalam rangka Program Rekapitalisasi yang dijalankan oleh Pemerintah dengan nilai setinggi-tingginya sebesar Rp2.805.000, sehingga tambahan penyertaan Pemerintah keseluruhan menjadi sebesar Rp14.005.000. Penambahan modal tersebut dilakukan melalui penerbitan obligasi rekapitalisasi Pemerintah untuk Bank sebesar Rp9.803.500 dan Rp4.201.500 masing-masing pada tanggal 25 Juli 2000 dan 31 Oktober 2000.

Pada tanggal 28 Februari 2001, Direksi Bank dan Menteri Keuangan menandatangani Kontrak Manajemen yang berisikan antara lain bahwa jumlah kebutuhan rekapitalisasi akhir Bank adalah sebesar Rp13.843.540 dan kelebihan obligasi rekapitalisasi sebesar Rp161.460 harus dikembalikan kepada Pemerintah. Pada tanggal 5 November 2001, kelebihan obligasi rekapitalisasi tersebut dikembalikan kepada Pemerintah.

Sebagai tindak lanjut dari Kontrak Manajemen tersebut, Menteri Keuangan Republik Indonesia mengeluarkan Peraturan Menteri Keuangan No. 40/PMK.06/2008 tanggal 29 Februari 2008 tentang penetapan nilai akhir kebutuhan rekapitalisasi Bank sebesar Rp13.843.540 dan pelaksanaan hak-hak pemerintah yang timbul sebagai akibat penambahan penyertaan modal negara Republik Indonesia ke dalam modal PT Bank Tabungan Negara (Persero) dalam rangka program rekapitalisasi bank umum dengan mengkonversi menjadi 13.843.540 lembar saham yang diterbitkan oleh Bank dengan nominal Rp1.000.000 (Rupiah penuh) per lembar. Peraturan ini berdaya laku surut sejak tanggal 31 Mei 2007.

1. GENERAL (continued)

b. Recapitalization

On May 28, 1999, the Government issued Government Regulation No. 52 of 1999 regarding the increase in the Government's capital participation in the Bank within the framework of the Government's Recapitalization Program for a maximum amount of Rp11,200,000. On August 21, 2000, the Government issued Government Regulation No. 68 of 2000 regarding the increase in the Government's capital participation in the Bank within the framework of the Government's Recapitalization Program for a maximum amount of Rp2,805,000 so that the additional Government capital participation would become Rp14,005,000. The increase in the Government participation was settled through the issuance to the Bank of the government's recapitalization bonds amounting to Rp9,803,500 and Rp4,201,500 on July 25, 2000 and October 31, 2000, respectively.

On February 28, 2001, the Bank's Directors and the Ministry of Finance entered into a Management Contract which includes, among others, the total final recapitalization requirement of the Bank of Rp13,843,540 and the excess recapitalization bonds of Rp161,460 which should be returned to the Government. On November 5, 2001, the Bank returned such excess recapitalization bonds to the government.

As a result of the Management Contract, the Ministry of Finance issued Regulation No. 40/PMK.06/2008 dated February 29, 2008 regarding the determination of the final amount of the Government's required capital contribution to the Bank amounting to Rp13,843,540 and implementation of the Government's rights as a result of the additional contributed capital by the Republic of Indonesia to the capital of PT Bank Tabungan Negara (Persero), as a limited liability company, in relation to the commercial banks' recapitalization program through conversion of additional capital to 13,843,540 shares of stock, which were issued by the Bank with a par value of Rp1,000,000 (full Rupiah) per share. This regulation was applied retroactively since May 31, 2007.

1. UMUM (lanjutan)

c. Penerbitan Surat Berharga Bank

Bank telah menerbitkan obligasi sebanyak 27 (dua puluh tujuh) kali penerbitan, 2 (dua) kali penerbitan instrumen obligasi subordinasi, 1 (satu) kali penerbitan *global bond, 12* (dua belas) kali penerbitan surat hutang jangka panjang, 4 (empat) kali penerbitan sukuk mudharabah dan 1 (satu) kali penerbitan NCD sejak tanggal 25 Juli 1989 sampai dengan tanggal 31 Desember 2025 dengan rincian sebagai berikut:

1. GENERAL (continued)

c. Issuance of Bank Securities

The Bank issued 27 (twenty-seven) series of bonds, 2 (two) series of subordinated bond, 1 (one) series of global, 12 (twelve) series of long term notes, 4 (four) sukuk mudharabah and 1 (one) NCD from July 25, 1989 to December 31, 2025, with the details as follows

Nama Obligasi/ *Name of Bonds*	Jumlah Nominal/ *Nominal Amount*	Jangka Waktu/ *Term*	Jatuh Tempo/ *Maturity Date*	Tingkat Bunga/ *Interest*
Rupiah				
Obligasi BTN I/ *BTN Bonds I*	50.000	5 tahun/*years*	25 Juli/ *July 25, 1994*)*	18,75% tetap/ *fixed*
Obligasi BTN II/ *BTN Bonds II*	50.000	5 tahun/*years*	1 Juni/ *June 1,1995*)*	16,25% tetap/ *fixed*
Obligasi BTN III/ *BTN Bonds III*	50.000	5 tahun/*years*	11 November/ *November 11, 1996*)*	20,00% tetap/ *fixed*
Obligasi BTN IV/ *BTN Bonds IV*	100.000	5 tahun/*years*	23 Januari/ *January 23, 1996*)*	17,00% tetap/ *fixed*
Obligasi BTN V/ *BTN Bonds V*	150.000	5 tahun/*years*	31 Juli/ *July 31,1998*)*	15,25% tetap untuk tahun pertama dan kedua, mengambang untuk tahun berikutnya hingga jatuh tempo/ *15.25% fixed for first and second years, in for remaining years until maturity*
Obligasi BTN VI/ *BTN Bonds VI*	350.000	5 tahun/*years*	21 Desember/ *December 21, 2000*)*	17,25% tetap untuk tahun pertama, mengambang untuk tahun berikutnya hingga jatuh tempo/ *17.25% fixed for first year, floating for remaining years until maturity*
Obligasi BTN VII/ *BTN Bonds VII*	200.000	5 tahun/*years*	22 Juli/ *July 22, 2001*)*	17,125% tetap untuk tahun pertama, mengambang untuk tahun berikutnya hingga jatuh tempo/ *17.125% fixed for first year, floating for remaining years until maturity*
Obligasi BTN VIII/ *BTN Bonds VIII*	400.000	5 tahun/*years*	18 Juli/ *July 18, 2002*)*	14,15% tetap/ *fixed*
Obligasi BTN IX/ *BTN Bonds IX*	750.000	5 tahun/*years*	2 Oktober/ *October 2, 2008*)*	12,50% tetap/ *fixed*
Obligasi BTN X/ *BTN Bonds X*	750.000	5 tahun/*years*	25 Mei/ *May 25, 2009*)*	12,20% tetap/ *fixed*
Obligasi BTN XI/ *BTN Bonds XI*	750.000	5 tahun/*years*	6 Juli/ *July 6, 2010*)*	12,00% tetap/ *fixed*
Obligasi BTN XII/ *BTN Bonds XII*	1.000.000	10 tahun/*years*	19 September/ *September 19, 2016*)*	12,75% tetap/ *fixed*
Obligasi BTN XIII A/ *BTN Bonds XIII A*	300.000	3 tahun/*years*	29 Mei/ *May 29, 2012*)*	11,75% tetap/ *fixed*
Obligasi BTN XIII B/ *BTN Bonds XIII B*	300.000	4 tahun/*years*	29 Mei/ *May 29, 2013*)*	12,00% tetap/ *fixed*
Obligasi BTN XIII C/ *BTN Bonds XIII C*	900.000	5 tahun/*years*	29 Mei/ *May 29, 2014*)*	12,25% tetap/ *fixed*
Obligasi BTN XIV/ *BTN Bonds XIV*	1.650.000	10 tahun/*years*	11 Juni/ *June 11, 2020*)*	10,25% tetap/ *fixed*
Obligasi BTN XV/ *BTN Bonds XV*	1.300.000	10 tahun/*years*	28 Juni/ *June 28, 2021*)*	9,50% tetap/ *fixed*

*) Bank telah melakukan pelunasan obligasi yang diterbitkan pada tanggal jatuh temponya.

*) *The Bank has made the repayment of bonds issued on maturity date.*

1. UMUM (lanjutan)

c. Penerbitan Surat Berharga Bank

Bank telah menerbitkan obligasi sebanyak 27 (dua puluh tujuh) kali penerbitan, 2 (dua) kali penerbitan instrumen obligasi subordinasi, 1 (satu) kali penerbitan *global bond,* 12 (dua belas) kali penerbitan surat hutang jangka panjang, 4 (empat) kali penerbitan sukuk mudharabah dan 1 (satu) kali penerbitan NCD sejak tanggal 25 Juli 1989 sampai dengan tanggal 31 Desember 2025 dengan rincian sebagai berikut: (lanjutan)

1. GENERAL (continued)

c. Issuance of Bank Securities

The Bank issued 27 (twenty-seven) series of bonds, 2 (two) series of subordinated bond, 1 (one) series of global, 12 (twelve) series of long term notes, 4 (four) sukuk mudharabah and 1 (one) NCD from July 25, 1989 to December 31, 2025, with the details as follows: (continued)

Nama Obligasi/ *Name of Bonds*	Jumlah Nominal/ *Nominal Amount*	Jangka Waktu/ *Term*	Jatuh Tempo/ *Maturity Date*	Tingkat Bunga/ *Interest*
Rupiah				
Obligasi Berkelanjutan I Tahap I BTN/ *Continuing Bonds I Phase I BTN*	2.000.000	10 tahun/*years*	5 Juni/ *June 5, 2022*)*	7,90% tetap/ *fixed*
Obligasi Berkelanjutan I Tahap II BTN/ *Continuing Bonds I Phase II BTN*	2.000.000	10 tahun/*years*	27 Maret/ *March 27, 2023*)*	7,90% tetap/ *fixed*
Obligasi Berkelanjutan II Tahap I BTN/ *Continuing Bonds II Phase I BTN*				
Seri A/*A Series*	900.000	3 tahun/*years*	8 Juli/ *July 8, 2018*)*	9,63% tetap/ *fixed*
Seri B/*B Series*	500.000	5 tahun/*years*	8 Juli/ *July 8, 2020*)*	9,88% tetap/ *fixed*
Seri C/*C Series*	800.000	7 tahun/*years*	8 Juli/ *July 8, 2022*)*	10,00% tetap/ *fixed*
Seri D/*D Series*	800.000	10 tahun/*years*	8 Juli/ *July 8, 2025*	10,50% tetap/ *fixed*
Obligasi Berkelanjutan II Tahap II BTN/ *Continuing Bonds II Phase II BTN*				
Seri A/*A Series*	1.347.000	3 tahun/*years*	30 Agustus/ *August 30, 2019*)*	8,20% tetap/ *fixed*
Seri B/*B Series*	1.653.000	5 tahun/*years*	30 Agustus/ *August 30, 2021*)*	8,75% tetap/ *fixed*
Obligasi Berkelanjutan III Tahap I BTN/ *Continuing Bonds III Phase I BTN*				
Seri A/*A Series*	1.466.000	3 tahun/*years*	13 Juli/ *July 13, 2020*)*	8,30% tetap/ *fixed*
Seri B/*B Series*	1.295.000	5 tahun/*years*	13 Juli/ *July 13, 2022*)*	8,50% tetap *fixed*
Seri C/*C Series*	853.000	7 tahun/*years*	13 Juli/ *July 13, 2024*)*	8,70% tetap/ *fixed*
Seri D/*D Series*	1.386.000	10 tahun/*years*	13 Juli/ *July 13, 2027*	8,90% tetap/ *fixed*
Obligasi Berkelanjutan III Tahap II BTN/ *Continuing Bonds III Phase II BTN*				
Seri A/*A Series*	1.756.500	1 tahun/*year*	8 Juli/ *July 8, 2020*)*	7,75% tetap/ *fixed*
Seri B/*B Series*	1.168.000	3 tahun/*years*	28 Juni/ *June 28, 2022*)*	8,75% tetap *fixed*
Seri C/*C Series*	1.219.500	5 tahun/*years*	28 Juni/ *June 28, 2024*)*	9,00% tetap/
Obligasi Berkelanjutan I Tahap I BTN/ *Continuing Bonds I Phase I BTN*				
Seri A/*A Series*	300.000	3 tahun/*year*	12 Desember/ *December 12, 2028*	5,30% tetap/ *fixed*

*) Bank telah melakukan pelunasan obligasi yang diterbitkan pada tanggal jatuh temponya.
**) Bank telah melakukan opsi beli kembali pada 25 Mei 2009

**) The Bank has made the repayment of bonds issued on maturity date.*
***) The Bank has exercised the call options on May 25, 2009*

1. UMUM (lanjutan)

c. Penerbitan Surat Berharga Bank (lanjutan)

Bank telah menerbitkan obligasi sebanyak 27 (dua puluh tujuh) kali penerbitan, 2 (dua) kali penerbitan instrumen obligasi subordinasi, 1 (satu) kali penerbitan *global bond, 12* (dua belas) kali penerbitan surat hutang jangka panjang, 4 (empat) kali penerbitan sukuk mudharabah dan 1 (satu) kali penerbitan NCD sejak tanggal 25 Juli 1989 sampai dengan tanggal 31 Desember 2025 dengan rincian sebagai berikut: (lanjutan)

1. GENERAL (continued)

c. Issuance of Bank Securities (continued)

The Bank issued 27 (twenty-seven) series of bonds, 2 (two) series of subordinated bond, 1 (one) series of global, 12 (twelve) series of long term notes, 4 (four) sukuk mudharabah and 1 (one) NCD from July 25, 1989 to December 31, 2025, with the details as follows: (continued)

Nama Obligasi/ *Name of Bonds*	Jumlah Nominal/ *Nominal Amount*	Jangka Waktu/ *Term*	Jatuh Tempo/ *Maturity Date*	Tingkat Bunga/ *Interest*
Rupiah				
Obligasi Subordinasi BTN I/ *Subordinated Bonds BTN I*	250.000	10 tahun/*years*	25 Mei/ *May 25, 2014**)*	12,60% tetap untuk tahun pertama sampai tahun kelima, 22,60% tetap untuk tahun keenam sampai tahun kesepuluh jika Bank tidak melakukan opsi beli pada tahun kelima sejak tanggal penerbitan/ *12.60% fixed for first year until fifth year, 22.60% fixed for sixth year until tenth year if the Bank does not exercise its option to buyback on the fifth year since the issuance date*
Obligasi Berkelanjutan IV Tahap I BTN/ *Continuing Bonds IV Phase I BTN*				
Seri A/*A Series*	577.000	1 tahun/*year*	29 Agustus/ *August 29, 2021*)*	6,75% tetap/ *fixed*
Seri B/*B Series*	727.000	3 tahun/*years*	19 Agustus/ *August 19, 2023*)*	7,80% tetap *fixed*
Seri C/*C Series*	196.000	5 tahun/*years*	19 Agustus/ *August 19, 2025*)*	8,40% tetap/ *fixed*
Obligasi Berkelanjutan IV Tahap II BTN/ *Continuing Bonds IV Phase II BTN*				
Seri A/*A Series*	600.000	3 tahun/*year*	24 Mei/ *May 24, 2025*	5,50% tetap/ *fixed*
Seri B/*B Series*	400.000	5 tahun/*years*	24 Mei/ *May 24, 2027*	6,00% tetap/ *fixed*
Obligasi Sosial Berkelanjutan I Tahap II BTN/ *Social Continuing Bonds I Phase I BTN*	300.000	3 tahun/*years*	12 Desember/ *December 12, 2028*	5,30% tetap/ *fixed*
Obligasi Subordinasi Berkelanjutan I Tahap I BTN/ *Subordinated Continuing Bonds I Phase I BTN*	2.000.000	5 tahun/*years*	12 Desember/ *December 12, 2030*	6,65% tetap/ *fixed*
Surat Hutang Jangka Panjang BTN Tahap I 2021/ *Long Term Notes BTN Phase 1 2021*	10.186	16 tahun/*years*	17 Juni/ *June 17, 2037*	*1,37% tetap/ fixed*
Surat Hutang Jangka Panjang BTN Seri A 2022/ *Long Term Notes BTN Series A 2022*	47.740	14 tahun/*years*	12 Oktober/ *October 12, 2036*	*1,37% tetap/ fixed*
Surat Hutang Jangka Panjang BTN Seri B 2022/ *Long Term Notes BTN Series B 2022*	79.379	15 tahun/*years*	12 April/ *April 12, 2037*	*0,55% tetap/ fixed*
Surat Hutang Jangka Panjang BTN Tahap I 2022. *Long Term Notes BTN Phase I 2022*	210.866	15 tahun/*years*	14 Juni/ *June 14, 2037*	*0,55% tetap/ fixed*
Surat Hutang Jangka Panjang BTN Tahap II 2022/ *Long Term Notes BTN Phase II 2022*	131.185	14 tahun/*years*	*28* Maret/ *March 28, 2037*	*0,55% tetap/ fixed*
Surat Hutang Jangka Panjang BTN Tahap I 2023/ *Long Term Notes BTN Phase I 2023*	35.898	14 tahun/*years*	*28* April/ *April 28, 2037*	*0,55% tetap/ fixed*

*) Bank telah melakukan pelunasan obligasi yang diterbitkan pada tanggal jatuh temponya.
**) Bank telah melakukan opsi beli kembali pada 25 Mei 2009

**) The Bank has made the repayment of bonds issued on maturity date.*
***) The Bank has exercised the call options on May 25, 2009*

1. UMUM (lanjutan)

c. Penerbitan Surat Berharga Bank (lanjutan)

Bank telah menerbitkan obligasi sebanyak 27 (dua puluh tujuh) kali penerbitan, 2 (dua) kali penerbitan instrumen obligasi subordinasi, 1 (satu) kali penerbitan *global bond, 12* (dua belas) kali penerbitan surat hutang jangka panjang, 4 (empat) kali penerbitan sukuk mudharabah dan 1 (satu) kali penerbitan NCD sejak tanggal 25 Juli 1989 sampai dengan tanggal 31 Desember 2025 dengan rincian sebagai berikut: (lanjutan)

1. GENERAL (continued)

c. Issuance of Bank Securities (continued)

The Bank issued 27 (twenty-seven) series of bonds, 2 (two)) series of subordinated bond, 1 (one) series of global, 12 (twelve) series of long term notes, 4 (four) sukuk mudharabah and 1 (one) NCD from July 25, 1989 to December 31, 2025, with the details as follows: (continued)

Nama Obligasi/ *Name of Bonds*	Jumlah Nominal/ *Nominal Amount*	Jangka Waktu/ *Term*	Jatuh Tempo/ *Maturity Date*	Tingkat Bunga/ *Interest*
Rupiah				
Surat Hutang Jangka Panjang BTN Tahap II 2023/ *Long Term Notes BTN Phase II 2023*	404.745	14 tahun/*years*	*15 September/ September 15, 2037*	*1,37% tetap/ fixed*
Surat Hutang Jangka Panjang BTN Seri A 2023/ *Long Term Notes BTN Series A 2023*	6.242	15 tahun/*years*	*27* December/ *December 27, 2038*	*0,55% tetap/ fixed*
Surat Hutang Jangka Panjang BTN Seri B 2023/ *Long Term Notes BTN Series B 2023*	234.542	14 tahun/*years*	*27 December/ December 27, 2037*	*1,37% tetap/ fixed*
Surat Hutang Jangka Panjang BTN Tahun 2024/ *Long Term Notes BTN 2024*	203.351	14 tahun/*years*	*7 Agustus/ August 7, 2038*	*1,37% tetap/ fixed*
Surat Hutang Jangka Panjang BTN Tahap V 2024/ *Long Term Notes BTN Phase V 2024*	312.678	14 tahun/*years*	*27 Desember/ December 27, 2038*	*1,37% tetap/ fixed*
Surat Hutang Jangka Panjang BTN Tahap VI 2024/ *Long Term Notes BTN Phase VI 2024*	147.909	14 tahun/*years*	*23 Desember/ December 23, 2038*	*1,37% tetap/ fixed*
Sukuk BTN I Tahun 2023 Tahap I/ *Sukuk BTN Phase I 2023*	92.553	15,5 tahun/*years*	28 Oktober/ *October 28, 2036*	*11,00%****
Sukuk BTN I Tahun 2023 Tahap II/ *Sukuk BTN Phase II 2023*	175.039	13 tahun/*years*	*27* Desember/ *December 27, 2036*	*27,40%*****
Sukuk BTN I Tahun 2024 Tahap III/ *Sukuk BTN Phase III 2024*	80.956	13 tahun/*years*	*27* Desember/ *December 27, 2037*	*27,40%*****
Sukuk BTN I Tahun 2024 Tahap IV/ *Sukuk BTN Phase IV 2024*	52.444	13 tahun/*years*	*23* September/ *September 23, 2038*	*27,40%*****
Dolar Amerika Serikat/*United States Dollar*				
BBTN September or Global Bond 2020/ *BBTN September or Global Bond 2020*	300.000.000	5 tahun/*years*	23 Januari/ *January 23, 2025*)*	4,20% tetap/ *fixed*

***) 11% dari pendapatan yang dibagi hasilkan dengan indikasi bagi hasil sebesar 0,55% per tahun.
****) 27,40% dari pendapatan yang dibagi hasilkan dengan indikasi bagi hasil sebesar 1,37% per tahun.

****) 11% of the income generated with the indication of profit sharing of 0.55% per year*
*****) 27.40% of the income generated with the indication of profit sharing of 1.37% per year*

1. UMUM (lanjutan)

d. Penawaran Umum Saham Perdana (IPO)

Bank telah memperoleh izin untuk melakukan Penawaran Umum sesuai dengan persetujuan Dewan Perwakilan Rakyat Republik Indonesia yang tertuang dalam Surat Ketua Dewan Perwakilan Rakyat Republik Indonesia No.PW.01/3104/ DPRRI/V/2009 tanggal 29 Mei 2009, serta penetapan dari Pemerintah sebagaimana tertuang dalam Peraturan Pemerintah Republik Indonesia No. 66 tahun 2009 dan diundangkan dalam Lembaran Negara No.167 tanggal 16 November 2009 tentang Perubahan Struktur Kepemilikan Saham Negara Melalui Penerbitan dan Penjualan Saham Baru Pada PT Bank Tabungan Negara (Persero).

Berdasarkan Surat Badan Pengawas Pasar Modal dan Lembaga Keuangan (BAPEPAM-LK) No. S-10523/BL/2009 tanggal 8 Desember 2009, pernyataan pendaftaran yang diajukan Bank dalam rangka IPO sejumlah 6.353.999.999 lembar Saham Biasa Atas Nama Seri B milik Negara Republik Indonesia dan 2.360.057.000 lembar Saham Biasa Atas Nama Seri B baru, dengan nilai nominal sebesar Rp500 (Rupiah penuh) setiap saham kepada masyarakat telah menjadi efektif pada tanggal 8 Desember 2009. Saham yang ditawarkan tersebut dicatatkan dan mulai diperdagangkan di Bursa Efek Indonesia pada tanggal 17 Desember 2009 dengan harga jual Rp800 (Rupiah penuh) per saham.

Berkaitan dengan penawaran umum saham perdana, Bank telah mengimplementasikan program kepemilikan saham oleh Manajemen dan Karyawan (*Management and Employee Stock Allocation*/MESA). Program MESA diberikan maksimal 9,62% dari saham baru yang diterbitkan kepada karyawan yang tercatat pada tanggal 31 Desember 2009. Program MESA tersebut telah efektif pada tanggal 17 September 2009 dan seluruh karyawan yang memiliki kualifikasi telah mengambil program tersebut dengan jumlah lembar saham biasa atas nama Seri B sebanyak 226.928.500 lembar (nilai nominal Rp500 per lembar saham) dengan harga beli Rp640 per lembar saham (setelah diskon 20% dari harga penawaran perdana sebesar Rp800 per lembar saham) dengan masa *lock up* selama enam bulan.

1. GENERAL (continued)

d. Initial Public Offering (IPO)

The Bank obtained a permit to undertake a Public Offering based on the approval of the House of Representatives of the Republic of Indonesia in its Chairman Letter No. PW.01/3104/DPRRI/V/2009 dated May 29, 2009 and was enacted by the Government as stipulated by the Republic of Indonesia Government Regulation No. 66 of 2009 and circulated in State Gazette No. 167 dated November 16, 2009 regarding the amendment of the stock ownership structure of the State through Initial Public Offering of the shares of PT Bank Tabungan Negara (Persero).

Based on Letter No. S-10523/BL/2009 of the Capital Market and Financial Institutions Supervisory Agency (BAPEPAM-LK) dated December 8, 2009, the Registration Statement submitted by the Bank relating to the IPO of 6,353,999,999 ordinary shares Series B of the Republic of Indonesia and 2,360,057,000 new ordinary shares Series B, at par value of Rp500 (full Rupiah) per share to the public, became effective on December 8, 2009. The shares which were offered to the public, were listed and traded on the Indonesia Stock Exchange on December 17, 2009, with the selling price of Rp800 (full Rupiah) per share.

In relation to the Initial Public Offering of the shares, the Bank implemented the Management and Employee Stock Allocation (MESA) program. MESA program is allocated with a maximum of 9.62% of the newly issued shares for registered employees as of December 31, 2009. The MESA Program became effective on September 17, 2009 and all qualified employees availed of the program consisting of 226,928,500 Series B shares (with par value of Rp500 per share) with a purchase price of Rp640 per share (after share price discount of 20% from the initial public offering price of Rp800 per share) and a lock up period until six months.

1. UMUM (lanjutan)

d. Penawaran Umum Saham Perdana (IPO) (lanjutan)

Diskon harga saham untuk program MESA menjadi beban Bank di tahun 2009, yaitu sebesar 20% atau Rp41.353, yang termasuk beban pajak penghasilan.

Sesuai dengan RUPS Luar Biasa tanggal 12 Oktober 2009, pemegang saham menyetujui penerbitan saham opsi sebanyak 363.085.500 lembar saham yang akan dilaksanakan dalam 3 (tiga) tahap. Opsi saham diberikan kepada manajemen dan karyawan pada posisi dan jabatan tertentu yang memenuhi persayaratan yang telah ditetapkan (*Management & Employee Stock Option Plan atau "MESOP"*).

e. Program Opsi Kepemilikan Saham untuk Manajemen dan Karyawan

Manajemen dan karyawan Bank telah melakukan eksekusi atas opsi saham yang dimulai tahun 2011 dengan rincian untuk MESOP I dengan akhir hak opsi pada tahun 2014 sebanyak 145.234.500, MESOP II dengan akhir hak opsi pada tahun 2015 sebanyak 108.925.500 lembar saham, dan MESOP III dengan akhir hak opsi pada tahun 2016 sebanyak 108.925.500 lembar saham. Agio yang timbul dari eksekusi tersebut untuk tahun 2011 adalah sebesar Rp94.733, tahun 2012 adalah sebesar Rp6.349, tahun 2013 adalah sebesar Rp232.261, tahun 2014 adalah sebesar Rp2.372, tahun 2015 adalah sebesar Rp18.462, tahun 2016 adalah sebesar Rp7.856.

1. GENERAL (continued)

d. Initial Public Offering (IPO) (continued)

In relation to the Initial Public Offering of the share price discount for MESA program was recognized as the Bank's expense in 2009, amounting to 20% or Rp41,353 including the income tax expense.

In accordance with the Extraordinary GMS on October 12, 2009, shareholders approved the issuance of 363,085,500 share options which will be implemented in 3 (three) stages. Stock opstions are granted to management and employees in certain position and titles who meet the specified requirements (Management & Employees Stock Option Plan or "MESOP").

e. Management & Employee Stock Option Plan (MESOP)

The Bank's management and employees have executed share options starting in 2011 with details for MESOP I with the end of the option rights in 2014 amounting to 145,234,500, MESOP II with the end of the option rights in 2015 amounting to 108,925,500 shares, and MESOP III with the end of the option rights in 2016 amounting to 108,925,500 shares. The agio from the execution in 2011 was Rp94,733, in 2012 it was Rp6,349, in 2013 it was Rp232,261, in 2014 it was Rp2,372, in 2015 it was Rp18,462, in 2016 it was amounting to Rp7,856.

1. UMUM (lanjutan)

f. Penawaran Umum Saham Terbatas I

Untuk memperkuat struktur permodalan, melalui persetujuan Rapat Umum Pemegang Saham Luar Biasa tanggal 7 November 2012 dan Surat Badan Pengawas Pasar Modal dan Lembaga Keuangan (BAPEPAM-LK) No. S-13001/BL/2012 tanggal 6 November 2012, Bank melakukan Penawaran Umum Terbatas I (“PUT I”) dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) sebanyak 1.512.857.500 saham Seri B dengan nilai nominal sebesar Rp500 (nilai penuh) setiap saham. Setiap pemegang 555.000 saham lama berhak membeli 94.943 saham baru dengan harga Rp1.235,00 (nilai penuh) setiap saham. Dari PUT I ini, Bank meningkatkan modal sahamnya sebanyak 1.512.857.500 lembar saham Seri B yang diterbitkan kepada masyarakat umum pada tanggal 4 Desember 2012 dan terdaftar di Bursa Efek Indonesia.

g. Penawaran Umum Saham Terbatas II

Untuk memperkuat struktur permodalan, melalui persetujuan Rapat Umum Pemegang Saham Luar Biasa tanggal 18 Oktober 2022 dan surat OJK No. S-264/D.04/2022 tanggal 14 Desember 2022 perihal Pemberitahuan Efektifnya Pernyataan Pendaftaran, Bank melakukan Penawaran Umum Terbatas II (“PUT II”) dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) sebanyak 3.444.444.413 saham Seri B dengan nilai nominal sebesar Rp500 (nilai penuh) setiap saham. Setiap pemegang 100.000.000 saham lama berhak membeli 32.525.443 saham baru dengan harga Rp1.200,00 (nilai penuh) setiap saham. Dari PUT II ini, Bank meningkatkan modal sahamnya sebanyak 3.444.444.413 lembar saham Seri B yang diterbitkan kepada masyarakat umum pada tanggal 10 Januari 2023 dan terdaftar di Bursa Efek Indonesia.

1. GENERAL (continued)

f. Limited Public Offering I

To Strengthen the capital structure, through the approval of the Extraordinary General Meeting of Shareholders on November 7, 2012 and on Letter No. S-13001/BL/2012 of the Capital Market and Financial Institutions Supervisory Agency (BAPEPAM-LK) dated November 6, 2012, the Bank undertook a Limited Public Offering I (“LPO I”) through the issuance of pre-emptive rights of 1,512,857,500 Class B shares with a par value per share of Rp500 (full amount). Each holder of 555,000 share was entitled to buy 94,943 new shares for Rp1,235.00 (full amount) per share. As a result of LPO I, the Bank increased its capital by 1,512,857,500 Class B shares issued to the public on December 4, 2012 and the LPO I listed in the Indonesia Stock Exchanges.

g. Limited Public Offering II

To Strengthen the capital structure, through the approval of the Extraordinary General Meeting of Shareholders on October 18, 2022 and Letter from OJK No. S-264/D.04/2022 dated December 14, 2022 about Notification of Effectiveness of Registration Statement, the Bank undertook a Limited Public Offering II (“LPO II”) through the issuance of pre-emptive rights of 3,444,444,413 Class B shares with a par value per share of Rp500 (full amount). Each holder of 100,000,000 share was entitled to buy 32,525,443 new shares for Rp1,200.00 (full amount) per share. As a result of LPO II, the Bank increased its capital by 3,444,444,413 Class B shares issued to the public on January 10, 2023 and the LPO II listed in the Indonesia Stock Exchanges.

1. UMUM (lanjutan)

h. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan

Berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 26 Maret 2025, dengan Akta Risalah RUPST No. 44 tanggal 26 Maret 2025 yang dibuat oleh Notaris Ashoya Ratam, S.H., M.Kn., susunan Dewan Komisaris Bank adalah sebagai berikut:

31 Desember 2025		
Komisaris Utama	Suryo Utomo*	
Wakil Komisaris Utama	Dwi Ary Purnomo*	
Komisaris Independen	Panangian Simanungkalit **	
Komisaris Independen	Pietra Machreza Paloh **	
Komisaris Independen	Ida Nuryanti ***	
Komisaris	Fahri Hamzah ****	

* Diangkat sebagai anggota Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 26 Maret 2025 dan telah efektif menjabat sejak memperoleh persetujuan OJK pada tanggal 26 Juni 2025 berdasarkan Surat OJK No. SR-210/PB.02/2025 tanggal 26 Juni 2025.

** Diangkat sebagai anggota Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 26 Maret 2025 dan telah efektif menjabat sejak memperoleh persetujuan OJK pada tanggal 15 Agustus 2025 berdasarkan Surat OJK No. SR-323/PB.02/2025 tanggal 15 Agustus 2025.

*** Diangkat sebagai anggota Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 26 Maret 2025 dan telah efektif menjabat sejak memperoleh persetujuan OJK pada tanggal 9 Oktober 2025 berdasarkan Surat OJK No. SR-420/PB.02/2025 tanggal 9 Oktober 2025.

**** Diangkat sebagai anggota Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 26 Maret 2025 dan dan telah efektif menjabat sejak memperoleh persetujuan OJK pada tanggal 17 Desember 2025 berdasarkan Surat OJK No. SR-529/PB.02/2025 tanggal 18 Desember 2025.

Berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 6 Maret 2024, dengan Akta Risalah RUPST No. 06 tanggal 6 Maret 2024 yang dibuat oleh Notaris Ashoya Ratam, S.H., M.Kn., susunan Dewan Komisaris Bank adalah sebagai berikut:

31 Desember 2024		
Komisaris Utama/Independen	Chandra M. Hamzah	
Wakil Komisaris Utama/Independen	Iqbal Latanro	
Komisaris	Andin Hadiyanto	
Komisaris	Herry Trisaputra Zuna	
Komisaris	Himawan Arief Sugoto	
Komisaris Independen	Armand Bachtiar Arief	
Komisaris Independen	Sentot A. Sentausa	
Komisaris Independen	Bambang Widjanarko*	
Komisaris Independen	Adi Sulistyowati*	

* Diangkat sebagai anggota Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 6 Maret 2024 dan telah efektif menjabat sejak memperoleh persetujuan OJK pada tanggal 7 Oktober 2024 berdasarkan Surat OJK No. SR-438/PB.02/2024 tanggal 7 Oktober 2024.

1. GENERAL (continued)

h. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees

Based on the Bank's General Stockholders' Meeting held on March 26, 2025, as stated under the notarial No. 44 dated March 26, 2025, by notary Ashoya Ratam, S.H., M.Kn., the composition of the Bank's Board of Commissioners are as follows:

December 31, 2025		
		President Commissioner
		Vice President Commissioner
		Independent Commissioner
		Independent Commissioner
		Independent Commissioner
		Commissioner

** Appointed as a member of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk based on the resolution of the Company's Annual General Meeting of Shareholders dated March 26, 2025, and has effectively served since obtaining approval from the Financial Services Authority (OJK) on June 26, 2025, based on OJK Letter No. SR-210/PB.02/2025 dated June 26, 2025*

*** Appointed as a member of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk based on the resolution of the Company's Annual General Meeting of Shareholders dated March 26, 2025, and has effectively served since obtaining approval from the Financial Services Authority (OJK) on August 15, 2025, based on OJK Letter No.* SR-323/PB.02/2025 *dated August 15, 2025*

**** Appointed as a member of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk based on the resolution of the Company's Annual General Meeting of Shareholders dated March 26, 2025, and has effectively served since obtaining approval from the Financial Services Authority (OJK) on October 9, 2025, based on OJK Letter No. SR-420/PB.02/2025 dated October 9, 2025*

*****Appointed as a member of Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk based on the Annual General Meeting of Shareholders dated March 26, 2025 and has effectively served since obtaining approval from the Financial Services Authority (OJK) on December 17, 2025, based on OJK Letter No. SR-529/PB.02/2025 dated December 18, 2025.*

Based on the Bank The Annual General Meeting of Shareholders (AGMS) held on March 6, 2024, as stated under the Deed of AGMS Minutes No. 06 on March 6, 2024, by Notary Ashoya Ratam, S.H., M.Kn., the composition of the Bank's Board of Commissioners are as follows:

December 31, 2024		
		President/Independent Commissioner
		Vice President/Independent Commissioner
		Commissioner
		Commissioner
		Commissioner
		Independent Commissioner
		Independent Commissioner
		Independent Commissioner
		Independent Commissioner

** Appointed as a member of Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk based on the Annual General Meeting of Shareholders dated March 6, 2024 has effectively served since receiving OJK approval on October 7, 2024 based on OJK Letter No. SR-438/PB.02/2024 dated October 7, 2024.*

1. UMUM (lanjutan)

h. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan (lanjutan)

Berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 26 Maret 2025, dengan Akta Risalah RUPST No. 44 tanggal 26 Maret 2025 yang dibuat oleh Notaris Ashoya Ratam, S.H., M.Kn., susunan Direksi Bank adalah sebagai berikut:

1. GENERAL (continued)

h. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees (continued

Based on the Bank The Annual General Meeting of Stockholders (AGMS) held on March 26, 2025, as stated under the Deed of AGMS Minutes No. 44 on March 26, 2025, by Notary Ashoya Ratam, S.H., M.Kn., the composition of the Bank's Board of Director are as follows:

31 Desember 2025		***December 31, 2025***
Direktur Utama	Nixon L.P. Napitupulu	*President Director*
Wakil Direktur Utama	Oni Febriarto Rahardjo	*Vice President Director*
Direktur *Risk Management*	Setiyo Wibowo	*Director of Risk Management*
Direktur *Consumer Banking*	Hirwandi Gafar	*Director of Consumer Banking*
Direktur *Finance & Strategy*	Nofry Rony Poetra	*Director of Finance & Strategy*
Direktur *Human Capital & Compliance*	Eko Waluyo	*Director of Human Capital & Compliance*
Direktur *Network & Retail Funding*	Rully Setiawan*	*Director of Network & Retail Funding*
Direktur *Operations*	I Nyoman Sugiri Yasa*	*Director of Operations*
Direktur *Commercial Banking*	Hermita*	*Director of Commercial Banking*
Direktur *Information Technology*	Tan Jacky Chen**	*Director of Information Technology*
Direktur *Treasury & International Banking*	Venda Yuniarti**	*Director of Treasury & International Banking*
Direktur *Corporate Banking*	Helmy Afrisa Nugroho***	*Director of Corporate Banking*

* Diangkat sebagai anggota Dewan Direksi PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 26 Maret 2025 dan telah efektif menjabat sejak memperoleh persetujuan OJK pada tanggal 25 Juli 2025 berdasarkan Surat OJK No. SR-279/PB.02/2025 tanggal 25 Juli 2025.

** Diangkat sebagai anggota Dewan Direksi PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 26 Maret 2025 dan telah efektif menjabat sejak memperoleh persetujuan OJK pada tanggal 1 September 2025 berdasarkan Surat OJK No. SR-357/PB.02/2025 tanggal 1 September 2025.

*** Diangkat sebagai anggota Dewan Direksi PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 26 Maret 2025 dan efektif menjabat setelah memperoleh persetujuan OJK atas Penilaian Kemampuan dan Kepatutan.

** Appointed as a member of the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk based on the resolution of the Company's Annual General Meeting of Shareholders dated March 26, 2025, and has effectively served since obtaining approval from the Financial Services Authority (OJK) on July 25, 2025, based on OJK Letter No. SR-279/PB.02/2025 dated July 25, 2025.*

*** Appointed as a member of the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk based on the resolution of the Company's Annual General Meeting of Shareholders dated March 26, 2025, and has effectively served since obtaining approval from the Financial Services Authority (OJK) on September 1, 2025, based on OJK Letter No.* SR-357/PB.02/2025 *dated September 1, 2025.*

**** Appointed as a member of Board of Directors of PT Bank Tabungan Negara (Persero) Tbk based on the Annual General Meeting of Shareholders dated March 26, 2025 and will be effective upon approval from the Financial Services Authority (OJK) on Fit and Proper Test.*

1. UMUM (lanjutan)

h. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan (lanjutan)

Berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 6 Maret 2024, dengan Akta Risalah RUPST No. 6 tanggal 6 Maret 2024 yang dibuat oleh Notaris Ashoya Ratam, S.H., M.Kn., susunan Dewan Komisaris Bank adalah sebagai berikut:

1. GENERAL (continued)

h. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees (continued)

Based on the Bank The Annual General Meeting of Shareholders (AGMS) held on March 6, 2024, as stated under the Deed of AGMS Minutes No. 6 on March 6, 2024, by Notary Ashoya Ratam, S.H., M.Kn., the composition of the Bank's Board of Commissioners are as follows:

31 Desember 2024		***December 31, 2024***
Direktur Utama	Nixon L.P. Napitupulu	*President Director*
Wakil Direktur Utama	Oni Febriarto Rahardjo	*Vice President Director*
Direktur *Finance*	Nofry Rony Poetra	*Director of Finance*
Direktur *Assets Management*	Elisabeth Novie Riswanti	*Director of Assets Management*
Direktur *Human Capital, Compliance and Legal*	Eko Waluyo	*Director of Human Capital, Compliance and Legal*
Direktur *Risk Management*	Setiyo Wibowo	*Director of Risk Management*
Direktur *Distribution and Institutional Funding*	Jasmin	*Director of Distribution and Institutional Funding*
Direktur *Information Technology*	Andi Nirwoto	*Director of Information Technology*
Direktur *Consumer*	Hirwandi Gafar	*Director of Consumer*
Direktur *Operations and Customer Experience*	Hakim Putratama	*Director of Operations and Customer Experience*
Direktur *SME and Retail Funding*	Muhammad Iqbal *	*Director of SME and Retail Funding*

* Diangkat sebagai anggota Dieksi PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 6 Maret 2024 dan telah efektif menjabat sejak memperoleh persetujuan OJK pada tanggal 8 Agustus 2024 berdasarkan Surat OJK No. SR-333/PB.02/2024 tanggal 8 Agustus 2024.

* *Appointed as a member of Board of Directors of PT Bank Tabungan Negara (Persero) Tbk based on the Annual General Meeting of Shareholders dated March 6, 2024 and has effectively served since receiving OJK approval on August 8, 2024 based on OJK Letter No. SR-333/PB.02/2024 dated August 8, 2024.*

Gaji dan kompensasi lainnya yang dibayarkan kepada dewan komisaris adalah sebesar Rp26.284 dan Rp76.260 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 (Catatan 46b). Gaji dan kompensasi lainnya yang dibayarkan kepada direksi adalah sebesar Rp84.434 dan Rp199.832 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 (Catatan 46b).

Salaries and other compensation benefits paid to the Board of Commissioners of the Bank amounted to Rp26,284 and Rp76,260, for the year ended December 31, 2025 and 2024, respectively (Note 46b). Salaries and other compensation benefits paid to the Board of Directors of the Bank amounted to Rp84,434 and Rp199,832, for the year ended December 31, 2025 and 2024, respectively (Note 46b).

Sekretaris Perusahaan dan Kepala Divisi Audit Internal Bank adalah sebagai berikut:

The Bank's Corporate Secretary and the Head of Internal Audit Division are as follows:

31 Desember 2025		***December 31, 2025***
Sekretaris Perusahaan	Ramon Armando	*Corporate Secretary*
Kepala Divisi Audit Internal	Hendratno Tri Wibowo	*Head of Internal Audit Division*

1. UMUM (lanjutan)

h. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan (lanjutan)

Sekretaris Perusahaan dan Kepala Divisi Audit Internal Bank adalah sebagai berikut: (lanjutan)

1. GENERAL (continued)

h. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees (continued)

The Bank's Corporate Secretary and the Head of Internal Audit Division are as follows: (continued)

31 Desember 2024		***December 31, 2024***
Sekretaris Perusahaan	Ramon Armando	*Corporate Secretary*
Kepala Divisi Audit Internal	Hendratno Tri Wibowo	*Head of Internal Audit Division*

Masa jabatan seluruh Dewan Pengawas Syariah Bank berakhir setelah efektifnya Pemisahan Unit Usaha Syariah Perseroan pada 22 Desember 2025 berdasarkan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Bank tanggal 18 November 2025, dengan Akta Risalah RUPSLB No. 15 tanggal 18 November 2025 yang dibuat oleh Notaris Ashoya Ratam, S.H., M.Kn.

The term of office of the entire Sharia Supervisory Board of the Bank will end after the effective date of the Separation of the Company's Sharia Business Unit on December 22, 2025, based on the Bank's Extraordinary General Meeting of Shareholders (EGMS) on November 18, 2025, with the Minutes of the EGMS No. 15 dated November 18, 2025, drawn up by Notary Ashoya Ratam, S.H., M.Kn

Susunan Dewan Pengawas Syariah Bank, Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 6 Maret 2024, dengan Akta Risalah RUPST No. 06 tanggal 6 Maret 2024 yang dibuat oleh Notaris Ashoya Ratam, S.H., M.Kn., adalah sebagai berikut:

The composition of the Bank's Sharia Supervisory Board based on the Bank's The Annual General Meeting of Shareholders held on March 6, 2024, as stated under Deed of AGMS Minutes No. 06 on March 6, 2024, by Notary Ashoya Ratam, S.H., M.Kn., are as follows:

31 Desember 2024		***December 31, 2024***
Ketua	M. Quraish Shihab	*Chairman*
Anggota	Mohammad Bagus Teguh Perwira	*Member*
Anggota	Muhammad Faiz*	*Member*

* Diangkat sebagai anggota Dewan Pengawas Syariah PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 16 Maret 2023, telah memperoleh persetujuan OJK pada tanggal 18 Oktober 2023 berdasarkan Surat OJK No. S-267/PB.02/2023 tanggal 18 Oktober 2023 dan efektif sejak persetujuan Dewan Komisaris tanggal 29 November 2023 berdasarkan Surat Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk No. 144/KOM/BTN/XI/2023 tanggal 29 November 2023.

* *Appointed as a member of the Sharia Supervisory Board of PT Bank Tabungan Negara (Persero) Tbk based on the results of the Company's Annual GMS decision on March 16, 2023, having obtained OJK approval on October 18, 2023, based on OJK Letter No. S-267/PB.02/2023 dated October 18, 2023, and effective since the approval of the Board of Commissioners on November 29, 2023, based on the Letter of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk No. 144/KOM/BTN/XI/2023 dated November 29, 2023.*

1. UMUM (lanjutan)

h. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan (lanjutan)

Susunan Anggota Komite Audit Bank berdasarkan Surat Dewan Komisaris No.140/KOM/BTN/IX/2025 tanggal 26 September 2025 adalah sebagai berikut:

1. GENERAL (continued)

h. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees (continued)

The composition of the Bank's Audit Committee, based on the Bank's Board of Commissioners' Decision No. 140/KOM/BTN/IX/2025 dated September 26, 2025 are as follows:

31 Desember 2025		***December 31, 2025***
Ketua merangkap anggota	Pietra Machreza Paloh*	*Chairman concurrently as a Member*
Anggota	Ida Nuryanti***	*Member*
Anggota	Panangian Simanungkalit*	*Member*
Anggota	Endang A.Suprijatna	*Member*
Anggota	Indra Jaka Aprilyanta**	*Member*

* Diangkat sebagai anggota Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 26 Maret 2025 dan telah efektif menjabat sejak memperoleh persetujuan OJK pada tanggal 15 Agustus 2025 berdasarkan Surat OJK No. SR-323/PB.02/2025 tanggal 15 Agustus 2025.

** Diangkat sebagai anggota Komite Audit PT Bank Tabungan Negara (Persero) Tbk berdasarkan Keputusan Dewan Komisaris PT Bank Tabungan Negara Nomor 15/KOM/BTN/2024 tanggal 19 November 2024 tentang Pengangkatan Sdr. Indra Jaka Aprilyanta Sebagai Anggota Komite Audit PT Bank Tabungan Negara (Persero) Tbk.

*** Diangkat sebagai anggota Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 26 Maret 2025 dan telah efektif menjabat sejak memperoleh persetujuan OJK pada tanggal 9 Oktober 2025 berdasarkan Surat OJK No. SR-420/PB.02/2025 tanggal 9 Oktober 2025

* *Appointed as a member of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk based on the resolution of the Company's Annual General Meeting of Shareholders dated March 26, 2025, and has effectively served since obtaining approval from the Financial Services Authority (OJK) on August 15, 2025, based on OJK Letter No. SR-323/PB.02/2025 dated August 15, 2025.*

** *Appointed as a member of the Audit Committee of PT Bank Tabungan Negara (Persero) Tbk based on the Decree of the Board of Commissioners of PT Bank Tabungan Negara Number 15/KOM/BTN/2024 dated 19 November 2024 concerning the Appointment of Mr. Indra Jaka Aprilyanta as Member of the Audit Committee of PT Bank Tabungan Negara (Persero) Tbk*

*** *Appointed as a member of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk based on the resolution of the Company's Annual General Meeting of Shareholders dated March 26, 2025, and has effectively served since obtaining approval from the Financial Services Authority (OJK) on October 9, 2025, based on OJK Letter No. SR-420/PB.02/2025 dated October 9, 2025.*

1. UMUM (lanjutan)

h. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan (lanjutan)

Susunan Anggota Komite Audit Bank berdasarkan Surat Dewan Komisaris No. 50/KOM/BTN/III/2024 tanggal 13 Maret 2024 adalah sebagai berikut:

1. GENERAL (continued)

h. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees (continued)

The composition of the Bank's Audit Committee, based on the Bank's Board of Commissioners' Decision No. 50/KOM/BTN/III/2024 dated March 13, 2024 are as follows:

31 Desember 2024		***December 31, 2024***
Ketua merangkap anggota	Iqbal Latanro	*Chairman concurrently as a Member*
Anggota	Sentot A. Sentausa	*Member*
Anggota	Bambang Widjanarko*	*Member*
Anggota	Endang A.Suprijatna	*Member*
Anggota	Indra Jaka Aprilyanta**	*Member*

* Diangkat sebagai anggota Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 6 Maret 2024 dan telah efektif menjabat sejak memperoleh persetujuan dari Otoritas Jasa Keuangan (OJK) pada tanggal 7 Oktober 2024 berdasarkan Surat OJK No.SR-438/PB.02/2024 tanggal 7 Oktober 2024.

** Diangkat sebagai anggota Komite Audit PT Bank Tabungan Negara (Persero) Tbk berdasarkan Keputusan Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk No. 15/KOM/BTN/2024 tanggal 19 November 2024 tentang Pengangkatan Sdr. Indra Jaka Aprilyanta sebagai Anggota Komite Audit PT Bank Tabungan Negara (Persero) Tbk.

** Appointed as a member of Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk based on the Annual General Meeting of Shareholders dated March 6, 2024 has effectively served since receiving Financial Services Authority (OJK) approval on October 7, 2024 based on OJK Letter No.SR-438/PB.02/2024 dated October 7, 2024*

*** Appointed as a member of Audit Comittee of PT Bank Tabungan Negara (Persero) Tbk based on the Decree of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk No. 15/KOM/BTN/2024 dated November 19, 2024 concerning the Appointment of Mr. Indra Jaka Aprilyanta as Member of the Audit Committee of PT Bank Tabungan Negara (Persero) Tbk.*

Berdasarkan ketentuan internal Grup, manajemen kunci Grup cakupannya adalah Dewan Komisaris, Komite Audit, Direksi, Kepala Kantor Wilayah, Kepala Divisi, dan Kepala Cabang.

Jumlah karyawan tetap Bank pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah 12.686 dan 12.697 orang. Total pekerja entitas anak pada tangal 31 Desember 2025 sebanyak 1.708 orang.

Based on the Group's internal policy, key management consists of Board of Commissioners, Audit Committee, Board of Directors, Regional Office Head, Division Head, and Branch Manager.

The Bank has permanent employees as of December 31, 2025 and 2024 of 12,686 and 12,697 employees, respectively. Total employees of the subsidiary as of December 31, 2025, amounted to 1,708 employees.

i. Entitas Anak

i. Subsidiary

Entitas Anak/ ***Subsidiary***	**Jenis Usaha/** ***Nature of banking***	**Persentase kepemilikan/** ***Percentage of ownership***	**Tahun operasi komersial/** ***Start of commercial operation***	**Jumlah aset/** ***Total Assets***	
				31 Desember/ ***December 31, 2025***	**31 Desember/** ***December 31, 2024***
PT Bank Syariah Nasional	Sharia banking	99,9984%	1966	73.069.148.487.951	3.314.468.600.548

1. UMUM (lanjutan)

i. Entitas Anak (lanjutan)

PT Bank Syariah Nasional

PT Bank Syariah Nasional (dahulu PT Bank Victoria Syariah) ("**BSN**") didirikan berdasarkan Akta No. 9 tanggal 15 April 1966 dari Bebasa Daeng Lalo, S.H., notaris di Jakarta. Akta pendirian BSN telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. JA.5/79/5 tanggal 7 November 1967 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 42, Tambahan No. 62 tanggal 24 Mei 1968.

Anggaran Dasar BSN telah mengalami perubahan beberapa kali. Perubahan berdasarkan Akta Notaris No. 58 tanggal 27 Agustus 2025 dari Ashoya Ratam, S.H., M.Kn Notaris & PPAT di Jakarta Selatan, Perubahan Anggaran Dasar tersebut ditujukan untuk perubahan nama dari PT Bank Victoria Syariah ("**BVIS**") menjadi ("**BSN**") dan tempat kedudukan Bank serta perubahan anggaran dasar pasal 14 ayat 9 huruf (b) Anggaran Dasar Bank. Perubahan tersebut telah mendapat persetujuan oleh Menkum sebagaimana dibuktikan dengan Surat dari Kemenkum No. AHU-0058198.AH.01.02 tahun 2025 tanggal 28 Agustus 2025. Perubahan terakhir berdasarkan Akta PKR No. 21 tanggal 20 November 2025 dibuat di hadapan Ashoya Ratam, S.H., M.kn. Notaris di Jakarta, Perubahan Anggaran Dasar tersebut ditujukan untuk penambahan modal dasar, modal ditempatkan dan disetor serta perubahan anggaran dasar pasal 4 ayat 1 dan ayat 2 Anggaran Dasar Bank. Perubahan tersebut telah mendapat persetujuan oleh Menkum sebagaimana dibuktikan dengan Surat dari Kemenkum No. AHU-AH.01-446 tahun 2025 tanggal 15 Desember 2025.

1. GENERAL (continued)

i. Subsidiary (continued)

PT Bank Syariah Nasional

*PT Bank Syariah Nasional (formerly PT Bank Victoria Syariah) ("**BSN**") was established based on Deed No. 9 dated April 15, 1966 from Bebasa Daeng Lalo, S.H., notary in Jakarta. The deed of establishment of BSN has been ratified by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. JA.5/79/5 dated November 7, 1967 and was published in the State Gazette of the Republic of Indonesia No. 42, Supplement No. 62 dated May 24, 1968.*

*BSN's Articles of Association have been amended several times. The amendment was based on Notarial Deed No. 58 dated August 27, 2025 from Ashoya Ratam, S.H., M.Kn Notary & PPAT in South Jakarta. The Amendment to the Articles of Association was intended to change the name from PT Bank Victoria Syariah ("**BVIS**") to become ("**BSN**") and domicile of the Bank as well as changes to the articles of association of article 14 paragraph 9 letter (b) of the Bank's Articles of Association. The amendment has been approved by the Minister of Law and Human Rights as evidenced by the Letter from the Ministry of Law and Human Rights No. AHU-0058198.AH.01.02 of 2025 dated August 28, 2025. The latest amendment based on Deed of Shareholders' Resolution (PKR) No. 21 dated November 20, 2025, made in front of Notarial Ashoya Ratam, S.H., M.Kn., Notary in Jakarta. The amendment to the Articles of Association was intended for the increase of authorized capital, issued and paid-up capital, as well as amendments to Article 4 paragraph 1 and paragraph 2 of the Bank's Articles of Association. The amendment has been approved by the Minister of Law and Human Rights as evidenced by the Letter from the Ministry of Law and Human Rights No. AHU-AH.01-446 of 2025 dated December 15, 2025*

1. UMUM (lanjutan)

i. Entitas Anak (lanjutan)

PT Bank Syariah Nasional (lanjutan)

Pada tanggal 5 Juni 2025, Bank telah menandatangani Akta Jual Beli dan Pengambilalihan Saham PT Bank Syariah Nasional (sebelumnya PT Bank Victoria Syariah). Berdasarkan Akta Jual Beli No 12 tanggal 5 Juni 2025 Akta Jual Beli No 13 dan persetujuan OJK dengan No SR-176/PB.02/2025 perihal Penyampaian Keputusan Izin Pengambilalihan PT Bank Victoria Syariah oleh PT Bank Tabungan Negara (Persero) Tbk, serta hasil penilaian kemampuan dan kepatutan atas pencalonan pemegang saham pengendali dan *ultimate shareholder* PT Bank Victoria Syariah.

Perubahan kegiatan usaha BSN dari bank umum konvensional menjadi bank umum syariah mendapatkan izin dari Bank Indonesia berdasarkan Keputusan Gubernur Bank Indonesia No. 12/8/KEP.GBI/DpG/2010 tertanggal 10 Februari 2010. BSN beroperasi dengan prinsip syariah mulai tanggal 1 April 2010.

Sesuai dengan pasal 3 Anggaran Dasar Bank, maksud dan tujuan kegiatan usaha BSN adalah menjalankan usaha perbankan dengan prinsip syariah. BSN merupakan bank non-devisa.

Dengan dilaksanakannya penyelesaian pengambilalihan BSN, selanjutnya Bank memiliki 1.059.982.683 lembar saham BSN yang mewakili 99,9984% dari total saham yang ditempatkan dan disetor penuh dalam BSN. Atas Akuisisi BSN, Bank mencatat *goodwill* sebesar Rp527.705 yang diklasifikasikan dalam aset lain-lain (Catatan 16).

1. GENERAL (continued)

i. Subsidiary (continued)

PT Bank Syariah Nasional (continued)

On June 5, 2025, the Bank signed the Deed of Sale and Purchase and Takeover of Shares of PT Bank Syariah Nasional (formerly PT Bank Victoria Syariah). This was based on the Deed of Sale and Purchase No. 12 dated June 5, 2025, the Deed of Sale and Purchase No. 13, and the OJK (Financial Services Authority) approval with Letter No. SR-176/PB.02/2025 regarding the Delivery of the Decision on the Permit for the Takeover of PT Bank Victoria Syariah by PT Bank Tabungan Negara (Persero) Tbk, as well as the results of the fit and proper assessment for the nomination of the controlling shareholder and ultimate shareholder of PT Bank Victoria Syariah.

The change in BSN's business activities from a conventional commercial bank to a sharia commercial bank was permitted by Bank Indonesia based on the Decree of the Governor of Bank Indonesia No.12/8/KEP.GBI/DpG/2010 dated February 10, 2010. BSN operates on sharia principles starting April 1, 2010.

In accordance with Article 3 of the Bank's Articles of Association, the purpose and objective of BSN's business activities is to conduct banking activities based on sharia principles. BSN is a non-foreign exchange bank.

With the completion of the acquisition of BSN, the Bank owns 1,059,982,683 shares of BSN representing 99.9984% of the total issued and fully paid-up capital in BSN. As a result of acquisition of BSN, Bank recorded goodwill amounting to Rp527,705 in "Other Assets" (Note 16).

1. UMUM (lanjutan)

i. Entitas Anak (lanjutan)

PT Bank Syariah Nasional (lanjutan)

Pada tanggal 20 Agustus 2025 bertempat di Jakarta Pusat, Bank selaku Pemegang Saham Pengendali, bersama dengan pemegang saham lain, telah menyetujui perubahan nama perusahaan anak bank dari semula bernama PT Bank Victoria Syariah menjadi PT Bank Syariah Nasional, berdasarkan Akta Pernyataan Keputusan Pemegang Saham BVIS No. 58 tanggal 27 Agustus 2025 yang mana perubahan nama tersebut akan berlaku efektif sejak diperolehnya persetujuan dari Otoritas Jasa Keuangan.

Pada tanggal 24 September 2025, Bank memperoleh persetujuan dari OJK perihal penggunaan izin usaha Bank dengan nama baru berdasarkan surat OJK No. S-240/PB.02/2025

Selanjutnya, pada tanggal 25 Setember 2025, dilakukan Pengumuman Ringkasan Rancangan Pemisahan ke Publik melalui website btn dan bsn serta koran “Media Indonesia” & pada tanggal yang sama dilakukan Penyampaian Rencana Pemisahan kepada OJK berdasarkan surat Bank No. 1618/S/DIR/SHAD/IX/2025 serta surat BSN No. 002/DIR-BSN/IX/2025.

Pada tanggal 27 Oktober 2025, Bank mendapatkan Persetujuan Kepala Badan Pengaturan BUMN atas Pemisahan UUS Bank dan penyertaan Modal Bank pada BSN berdasarkan surat No. S-16/BPU/10/2025

Dilanjutkan pada tanggal 19 November 2025 dilakukan RUPS LB pada BSN perihal pemisahan dan peningkatan modal BSN berdasarkan akta pernyataan keputusan RUPS LB No. 21 pada tanggal 20 November 2025.

1. GENERAL (continued)

i. Subsidiary (continued)

PT Bank Syariah Nasional (continued)

On August 20, 2025, located in Central Jakarta, the Bank as the Controlling Shareholder, together with the other shareholders, approved the change of name of the Bank’s subsidiary from its previous name, PT Bank Victoria Syariah, to PT Bank Syariah Nasional, based on the Deed of Shareholders’ Resolution of BVIS No. 58 dated August 27, 2025, whereby the name change will become effective upon obtaining approval from the Financial Services Authority (Otoritas Jasa Keuangan).

On September 24, 2025, the Bank obtained approval from the Financial Services Authority (OJK) regarding the use of the Bank’s business license under the new name, as stated in OJK Letter No. S-240/PB.02/2025."

Furthermore, on September 25, 2025, a Summary Announcement of the Separation Plan was made to the Public on Bank’s and BSN’s websites and the “Media Indonesia” newspaper & on the same date, the Separation Plan was submitted to the OJK based on Bank;s letter No. 1618/S/DIR/SHAD/IX/2025 and BSN letter No. 002/DIR-BSN/IX/2025.

On October 27, 2025, Bank received the approval of the Head of the BUMN Regulatory Agency for the Separation of UUS Bank and BTN's Capital Investment in BSN based on letter No. S-16/BPU/10/2025

Continued on November 19, 2025, an Extraordinary General Meeting of Shareholders was held at BSN regarding the separation and increase of BSN's capital based on the deed of decision statement of Extraordinary General Meeting of Shareholders No. 21 on November 20, 2025.

1. UMUM (lanjutan)

i. Entitas Anak (lanjutan)

PT Bank Syariah Nasional (lanjutan)

Pada tanggal 9 Desember 2025, berdasarkan surat OJK No. SR-511/PB.02/2025, Bank dan BSN memperoleh persetujuan OJK atas Pemisahan UUS Bank yang berlaku efektif pada 22 Desember 2025 berdasarkan persetujuan Menteri Hukum atas Perubahan Anggaran Dasar BSN sesuai Surat dari Kemenkum No. AHU-AH.01-446 tahun 2025 tanggal 15 Desember 2025.

Proses pemisahan telah selesai dilaksanakan pada 22 Desember 2025 yang mengakibatkan:

1. Seluruh aset dan liabilitas yang dimiliki oleh UUS Bank secara hukum yang berlaku telah dipindahkan dan menjadi hak, liabilitas, atau tanggungan dari Entitas Anak sebagai entitas penerima.

2. Seluruh operasi, bisnis dan kegiatan UUS Bank secara hukum telah berpindah tangan untuk dioperasikan di bawah keuntungan, kerugian dan tanggung jawab entitas anak.

3. Seluruh hak, klaim, otorisasi dan liabilitas UUS Bank secara perjanjian, tindakan atau hal apapun yang dibuat, dilakukan atau terjadi pada tanggal atau sebelum tanggal efektif dari pemisahan unit usaha (spin-off), termasuk dan tidak sebatas pada daftar aset dan kewajiban UUS Bank yang telah ditetapkan serta seluruh hubungan legal antara UUS Bank dan pihak lain secara hukum telah dipindah tangan untuk dioperasikan dibawah keuntungan, kerugian dan tanggung jawab entitas anak.

1. GENERAL (continued)

i. Subsidiary (continued)

PT Bank Syariah Nasional (continued)

On December 9, 2025, based on OJK letter No. SR-511/PB.02/2025, the Bank and BSN obtained OJK approval for the Separation of UUS Bank which became effective on December 22, 2025 based on the approval of the Minister of Law on Amendments to the Articles of Association of BSN in accordance with Letter from the Ministry of Law and Human Rights No. AHU-AH.01-446 of 2025 dated December 15, 2025.

The separation process was completed on December 22, 2025, resulting in:

1. *All assets and liabilities owned by UUS Bank have been legally transferred and become the rights, liabilities, or responsibilities of the Subsidiary Entity as the receiving entity.*

2. *All operations, business, and activities of UUS Bank have been legally transferred to be operated under the profits, losses, and responsibilities of the subsidiary.*

3. *All rights, claims, authorizations, and liabilities of UUS Bank based on agreements, actions, or anything made, done, or occurred on or before the effective date of the spin-off, including but not limited to the list of assets and liabilities of UUS Bank as determined, and all legal relationships between UUS Bank and other parties have been legally transferred to be operated under the profits, losses, and responsibilities of the subsidiary.*

1. UMUM (lanjutan)

i. Entitas Anak (lanjutan)

PT Bank Syariah Nasional (lanjutan)

4. Susunan Pemegang Saham berdasarkan akta Nomor 21 tanggal 20 November 2025 perihal Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa ”PT Bank Syariah Nasional” antara lain:

   - Bank Sejumlah 6.620.052.683 (enam miliar enam ratus delapan pulih tiga) saham dengan nilai nominal seharusnya sebesar Rp6.620.052.683.000 (enam triliun enam ratus dua puluh miliar lima puluh dua juta enam ratus delapan puluh tiga ribu rupiah) atau 99,999%.

   - BHP Jakarta sejumlah 17.317 (tujuh belas ribu tiga ratus tujuh belas) saham dengan nilai nominal seluruhnya sebesar Rp17.317.000 (tujuh belas juta tiga ratus tujuh belas ribu rupiah) atau 0,001% dari jumlah seluruh modal ditempatkan dan disetor perseroan.

   Sehingga seluruhnya berjumlah Rp6.620.070.000 (enam miliar enam ratus dua puluh juta tujuh puluh ribu) saham dengan nilai nominal seluruhnya sebesar (enam triliun enam ratus dua puluh miliar tujuh puluh juta rupiah)

5. Kantor Pusat BSN setelah dilakukan perubahan alamat berubah ke lokasi Menara BTN lantai 11 di Jl. Gajah Mada No.1, RT.2/RW.8, Petojo Utara, Kecamatan Gambir, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10130 yang juga merupakan Kantor Pusat Operasional dan Kantor Pusat Non-Operasional. BSN pada saat ini memiliki 1 Kantor Fungsional, 37 Kantor Cabang dan 82 Kantor Cabang Pembantu.

1. GENERAL (continued)

i. Subsidiary (continued)

PT Bank Syariah Nasional (continued)

4. The composition of shareholders, based on Deed No. 21 dated November 20, 2025, concerning the Statement of Resolutions of the Extraordinary General Meeting of Shareholders of "PT Bank Syariah Nasional," includes:

   - *Bank 6,620,052,683 (six billion six hundred and eighty-three) shares with a nominal value of Rp6,620,052,683,000 (six trillion six hundred twenty billion fifty-two million six hundred and eighty-three thousand rupiah) or 99.999%.*

   - *BHP Jakarta: 17,317 (seventeen thousand three hundred and seventeen) shares with a total nominal value of Rp17,317,000 (seventeen million three hundred and seventeen thousand rupiah) or 0.001% of the company's total issued and paid-up capital.*

   This brings the total to Rp6,620,070,000 (six billion six hundred twenty million seventy thousand) shares with a total nominal value of (six trillion six hundred twenty billion seventy million rupiah).

5. After the change of address, the BSN Head Office was relocated to the 11th floor of the BTN Tower at Jl. Gajah Mada No. 1, RT. 2/RW. 8, Petojo Utara, Gambir District, Central Jakarta City, Special Capital Region of Jakarta 10130, which also serves as the Operational Head Office and Non-Operational Head Office. BSN currently has one Functional Office, 37 Branch Offices, and 82 Sub-Branch Offices.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

a. Dasar Penyajian Laporan Keuangan

Pernyataan Kepatuhan

Laporan keuangan konsolidasian pada tanggal dan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia dan peraturan Bapepam-LK No. VIII.G.7 lampiran keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik".

Laporan keuangan konsolidasian disusun sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) No. 201 (Amandemen 2019), "Penyajian Laporan Keuangan".

Laporan keuangan BSN yang didasarkan pada prinsip syariah disajikan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) No. 401 (Revisi 2020) tentang "Penyajian Laporan Keuangan Syariah", PSAK No. 402 (Revisi 2020) tentang "Akuntansi *Murabahah*", PSAK No. 404 tentang "Akuntansi *Istishna*", PSAK No. 405 tentang "Akuntansi *Mudharabah*", PSAK No. 406 (Revisi 2020) tentang "Akuntansi *Musyarakah*" dan PSAK No. 407 tentang "Akuntansi *Ijarah*" yang menggantikan PSAK No. 459 tentang "Akuntansi Perbankan Syariah" yang berkaitan dengan pengakuan, pengukuran, penyajian dan pengungkapan untuk topik tersebut, PSAK No. 410 (Revisi 2020) tentang "Akuntansi *Sukuk*", PSAK No. 411 tentang "Akuntansi *Wa'd*" dan PSAK lain selama tidak bertentangan dengan prinsip syariah dan Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI) (revisi 2013).

Laporan keuangan telah disajikan berdasarkan nilai historis, kecuali untuk beberapa akun yang dinilai menggunakan dasar pengukuran lain sebagaimana dijelaskan pada kebijakan akuntansi dari akun tersebut. Laporan keuangan disusun dengan dasar akrual, kecuali pendapatan dari *istishna* dan bagi hasil dari pembiayaan *mudharabah* dan *musyarakah* serta laporan arus kas.

2. MATERIAL ACCOUNTING POLICY INFORMATION

a. Basis of Preparation of the Financial Statements

Statement of Compliance

The consolidated financial statements as of and for the year ended December 31, 2025 and 2024 were prepared and presented in accordance with Indonesian Financial Accounting Standards, which includes the Statements and Interpretations issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants and Bapepam-LK's Regulation No. VIII.G.7, Appendix of the Decision of the Chairman of Bapepam-LK No. KEP-347/BL/2012 dated June 25, 2012 regarding the "Guidelines on Financial Statements Presentations and Disclosures for Issuers or Public Companies".

The consolidated financial statements is presented in conformity with the Statement of Financial Accounting Standards ("SFAS") No. 201 (Amendment 2019), "Presentation of Financial Statements".

The financial statements of the BSN have been presented in conformity with the Statement of Financial Accounting Standards ("SFAS") No. 401 (Revised 2020) on "Sharia Financial Statements Presentation", SFAS No. 402 (Revised 2020) on "Accounting for Murabahah", SFAS No. 404 on "Accounting for Istishna", SFAS No. 405 on "Accounting for Mudharabah", SFAS No. 406 (Revised 2020) on "Accounting for Musyarakah" and SFAS No. 407 on "Accounting for Ijarah", which which replace SFAS No. 459 on "Accounting for Sharia Banking" associated with recognition, measurement, presentation and disclosure for the respective topics, SFAS No. 410 (Revised 2020) on "Accounting for Sukuk", SFAS No. 411 on "Accounting for Wa'd" and other SFAS, as long as not contradict with sharia principles and the Indonesia Sharia Banking Accounting Guidelines (PAPSI) (revised 2013).

The financial statements have been prepared on a historical cost basis, except for some accounts that were assessed using another measurement basis as explained in the accounting policies of the account. The financial statements have been prepared on accrual basis, except for the revenue from istishna and the profit sharing from the mudharabah and musyarakah financing and the statement of cash flow.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Dasar Penyajian Laporan Keuangan (lanjutan)

Pernyataan Kepatuhan (lanjutan)

Laporan arus kas disusun menggunakan metode langsung dan arus kas dikelompokkan atas dasar aktivitas operasi, investasi dan pendanaan. Kas dan setara kas terdiri dari kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, Sertifikat Bank Indonesia dan Sertifikat Deposito Bank Indonesia, yang jatuh tempo dalam waktu 3 (tiga) bulan sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya.

Mata uang penyajian yang digunakan dalam laporan keuangan adalah Rupiah (Rp), yang merupakan mata uang fungsional Grup. Angka-angka yang disajikan dalam laporan keuangan, kecuali dinyatakan lain dibulatkan dalam jutaan Rupiah.

Berdasarkan PSAK No. 51 (Revisi 2003) tentang ”Akuntansi Kuasi-Reorganisasi”, kuasi-reorganisasi merupakan prosedur akuntansi yang mengatur perusahaan merestrukturisasi ekuitasnya dengan menghilangkan defisit dan menilai kembali seluruh aset dan liabilitasnya berdasarkan nilai wajar. Dengan kuasi-reorganisasi, perusahaan mendapatkan awal yang baik (*fresh start*) dengan laporan posisi keuangan yang menunjukkan nilai sekarang dan tanpa dibebani defisit karena defisit dieliminasikan menjadi Nihil.

b. Akuntansi Bank dan entitas anak

Laporan keuangan konsolidasian meliputi laporan keuangan Grup beserta seluruh entitas anak yang berada di bawah pengendalian Bank.

Dalam hal pengendalian terhadap entitas anak dimulai atau diakhiri dalam suatu tahun berjalan, maka hasil usaha entitas anak yang diperhitungkan ke dalam laporan keuangan konsolidasian hanya sebatas hasil pada saat pengendalian tersebut mulai diperoleh atau hingga saat pengendalian atas entitas anak itu berakhir.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

a. Basis of Preparation of the Financial Statements (continued)

Statement of Compliance (continued)

The statement of cash flows has been prepared using direct method and the cash flows have been classified on the basis of operating, investing and financing activities. Cash and cash equivalents consist of cash, current accounts with Bank Indonesia and current accounts with other banks, placements with Bank Indonesia and other banks, Bank Indonesia Certificates and Deposits Certificates of Bank Indonesia maturing within 3 (three) months or less from the acquisition date provided they are neither pledged as collateral for borrowings nor restricted.

The presentation currency used in the financial statements is the Indonesian Rupiah (Rp), which is the Group’s functional currency. Unless otherwise stated, all figures presented in the financial statement are rounded off to millions of Rupiah.

Based on SFAS No. 51 (Revised 2003), “Accounting for Quasi-Reorganization”, a quasi-reorganization is an accounting procedure that enables a company to restructure its equity by eliminating its deficit and revaluating all its assets and liabilities based on their fair values. Under a quasi-reorganization, a company will have a fresh start with its statement of financial position showing figures that represent present values and without the burden of a deficit because the deficit has been eliminated to Nil.

b. Bank and subsidiary accounting

The consolidated financial statements include the financial statements of the Group and all subsidiaries that are controlled by the Bank.

Where an entity either began or ceased to be controlled during the year, the results of operations of subsidiaries are included in the consolidated financial statements only from the date that the control commenced or up to the date that control ceased.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Akuntansi Bank dan entitas anak (lanjutan)

Pengendalian didapat ketika Grup terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan Entitas Anak dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas Entitas Anak.

Grup mengendalikan Entitas Anak, jika Bank memiliki hal berikut ini:

a) Kekuasaan atas Entitas Anak (hak yang ada saat ini yang memberi kemampuan kini untuk mengarahkan aktivitas relevan yang secara signifikan mempengaruhi imbal hasil Entitas Anak);
b) Eksposur atau hak atas imbal hasil variable dari keterlibatannya dengan Entitas Anak; dan
c) Kemampuan untuk menggunakan kekuasaannya atas Entitas Anak untuk mempengaruhi jumlah imbal hasil Bank.

Dalam mencatat akuisisi entitas anak digunakan metode pembelian. Biaya transaksi, selain biaya yang berhubungan dengan penerbitan instrumen utang atau ekuitas yang ditanggung oleh Grup dengan kombinasi bisnis dibebankan pada saat terjadinya. Kelebihan biaya akuisisi atas nilai wajar aset neto entitas anak dicatat sebagai *goodwill* (Catatan 2s untuk kebijakan akuntansi atas *goodwill*). Sesuai PSAK 103 Grup secara berkala melakukan evaluasi terhadap penurunan nilai *goodwill* tersebut sesuai PSAK 236: Penurunan Nilai Aset.

Seluruh saldo dan transaksi antar perusahaan yang signifikan termasuk keuntungan/kerugian yang belum direalisasi, dieliminasi untuk mencerminkan posisi keuangan dan hasil usaha Bank dan entitas anak sebagai satu kesatuan usaha.

Laporan keuangan konsolidasian disusun dengan menggunakan kebijakan akuntansi yang sama untuk peristiwa dan transaksi sejenis dalam kondisi yang sama. Kebijakan akuntansi yang digunakan dalam laporan keuangan konsolidasian, telah diterapkan secara konsisten oleh entitas anak, kecuali bila dinyatakan lain.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

b. Bank and subsidiary accounting (continued)

Control is acquired when Group is exposed or has right to variable returns from its involvement with a Subsidiaries and has the ability to affect those returns through its power over a Subsidiaries.

Group control a Subsidiary only if, Bank has the following:

a) Power over a Subsidiary (existing right that provide the current ability to direct the relevant activities that significantly affect returns of a Subsidiary);

b) Exposure or right to variable returns from its involvement with the Subsidiary; and

c) The ability to use its power over the Subsidiary to affect the amount of the Bank's returns.

The purchase method of accounting is used in recording the acquisition of subsidiaries. Transaction costs, other than those related to the issuance of debt or equity instruments borne by the Group in a business combination, are expensed as incurred. The excess of the acquisition cost over the fair value of the subsidiary's net assets is recorded as goodwill (Note 2s for the accounting policy on goodwill). According to PSAK 103 The Group periodically evaluates the impairment of such goodwill in accordance with PSAK 236: Impairment of Assets.

All significant inter-company balances and transactions, including unrealized gain/loss, are eliminated in the consolidation to reflect the financial position and results of operations of the Bank and subsidiaries as one business entity.

The consolidated financial statements are prepared using accounting policy for transactions and events in similar circumstances. The accounting policies adopted in preparing the consolidated financial statements have been consistently applied by the subsidiary unless otherwise stated.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Akuntansi Bank dan entitas anak (lanjutan)

Kepentingan non-pengendali atas laba neto dan ekuitas entitas anak dinyatakan sebesar proporsi pemegang saham minoritas atas laba neto dan ekuitas entitas anak tersebut sesuai dengan persentase kepemilikan pemegang saham minoritas pada entitas anak tersebut.

c. Perubahan Kebijakan Akuntansi

Amandemen PSAK 211 ”Pengaruh Perubahan Kurs Valuta Asing”, yang berlaku efektif 1 Januari 2025. Amandemen tentang kekurangan ketertukaran. Amandemen ini memperjelas pengaturan terkait kondisi ketika suatu mata uang tidak tertukarkan serta pengungkapannya. Dampak atas penerapan amandemen di atas tidak material terhadap laporan keuangan konsolidasian Grup.

d. Transaksi dengan pihak-pihak berelasi

Dalam menjalankan usahanya, Grup melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK No. 224 tentang “Pengungkapan Pihak-Pihak Berelasi”.

Suatu pihak dianggap berelasi dengan Bank jika:

a) Suatu pihak yang secara langsung, atau tidak langsung yang melalui satu atau lebih perantara, suatu pihak (i) mengendalikan, atau dikendalikan oleh, atau berada di bawah pengendalian bersama, dengan Grup; (ii) memiliki pengaruh signifikan atas Grup; atau (iii) memiliki pengendalian bersama atas Grup;

b) Suatu pihak yang berada dalam kelompok usaha yang sama dengan Grup;

c) Suatu pihak yang merupakan ventura bersama di mana Grup sebagai venturer;

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

b. Bank and subsidiary accounting (continued)

Non-controlling interest represents the minority shareholders proportionate share in the net income and equity of the subsidiaries, which is presented based on the percentage of ownership of the minority shareholders in the subsidiaries.

c. Changes in Accounting Policy

Amendments to SFAS 211 “The Effects of Changes in Foreign Exchange Rates”, is effective 1 January 2025. This amendment clarifies the requirements regarding the condition where the currency is not exchangeable and its disclosure. The impact of the implementation of the amendments mentioned above are not material to the Group’s consolidated financial statements.

d. Transactions with related parties

In the normal course of its business, the Group enters into transactions with related parties which are defined under SFAS No. 224, “Related Party Disclosures”.

The Bank considers the following as its related parties:

a) A person who, directly or indirectly through one or more intermediaries, (i) controls, or is controlled by, or under common control with the Group; (ii) has significant influence over the Group; or (iii) has joint control over the Group;

b) An entity which is a member of the same group as the Group;

c) An entity which is a joint venture of a third party in which the Group has ventured in;

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Transaksi dengan pihak-pihak berelasi (lanjutan)

Dalam menjalankan usahanya, Grup melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK No. 224 tentang "Pengungkapan Pihak-Pihak Berelasi".

Suatu pihak dianggap berelasi dengan Bank jika: (lanjutan)

d) Suatu pihak adalah anggota dari personil manajemen kunci Grup;

e) Suatu pihak adalah anggota keluarga dekat dari individu yang diuraikan dalam butir (a) atau (d);

f) Suatu pihak adalah suatu program imbalan pasca kerja untuk imbalan kerja dari Grup atau entitas terkait Grup;

g) Suatu pihak adalah entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi signifikan oleh beberapa entitas, langsung maupun tidak langsung, individu seperti diuraikan dalam butir (d) atau (e).

Transaksi dengan pihak-pihak berelasi dilakukan dengan syarat dan kondisi yang disetujui oleh kedua belah pihak dimana persyaratan tersebut mungkin tidak sama dengan transaksi yang dilakukan dengan pihak ketiga. Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan dan rinciannya telah disajikan dalam Catatan 46 atas laporan keuangan. Selanjutnya, saldo dan transaksi yang material antara Grup dan Pemerintah Negara Republik Indonesia (RI), PT Danantara Asset Management (Persero) dan entitas lain yang berelasi dengan Grup diungkapkan juga pada Catatan 46.

e. Aset keuangan dan liabilitas keuangan

Aset keuangan Grup terdiri dari kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, efek-efek, obligasi Pemerintah, efek-efek yang dibeli dengan janji dijual kembali, tagihan derivatif, tagihan akseptasi, penyertaan saham, kredit yang diberikan dan pembiayaan/piutang syariah, bunga yang masih akan diterima dan aset lain-lain (tagihan kepada pihak ketiga).

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

d. Transactions with related parties (continued)

In the normal course of its business, the Group enters into transactions with related parties which are defined under SFAS No. 224, "Related Party Disclosures".

The Bank considers the following as its related parties: (continued)

d) A member of key management personnel of the Group;

e) A close family member of the person described in clause (a) or (d);

f) An entity which is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group;

g) An entity that is controlled, jointly controlled or significantly influenced, directly or indirectly by the person described in clause (d) or (e).

Transactions with related parties are made on the term and conditions agreed by both parties where such terms may not be the same as transactions undertaken with third parties. All material transactions and balances with related parties are disclosed in the relevant notes to the financial statements and the details have been presented in Note 46 of the consolidated financial statements. Furthermore, material transactions and balances between the Group and the Government of the Republic of Indonesia (RI), PT Danantara Asset Management (Persero) and other entities related to the Group are also disclosed in Note 46.

e. Financial assets and liabilities

The Group's financial assets consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks, securities, government bonds, securities purchased under agreement to resell, derivatives receivable, acceptance receivable, investment in shares, loans and sharia financing/receivables, interest receivable and other assets (third party receivables).

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

Liabilitas keuangan Grup terdiri dari liabilitas segera, simpanan dari nasabah, simpanan dari bank lain, surat-surat berharga yang diterbitkan, liabilitas derivatif, liabilitas akseptasi, pinjaman yang diterima, pinjaman subordinasi, efek-efek yang dijual dengan janji dibeli kembali, bunga yang masih harus dibayar dan liabilitas lain-lain (setoran jaminan dan dana jaminan pengembang).

(i) Klasifikasi

Grup mengklasifikasikan aset keuangan berdasarkan kategori sebagai berikut pada saat pengakuan awal:

- Aset keuangan yang diukur pada nilai wajar melalui laba rugi;
- Aset keuangan yang diukur pada biaya perolehan diamortisasi;
- Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain.

Aset keuangan diklasifikasikan menjadi kategori tersebut di atas berdasarkan model bisnis dimana aset keuangan tersebut dimiliki, dan karakteristik arus kas kontraktualnya.

Model bisnis merefleksikan bagaimana kelompok aset keuangan dikelola untuk mencapai tujuan bisnis tertentu.

Bank melakukan pengujian karakteristik arus kas kontraktual dari aset keuangan yang dikelola untuk mengetahui karakteristik arus kas kontraktual berasal hanya dari pembayaran pokok dan bunga dari jumlah pokok terutang (*Solely Payment of Principal and Interest* atau Pass SPPI) yang konsisten dengan pengaturan pinjaman dasar (*Basic Lending Agreement*). Dalam melakukan penilaian, Bank mempertimbangkan:

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

The Group's financial liabilities consist of liabilities due immediately, deposits from customers, deposits from other banks, securities issued, derivatives payable, acceptance payable, fund borrowings, subordinated loan, securities sold under repurchase agreements, interest payable and other liabilities (guarantee deposits and developers security deposits).

(i) Classification

The Group classified its financial assets in the following categories on initial recognition:

- *Financial assets held at fair value through profit or loss (FVTPL);*
- *Financial assets held at amortized cost;*
- *Financial assets held at fair value through other comprehensive income (FVTOCI).*

Financial assets are classified into these categories based on the business model within which they are held, and their contractual cash flow characteristics.

The business model reflects how groups of financial assets are managed to achieve a particular business objective.

The Bank assess the contractual cash flow characteristics of financial assets to determine the characteristics of contractual cash flows only from the payment of principal and interest from the outstanding principal (Solely Payment of Principal and Interest or Pass SPPI) that is consistent with basic lending agreement. In making the assessment, the Bank considers:

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

- Imbalan untuk nilai waktu dari uang;
- *Leverage;*
- Variabilitas pada waktu dan jumlah arus kas;
- Instrumen yang terkait secara kontraktual;
- Pembayaran dipercepat;
- Ketentuan kontrak tidak sah dan *de minimis*

Aset keuangan diukur pada biaya perolehan amortisasi jika kedua kondisi berikut terpenuhi:

- Aset keuangan yang dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan;
- Arus kas kontraktual tersebut semata dari pembayaran pokok dan bunga (SPPI).

Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain (FVTOCI) jika kedua kondisi berikut terpenuhi:

- Aset keuangan yang dikelola untuk mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- Arus kas kontraktual tersebut semata dari pembayaran pokok dan bunga (SPPI).

Aset keuangan diklasifikasikan pada nilai wajar melalui laba rugi (FVTPL) jika tidak memenuhi kondisi yang disyaratkan untuk diukur pada biaya perolehan amortisasi atau nilai wajar melalui penghasilan komprehensif lain.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(i) Classification (continued)

- *The time value of money element of interest;*
- *Leverage;*
- *Variability in timing or amount of cash flows;*
- *Contractually linked instruments;*
- *Prepayment;*
- *Non-genuine features and de minimis.*

Financial assets are measured at amortized cost if both of the following conditions are met:

- *Financial assets are managed where the business model objectives in order to collect the contractual cash flows; and;*
- *The contractual cash flows are solely payments of principal and interest (SPPI).*

Financial assets are measured at fair value through other comprehensive income (FVTOCI) if both of the following conditions are met:

- *Financial assets are managed to collect the contractual cash flows and sell the assets; and*
- *The contractual cash flows are solely payments of principal and interest (SPPI).*

Financial assets are measured at fair value through profit or loss (FVTPL) if do not meet the conditions required to be measured at amortized cost or fair value through other comprehensive income.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(ii) Pengakuan awal

a. Pembelian atau penjualan aset keuangan yang memerlukan penyerahan aset dalam kurun waktu yang telah ditetapkan oleh peraturan dan kebiasaan yang berlaku di pasar (pembelian secara reguler) diakui pada tanggal penyelesaian.

b. Aset keuangan dan liabilitas keuangan pada awalnya diukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi. Nilai wajar tersebut ditambah/dikurangkan biaya transaksi yang dapat diatribusikan secara langsung. Pengukuran aset keuangan dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasinya.

Biaya transaksi hanya meliputi biaya-biaya yang dapat diatribusikan secara langsung untuk perolehan suatu aset keuangan atau penerbitan suatu liabilitas keuangan dan merupakan biaya tambahan yang tidak akan terjadi apabila instrumen keuangan tersebut tidak diperoleh atau diterbitkan. Untuk aset keuangan, biaya transaksi ditambahkan pada jumlah yang diakui pada awal pengakuan aset, sedangkan untuk liabilitas keuangan, biaya transaksi dikurangkan dari jumlah utang yang diakui pada pengakuan awal liabilitas.

Biaya transaksi tersebut diamortisasi selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari pendapatan bunga untuk biaya transaksi sehubungan dengan aset keuangan atau sebagai bagian dari beban bunga untuk biaya transaksi sehubungan dengan liabilitas keuangan.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(ii) Initial recognition

a. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way purchases) are recognized on the settlement date.

b. Financial assets and liabilities are initially recognised at fair value. For those financial assets or financial liabilities not measured at fair value through profit or loss. The fair value includes directly attributable transaction costs. The subsequent measurement of financial assets and liabilities depends on their classification.

Transaction costs only include costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and an additional charge that would not occur if the instrument is not acquired or issued. For financial assets, transaction costs are added to the amount recognized in the initial recognition of the asset, while for financial liabilities, transaction costs are deducted from the amount of debt recognized on initial recognition of a liability.

The transaction costs are amortized over the terms of the instrument based on the effective interest rate method and recorded as part of interest income for transaction costs related to the financial asset or as part of interest expense for transaction costs related to financial liabilities.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(ii) Pengakuan awal (lanjutan)

Grup pada pengakuan awal, dapat menetapkan aset keuangan dan liabilitas keuangan tertentu sebagai nilai wajar melalui laba rugi (opsi nilai wajar). Opsi nilai wajar dapat digunakan hanya bila memenuhi ketetapan sebagai berikut:

- Penetapan sebagai opsi nilai wajar mengurangi atau mengeliminasi ketidak-konsistenan pengukuran dan pengakuan yang dapat timbul; atau
- Aset keuangan dan liabilitas keuangan merupakan bagian dari portofolio instrumen keuangan yang risikonya dikelola dan dilaporkan kepada manajemen kunci berdasarkan nilai wajar; atau
- Aset keuangan dan liabilitas keuangan terdiri dari kontrak utama dan derivatif melekat yang harus dipisahkan.

Opsi nilai wajar digunakan untuk kredit yang diberikan dan piutang tertentu yang dilindung nilai menggunakan credit derivatives atau spot suku bunga, namun tidak memenuhi kriteria untuk akuntansi lindung nilai. Jika tidak, kredit yang diberikan akan dicatat menggunakan biaya perolehan diamortisasi dan derivatif akan diukur menggunakan nilai wajar melalui laba rugi.

Opsi nilai wajar juga digunakan untuk dana investasi yang merupakan bagian dari portofolio yang dikelola dengan basis nilai wajar. Opsi nilai wajar juga digunakan untuk structured investment termasuk derivatif melekat.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(ii) Initial recognition (continued)

The Group, upon initial recognition, may designate certain financial assets and liabilities, at fair value through profit or loss (fair value option). The fair value option is only applied when the following conditions are met:

- *The determination of the fair value option reduces or eliminates an accounting mismatch that would otherwise arise; or*
- *The financial assets and liabilities are part of a portfolio of financial instruments, the risks of which are managed and reported to key management on a fair value basis; or*
- *The financial assets and liabilities consist of a host contract and an embedded derivative that must be bifurcated.*

The fair value option is applied to certain loans and receivables that are hedged with credit derivatives or interest rate spot, but does not meet the criteria for hedge accounting. Otherwise, the loans would be recorded at amortized cost, while the derivatives are measured at fair value through profit or loss.

The fair value option is also applied to investment funds that are part of a portfolio managed on a fair value basis. Furthermore, the fair value option is applied to structured investments that include embedded derivatives.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(iii) Pengukuran setelah pengakuan awal

Aset keuangan dalam kelompok nilai wajar melalui penghasilan komprehensif lain dan aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi diukur pada nilai wajarnya.

Aset dan liabilitas keuangan lainnya yang diukur pada biaya perolehan amortisasi, diukur pada biaya perolehan amortisasi dengan menggunakan metode suku bunga efektif.

(iv) Penghentian pengakuan

a. Aset keuangan dihentikan pengakuannya jika:

- Hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir; atau

- Grup telah mentransfer hak-nya untuk menerima arus kas yang berasal dari aset keuangan atau menanggung liabilitas untuk membayarkan arus kas yang diterima tersebut secara penuh tanpa penundaan berarti kepada pihak ketiga di bawah kesepakatan pelepasan, dan antara (a) Grup telah mentransfer secara substansial seluruh risiko dan manfaat atas aset, atau (b) Grup tidak mentransfer maupun tidak memiliki secara substansial seluruh risiko dan manfaat atas aset, namun telah mentransfer pengendalian atas aset.

Ketika Grup telah mentransfer hak untuk menerima arus kas dari aset atau telah memasuki *pass through arrangement* dan tidak mentransfer serta tidak mempertahankan secara substansial seluruh risiko dan manfaat atas aset atau tidak mentransfer kendali atas aset, aset diakui sebesar keterlibatan Grup yang berkelanjutan atas aset tersebut.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(iii) Subsequent measurement

Fair value through other comprehensive income financial assets and financial assets and liabilities measured at fair value through profit or loss are subsequently measured at fair value.

Assets and other financial liabilities which are measured at amortized cost, are measured at amortized cost using the effective interest method.

(iv) Derecognition

a. Financial assets are derecognized when:

- *The contractual rights to receive cash flows from the financial assets have expired; or*

- *The Group has transferred its rights to receive cash flows arising from the financial assets or has assumed an obligation to pay the cash flows in full without significant delay to a third party under a pass-through arrangement and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred the control of the asset.*

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognized to the extent of the Group's continuing involvement in the asset.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(iv) Penghentian pengakuan (lanjutan)

a. Aset keuangan dihentikan pengakuannya jika: (lanjutan)

Kredit yang diberikan atau aset keuangan lain dihapusbukukan ketika tidak terdapat prospek yang realistis mengenai pengembalian kredit dalam waktu dekat atau hubungan normal antara Grup dan debitur telah berakhir. Kredit yang tidak dapat dilunasi, dihapusbukukan dengan mendebit cadangan kerugian penurunan nilai. Penerimaan kemudian atas kredit yang telah dihapusbukukan sebelumnya, jika pada periode berjalan dikreditkan ke dalam akun cadangan kerugian penurunan nilai atas kredit yang diberikan di laporan posisi keuangan konsolidasian, sedangkan jika setelah tanggal laporan posisi keuangan dikreditkan sebagai pendapatan operasional lainnya dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

b. Liabilitas keuangan dihentikan pengakuannya jika liabilitas keuangan tersebut berakhir, yaitu ketika liabilitas yang ditetapkan dalam kontrak dilepaskan, dibatalkan, atau kadaluwarsa.

Jika suatu liabilitas keuangan yang ada digantikan dengan yang lain oleh pemberi pinjaman yang sama pada keadaan yang secara substansial berbeda, atau berdasarkan suatu liabilitas yang ada yang secara substansial telah diubah, seperti pertukaran atau modifikasi yang diperlakukan sebagai penghentian pengakuan liabilitas awal dan pengakuan liabilitas baru dan perbedaan nilai tercatat masing-masing diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(iv) Derecognition (continued)

a. Financial assets are derecognized when: (continued)

Loans or other financial assets are written off when there is no realistic prospect of collection in the near future or the normal relationship between the Group and the borrowers has ceased to exist. When a loan is deemed uncollectible, it is written off against the related allowance for impairment losses. Subsequent recoveries from loans previously written off, are added to the allowance for impairment losses account in the statement of consolidated financial position, if recovered in the current year and are recognized in the consolidated statement of profit or loss and comprehensive income as other operating income, if recovered after the consolidated statement of financial position dates.

b. Financial liabilities are derecognized when they are extinguished, i.e., liabilities stated in the contract are discharged, cancelled, or expired.

Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the consolidated statement of profit or loss and other comprehensive income.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(v) Modifikasi atas Arus Kas Aset Keuangan

Penilaian apakah suatu aset keuangan telah dimodifikasi baik secara substansial maupun tidak substansial dilakukan oleh unit bisnis yang berwenang melakukan modifikasi atau restrukturisasi aset keuangan pada saat unit bisnis tersebut melakukan tindakan modifikasi atau restrukturisasi atas suatu aset keuangan.

Modifikasi aset keuangan dianggap substansial dan Grup akan berhenti mengakui aset keuangan awal ketika:

a. Aset keuangan (atau bagiannya) berakhir, yaitu jika debitur secara hukum dibebaskan dari tanggung jawab utama atas aset tersebut (atau bagiannya), baik melalui proses hukum maupun oleh kreditur pembuatan kontrak kredit baru (sebagai contoh, opsi *equity conversion*); atau

b. Terdapat konversi mata uang. Grup kemudian akan mengukur aset keuangan yang telah dimodifikasi baik secara substansial maupun tidak substansial dengan cara berikut:

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(v) Modifications to Cash Flow of Financial Assets

An assessment of whether a financial asset has been modified substantially or not substantially is carried out by a business unit authorized to modify or restructure financial assets when the business unit carries out modification or restructuring of a financial asset.

Modifications to financial assets are considered substantial and the Group will stop recognizing the original financial assets when:

a. The financial asset (or part thereof) expires, that is, if the debtor is legally released from primary responsibility for the asset (or part thereof), either through legal process or by the creditor entering into a new credit contract (for example, the equity conversion option); or

b. Currency conversion. The Group will then measure the modified financial assets either substantially or not substantially in the following manner:

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(v) Modifikasi atas Arus Kas Aset Keuangan (lanjutan)

a. Modifikasi Aset Keuangan yang Substansial:

1. Saat arus kas kontraktual atas aset keuangan direnegosiasi atau dimodifikasi (antara lain ketika kredit direstrukturisasi) dimana renegosiasi atau modifikasi tersebut menghasilkan penghentian pengakuan aset keuangan, Grup akan mencatat aset keuangan tersebut sebagai aset keuangan baru/modifikasian pada tanggal modifikasi/negosiasi.

2. Selisih jumlah tercatat bruto aset keuangan awal dengan nilai wajar aset modifikasian diakui di laba rugi.

3. Pendapatan atau biaya transaksi yang terjadi sehubungan dengan kejadian modifikasi diakui sebagai bagian dari keuntungan atau kerugian atas modifikasi tersebut.

4. Selanjutnya, Grup melakukan penilaian apakah aset keuangan baru/modifikasian merupakan aset yang berasal dari aset keuangan memburuk.

5. Pengakuan pendapatan bunga atas aset yang berasal dari aset keuangan memburuk ditentukan berdasarkan suku bunga efektif yang telah disesuaikan dengan risiko kredit *(risk-adjusted effective interest rate)* untuk mendiskontokan arus kas aset keuangan yang telah dimodifikasi.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(v) Modifications to Cash Flow of Financial Assets (continued)

a. Substantial Modification of Financial Assets:

1. When the contractual cash flows on a financial asset are renegotiated or modified (for example, when a credit is restructured) where the renegotiation or modification results in derecognition of the financial asset, the Group will record the financial asset as a new/modified financial asset at the modification/negotiation date.

2. The difference between the gross carrying amount of the original financial asset and the fair value of the modified asset is recognized in profit or loss.

3. Income or costs incurred in connection with a modification event are recognized as part of the gain or loss on the modification.

4. Subsequently, the Group assesses whether the new/modified financial assets are those that arise from deteriorating financial assets.

5. Recognition of interest income on assets originating from deteriorating financial assets is determined based on the risk-adjusted effective interest rate to discount the cash flows of modified financial assets.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(v) Modifikasi atas Arus Kas Aset Keuangan (lanjutan)

a. Modifikasi Aset Keuangan yang Tidak Substansial:

1. Saat Grup melakukan renegosiasi atau modifikasi arus kas kontraktual atas aset keuangan (antara lain ketika kredit direstrukturisasi) yang tidak memenuhi kriteria modifikasi aset keuangan yang substansial di atas, maka renegosiasi atau modifikasi tersebut tidak menghasilkan penghentian pengakuan aset keuangan.

2. Jumlah tercatat bruto aset keuangan dihitung sebesar nilai kini (*net present value*) dari arus kas kontraktual yang telah dimodifikasi atau direnegosiasi yang didiskontokan menggunakan suku bunga efektif awal.

3. Grup kemudian mengakui keuntungan atau kerugian dari modifikasi (yaitu sebesar perubahan jumlah tercatat bruto aset keuangan) dalam laporan laba rugi.

4. Pendapatan atau biaya transaksi yang terjadi sehubungan dengan kejadian modifikasi diakui sebagai penyesuaian terhadap jumlah tercatat aset keuangan yang telah dimodifikasi dan diamortisasi selama sisa jangka waktu aset keuangan modifikasian tersebut

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(v) Modifications to Cash Flow of Financial Assets (continued)

a. Non-Substantial Modification of Financial Assets:

1. When the Group renegotiates or modifies contractual cash flows for financial assets (among others when credit is restructured) that do not meet the criteria for substantial modification of financial assets above, the renegotiation or modification does not result in derecognition of financial assets.

2. The gross carrying amount of financial assets is computed at the net present value of modified or renegotiated contractual cash flows discounted at the original effective interest rate.

3. The Group then recognizes the gain or loss from the modification (i.e. the change in the gross carrying amount of the financial asset) in the profit or loss.

4. Transaction income or costs incurred in connection with a modification event are recognized as an adjustment to the carrying amount of the modified financial asset and amortized over the remaining term of the modified financial asset.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(vi) Pengakuan pendapatan dan beban

a. Pendapatan dan beban bunga atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain serta aset keuangan dan liabilitas keuangan yang dicatat berdasarkan biaya perolehan diamortisasi, diakui pada laporan laba rugi dengan menggunakan metode suku bunga efektif.

Jumlah tercatat bruto aset keuangan adalah biaya perolehan diamortisasi aset keuangan sebelum disesuaikan dengan cadangan penurunan nilai.

Dalam menghitung pendapatan dan beban bunga, tingkat bunga efektif diterapkan pada jumlah tercatat bruto aset (ketika aset tersebut bukan aset keuangan memburuk) atau terhadap biaya perolehan diamortisasi dari liabilitas.

Untuk aset keuangan yang memburuk setelah pengakuan awal, pendapatan bunga dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut. Jika aset tersebut tidak lagi memburuk, maka perhitungan pendapatan bunga akan dihitung dengan menerapkan tingkat bunga efektif terhadap nilai tercatat bruto dari aset keuangan tersebut.

Untuk aset keuangan yang telah memburuk pada saat pengakuan awal, pendapatan bunga dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut. Jika aset tersebut tidak lagi memburuk, maka perhitungan pendapatan bunga akan tetap dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(vi) Income and expense recognition

a. Interest income and expense on financial assets measured at fair value through other comprehensive income as well as financial assets and financial liabilities recorded at amortized cost are recognized in the statement of profit or loss using the effective interest method.

The gross carrying amount of a financial asset is the amortized cost of a financial asset before adjusting for allowance for impairment.

In calculating interest income and expenses, the effective interest rate is applied to the gross carrying amount of an asset (when the asset is not a deteriorated financial asset) or to the amortized cost of a liability.

For financial assets that deteriorated after initial recognition, interest income is calculated by applying an effective interest rate to the amortized cost of the financial assets. If the asset no longer deteriorates, the calculation of interest income will be calculated by applying an effective interest rate to the gross carrying amount of the financial asset.

For financial assets that have deteriorated at initial recognition, interest income is calculated by applying the effective interest rate to the amortized cost of the financial assets. If the asset no longer deteriorates, the calculation of interest income will still be calculated by applying the effective interest rate to the amortized cost of the financial asset.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(vi) Pengakuan pendapatan dan beban (lanjutan)

b. Keuntungan dan kerugian atas aset keuangan (yaitu: instrumen utang yang dimiliki oleh Grup yang diukur pada nilai wajar melalui penghasilan komprehensif lain (FVTOCI) diakui dalam penghasilan komprehensif lain, kecuali untuk kerugian penurunan nilai, sampai aset keuangan tersebut dihentikan pengakuannya, keuntungan atau kerugian kumulatif yang telah diakui sebelumnya dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi.

Keuntungan dan kerugian atas aset keuangan atau liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi (FVTPL) diakui dalam laporan laba rugi, kecuali:

- Bagian dari hubungan lindung nilai;
- Investasi dalam instrumen ekuitas dan Grup telah memilih untuk menyajikan keuntungan dan kerugian atas investasi dalam penghasilan komprehensif lain;
- Liabilitas keuangan yang ditetapkan untuk diukur pada nilai wajar melalui laba rugi dan Grup disyaratkan untuk menyajikan dampak dari perubahan risiko kredit liabilitas dalam penghasilan komprehensif lain;
- Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan Grup disyaratkan untuk mengakui sebagian perubahan nilai wajar dalam penghasilan komprehensif lain.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(vi) Income and expense recognition (continued)

b. Gain and losses on financial assets (which is debt instrument hold by Group) measured at fair value through other comprehensive income (FVTOCI) are recognized at other comprehensive income, except losses on impairment, until those financial instrument derecognized, unrealized gain and losses record on other comprehensive income reclassified from equity to profit and loss as reclassification adjustment.

Gain and losses on financial assets or financial liabilities measured at fair value through profit or loss (FVTPL) are recognized at statement of profit or loss, except:

- *Part of a hedging relationship;*
- *Investments in equity instruments and the Group has chosen to present gains and losses on investment in other comprehensive income;*
- *Financial liabilities determined to be measured at fair value through profit or loss and the Group is required to present the impact of changes in credit risk liabilities in other comprehensive income;*
- *Financial assets measured at fair value through other comprehensive income and the Group is required to recognize some changes in fair value in the other comprehensive income.*

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(vi) Pengakuan pendapatan dan beban (lanjutan)

Keuntungan atau kerugian atas aset keuangan yang diukur pada biaya perolehan amortisasi dan bukan merupakan bagian dari suatu hubungan lindung nilai diakui pada laporan laba rugi ketika aset keuangan dihentikan pengakuannya, direklasifikasi, melalui proses amortisasi atau dalam rangka mengakui keuntungan atau kerugian penurunan nilai.

Keuntungan atau kerugian dari liabilitas keuangan yang diukur pada biaya perolehan amortisasi dan bukan merupakan bagian dari suatu hubungan lindung nilai diakui dalam laporan laba rugi ketika liabilitas keuangan dihentikan pengakuannya dan melalui proses amortisasi.

(vii) Reklasifikasi aset keuangan

Reklasifikasi aset keuangan diperbolehkan jika dan hanya jika terjadi perubahan dalam model bisnis untuk mengelola aset keuangan.

Jika Grup mereklasifikasi aset keuangan sesuai dengan ketentuan di atas, Grup menerapkan reklasifikasi secara prospektif dari tanggal reklasifikasi. Grup tidak menyajikan kembali keuntungan, kerugian (termasuk keuntungan atau kerugian penurunan nilai), atau bunga yang diakui sebelumnya.

Reklasifikasi aset keuangan dari klasifikasi biaya perolehan yang diamortisasi ke klasifikasi nilai wajar melalui laba rugi dicatat sebesar nilai wajarnya. Selisih antara nilai tercatat dengan nilai wajar diakui sebagai keuntungan atau kerugian pada laba rugi.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(vi) Income and expense recognition (continued)

Gain or losses on financial assets measured at amortized cost and not part of a hedging relationship are recognized in the statement of profit or loss when the financial assets are derecognized, reclassified, through the amortization process or in order to recognize impairment gains or losses.

Gain or losses on liabilities instrument measured at amortized cost and not part of a hedging relationship are recognized in the statement of profit or loss when liabilities instrument are derecognized and through amortization processed.

(vii) Reclassification of financial assets

Reclassification of financial assets is permissible when and only when there is change in business model for managing financial assets.

If the Grup reclassifies financial assets in accordance with the above conditions, the Group applies prospective reclassification from the date of reclassification. The Group does not restate gains, losses (including impairment gains or losses), or previously recognized interest.

Reclassifications of financial assets from amortized cost classifications to fair value through profit or loss are recorded at fair value. The difference between the recorded value and fair value is recognized in profit or loss on the statement of profit or loss and other comprehensive income.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(vii) Reklasifikasi aset keuangan (lanjutan)

Reklasifikasi aset keuangan dari klasifikasi biaya perolehan yang diamortisasi ke klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat sebesar nilai wajarnya.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui penghasilan komprehensif lain ke klasifikasi nilai wajar melalui laba rugi dicatat pada wajar. Keuntungan atau kerugian yang belum direalisasi direklasifikasi ke laba rugi.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui penghasilan komprehensif lain ke klasifikasi biaya perolehan yang diamortisasi dicatat pada nilai tercatat. Keuntungan atau kerugian yang belum direalisasi dihapus dari ekuitas dan disesuaikan terhadap nilai wajar.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui laba rugi ke klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat pada wajar.

Reklasifikasi aset keuangan dari kelompok dimiliki hingga jatuh tempo ke kelompok tersedia untuk dijual dicatat sebesar nilai wajarnya. Keuntungan atau kerugian yang belum direalisasi tetap dilaporkan dalam ekuitas dan diamortisasi menggunakan metode suku bunga efektif selama sisa umur aset keuangan tersebut.

(viii) Saling hapus

Aset keuangan dan liabilitas keuangan dilakukan saling hapus dan nilai bersihnya disajikan dalam laporan posisi keuangan jika, dan hanya jika Grup memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya maksud untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(vii) Reclassification of financial assets (continued)

Reclassifications of financial assets from amortized cost classifications to fair value classifications through other comprehensive are recorded at their fair values.

Reclassification of financial assets from fair value classification through other comprehensive income to fair value classification through profit or loss is recorded at fair value. Unrealized gains or losses are reclassified to profit or loss.

Reclassification of financial assets from fair value classifications through other comprehensive income to the amortized cost classification is recorded at carrying value. Unrealized gains or losses is removed from equity and is adjusted against the fair value.

Reclassifications on financial assets from fair value classification through profit or loss to fair value classification through other comprehensive income are recorded at fair value.

Reclassification of financial assets from held-to-maturity to available-for-sale category is recorded at fair value. Unrealized gains or losses are reported in equity and are amortized using effective interest method over the remaining life of the financial assets.

(viii) Offsetting

Financial assets and liabilities are offset and the net amount is presented in the statement of financial position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(viii) Saling hapus (lanjutan)

Hal yang berkekuatan hukum harus tidak kontinjen atas peristiwa di masa depan dan harus dapat dipaksakan di dalam situasi bisnis yang normal, peristiwa kegagalan atau kebangkrutan dari entitas atas seluruh pihak lawan.

Pendapatan dan beban disajikan dalam jumlah neto hanya jika diperkenankan oleh Standar Akuntansi Keuangan.

(ix) Pengukuran nilai wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:
- Di pasar utama untuk aset dan liabilitas tersebut; atau
- Jika tidak terdapat pasar utama, dipasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Nilai wajar suatu aset atau liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset dan liabilitas tersebut dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomik terbaiknya.

Pengukuran nilai wajar aset non keuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut dalam penggunaan tertinggi dan terbaiknya.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(viii) Offsetting (continued)

The legally enforceable right must not be, contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the company or the counterparty.

Income and expenses are presented on a net basis only when permitted by the Financial Accounting Standards.

(ix) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Fair value measurement assumes the transaction to sell assets or transfer liabilities occurs:
- *In the primary market for such assets and liabilities; or*
- *If there is no primary market, in the most profitable market for these assets or liabilities.*

The fair value of an asset or liability is measured using the assumptions that would be use by market participants in determining the price of the asset and the liability assuming that market participants act in their best economic interests.

The measurement of the fair value of non-financial assets takes into account the ability of market participants to generate economic benefits by using the asset in the highest and best use or by selling them to other market participants that would use the asset in the highest and best use.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(ix) Pengukuran nilai wajar (lanjutan)

Grup menggunakan teknik penilaian yang sesuai dalam keadaan dan dimana data yang memadai tersedia untuk mengukur nilai wajar, mengoptimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan dapat dikategorikan pada level hirarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Tingkat 1 : harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran.
- Tingkat 2 : input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung atau tidak langsung.
- Tingkat 3 : input yang tidak dapat diobservasi untuk aset dan liabilitas.

Untuk aset dan liabilitas yang diakui pada laporan keuangan secara berulang, Grup menentukan apakah terjadi transfer antara level di dalam hirarki dengan cara mengevaluasi kategori (berdasarkan input level terendah yang signifikan dalam pengukuran nilai wajar) setiap akhir periode pelaporan.

Grup, untuk tujuan pengungkapan nilai wajar, telah menentukan kelas aset dan liabilitas berdasarkan sifat, karakteristik, risiko aset dan liabilitas, dan level hirarki nilai wajar (Catatan 48).

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(ix) Fair value measurement (continued)

Group uses suitable valuation techniques in the circumstances and where sufficient data are available to measure fair value, optimizing the use of relevant observable inputs and minimize the use of inputs that are not observable.

All assets and liabilities which fair value is measured or disclosed in the financial statements can be classified in fair value hierarchy levels, based on the lowest level of input that is significant to the overall fair value measurement:

- *Level 1 : quoted prices (unadjusted) in active markets for identical assets or liabilities which are accessible at the measurement date.*
- *Level 2 : inputs other than quoted prices included in level 1 that are observable for the assets and liabilities, either directly or indirectly.*
- *Level 3 : inputs that are not observable for the assets and liabilities.*

For assets and liabilities that are recognized in the financial statements on recurring basis, the Group determines whether there is a transfer between levels in the hierarchy by evaluating categories (based on the lowest level input that is significant to the fair value measurement) at the end of each reporting period.

The Group, for purposes of disclosing the fair value, has determined the classes of assets and liabilities based on the nature, characteristics, risk of assets and liabilities, and the fair value hierarchy levels (Note 48).

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(x) Pengukuran biaya perolehan diamortisasi

Biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan adalah jumlah aset keuangan atau liabilitas keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok pinjaman, ditambah atau dikurangi amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai pengakuan awal dan nilai jatuh temponya dan dikurangi penurunan nilai.

(xi) Aset keuangan sukuk

Berdasarkan PSAK No. 410 (Revisi 2015), Grup menentukan investasi pada sukuk *ijarah* dan *mudharabah* sebagai diukur pada biaya perolehan, diukur pada nilai wajar melalui penghasilan komprehensif lain atau diukur pada nilai wajar melalui laba rugi.

Klasifikasi sukuk adalah sebagai berikut:

a. Diukur pada biaya perolehan
   - Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya.
   - Biaya perolehan sukuk termasuk biaya transaksi dan selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(x) Amortized cost measurement

The amortized cost of a financial asset or liability is the amount at which the financial asset or liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between the initial amount recognized and the maturity amount, minus any reduction for impairment.

(xi) Sukuk Financial Asset

In accordance with SFAS No. 410 (Revised 2015), the Group determines the classification of investments in sukuk ijarah and mudharabah either measured at cost, fair value through other comprehensive income or fair value through profit or loss.

Sukuk classifications are as follows:

a. Measured at cost
   - *The investment is held in a business model whereby the primary goal is to obtain contractual cash flows and has contractual terms in determining the specific date of principal payments and or the results.*
   - *Sukuk acquisition cost includes transaction cost and difference between the acquisition cost and the nominal value is amortized on a straight-line basis over the period of the sukuk and recognized to profit or loss.*

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset keuangan dan liabilitas keuangan (lanjutan)

(xi) Aset keuangan sukuk (lanjutan)

Klasifikasi sukuk adalah sebagai berikut: (lanjutan)

b. Diukur pada nilai wajar melalui penghasilan komprehensif lain

- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan melakukan penjualan sukuk, terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya.
- Biaya perolehan sukuk termasuk biaya transaksi dan selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi.
- Keuntungan atau kerugian dari perubahan nilai wajar diakui dalam penghasilan komprehensif lain setelah memperhitungkan saldo selisih biaya perolehan dan nilai nominal yang belum diamortisasi dan saldo akumulasi keuntungan atau kerugian nilai wajar yang telah diakui dalam penghasilan komprehensif lain sebelumnya. Ketika investasi sukuk dihentikan pengakuannya, akumulasi keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke laba rugi.

c. Diukur pada nilai wajar melalui laba rugi

Biaya perolehan sukuk tidak termasuk biaya transaksi, dan selisih antara nilai wajar dan jumlah tercatat diakui dalam laba rugi.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Financial assets and liabilities (continued)

(xi) Sukuk Financial Asset (continued)

Sukuk classifications are as follows: (continued)

b. Measured at fair value through other comprehensive income

- *The investment is held in a business model whereby the primary goal is to obtain contractual cash flows and sell sukuk, has contractual terms in determining the specific date of principal payments and or the results.*
- *Sukuk acquisition cost includes transaction cost and difference between the acquisition cost and the nominal value is amortized on a straight-line basis over the period of the sukuk and recognized to profit or loss.*
- *Gain or loss from changes of fair value is recognized in other comprehensive income after considering unamortized difference of acquisition cost and nominal value and accumulated gain or loss of fair value which has previously recognized in other comprehensive income. When sukuk is derecognized, accumulated gain or loss which has previously recognized in other comprehensive income is reclassified to profit or loss.*

c. Measured at fair value through profit or loss

Sukuk acquisition cost excludes transaction cost and the difference between fair value and the carrying value is recognized in profit or loss.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Cadangan kerugian penurunan nilai atas aset keuangan

Pada setiap tanggal pelaporan, Bank menghitung kerugian kredit ekspektasian berdasarkan estimasi 12 bulan. Jika terjadi kenaikan risiko kredit yang signifikan sejak pengakuan awal maka estimasi kerugian kredit ekspektasian akan dihitung sepanjang umur kontrak.

Kerugian kredit ekspektasian merupakan estimasi probabilitas tertimbang dari kerugian kredit (yaitu nilai kini dari seluruh kekurangan kas) selama perkiraan umur instrumen keuangan. Kekurangan kas adalah selisih antara arus kas yang terutang kepada Grup sesuai dengan kontrak dan arus kas yang diperkirakan akan diterima oleh Grup.

Bank menetapkan definisi peningkatan risiko kredit instrumen keuangan secara signifikan sejak pengakuan awal sebagai berikut:

- Sesuai dengan praduga (*rebuttable presumption*) PSAK No. 109, yaitu ketika pembayaran kontraktual tertunggak lebih dari 30 hari; atau
- Ketika terjadi restrukturisasi aset keuangan yang disebabkan oleh peningkatan risiko kredit.

Bank menerapkan definisi gagal bayar (*stage* 3) yang konsisten dengan definisi yang digunakan untuk tujuan manajemen risiko kredit internal untuk instrumen keuangan yang relevan, yaitu:

- Ketika instrumen keuangan telah menunggak 90 hari; atau
- Telah berada pada kolektibilitas BI 3, 4, atau 5.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

f. Allowance for impairment losses on financial assets

At reporting date, the Bank calculates expected credit loss based on estimated 12 months. If there is a significant increase in credit risk since initial recognition, the estimated expected credit loss will be calculated throughout the life of the contract.

Expected credit losses are estimated weighted probabilities of credit losses (is the present value of all cash shortages) over the estimated life of the financial instrument. Cash shortages are the difference between the cash flows owed to the Group in accordance with the contract and the cash flows that are expected to be received by the Group.

The Bank has determined the definition of a significant increase in credit risk of financial instruments since initial recognition as follows:

- *In accordance with presumption (rebuttable presumption) SFAS No. 109, i.e. when contractual payments are overdue for more than 30 days; or*
- *When there is a restructuring of financial assets caused by increased credit risk.*

The Bank applies a definition of default (stage 3) that is consistent with the definition used for internal credit risk management for relevant financial instruments, namely:

- *When financial instruments are in 90 days in arrears; or*
- *Is in BI collectibility 3, 4, or 5.*

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Bank mengelompokkan aset keuangan dibeli dari aset keuangan memburuk apabila:

- Hilangnya pasar aktif dari aset keuangan; dan
- Pembelian dengan diskon sangat besar.
- Pihak peminjam dinyatakan pailit;
- Terdapat perubahan dari bentuk penyediaan dana, atau
- Debitur telah berada pada *stage* 3 dan memenuhi salah satu kondisi berikut:
  - Telah dilakukan restrukturisasi secara berulang-ulang dan terjadi pelanggaran kontrak secara signifikan; atau
  - Atas restrukturisasi yang terjadi, terdapat selisih negatif lebih dari 20% atas nilai kini arus kas masa depan (yang didiskontokan menggunakan suku bunga efektif awal) antara persyaratan awal dan persyaratan restrukturisasi.

Bank melakukan penurunan nilai secara individu atau kolektif dengan mempertimbangkan semua informasi yang wajar dan terdukung, termasuk informasi yang bersifat perkiraan masa depan.

Perhitungan cadangan kerugian penurunan nilai atas aset keuangan yang dinilai secara kolektif, berdasarkan pada karakteristik risiko kredit yang sama dengan mempertimbangkan segmentasi kredit berdasarkan permodelan kerugian masa depan.

Bank menggunakan metode statistik, *credit rating* dan perkiraan makroekonomi untuk menilai cadangan kerugian penurunan nilai atas kredit yang diberikan.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

f. Allowance for impairment losses on financial assets (continued)

The Bank classifies purchased or originated credit-impaired financial asset if:

- *Loss of an active market from financial assets; and*
- *Purchases with very large discounts.*
- *The borrower is declared bankrupt;*
- *There is a change in the form of provision of funds, or*
- *The debtor is at stage 3 and meets one of the following conditions:*
  - *Repeated restructuring and significant reach of contract; or*
  - *For the restructuring that occurs, there is a negative difference of more than 20% of the present value of future cash flows (discounted using the initial effective interest rate) between the initial terms and the terms of the restructuring.*

The Bank is impaired individually or collectively by considering all reasonable and supported information, including forward looking information.

Calculation of allowance for impairment losses on financial assets assessed collectively is grouped based on similar credit risk characteristics and taking into account the loan segmentation based on future loss model.

The Bank uses statistical method, credit rating and macroeconomy forecast to assess allowance for impairment losses on loans.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

1. Kredit yang diberikan dan pembiayaan/piutang *murabahah*

Grup dapat menetapkan debitur untuk dievaluasi secara individual apabila memenuhi minimal salah satu kriteria sebagai berikut:

Kredit Konsumer:

1. Akun yang memenuhi kriteria sebagai berikut:
   a. Akun yang *default* (*bucket* 5) atau restrukturisasi; dan
   b. Memiliki pokok di atas atau sama dengan Rp4 miliar

2. Mengalami bencana alam yang ditentukan oleh Otoritas Jasa Keuangan ataupun instansi pemerintah dan disetujui Direksi.

3. Kualitas kredit kolektibilitas 5 di atas 5 (lima) tahun (minimal DPD 2006 hari) dengan kriteria tidak ada sertifikat atau belum dilakukan pengikatan sempurna (HT) kecuali kredit program (SKMHT).

4. Hasil lelang dibawah kewajiban pokok

5. Terkait pemasalahan hukum dengan indikasi, antara lain:
   a. Sengketa agunan; atau
   b. Sengketa lahan.
   Dimana salah satu dari 2 (dua) sengketa tersebut sudah terbit ketetapan hukum mengikat dan menimbulkan kerugian bagi Grup.

6. Debitur minimal masuk *bucket* 4 dan terdapat minimal 2 (dua) permasalahan sebagai berikut:
   a. Tempat bekerja debitur atau usaha debitur mengalami kebangkrutan;
   b. Debitur terkena PHK;
   c. Sertifikat belum terbit selama minimal 36 bulan sejak akad kredit;
   d. Rumah yang menjadi agunan tidak selesai atau terbengkalai;
   e. Pembayaran angsuran dilakukan oleh pihak ketiga yang tidak terafiliasi oleh debitur;

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

f. Allowance for impairment losses on financial assets (continued)

1. Loans and murabahah financing receivables

The Group may assign debtors to be evaluated individually if they meet at least one of the following criteria:

Consumer Credit:

1. Accounts that meet the following criteria:
   a. Account that defaults (bucket 5) or restructured; and
   b. Has a principal of more than or equal to Rp4 billion

2. *Experienced a natural disaster as determined by the Financial Services Authority ("OJK") or government agency and approved by the Board of Directors.*

3. *Credit quality collectibility of 5 over 5 (five) years (minimum DPD 2006 days) with the criteria of no certificate or perfect binding (HT) except for program credit (SKMHT).*

4. *The auction proceeds under the principal obligation*

5. *In relation to legal issues with indications, among others:*
   a. Collateral dispute ; or
   b. Land dispute.
   Where one of the 2 (two) disputes a binding legal provision has been issued and causes losses to the Group.

6. *Debtors are at least in bucket 4 and there are at least 2 (two) problems as follows:*
   a. The debtor's place of work or the debtor's business is bankrupt;
   b. The debtor is laid off;
   c. The certificate has not been issued for at least 36 months since the credit agreement;
   d. The house that became the collateral was not finished or was abandoned;
   e. Installment payments are made by a third party that is not affiliated with the debtor;

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

1. Kredit yang diberikan dan pembiayaan/piutang *murabahah* (lanjutan)

Grup dapat menetapkan debitur untuk dievaluasi secara individual apabila memenuhi minimal salah satu kriteria sebagai berikut: (lanjutan)

Kredit Konsumer: (lanjutan)

6. Debitur minimal masuk *bucket* 4 dan terdapat minimal 2 (dua) permasalahan sebagai berikut: (lanjutan)

   f. Debitur sudah mengalami restrukturisasi minimal 2 (dua) kali; dan
   g. Debitur mengalami permasalahan hukum.

   Klaim asuransi terkait kredit ditolak/ tidak dibayar oleh assuradeur.

Kredit Komersial:

1. Akun yang memenuhi kriteria sebagai berikut:
   a. Akun yang *default* (*bucket* 5) atau restrukturisasi; dan
   b. Memiliki pokok di atas atau sama dengan Rp30 miliar

2. Mengalami bencana alam yang ditentukan oleh Otoritas Jasa Keuangan ataupun instansi pemerintah dan disetujui Direksi.

3. Kualitas kredit kolektibilitas 5 di atas 5 (lima) tahun (minimal DPD 2006 hari) dengan kriteria tidak ada sertifikat atau belum dilakukan pengikatan sempurna (HT) kecuali kredit program (SKMHT).

4. Terkait pemasalahan hukum dengan indikasi, antara lain:
   a. Sengketa pengurus;
   b. Sengketa agunan;
   c. Sengketa lahan;
   d. Sengketa proyek.

   Dimana salah satu dari 4 (empat) sengketa tersebut sudah terbit ketetapan hukum mengikat dan menimbulkan kerugian bagi Grup.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

f. Allowance for impairment losses on financial assets (continued)

1. Loans and murabahah financing receivables (continued)

The Group may assign debtors to be evaluated individually if they meet at least one of the following criteria: (continued)

Consumer Credit: (continued)

6. Debtors are at least in bucket 4 and there are at least 2 (two) problems as follows: (continued)

   f. The debtor has undergone restructuring at least 2 (two) times; and

   g. The debtor is experiencing legal problems.

   Insurance claims related to credit rejected/not paid by the insurer.

Commercial Credit:

1. Accounts that meet the following criteria:

   a. Account that defaults (bucket 5) or restructured; and
   b. Has a principal of more than or equal to Rp30 billion

2. Experienced a natural disaster as determined by the Financial Services Authority ("OJK") or government agency and approved by the Board of Directors.

3. Credit quality collectibility of 5 over 5 (five) years (minimum DPD 2006 days) with the criteria of no certificate or perfect binding (HT) except for program credit (SKMHT).

4. In relation to legal issues with indications, among others:
   a. Management dispute;
   b. Collateral dispute;
   c. Land dispute;
   d. Project dispute.

   Where one of the 4 (four) disputes has issued a binding legal provision and/or causes losses to the Group.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

1. Kredit yang diberikan dan pembiayaan/piutang *murabahah* (lanjutan)

Grup dapat menetapkan debitur untuk dievaluasi secara individual apabila memenuhi minimal salah satu kriteria sebagai berikut: (lanjutan)

Kredit Komersial: (lanjutan)

5. Dalam hal penetapan kolektibilitas menggunakan konsep 3 (tiga) pilar maka kriteria *individual assessment* dapat ditetapkan dengan kriteria: minimal masuk *bucket* 4 (hari tunggakan 61 hari) dan terdapat minimal 2 (dua) dari 3 (tiga) permasalahan sebagai berikut:
   a. Permasalahan prospek usaha menurun dengan indikasi antara lain:
      i. Tidak terdapat pembayaran pokok sesuai dengan ketentuan dan atau kesepakatan yang telah dibuat, atau
      ii. Pembangunan berhenti lebih dari 1 (satu) tahun, dan/atau
      iii. Tidak terdapat penjualan lebih dari 1 (satu) tahun.
   b. Permasalahan agunan dengan memenuhi salah satu indikasi/ kriteria sebagai berikut:
      i. Sertifikat agunan belum atas nama debitur atau pengurus yang tidak dapat diikat Hak Tanggungan;
      ii. Sertifikat agunan belum dilakukan pengikatan Hak Tanggungan 12 bulan sejak akad kredit dan status *default*;
      iii. Sertifikat tidak memiliki alas hukum untuk dilakukan pengalihan kepada pembeli;
      iv. Agunan belum terbit sertifikat;
      v. Agunan tidak terbangun 100% khusus kredit investasi;
   c. Permasalahan kemampuan membayar mengalami penurunan.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

f. Allowance for impairment losses on financial assets (continued)

1. Loans and murabahah financing receivables (continued)

The Group may assign debtors to be evaluated individually if they meet at least one of the following criteria: (continued)

Commercial Credit: (continued)

5. In the case of collectability using the 3 (three) pillar concept, the individual assessment criteria can be determined with the following criteria: at least entering bucket 4 (days arrears 61 days) and there are at least 2 (two) out of 3 (three) problems as follows:
   a. Problems with decreased business prospects with indications include:
      i. There is no principal payment in accordance with the provisions and/or agreements that have been made, or
      ii. Construction has stopped for more than 1 (one) year, and/ or
      iii. There are no sales for more than 1 (one) year
   b. Collateral problems by meeting one of the following indications/criteria:
      i. The collateral certificate is not yet in the name of the debtor or management that cannot be bound by the Mortgage;
      ii. Collateral certificate has not been bound by the Mortgage Rights 12 months since the credit agreement and default status;
      iii. The certificate has no legal basis for transfer to the buyer;
      iv. The collateral has not been issued a certificate;
      v. Collateral is not built 100% specifically for investment credit;
   c. The problem of ability to pay has decreased.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

1. Kredit yang diberikan dan pembiayaan/piutang *murabahah (lanjutan)*

Kredit Komersial: (lanjutan)

Perhitungan komponen PD, LGD, dan EAD yang dilakukan secara kolektif pada setiap segmentasi kredit mempertimbangkan data historis, saat ini dan masa yang akan datang.

Perhitungan cadangan kerugian penurunan nilai atas aset keuangan yang dinilai secara kolektif berdasarkan karakteristik risiko kredit yang sama dengan mempertimbangkan segmentasi kredit berdasarkan pengalaman kerugian masa lalu dan kemungkinan terjadinya kegagalan (*probability of default*). Aset keuangan dikelompokan berdasarkan karakteristik risiko kredit yang sama antara lain dengan mempertimbangkan segmentasi kredit dan tunggakan debitur.

Grup perlu mempertimbangkan informasi masa lalu, masa sekarang dan masa depan dalam menghitung kemungkinan kejadian gagal bayar. Oleh karena itu, perhitungan PD dilakukan dengan tahapan sebagai berikut:

a. Perhitungan PD secara historis (PD TTC)
b. Perhitungan PD *forward-looking*; dan
c. Perhitungan PD *Point in time* (PiT) melalui proses *scaling*

LGD merupakan estimasi kerugian atas debitur dengan menghitung *recovery* yang didapatkan setelah debitur tersebut *default*. LGD diperhitungkan sebesar 100% dikurangi tingkat pengembalian (*recovery rate*), perhitungan LGD dilakukan dengan tahapan sebagai berikut:

a. Perhitungan LGD secara historis (LGD TTC);
b. Perhitungan LGD *Point in Time* (LGD PiT) dengan mempertimbangkan informasi *forward looking*.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

f. Allowance for impairment losses on financial assets (continued)

1. Loans and murabahah financing receivables (continued)

Commercial Credit: (continued)

The computation of PD, LGD, and EAD components carried out collectively in each credit segmentation takes into account historical, current and future data.

Calculation of allowance for impairment losses on financial assets assessed collectively grouped based on similar credit risk characteristics and taking into account the loan segmentation based on historical loss experience and the possibility of failure (probability of default). Financial assets are grouped on the basis of similar credit risk characteristics by considering the credit segmentation and past due status of the debtors, among others.

The Group needs to consider past, present and future information in calculating the probability of default. Therefore, the calculation of PD is carried out in the following stages:

a. Historical PD calculation (PD TTC)
b. forward-looking PD calculation; and
c. Calculation of PD Point in time (PiT) through a scaling process

LGD is an estimated loss for a debtor by calculating the recovery obtained after the debtor defaults. LGD is calculated as 100% minus the rate of return (recovery rate), LGD calculation is carried out in the following stages:

a. Historical LGD calculation (LGD TTC);

b. Calculation of LGD Point in Time (LGD PiT) by considering forward looking information.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

1. Kredit yang diberikan dan pembiayaan/piutang *murabahah (lanjutan)*

Dalam membuat estimasi *recoverable amount* (estimasi jumlah yang dapat diperoleh kembali), Grup dapat menggunakan metode berikut ini:

a. *Discounted Cash Flow*
Grup melakukan perhitungan berdasarkan jumlah yang telah didiskonto (*discounted value*) dari estimasi arus kas masa datang (pokok dan bunga) yang didiskonto berdasarkan Suku Bunga Efektif dari setiap kredit.

b. *Expected Collateral*
Grup melakukan perhitungan berdasarkan estimasi penjualan agunan yang dilakukan dengan mempertimbangkan nilai wajar dan jangka waktu estimasi penjualan agunan di masa depan. Hasil perhitungan akan didiskontokan berdasarkan Suku Bunga Efektif dari setiap kredit.

c. Metode lainnya yang berdasarkan analisis Grup lebih sesuai dan tidak bertentangan dengan ketentuan Regulator.

Sesuai dengan PSAK No. 402, "Akuntansi *Murabahah*" dan Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI Revisi 2013), Grup menghitung CKPN untuk piutang murabahah sesuai dengan ketentuan di ISAK No. 402, "Penurunan Nilai Piutang *Murabahah*".

2. Pembiayaan/piutang syariah selain *murabahah*

Untuk aset keuangan berupa piutang *istishna*, pinjaman *qardh*, pembiayaan *mudharabah*, dan pembiayaan *musyarakah*, Grup menerapkan Peraturan Otoritas Jasa Keuangan (POJK) No.02/POJK.03/2022 tanggal 31 Januari 2022 tentang "Penilaian Kualitas Aset Bank Umum Syariah dan Unit Usaha Syariah".

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

f. Allowance for impairment losses on financial assets (continued)

1. Loans and murabahah financing receivables (continued)

In determining the recoverable amount, the Group may utilize the following method:

a. Discounted Cash Flow
The Group performs calculations based on the discounted amount (discounted value) of future cash flows (principal and interest) discounted based on the Effective Interest Rate of each loan.

b. Expected Collateral
The Group performs calculations based on the estimated sale of collateral, which is carried out by considering the fair value and the estimated time frame for the future sale of the collateral. The calculation results will be discounted based on the Effective Interest Rate of each loan

c. Other methods based on the Group's analysis are more appropriate and do not conflict with the Regulator's provisions.

In accordance with SFAS No. 402, "Accounting for Murabahah" and Indonesia Sharia Banking Accounting Guidelines (PAPSI Revised 2013), the Group calculates individual allowance for impairment losses for murabahah receivable in accordance with IFAS No. 402 "Impairment of Murabahah Receivables".

2. Sharia financing/receivables other than murabahah

For financial assets of istishna receivables, funds of qardh, mudharabah financing, and musyarakah financing, the Group implements POJK No.02/POJK.03/2022 dated January 31, 2022 regarding "Asset Quality Ratings for Sharia Bank and Sharia Business Unit".

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

2. Pembiayaan/piutang syariah selain *murabahah (lanjutan)*

Cadangan kerugian minimum yang harus dibentuk sesuai dengan Peraturan Bank Indonesia adalah sebagai berikut:

a. 1% dari aset produktif yang digolongkan Lancar, di luar penempatan pada Bank Indonesia, obligasi pemerintah, instrumen hutang lain yang diterbitkan oleh Pemerintah Republik Indonesia dan aktiva produktif yang dijamin dengan agunan tunai;
b. 5% dari aset produktif yang digolongkan Dalam Perhatian Khusus setelah dikurangi agunan;
c. 15% dari aset produktif yang digolongkan Kurang Lancar setelah dikurangi agunan;
d. 50% dari aset produktif yang digolongkan Diragukan setelah dikurangi agunan; dan
e. 100% dari aset produktif yang digolongkan Macet setelah dikurangi agunan.

Kriteria penilaian nilai agunan yang dapat dikurangkan dalam pembentukan cadangan kerugian penurunan nilai sesuai dengan Peraturan Bank Indonesia (PBI).

g. Giro pada Bank Indonesia dan bank lain

Giro pada Bank Indonesia dan bank lain dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Giro pada Bank Indonesia dan bank lain diklasifikasikan sebagai biaya perolehan diamortisasi.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

f. Allowance for impairment losses on financial assets (continued)

2. Sharia financing/receivables other than murabahah (continued)

The minimum allowance to be provided in accordance with Bank Indonesia Regulation is as follows:

a. 1% of earning assets classified as Current, excluding placements with Bank Indonesia, government bonds, other debt instruments issued by the Government of the Republic of Indonesia and earning assets secured by cash collateral;
b. 5% of earning assets classified as Special Mention, net of deductible collateral;
c. 15% of earning assets classified as Sub-standard, net of deductible collateral;
d. 50% of earning assets classified as Doubtful, net of deductible collateral; and
e. 100% of earning assets classified as Loss, net of deductible collateral.

The criterias for assessment of the value of collateral that can be deducted in the calculation of allowance for impairment losses are based on Bank Indonesia Regulations (PBI).

g. Current accounts with Bank Indonesia and other banks

Current accounts with Bank Indonesia and other banks are stated at amortized cost using the effective interest method less allowance for impairment losses. Current accounts with Bank Indonesia and other banks are classified as amortized cost.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Penempatan pada Bank Indonesia dan bank lain

Penempatan pada Bank Indonesia dan bank lain merupakan penanaman dana pada Bank Indonesia berupa *deposit facility, term deposit,* dan *deposit facility* syariah, sedangkan penempatan pada bank lain berupa deposito berjangka, *interbank call money* dan tabungan.

Penempatan pada Bank Indonesia dan bank lain dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Penempatan pada Bank Indonesia dan bank lain diklasifikasikan sebagai biaya perolehan diamortisasi.

i. Efek-efek dan obligasi pemerintah

Efek-efek terdiri dari surat berharga yang diperdagangkan dalam pasar modal dan pasar uang, antara lain Sertifikat Bank Indonesia (SBI), Sertifikat Deposito Bank Indonesia (SDBI), obligasi, *Negotiable Certificate of Deposit* (NCD), *Medium Term Notes* (MTN), penyertaan reksadana, dan Efek Beragun Aset (EBA).

EBA adalah portofolio efek yang terdiri dari aset keuangan berupa kumpulan tagihan kredit kepemilikan rumah. EBA terbentuk ketika Grup menjual pinjaman atau utang lainnya kepada penerbit (lembaga keuangan) lalu disusun dalam suatu portofolio untuk dijual kembali kepada investor.

Obligasi Pemerintah adalah obligasi yang diterbitkan oleh Pemerintah Indonesia.

Pengukuran efek-efek dan obligasi Pemerintah didasarkan atas klasifikasinya sebagai berikut:

1. Efek-efek dan obligasi pemerintah yang diklasifikasikan sebagai biaya perolehan yang diamortisasi diukur dengan biaya perolehan yang diamortisasi menggunakan metode suku bunga efektif. Pendapatan bunga diakui dalam laporan laba rugi dan penghasilan komprehensif lain menggunakan metode suku bunga efektif.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

h. Placements with Bank Indonesia and other banks

Placements with Bank Indonesia and other banks represent placements of funds in Bank Indonesia in the form of deposit facility, term deposit and sharia deposit facility, whereas placement with other banks is in the form of time deposit, interbank call money, and savings.

Placements with Bank Indonesia and other banks are stated at amortized cost using the effective interest method less allowance for impairment losses. Placements with Bank Indonesia and other banks are classified as amortized cost.

i. Securities and government bonds

Securities consist of securities traded in the capital market and money market, such as Bank Indonesia Certificates (SBI), Deposits Certificates of Bank Indonesia (SDBI), bonds, Negotiable Certificate of Deposit (NCD), Medium Term Notes (MTN), mutual funds, and Asset Backed Securities (ABSs).

ABSs are securities portfolio consisting of financial assets in the form of mortgages loan. ABSs are created when Group sells its loans or other debts to an issuer (financial institution) and then arranged in a portfolio in order to resale to investors.

Government bonds are bonds issued by the Indonesian Government.

The measurement of securities and Government bonds are based on the classification of the securities as follows:

1. Securities and government bonds classified as amortized cost are measured at amortized cost using the effective interest method. Interest income is recognized in the statement of profit or loss and other comprehensive income using the effective interest method.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Efek-efek dan obligasi pemerintah (lanjutan)

Pengukuran efek-efek dan obligasi Pemerintah didasarkan atas klasifikasinya sebagai berikut: (lanjutan)

2. Efek-efek dan obligasi pemerintah yang diklasifikasikan sebagai nilai wajar melalui laba rugi (FVTPL) diukur dengan menggunakan nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam laporan laba rugi dan penghasilan komprehensif lain. Perubahan nilai wajar diakui pada laporan laba rugi. Atas penjualan portofolio efek-efek dan obligasi pemerintah untuk nilai wajar melalui laba rugi, perbedaan antara harga jual dengan nilai pasar wajar diakui sebagai keuntungan atau kerugian penjualan pada tahun dimana efek-efek dan obligasi pemerintah tersebut dijual.

3. Efek-efek dan obligasi pemerintah yang diklasifikasikan sebagai Nilai Wajar Melalui Penghasilan Komprehensif Lain (FVTOCI) diukur dengan menggunakan nilai wajar. Pendapatan bunga diakui dalam laporan laba rugi dan penghasilan komprehensif lain menggunakan metode suku bunga efektif. Perubahan nilai wajar lainnya diakui langsung dalam ekuitas sampai efek-efek dan obligasi pemerintah dijual atau mengalami penurunan nilai, dimana akumulasi keuntungan dan kerugian yang sebelumnya diakui dalam ekuitas diakui dalam laporan laba rugi penghasilan komprehensif lain.

j. Kredit yang diberikan

Kredit yang diberikan merupakan penyediaan uang atau tagihan yang dapat disamakan dengan itu, berdasarkan kesepakatan dengan pihak penerima kredit dan mewajibkan pihak penerima kredit untuk melunasi setelah jangka waktu tertentu dengan imbalan bunga.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

i. Securities and government bonds (continued)

The measurement of securities and Government bonds are based on the classification of the securities as follows: (continued)

2. Securities and government bonds classified as Fair Value Through Profit or Loss (FVTPL) are measured using fair value. Unrealized gains or losses resulting from changes in fair values are recognized in the statement of profit or loss and other comprehensive income. Changes in fair value are recognized in profit or loss. Upon sale of portfolio of fair value through profit or loss securities and government bonds, the difference between the selling price and the fair value is recognized as a gain or loss in the year when the securities and government bonds are sold.

3. Securities and government bonds classified as Fair Value Through Other Comprehensive Income (FVTOCI) are measured using fair value. Interest income is recognized in the statement of profit or loss and other comprehensive income using the effective interest method. Other fair value changes are recognized directly in equity until the securities and Government bonds are sold or impaired, whereby the cumulative gains and losses previously recognized in the equity are recognized in the statement of profit or loss and other comprehensive income.

j. Loans

Loans represent the lending of money or equivalent receivables under contracts with borrowers, where the borrowers are required to repay their debts with interest after a specified period of time.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Kredit yang diberikan (lanjutan)

Kredit yang diberikan (termasuk kredit yang diberikan dalam pinjaman sindikasi) pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan biaya tambahan untuk memperoleh aset keuangan tersebut. Setelah pengakuan awal kredit yang diberikan diukur pada biaya perolehan amortisasi menggunakan metode suku bunga efektif dikurangi dengan cadangan kerugian penurunan nilai.

Kredit yang diberikan diklasifikasikan sebagai diukur pada biaya perolehan diamortisasi.

Kredit yang diberikan dalam pinjaman sindikasi ataupun penerusan kredit dinyatakan sebesar pokok kredit sesuai dengan porsi risiko yang ditanggung oleh Grup.

Restrukturisasi kredit

Restrukturisasi kredit meliputi adanya perpanjangan jangka waktu pembayaran dan ketentuan kredit yang baru.

Kredit yang direstrukturisasi disajikan sebesar nilai yang lebih rendah antara nilai tercatat kredit pada tanggal restrukturisasi atau nilai tunai penerimaan kas masa depan setelah restrukturisasi. Kerugian akibat selisih antara nilai tercatat kredit pada tanggal restrukturisasi dengan nilai tunai penerimaan kas masa depan setelah restrukturisasi diakui dalam laporan laba rugi dan penghasilan komprehensif lain. Setelah restrukturisasi, semua penerimaan kas masa depan yang ditetapkan dalam persyaratan baru dicatat sebagai pengembalian pokok kredit yang diberikan dan pendapatan bunga sesuai dengan syarat-syarat restrukturisasi.

Penjualan Kredit Pemilikan Rumah (KPR)

Grup telah melakukan penjualan atas KPR kepada pihak ketiga.

Atas penjualan tersebut, Grup telah memindahkan risiko dan manfaat atas kepemilikan KPR kepada pihak lawan. Oleh karena itu, pada tanggal efektif penjualan, Group menghentikan pengakuan atas KPR tersebut.

Penjualan tersebut telah memenuhi kriteria jual putus seperti yang tertuang dalam Peraturan OJK No.11/POJK.03/2019.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

j. Loans (continued)

Loans (including loans under syndication) are initially measured at fair value plus transaction costs that are directly attributable to obtaining the financial asset. After initial recognition, loans are measured at amortized cost using the effective interest method, net of allowance for impairment losses.

Loans are classified as amortized costs.

Loans under syndication or channelling are stated at the principal amount equal to the risk portion assumed by the Group.

Loan restructuring

Loan restructuring may involve extending the payment arrangements and new loan conditions.

Restructured loans are stated at the lower of carrying value on the date of restructuring or value of the future cash receipts after the restructuring. Losses resulting from the difference between the carrying value on the date of restructuring the present value of future cash receipts after the restructuring is recognized in the statement of profit or loss and other comprehensive income. After the restructuring, all future cash receipts specified by the new terms are recorded as a return of principal loans and interest income in accordance with the terms of the restructuring.

Sales of Housing Loans (KPR)

The Group sold its KPR to third parties.

In relation with the above mention sale, the Group has transferred the risk and rewards of ownership of the KPR to counterparty. Hence, at the effective date of the sale, the Group derecognized the KPR.

The sale has fulfill the criteria of true sale according to OJK regulation No. 11/POJK.03/2019.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Pembiayaan/piutang syariah

Pembiayaan/piutang syariah adalah penyediaan uang atau tagihan yang dapat disamakan dengan itu, yang timbul dari transaksi berdasarkan prinsip jual beli dan bagi hasil antara Grup dengan pihak lain selama jangka waktu tertentu. Piutang tersebut meliputi piutang *murabahah*, piutang *istishna,* dan *qardh*, untuk pembiayaan meliputi pembiayaan *mudharabah* dan pembiayaan *musyarakah*.

Murabahah adalah akad jual beli antara nasabah dengan Grup, dimana Grup membiayai kebutuhan konsumsi, investasi dan modal kerja nasabah yang dijual dengan harga pokok ditambah dengan keuntungan yang diketahui dan disepakati bersama. Pembayaran atas pembiayaan ini dilakukan dengan cara mengangsur dalam jangka waktu yang ditentukan.

Piutang *murabahah* pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode marjin efektif dikurangi dengan cadangan kerugian penurunan nilai.

Mudharabah merupakan pembiayaan kerjasama antara Grup sebagai pemilik dana (*shahibul maal*) dengan nasabah sebagai pelaksana usaha (*mudharib*) selama jangka waktu tertentu. Pembagian hasil keuntungan dari proyek atau usaha tersebut ditentukan sesuai dengan *nisbah (pre-determined ratio)* yang telah disepakati bersama. Pada tanggal laporan posisi keuangan konsolidasian, pembiayaan *mudharabah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil reviu oleh manajemen terhadap kualitas pembiayaan yang ada.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

k. Sharia financing/receivables

Financing/receivables sharia based on Sharia principles is receivables from providing funds or other similar form of receivables arising from transactions carried out based on sale or purchase arrangements and profit sharing between the Group and other parties for a certain period of time. Such receivables consist of receivables arising from murabahah transactions, istishna transactions and qardh transactions, for financing consist of mudharabah and musyarakah financing.

Murabahah is a sale and purchase contract between the customer and Group, whereby Group finances the consumption, investment and working capital needs of the customer sold with a principle price plus a certain margin that is mutually informed and agreed. Repayment on this financing is made in installments within a specified period.

Murabahah receivables are initially measured at fair value plus direct attributable transaction costs and is an additional cost to obtain the respected financial assets and after the initial recognition are measured at amortized cost using the effective margin method less any allowance for impairment losses value.

Mudharabah financing is a joint financing made between Group as the owner of the funds (shahibul maal) and the customer as a business executor (mudharib) during a certain period. The profit sharing from the project or the business is determined in accordance with the mutually agreed nisbah (pre-determined ratio). On the consolidated statement of financial position date, mudharabah financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review of the financing quality.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Pembiayaan/piutang syariah (lanjutan)

Musyarakah adalah akad kerjasama yang terjadi diantara para pemilik modal (mitra musyarakah) untuk menggabungkan modal dan melakukan usaha secara bersama dalam suatu kemitraan dengan *nisbah* pembagian hasil sesuai dengan kesepakatan, sedangkan kerugian ditanggung secara proporsional sesuai dengan kontribusi modal. Pada tanggal laporan posisi keuangan, pembiayaan *musyarakah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil reviu oleh manajemen terhadap kualitas pembiayaan yang ada.

Istishna adalah akad penjualan antara *al-mustashni* (pembeli) dan *al-shani* (produsen yang juga bertindak sebagai penjual). Berdasarkan akad tersebut, pembeli menugasi produsen untuk membuat atau mengadakan *al-mashnu* (barang pesanan) sesuai spesifikasi yang diisyaratkan pembeli dan menjualnya dengan harga yang disepakati. Piutang *istishna* disajikan sebesar tagihan termin kepada pembeli akhir dikurangi cadangan kerugian penurunan nilai.

Qardh adalah penyediaan dana atau tagihan yang dapat dipersamakan dengan itu berdasarkan persetujuan atau kesepakatan antara peminjam dan pihak yang meminjamkan yang mewajibkan peminjam melunasi hutangnya setelah jangka waktu tertentu. Pinjaman *qardh* dinyatakan sebesar saldo pinjaman dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil reviu oleh manajemen terhadap kualitas pinjaman yang ada.

l. Tagihan dan liabilitas akseptasi

Tagihan dan liabilitas akseptasi merupakan transaksi Surat Kredit Berdokumen Dalam Negeri (SKBDN) yang diaksep oleh bank pengaksep *(accepting bank)*.

Tagihan dan liabilitas akseptasi dinyatakan sebesar biaya perolehan diamortisasi. Tagihan akseptasi disajikan setelah dikurangi cadangan kerugian penurunan nilai.

Tagihan dan liabilitas akseptasi diklasifikasikan sebagai diukur pada biaya perolehan amortisasi.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

k. Sharia financing/receivables (continued)

Musyarakah is a partnership contract among fund's owners (musyarakah partners) to contribute funds and conduct a business on a joint basis through partnership with the profit sharing based on a predetermined ratio, while the losses are borne proportionally based on the capital contribution. On the statement of financial position date, musyarakah financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review on the financing quality.

Istishna is a sale and purchase contract between al-mustashni (buyer) and al-shani (manufacturer also acting as the seller). Based on the contract, the buyer orders the manufacturer to produce or to supply al-mashnu (goods ordered) according to the specifications required by the buyer and to sell them at agreed price. Istishna receivables are stated at outstanding billings to final buyer less allowance for impairment losses.

Qardh is the provision of funds or equivalent claims based on agreement between the borrower and the lender that requires the borrower to repay the debts after a certain period of time. Qardh are stated at outstanding balance less allowance for impairment losses based on the management's review on the financing quality.

l. Acceptances receivable and payable

Acceptances receivable and payable represent Letters of Credit by Local Document (SKBDN) transactions that have been accepted by the accepting bank.

Acceptances receivable and payable are stated at amortized cost. Acceptances receivable are stated net of allowance for impairment losses.

Acceptances receivable and payable are classified as amortized costs.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Penyertaan Saham

Penyertaan saham merupakan investasi jangka panjang pada perusahaan non-publik serta penyertaan modal sementara pada perusahaan debitur yang timbul akibat konversi kredit yang diberikan atau jenis transaksi tertentu yang berakibat Grup memiliki saham pada perusahaan debitur.

Penyertaan saham dengan persentase kepemilikan 20% sampai dengan 50% dicatat dengan metode ekuitas. Dalam metode ini, penyertaan dicatat sebesar biaya perolehan disesuaikan dengan bagian Grup atas ekuitas perusahaan asosiasi dan dikurangi dengan penerimaan dividen sejak tanggal perolehan, dikurangi cadangan kerugian penurunan nilai.

Penyertaan modal sementara dihapusbuku dari laporan posisi keuangan apabila telah melampaui jangka waktu 5 (lima) tahun sesuai dengan Peraturan OJK No. 40/POJK.03/2019 tentang “Penilaian Kualitas Aset Bank Umum”.

n. Aset tetap

Aset tetap awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan supaya aset tersebut siap digunakan sesuai dengan maksud manajemen.

Setelah pengakuan awal, aset tetap selain tanah dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

Aset tetap yang diperoleh dalam pertukaran aset non-moneter atau kombinasi aset moneter dan non-moneter diukur pada nilai wajar, kecuali:

(i) Transaksi pertukaran tidak memiliki substansi komersial, atau

(ii) Nilai wajar dari aset yang diterima dan diserahkan tidak dapat diukur secara andal.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

m. Investment in shares

Investments in shares represent long-term investments in non-publicly-listed companies and temporary investments in debtor companies arising from conversion of loans or certain of transactions which resulted The Group have shares in debtor’s company.

Investments in shares represent ownership interests of 20% to 50% are recorded using the equity method. Under this method, investments are recorded at cost and adjusted for the Group’s proportionate share in the net equity of the investees and reduced by dividends earned starting the acquisition date net of by allowance for impairment losses.

Temporary investment is written-off from the statement of financial position if it is held for more than 5 (five) years in accordance with OJK Regulation No. 40/POJK.03/2019 regarding “Asset Quality Rating for Commercial Banks”.

n. Premises and equipment

All premises and equipment are initially recognized at cost, which comprises its purchase price and any costs directly attributable in bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Subsequent to initial recognition, premises and equipment besides lands are carried at cost less any subsequent accumulated depreciation and impairment losses.

Premises and equipment acquired in exchange for a non-monetary asset or for a combination of monetary and non-monetary assets are measured at fair values, unless:

(i) The exchange transaction lacks commercial substance, or

(ii) The fair value of neither the assets received nor the assets given up can be measured reliably.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Aset tetap (lanjutan)

Penyusutan bangunan dihitung dengan menggunakan metode garis lurus (*straight-line method*) sedangkan peralatan kantor dan kendaraan bermotor dihitung dengan menggunakan metode saldo menurun ganda (*double-declining balance method*) berdasarkan taksiran masa manfaat aset tetap sebagai berikut:

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

n. Premises and equipment (continued)

Depreciation of buildings is computed using the straight-line method while depreciation of office furniture and fixtures, and motor vehicles is computed using the double-declining balance method, based on the estimated useful lives of the assets as follows:

	Tahun/*Years*	
Bangunan	10 - 20	*Buildings*
Peralatan kantor dan kendaraan bermotor	4 - 8	*Office furniture and fixtures and motor vehicles*

Penilaian aset tetap dilakukan atas penurunan dan kemungkinan penurunan nilai wajar aset jika terjadi peristiwa atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat mungkin tidak dapat seluruhnya terealisasi.

The carrying amounts of premises and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be fully recoverable.

Pada setiap akhir tahun buku, manajemen melakukan pengkajian ulang atas nilai residu, masa manfaat dan metode penyusutan dan disesuaikan secara prospektif, jika diperlukan.

The residual values, useful lives and methods of depreciation of premises and equipment are reviewed by the management and adjusted prospectively, if appropriate, at the end of each year, if necessary.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) diperhitungkan dalam laporan laba rugi dan penghasilan komprehensif lain pada periode aset tersebut dihentikan pengakuannya.

An item of premises and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss and other comprehensive income in the period such asset is derecognized.

Tanah awalnya dinyatakan sebesar biaya perolehan dan tidak disusutkan. Setelah pengakuan awal, tanah diukur pada nilai wajar pada tanggal revaluasi dikurangi akumulasi rugi penurunan nilai setelah tanggal revaluasi. Penilaian terhadap tanah dilakukan oleh penilai yang memiliki kualifikasi profesional, dan dilakukan secara berkala untuk memastikan bahwa jumlah tercatat tanah tidak berbeda secara material dengan jumlah yang ditentukan dengan menggunakan nilai wajarnya pada akhir periode pelaporan (Catatan 14).

Land are initially recognized at cost and not depreciated. Subsequent to initial recognition, land is measured at fair value at the revaluation date less any subsequent accumulated impairment losses. Valuation of land are performed by appraisers with professional qualification and is done in regular basis to ensure that the carrying amount does not differ materially from its fair value at the end of reporting period (Note 14).

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Aset tetap (lanjutan)

Kenaikan nilai tercatat yang timbul dari revaluasi dicatat sebagai "Surplus Revaluasi Aset Tetap", dan disajikan dalam penghasilan komprehensif lain. Namun, kenaikan tersebut diakui dalam laba rugi hingga sebesar jumlah penurunan nilai aset yang sama akibat revaluasi yang pernah dilakukan sebelumnya dalam laba rugi. Penurunan nilai tercatat yang timbul dari revaluasi diakui dalam laba rugi.

Beban perbaikan dan pemeliharaan dibebankan pada operasi pada saat terjadinya. Beban pemulihan dan penambahan bahan dalam jumlah besar dikapitalisasi kepada jumlah tercatat aset tetap terkait bila besar kemungkinan bagi kelompok usaha manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset tetap terkait.

Aset tetap dalam penyelesaian dicatat sebesar biaya perolehan, yang mencakup kapitalisasi beban pinjaman dan biaya-biaya lainnya yang terjadi sehubungan dengan pendanaan aset tetap dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun "Aset Tetap" yang bersangkutan pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan. Aset tetap dalam penyelesaian tidak disusutkan karena belum tersedia untuk digunakan.

Biaya pengurusan legal hak atas tanah dalam bentuk Hak Guna Usaha ("HGU"), Hak Guna Bangunan ("HGB") dan Hak Pakai ("HP") ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan tanah pada akun "Aset Tetap". Biaya pengurusan perpanjangan atau pembaruan legal hak atas tanah diakui sebagai aset tidak berwujud dan diamortisasi sepanjang umur hak hukum atau umur ekonomi tanah, mana yang lebih pendek.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

n. Premises and equipment (continued)

Increase in the carrying amount arising from revaluation is recorded in "Premises and Equipment Revaluation Surplus" and presented in other comprehensive income. However, the increase is recognized in profit or loss, up to the amount of impairment of the same assets due to revaluation previously recognized in profit or loss. A decrease in carrying value arising as a result of a revaluation should be recognized in profit or loss.

Repairs and maintenance is charged to the profit or loss as incurred. The cost of major renovation and restoration is capitalized to the carrying amount of the related premises and equipment when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset and is depreciated over the remaining useful life of the related asset.

Construction in-progress are stated at cost, including capitalized borrowing costs and other charges incurred in connection with the financing of the said asset constructions. The accumulated costs will be reclassified to the appropriate "Premises and Equipment" account when the construction is completed and available for intended use. Construction in-progress are not depreciated as these are not yet available for use.

The legal cost of land rights in the form of Business Usage Rights ("Hak Guna Usaha" or "HGU"), Building Usage Right ("Hak Guna Bangunan" or "HGB") and Usage Rights ("Hak Pakai" or "HP") when the land was initially acquired are recognized as part of the cost of the land under the "Premises and Equipment". The extension or the legal renewal costs of land rights were recognized as intangible assets and were amortized over the shorter of the rights' legal life and land's economic life.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Aset tetap (lanjutan)

Jika nilai wajar dari aset yang direvaluasi mengalami perubahan yang signifikan dan fluktuatif, maka perlu direvaluasi secara tahunan, sedangkan jika nilai wajar dari aset yang direvaluasi tidak mengalami perubahan yang signifikan dan fluktuatif, maka perlu dilakukan revaluasi paling kurang 3 (tiga) tahun sekali.

o. Aset Tidak Berwujud

Berdasarkan PSAK 238 definisi aset berwujud adalah aset nonmoneter teridentifikasi tanpa wujud fisik. Dalam hal ini, Sistem komputer secara jelas disebutkan dalam PSAK 238 sebagai jenis aset yang teridentifikasi sebagai aset berwujud.

Aset tak berwujud awalnya diakui sebesar Pengakuan biaya perolehan dalam jumlah tercatat aset takberwujud dihentikan pada aset tersebut berada pada kondisi yang diinginkan agar aset tersebut siap digunakan dengan cara yang di intensikan oleh manajamen. Oleh karena itu, biaya yang dikeluarkan saat aset sudah dapat digunakan sesuai dengan cara yang di intensikan oleh manajemen dan biaya untuk mengembangkan kembali aset tak berwujud tidak termasuk dalam jumlah tercatat aset tak berwujud.

Setelah pengakuan awal, aset tak berwujud dinyatakan pada biaya perolehan dikurangi akumulasi amortisasi.

Amortisasi aset tak berwujud dihitung dengan menggunakan metode garis lurus (*straight-line method*). Berdasarkan rata-rata penggunaan piranti lunak pada Grup, untuk umur manfaat aset tak berwujud ditetapkan oleh unit pengelola aset tak berwujud selama 5 Tahun. Jumlah tercatat aset tak berwujud dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) diperhitungkan dalam laporan laba rugi pada periode aset tersebut dihentikan pengakuannya.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

n. Premises and equipment (continued)

If the fair value of the revalued asset change significantly, it is necessary to revaluate on an annual basis, whereas if the fair value of the revaluated asset does not change significantly, it is necessary to revaluate at a minimum every 3 (three) years.

o. Intangible Assets

Based on PSAK 238, the definition of tangible assets is identified non-monetary assets without physical form. In this case, computer software is explicitly stated in PSAK 238 as a type of asset identified as tangible assets.

Intangible assets are initially recognized at the cost of acquisition. The recognition of the cost of acquisition of intangible assets is stopped when the asset is in the desired condition to be ready for use in the manner intended by management. Therefore, costs incurred when the asset can be used in accordance with the intended management and costs to redevelop intangible assets are not included in the carrying amount of intangible assets.

After initial recognition, intangible assets are stated at cost less accumulated amortization.

Amortization of intangible assets is calculated using the straight-line method. Based on the average use of software at the Group, the useful life of intangible assets is determined by the intangible asset management unit for 5 years. The carrying amount of intangible assets is stopped when the asset is released or when there is no expected future economic benefit from use or disposal. Profit or loss arising from the cessation of asset recognition (calculated as the difference between the net proceeds of disposal and the carrying amount of the asset) is recognized in the income statement for the period in which the asset is derecognized.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Aset Tidak Berwujud (lanjutan)

Aset tak berwujud tidak boleh dikeluarkan dari daftar rincian aset tak berwujud mesikipun aset tersebut telah sepenuhnya dilakukan amortisasi, karena jika aset tersebut masih memiliki manfaat ekonomis masa depan yang diharapkan dari penggunaanya, maka biaya perolehan dan akumulasi amortisasi tetap berada dalam daftar rincian aset tak berwujud yang dimiliki oleh entitas.

Aset dalam penyelesaian dicatat sebesar biaya perolehan, yang mencakup biaya-biaya yang terjadi sehubungan dengan upaya perolehan, pengembangan dan pengadaan aset tak berwujud dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun “Aset tak berwujud” yang bersangkutan pada saat aset tak berwujud tersebut telah selesai dikerjakan dan siap untuk digunakan.

Aset tak berwujud dalam penyelesaian tidak disusutkan karena belum tersedia untuk digunakan.

p. Aset hak guna dan liabilitas sewa

PSAK No. 116 menerapkan persyaratan baru atau amandemen sehubungan dengan akuntansi sewa. Standar ini memperkenalkan perubahan signifikan untuk akuntansi *lessee* dengan menghapus perbedaan antara sewa operasi dan pembiayaan dan pengakuan aset hak guna dan liabilitas sewa, kecuali untuk sewa jangka pendek dan aset dengan nilai rendah. Berbeda dengan akuntansi *lessee*, persyaratan untuk akuntansi *lessor* sebagian besar tidak berubah. Dalam hal ini, Grup terekspos risiko Grup sebagai *lessee*.

a) Dampak definisi baru dari sewa

Perubahan utama dari definisi sewa berkaitan dengan konsep pengendalian. PSAK No. 116 menentukan apakah kontrak merupakan, atau mengandung sewa atas dasar jika penyewa memiliki hak untuk mengendalikan penggunaan aset selama suatu jangka waktu tertentu untuk dipertukarkan dengan imbalan. Hal tersebut merupakan perbedaan penentuan PSAK No. 30 yaitu dengan konsep risiko dan manfaat.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

o. Intangible Assets (continued)

Intangible assets should not be removed from the list of intangible assets details even if the asset has been fully amortized, because if the asset still has expected future economic benefits from its use, the cost of acquisition and accumulated amortization remain in the list of intangible assets details owned by the entity.

Construction in-progress are recorded at cost, which includes costs incurred in connection with the acquisition, development, and procurement efforts of intangible assets under development. The accumulation of acquisition costs will be reclassified to the related "Intangible Assets" account when the intangible asset is completed and ready for use.

Intangible assets under development are not amortized because they are not yet available for use.

p. Right-of use assets and lease liabilities

SFAS No. 116 introduces new or amended requirements with respect to lease accounting. It introduces significant changes to lessee accounting by removing the distinction between operating and finance lease and requiring the recognition of a right-of-use asset and a lease liability at commencement for all leases, except for short-term leases and leases of low value assets. In contrast to lessee accounting, the requirements for lessor accounting have remained largely unchanged. In this case, Group is exposed the risk of the Group as lessee.

a) Impact of the new definition of a lease

The change in the definition of a lease mainly relates to the concept of control. SFAS No. 116 determines whether a contract is, or contains, a lease if the lessee has the right to control the use of an identified asset for a certain period of time in exchange for consideration. This is in contrast to the focus on risks and reward in SFAS No. 30.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Aset hak guna dan liabilitas sewa (lanjutan)

a) Dampak definisi baru dari sewa (lanjutan)

Grup menerapkan definisi sewa dan panduan terkait yang diterapkan dalam PSAK No. 116 untuk semua kontrak yang dicatat atau diubah pada atau setelah tanggal 1 Januari 2020.

b) Panduan praktis, pengecualian pengakuan dan pilihan kebijakan pada saat masa transisi, Grup memilih untuk menerapkan panduan praktis yang terdapat pada panduan transisi dalam PSAK No. 116, yang antara lain:

1. Penggunaan tingkat diskonto tunggal untuk portofolio sewa dengan karakteristik yang hampir sama;
2. Tidak menerapkan pengakuan dan pengukuran berdasarkan PSAK No. 116 untuk kontrak dengan masa sewa kurang dari 12 bulan pada tanggal 1 Januari 2020 dan dicatat sebagai sewa jangka pendek; dan
3. Pengecualian biaya langsung awal dari pengukuran aset hak guna pada tanggal penerapan awal.

Grup memilih pengecualian pengakuan untuk tidak menerapkan pengakuan dan pengukuran berdasarkan PSAK No. 116 untuk kontrak:

1. Sewa jangka pendek dengan masa sewa 12 bulan atau kurang; dan
2. Sewa dengan aset pendasar bernilai rendah.

Grup mengakui pembayaran sewa jangka pendek dan aset bernilai rendah sebagai beban baik dengan dasar garis lurus maupun dasar sistematik lainnya yang merepresentasikan pola manfaat.

Selain itu, Grup juga memilih pilihan kebijakan untuk:

1. Tidak memisahkan kompenen nonsewa dari komponen sewa, dan memilih mencatat masing-masing komponen sewa dan komponen nonsewa terkait sebagai komponen sewa tunggal.
2. Tidak mencatat sewa atas aset tak berwujud berdasarkan PSAK No. 116.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

p. Right-of use assets and lease liabilities (continued)

a) Impact of the new definition of a lease (continued)

The Group applies the definition of a lease and related guidance set out in SFAS No. 116 to all contracts entered into or changed on or after January 1, 2020.

b) Practical expedient, recognition exemption and accounting policy option at the transition date, Group decided to use the practical expedient that is permitted in SFAS No. 116, as:

1. Using a single discount rate to a portfolio of leases with reasonably similar characteristics;
2. Not to apply the recognition and measurement according to SFAS No. 116 of the contracts which lease term ends within 12 months of January 1, 2021 and recorded as short term lease; and
3. Exclude intial direct cost from the measurement of the right of use assets at the date of initial application.

Group may choose the recognition exemption not to recognize and measure according to SFAS No. 116 of the contract:

1. Short term leases for which lease term is or below 12 months; and
2. Lease for which the underlying asset is low value.

Group recognise the lease payment of short term and low value leases as an expense on either a straight line basis over ther lease term or another systematic basis which represent the pattern of the benefit.

Besides, Group may choose the policy option:

1. Not to separate the non-leased component from lease component, and choose to record the lease component and non-leased component as a single lease component.
2. Not to record the lease of intangible assets according to SFAS No. 116.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Aset hak guna dan liabilitas sewa (lanjutan)

c) Dampak pada akuntansi *lessee*

Grup menerapkan pendekatan pengakuan dan pengukuran tunggal untuk seluruh sewa, kecuali untuk sewa jangka pendek dan sewa aset bernilai rendah. Grup mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak guna yang mewakili hak untuk menggunakan aset pendasar.

Grup mengakui aset hak guna dan liabilitas sewa pada tanggal permulaan sewa.

Pada tanggal permulaan sewa, aset hak guna diukur pada biaya perolehan yang meliputi jumlah pengukuran awal liabilitas sewa, biaya langsung awal yang dikeluarkan, estimasi biaya restorasi dan pembayaran sewa yang dilakukan pada atau sebelum tanggal mulai sewa dikurangi insentif sewa yang diterima. Untuk pengurukuran selanjutnya, aset hak guna dikurangi dengan akumulasi penyusutan dan kerugian penurunan nilai, serta disesuaikan untuk setiap pengukuran kembali liabilitas sewa.

Aset hak guna disusutkan dengan metode sesuai dengan persyaratan depresiasi yang ada pada aset tetap.

Jika kepemilikan aset sewa dialihkan ke Grup pada akhir masa sewa atau pembayaran sewa mencerminkan pelaksanaan opsi pembelian, penyusutan dihitung menggunakan estimasi masa manfaat ekonomis aset. Aset hak guna diuji penurunan nilainya sesuai dengan PSAK No. 236 Penurunan Nilai Aset.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

p. Right-of use assets and lease liabilities (continued)

c) Impact on lessee accounting

Group applies a single recognition and measurement approach for the entire lease, except for the short terms and low-value lease. Group recognises lease liabilities for the lease payments and right of use asset that represent right of use of the underlying asset

Group recognises right of use asset and lease liabilities at the commencement date.

On the commencement date, right of use assets measured at cost, which shall comprise the amount initial measurement of lease liabilities, initial direct cost incurred, an estimate of restoration cost, and lease payments made at or before the commencement date less the rental incentives received. For the subsequent measurements, the right of use assets less the accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

Right of use assets depreciated by methods in accordance with the fixed assets depreciation requirements.

If the ownership of lease assets transferred to the Group at the end of the lease term or the lease payments reflects the purchase option, then the depreciation period measured by using the estimation of asset economic benefit. The right of use asset tested for impairment in accordance with SFAS No. 236 Impairment of Asset.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Aset hak guna dan liabilitas sewa (lanjutan)

Pada tanggal permulaan sewa, Grup mengakui liabilitas sewa yang diukur pada nilai kini dari pembayaran sewa masa depan yang akan dilakukan selama masa sewa. Pembayaran sewa termasuk pembayaran tetap (termasuk pembayaran tetap secara-substansi) dikurangi piutang insentif sewa, pembayaran sewa variabel yang bergantung pada indeks atau kurs, dan jumlah yang diharapkan akan dibayar dalam jaminan nilai residu. Pembayaran sewa juga termasuk harga eksekusi opsi pembelian yang wajar jika dipastikan akan dilakukan oleh Grup dan pembayaran penalti untuk mengakhiri sewa, jika jangka waktu sewa mencerminkan Grup mengeksekusi opsi penghentian sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau kurs diakui sebagai beban pada periode di mana peristiwa atau kondisi yang memicu pembayaran terjadi.

Dalam menghitung nilai kini dari pembayaran sewa, Grup menggunakan suku bunga pinjaman inkremental penyewa pada tanggal dimulainya sewa karena suku bunga implisit dalam sewa tidak dapat ditentukan. Untuk pengukuran selanjutnya, jumlah liabilitas sewa ditingkatkan untuk mencerminkan pertambahan bunga dan dikurangi pembayaran sewa yang dilakukan. Selain itu, jumlah tercatat liabilitas sewa diukur kembali jika terdapat modifikasi, perubahan jangka waktu sewa, perubahan pembayaran sewa, atau perubahan dalam penilaian opsi untuk membeli aset pendasar.

PSAK No. 116 mengubah cara Grup menyajikan sewa yang sebelumnya diklasifikasikan sebagai sewa operasi pada PSAK No. 30, yang tidak diungkapkan dalam laporan keuangan, dengan rincian sebagai berikut:

1. Menyajikan aset hak-guna secara terpisah;
2. Menyajikan liabilitas sewa sebagai bagian dari liabilitas lain-lain;
3. Menyajikan beban penyusutan aset hak-guna dan beban bunga liabilitas sewa sebagai bagian dari beban umum dan administrasi; dan
4. Memisahkan jumlah total pembayaran ke bagian pokok (disajikan dalam kegiatan pendanaan) dan bunga (disajikan dalam kegiatan operasional) dalam laporan arus kas

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

p. Right-of use assets and lease liabilities (continued)

At the commencement date, Group recognized the lease liabilities measured at the present value of the future lease payment during the lease term. Lease payment including the fixed payment (including substantial fixed-payments) less lease incentive receivable, variable lease payment that depend on the index or exchange rate, and the expected amount will be paid in a residual value guarantee. Lease payments also include the execution price of a reasonable purchase option if it ensured to exercise by the Group and the penalty payment to terminate the lease, if the lease term reflects the Group to execute the lease termination option. Variable lease payments that do not rely on the index or exchange rates recognized as expense in periods in which events or conditions that trigger payments occur.

In calculating the present value of lease payments, Group uses the incremental borrowing rate of the lessee at the commencement date of the lease, as the implicit interest rate of the lease cannot be determined. For the subsequent measurement, amount of lease liabilities increased to reflect the increasing of interest and reduced by the lease payments. In addition, the carrying amount of lease liabilities remeasured if there is a modification, change in lease term, change of lease payment, or changes in assessment of purchase option of the underlying asset.

SFAS No. 116 changes the way of Group presents lease that previously classified as an operating lease in SFAS No. 30, which not disclosed in financial statements, with the details of below:

1. *Present the right of use asset separately;*
2. *Present the lease liabilities as part of other liabilities;*
3. *Present the depreciation expense of right of use asset and interest expense of lease liabilities as part of general and administrative expenses; and*
4. *Separate the total amount of payment to the principal (presented in financing activities) and interest (presented in operational activities) in the statement of cash flow.*

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Penurunan nilai aset non-keuangan

Pada setiap akhir periode pelaporan, Grup menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, maka Grup akan membuat estimasi atas jumlah terpulihkan aset tersebut.

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau Unit Penghasil Kas (UPK) dikurangi biaya pelepasan dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain.

Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dianggap mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar nilai terpulihkannya. Rugi penurunan nilai dari operasi yang berkelanjutan diakui pada laporan laba rugi dan penghasilan komprehensif lain sebagai “rugi penurunan nilai”.

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini atas nilai waktu uang dan risiko spesifik aset.

Dalam menentukan nilai wajar dikurangi biaya pelepasan, mengacu pada PSAK No. 113: ”Pengukuran Nilai Wajar” (Catatan 2e).

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laporan laba rugi dan penghasilan komprehensif lain sesuai dengan kategori biaya yang konsisten dengan fungsi aset yang diturunkan nilainya.

r. Biaya dibayar dimuka

Biaya dibayar di muka diamortisasi selama masa manfaat dengan menggunakan metode garis lurus *(straight-line method)*.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

q. Impairment of non-financial assets

The Group assesses at each annual reporting period whether there is an indication that an asset may be impaired. If any such indication exists, Group makes an estimate of the asset’s recoverable amount.

An asset’s recoverable amount is the higher of an asset’s or Cash Generating Unit (CGU)’s fair value less costs of disposal and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment losses of continuing operations are recognized in the statement of profit or loss and other comprehensive income as “impairment losses”.

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

In determining fair value less costs of disposal, refers to SFAS No. 113: "Fair Value Measurements" (Note 2e).

Impairment losses of continuing operations, if any, are recognized in the statements of profit or loss and other comprehensive income under expense categories that are consistent with the functions of the impaired assets.

r. Prepaid expenses

Prepaid expenses are amortized over the periods benefited using the straight-line method.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. *Goodwill*

Goodwill yang timbul dari kombinasi bisnis diakui sebagai aset pada tanggal diperolehnya pengendalian (tanggal akuisisi). *Goodwill* diukur sebagai selisih dari imbalan yang dialihkan, jumlah setiap kepentingan non-pengendali pada pihak yang diakuisisi dan nilai wajar dari kepentingan ekuitas yang sebelumnya dimiliki pihak pengakuisisi pada pihak yang diakuisisi (jika ada) atas jumlah selisih bersih dari aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih pada tanggal akuisisi.

Untuk tujuan uji penurunan nilai, *goodwill* dialokasikan pada setiap unit penghasil kas dari Grup yang diharapkan memberikan manfaat dari sinergi kombinasi bisnis tersebut. Unit penghasil kas yang telah memperoleh alokasi *goodwill* diuji penurunan nilainya secara tahunan dan ketika terdapat indikasi bahwa unit tersebut mengalami penurunan nilai. Jika jumlah terpulihkan dari unit penghasil kas kurang dari jumlah tercatatnya, rugi penurunan nilai dialokasikan pertama untuk mengurangi jumlah tercatat aset atas setiap *goodwill* yang dialokasikan pada unit, dan selanjutnya ke aset lainnya dari unit dibagi atas dasar jumlah tercatat setiap aset dalam unit tersebut. Setiap kerugian penurunan nilai *goodwill* diakui secara langsung dalam laba/rugi pada laporan laba rugi komprehensif. Rugi penurunan nilai yang diakui atas *goodwill* tidak dapat dipulihkan pada periode berikutnya.

t. Liabilitas segera

Liabilitas segera dicatat pada saat timbulnya kewajiban atau diterimanya perintah pemindahbukuan dari nasabah maupun dari bank lain.

Liabilitas segera dicatat berdasarkan biaya perolehan diamortisasi dan diklasifikasikan sebagai liabilitas keuangan lainnya.

u. Simpanan

Giro merupakan simpanan nasabah yang dapat digunakan sebagai alat pembayaran dan penarikannya dapat dilakukan setiap saat melalui cek atau pemindahbukuan dengan bilyet giro dan sarana perintah pembayaran lainnya. Giro dinyatakan sebesar nilai titipan pemegang giro di Grup.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

s. Goodwill

Goodwill arising in a business combination is recognised as an asset at the date that control is acquired (the acquisition date). Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously held equity interest (if any) in the acquiree over net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the combination. A cash-generating unit to which goodwill has been allocated is tested for impairment annually or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit, and then to the other assets of the unit pro-rate on the basis of the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in profit or loss in the statement of comprehensive income. An impairment loss recognised for goodwill is not reversed in subsequent period.

t. Liabilities due immediately

This account is recorded at the time the obligations occur or upon receipt of transfer orders from customers or other banks.

Current liabilities are stated at amortized cost and classified as other financial liabilities.

u. Deposits

Demand deposits represent customer funds which can be used as payment instruments, and can be withdrawn at any time through cheque, or transferred through current account drafts and other transfer instruction media. Demand deposits are stated at the amounts entrusted to the Group by the depositors.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Simpanan (lanjutan)

Giro *Wadiah* merupakan titipan dana pihak ketiga yang setiap saat tersedia untuk dikembalikan dan dapat diberikan bonus sesuai kebijakan Grup. Giro *Wadiah* dinyatakan sebesar nilai titipan pemegang giro di Grup.

Tabungan merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan nasabah sesuai dengan persyaratan tertentu yang disepakati. Tabungan dinyatakan sebesar nilai kewajiban pada pemilik tabungan.

Tabungan *Wadiah* merupakan simpanan pihak lain yang mendapatkan bonus berdasarkan kebijaksanaan Grup. Tabungan *Wadiah* dinyatakan sebesar nilai investasi pemegang tabungan di Grup.

Deposito berjangka merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan nasabah pada waktu tertentu sesuai dengan perjanjian antara pemegang deposito berjangka dengan Grup. Deposito berjangka dinyatakan sebesar nilai nominal yang tercantum dalam sertifikat yang diterbitkan oleh Grup, sesuai dengan perjanjian antara pemegang deposito berjangka dengan Grup.

Simpanan nasabah diklasifikasikan sebagai liabilitas keuangan lainnya dan diukur pada biaya perolehan amortisasi menggunakan suku bunga efektif kecuali simpanan yang didasarkan pada prinsip perbankan syariah yang dinyatakan sebesar kewajiban Grup kepada nasabah. Biaya tambahan yang dapat diatribusikan secara langsung kepada perolehan simpanan nasabah, dikurangkan dari jumlah simpanan yang diterima.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

u. Deposits (continued)

Wadiah demand deposits represent entrusted third party funds which are available for withdrawal at any time and earn bonus based on the Group's policy. Wadiah demand deposits are stated at the amounts invested by the depositors in the Group.

Savings deposits represent customer funds which can be withdrawn by the depositors only under certain conditions. Savings deposits are stated at the agreed amounts due to the depositors.

Wadiah savings deposits represent third party funds which earn bonus based on the Group's policy. Wadiah savings deposits are stated at the amounts invested by the depositors in the Group.

Time deposits represent customer funds which can be withdrawn by the depositors only on specific maturity dates based on the agreements between the depositors and the Group. Time deposits are stated at the nominal amounts stated in the certificates issued by the Group in accordance with the agreements between the depositors and the Group.

Deposits from customers are classified as other financial liabilities and measured at amortized cost using the effective interest method except for sharia deposits which are stated at the Group's liability to the customers. Incremental costs that can be attributed directly to the acquisition of deposits from customers are deducted from total deposits received.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

v. Simpanan dari bank lain

Simpanan dari bank lain merupakan kewajiban kepada bank lain, dalam bentuk tabungan, giro, deposito berjangka, dan *inter-bank call money*.

Di dalam simpanan dari bank lain termasuk simpanan syariah dalam bentuk giro *wadiah*.

Simpanan dari bank lain diklasifikasikan sebagai liabilitas keuangan lain dan diukur pada biaya perolehan diamortisasi menggunakan suku bunga efektif kecuali simpanan syariah yang dinyatakan sebesar nilai kewajiban Grup kepada nasabah. Biaya tambahan yang dapat diatribusikan secara langsung kepada perolehan simpanan dari bank lain dikurangkan dari jumlah simpanan yang diterima.

w. Efek-efek yang dibeli dengan janji dijual kembali dan efek-efek yang dijual dengan janji dibeli kembali

Efek-efek yang dibeli dengan janji dijual kembali

Efek-efek yang dibeli dengan janji untuk dijual kembali disajikan sebagai aset keuangan dalam laporan posisi keuangan sebesar jumlah penjualan kembali dikurangi dengan bunga yang belum diamortisasi dan cadangan kerugian penurunan nilai.

Selisih antara harga beli dan harga jual kembali diperlakukan sebagai pendapatan bunga yang ditangguhkan (belum diamortisasi) dan diakui sebagai pendapatan selama periode sejak efek-efek tersebut dibeli hingga dijual kembali dengan menggunakan suku bunga efektif.

Efek-efek yang dibeli dengan janji untuk dijual kembali diklasifikasikan diukur pada biaya perolehan amortisasi.

Efek-efek yang dijual dengan janji untuk dibeli kembali disajikan sebagai liabilitas dalam laporan posisi keuangan sebesar jumlah pembelian kembali, dikurangi dengan bunga dibayar dimuka yang belum diamortisasi.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

v. Deposits from other banks

Deposits from other banks represent liabilities to other banks, in the form of savings deposits, demand deposits, time deposits and inter-bank call money.

Deposits from other banks include sharia deposits in the form of wadiah demand deposits.

Deposits from other banks are classified as other financial liabilities and measured at amortized cost using the effective interest method except for sharia deposits which are stated at the Group's liability amount to the customer. Incremental costs that can be attributed directly to the acquisition of deposits from other banks are deducted from the total deposits received.

w. Securities purchased under agreement to resell and securities sold under agreement to repurchase

Securities purchased under agreement to resell

Securities purchased under agreement to resell are presented as financial assets in the statement of financial position, at the net resale price of unamortized interest and net of allowance for impairment losses.

The difference between the purchase price and the resale price is treated as unearned interest income (unamortized) and recognized as income over the period starting from when those securities are purchased until they are resold using effective interest rate.

Securities purchased under agreement are classified as amortized costs.

Securities sold under agreements to repurchase are presented as liabilities in the statement of financial position, at the repurchase price, net of unamortized prepaid interest.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

w. Efek-efek yang dibeli dengan janji dijual kembali dan efek-efek yang dijual dengan janji dibeli kembali (lanjutan)

Efek-efek yang dibeli dengan janji dijual kembali (lanjutan)

Selisih antara harga jual dan harga beli kembali diperlakukan sebagai biaya dibayar dimuka dan diakui sebagai beban selama jangka waktu sejak efek-efek tersebut dijual hingga dibeli kembali menggunakan metode suku bunga efektif.

Efek-efek yang dijual dengan janji untuk dibeli kembali diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

Efek-efek yang dibeli dengan janji dijual kembali atas surat berharga syariah

Bank mencatat transaksi efek-efek yang dibeli dengan janji dijual kembali mengacu ke PSAK No. 411 tentang "Akuntansi *Wa'd*" yang berlaku secara prospektif. Pada saat pengakuan awal, Bank mengklasifikasikan surat berharga syariah yang diperoleh dari transaksi jual beli pertama dalam kategori diukur pada nilai wajar melalui penghasilan komprehensif lain. Keuntungan atau kerugian dari perubahan nilai wajar diakui dalam penghasilan komprehensif lain.

x. Surat-surat berharga yang diterbitkan

Surat-surat berharga yang diterbitkan Bank adalah obligasi, *Long Term Note (LTN)* dan Sukuk *Mudharabah.*

Surat berharga yang diterbitkan diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR).

Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

w. Securities purchased under agreement to resell and securities sold under agreement to repurchase (continued)

Securities purchased under agreement to resell (continued)

The difference between the selling price and the repurchase price is treated as prepaid expenses and recognized as expense over the period starting from when those securities are sold until they are repurchased using the effective interest method.

Securities sold under agreement to repurchase are classified as financial liabilities measured at amortized cost.

Securities purchased under agreement to resell of sharia-compliant securities

The Bank records securities purchased under resale agreements in accordance with SFAS No. 411 on "Accounting for Wa'd" which is implemented prospectively. At initial recognition, the Bank classifies the underlying securities from the first sale and purchase transaction as at fair value through other comprehensive income. Gain or losses arising from changes in its fair value is recorded as other comprehensive income.

x. Securities issued

Securities issued by Bank consist of bonds, Long Term Note (LTN) and Sukuk Mudharabah.

The securities issued are recognized initially at fair value and subsequently measured at amortized cost using the effective interest rate (EIR) method.

Amortized cost is calculated by taking into account any discount or premium associated related to the initial recognition and transaction costs that are an integral part of the effective interest rate.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

y. Pinjaman yang diterima

Pinjaman yang diterima merupakan dana yang diterima oleh Grup dari Bank Indonesia, pemerintah dan lembaga pembiayaan lain dengan kewajiban pembayaran berdasarkan perjanjian pinjaman.

Pinjaman yang diterima diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR). Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

z. Pinjaman subordinasi

Pinjaman subordinasi diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

aa. Modal saham

Modal saham diukur pada nilai nominal untuk semua saham yang diterbitkan.

ab. Saldo laba

Saldo laba merupakan saldo kumulatif dari hasil operasi Grup, pembagian dividen, penyesuaian periode sebelumnya, efek dari perubahan kebijakan akuntansi dan penyesuaian modal lainnya.

ac. Dana *syirkah* temporer

Dana *syirkah* temporer merupakan investasi dengan akad *mudharabah mutlaqah*, yaitu pemilik dana (*shahibul maal*) memberikan kebebasan kepada pengelola dana (*mudharib*/BTN Unit Syariah) dalam pengelolaan investasinya dengan keuntungan dibagikan sesuai kesepakatan. Dana *syirkah* temporer terdiri dari giro *mudharabah,* tabungan *mudharabah*, dan deposito *mudharabah.*

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

y. Fund borrowings

Fund borrowings are funds received by the Group's from Bank Indonesia, the government and other financing institutions with payment obligation based on borrowing agreements.

Fund borrowings are recognized initially at fair value and subsequently measured at amortized cost using the effective interest rate (EIR) method. Amortized cost is calculated by taking into account any discount or premium associated related to the initial recognition and transaction costs that are an integral part of the effective interest rate.

z. Subordinated loans

Subordinated loans are recognized initially at fair value and subsequently measured at amortized cost using the effective interest rate method. Amortized cost is calculated by taking into account any discount or premium associated related to the initial recognition and transaction costs that are an integral part of the effective interest rate.

aa. Capital stock

Capital stock is measured at par value for all shares issued.

ab. Retained earnings

Retained earnings represent the cumulative balance of the Group's results of operations, dividend distributions, prior period adjustments, effects of the changes in accounting policy and other capital adjustments.

ac. Temporary syirkah funds

Temporary syirkah funds represent investments from other parties conducted on the basis mudharabah mutlaqah contract in which the owners of the funds (shahibul maal) grant freedom to the fund manager (mudharib/BTN Sharia Unit) in the management of their investments with profit distributed based on the contract. Temporary syirkah funds consist of mudharabah current accounts, mudharabah saving deposits, and mudharabah time deposits.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ac. Dana *syirkah* temporer (lanjutan)

Giro dan tabungan *mudharabah* merupakan investasi yang bisa ditarik sewaktu-waktu *(on call)* atau sesuai dengan persyaratan tertentu yang disepakati. Giro dan tabungan *mudharabah* dinyatakan sebesar saldo giro dan tabungan nasabah di Grup.

Deposito *mudharabah* merupakan investasi yang hanya bisa ditarik pada waktu tertentu sesuai dengan perjanjian antara pemegang deposito *mudharabah* dengan Grup. Deposito *mudharabah* dinyatakan sebesar nilai nominal sesuai dengan perjanjian antara pemegang deposito dengan Grup.

Dana *syirkah* temporer tidak dapat digolongkan sebagai kewajiban. Hal ini karena BTN Unit Syariah tidak berkewajiban untuk mengembalikan jumlah dana awal dari pemilik dana kecuali akibat kelalaian atau wanprestasi dari manajemen BTN Unit Syariah ketika mengalami kerugian. Di sisi lain dana *syirkah* temporer tidak dapat digolongkan sebagai ekuitas karena mempunyai waktu jatuh tempo dan pemilik dana tidak mempunyai hak kepemilikan yang sama dengan pemegang saham seperti hak *voting* dan hak atas realisasi keuntungan yang berasal dari aset lancar dan aset non-investasi *(current and other non-investment accounts)*.

Pemilik dana *syirkah* temporer mendapatkan imbalan bagi hasil sesuai dengan *nisbah* yang ditetapkan.

Hak nasabah atas bagi hasil dana *syirkah* temporer merupakan bagian bagi hasil milik nasabah yang didasarkan pada prinsip *mudharabah* atas hasil pengelolaan dana mereka oleh Grup. Pendapatan yang dibagikan adalah yang telah diterima *(cash basis)*.

Pembagian hasil usaha dilakukan berdasarkan prinsip bagi hasil usaha yaitu dari pendapatan Grup yang diterima berupa laba kotor *(gross profit margin)*.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ac. Temporary syirkah funds (continued)

Mudharabah current accounts and saving deposits represent investment which could be withdrawn anytime (on call) or can be withdrawn based on certain agreed terms. Mudharabah current accounts and savings deposits are stated based on the customer's demand and savings deposit balance in the Group.

Mudharabah time deposits represent investment that can only be withdrawn at a certain time based on the agreement between the customer and the Group. Mudharabah time deposits are stated at nominal amount as agreed between the deposit holder and the Group.

Temporary syirkah fund cannot be classified as liability. This was due to the BTN Sharia Unit does not have any liability to return the initial fund to the owners, except for losses due to BTN Sharia Unit's management negligence or default of loss is incurred. On the other hand, temporary syirkah fund cannot be classified as shareholders' equity, because of the maturity period and the depositors do not have the same rights as the shareholders' such as voting rights and the rights of realized gain from current assets and other non-investment accounts.

The owner of temporary syirkah funds receives a return from the profit sharing based on a predetermined ratio.

Third party share on returns of temporary syirkah funds represents customer's share on the Group's income derived from the management of their funds by the Group under mudharabah principles. Income that will be distributed is the cash received (cash basis).

The distribution of revenue is based on profit sharing scheme on the Group's gross profit margin.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ac. Dana *syirkah* temporer (lanjutan)

Pendapatan marjin dan bagi hasil atas pembiayaan yang diberikan dan atas aset produktif lainnya akan dibagikan kepada nasabah penyimpan dana dan Grup sesuai dengan proporsi dana yang dipakai dalam pembiayaan yang diberikan dan aset produktif lainnya. Selanjutnya, pendapatan marjin dan bagi hasil yang tersedia untuk nasabah tersebut kemudian dibagihasilkan ke nasabah penabung dan deposan sebagai *shahibul maal* dan Grup sebagai *mudharib* sesuai porsi bagi hasil yang telah disepakati bersama sebelumnya *(nisbah).* Pendapatan marjin dan bagi hasil dari pembiayaan dan aset produktif lainnya yang memakai dana Grup, seluruhnya menjadi milik Grup, termasuk pendapatan dari investasi Grup berbasis imbalan.

ad. Pendapatan dan beban bunga

Pendapatan dan beban bunga diakui pada laporan laba rugi dan penghasilan komprehensif lain dengan menggunakan metode suku bunga efektif. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau, jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat bersih dari aset keuangan atau liabilitas keuangan.

Pada saat menghitung suku bunga efektif, Grup mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian kredit di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi, dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tidak terpisahkan dari suku bunga efektif.

Jika aset keuangan atau nilai kelompok aset keuangan serupa telah diturunkan sebagai akibat kerugian penurunan nilai, maka pendapatan bunga yang diperoleh setelahnya diakui berdasarkan suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam menghitung kerugian penurunan nilai.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ac. Temporary syirkah funds (continued)

Margin income and profit sharing on financing facilities and other earning assets are distributed to fund owners and the Group based on proportion of fund used in the financing and other earning assets. Margin income and profit sharing income allocated to the fund owners are then distributed to fund owners and depositors as shahibul maal and the Group as mudharib based on a predetermined ratio (nisbah). Margin income and profit sharing from financing facilities and other earning assets using the Group's funds, are entirely shared for the Group, including income from the Group's fee-based transactions.

ad. Interest income and expense

Interest income and expenses are recognized in the statement of profit or loss and other comprehensive income using the effective interest rate method. The effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument (or, where appropriate, a shorter period) to obtain the carrying amount of the financial asset or financial liability.

When calculating the effective interest rate, the Group estimates future cash flows considering all contractual terms of the financial instrument but not future credit losses. This calculation includes all commissions, fees, and other forms received by the parties in the contract that are an integral part of the effective interest rate.

If a financial asset or group of similar financial assets' value has diminished as a result of impairment losses, interest income subsequently obtained is recognized based on the interest rate used to discount future cash flows in calculating impairment losses.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ae. Pendapatan provisi dan komisi

Pendapatan provisi dan komisi yang berkaitan langsung dengan kegiatan pinjaman, atau pendapatan provisi dan komisi yang berhubungan dengan jangka waktu tertentu, diamortisasi sesuai dengan jangka waktu kontrak menggunakan metode suku bunga efektif dan diklasifikasikan sebagai bagian dari pendapatan bunga pada laporan laba rugi dan penghasilan komprehensif lain.

Pendapatan provisi dan komisi yang tidak berkaitan dengan kegiatan pemberian kredit atau suatu jangka waktu dan/atau terkait dengan pemberian suatu jasa, diakui sebagai pendapatan pada saat terjadinya transaksi dan dicatat pada akun pendapatan operasional lainnya.

af. Pendapatan bagi hasil dan beban bonus secara syariah

Pendapatan bagi hasil secara syariah merupakan pendapatan *istishna*, marjin *murabahah* dan bagi hasil pembiayaan *mudharabah* dan *musyarakah* serta aset produktif lainnya yang diakui dengan menggunakan metode akrual. Beban secara syariah merupakan distribusi bonus dan bagi hasil kepada pemilik dana yang diakui berdasarkan metode akrual.

Pendapatan *istishna* diakui apabila telah terjadi penyerahan barang.

Pendapatan atas piutang *murabahah* menggunakan metode setara tingkat imbal hasil efektif (marjin efektif). Marjin efektif adalah margin yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari piutang *murabahah*. Pada saat menghitung marjin efektif, Grup mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian piutang di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tak terpisahkan dari marjin efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ae. Fees and commissions

Fees and commissions directly related to lending activities, or fee and commission income which relates to a specific period, is amortized over the term of the contract using the effective interest method and classified as part of interest income in the statement of profit or loss and other comprehensive income.

Fees and commissions that are not related to the credit activity or a period of time and/or associated with the service provided, are recognized as revenue at the time of the transaction and recorded under other operating income.

af. Sharia profit sharing income and bonus expense

Sharia profit sharing income represents income from istishna, margin from murabahah and profit-sharing on mudharabah and musyarakah financing and other earning assets which are recognized on the accrual basis. Sharia expense represents the bonus distribution and profit-sharing to fund owners which are recognized on an accrual basis.

Income from istishna is recognized at the date of transfer of assets.

Income from murabahah receivables using the effective rate of return method (effective margin). Effective margin is the margin that precisely discounts the estimated future cash payments or receipts through the expected life of the murabahah receivables. When calculating the effective margin, the Group estimates the future cash flows considering all contractual terms of the financial instrument, but does not consider the loss of receivables in the future. This calculation includes all commissions, provision fees and other forms accepted by the parties in the contract that are an inseparable part of the effective margin, transaction costs and all other premiums or discounts.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

af. Pendapatan bagi hasil dan beban bonus secara Syariah (lanjutan)

Pendapatan bagi hasil pembiayaan *mudharabah* dan *musyarakah* diakui pada saat diterima atau dalam periode terjadinya hak bagi hasil sesuai porsi bagi hasil (nisbah) yang disepakati.

ag. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek seperti upah, iuran jaminan sosial, cuti jangka pendek, bonus dan imbalan non-moneter lainnya diakui selama periode jasa diberikan. Imbalan kerja jangka pendek dihitung sebesar jumlah yang tidak didiskontokan.

Program pensiun iuran pasti

Iuran kepada dana pensiun sebesar persentase tertentu gaji pegawai yang menjadi peserta program pensiun iuran pasti Bank, dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pegawai-pegawai tersebut. Pembayaran dikurangkan dari utang iuran. Iuran terutang dihitung berdasarkan jumlah yang tidak didiskontokan.

Program imbalan pasti dan imbalan kerja jangka panjang lainnya

Imbalan pasca-kerja dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pegawai yang menjadi peserta program pensiun Bank. Imbalan kerja ditentukan berdasarkan peraturan Bank dan Undang-undang Cipta Kerja No. 06 tahun 2023 tanggal 31 Maret 2023 (“Undang-Undang”).

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

af. Sharia profit sharing income and bonus expense (continued)

Mudharabah and musyarakah income are recognized when cash is received or in a period where the right of revenue sharing is due based on agreed portion (nisbah).

ag. Employee benefits

Short-term employee benefits

Short-term employee benefits such as wages, social security contributions, short-term compensated leaves, bonuses and other non-monetary benefits are recognized during the period when services have been rendered. Short-term employee benefits are measured using undiscounted amounts.

Defined contribution plan

Contribution payable to a pension fund equivalent to a certain percentage of salaries for qualified employees under the Bank’s defined contribution plan is accrued and recognized as expense when services have been rendered by qualified employees. Actual payments are deducted from the contribution payable. Contribution payable is measured using undiscounted amounts.

Defined benefit plan and other long-term employee benefits

The post-employment benefits are accrued and recognized as expense when services have been rendered by employees who are participants in the Bank’s pension program. The benefits are determined based on the Bank’s regulations and Job Creation (Undang-Undang Cipta Kerja) No. 06 year 2023 dated March 31, 2023 (Law).

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ag. Imbalan kerja (lanjutan)

Program imbalan pasti dan imbalan kerja jangka panjang lainnya (lanjutan)

Imbalan pasca-kerja dan imbalan kerja jangka panjang lainnya secara aktuaris ditentukan berdasarkan metode *Projected Unit Credit*.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto, yang diakui sebagai penghasilan komprehensif lain, terdiri atas:
(i) Keuntungan dan kerugian aktuarial.
(ii) Imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset).
(iii) Setiap perubahan dampak batas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset).

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto, yang diakui sebagai penghasilan komprehensif lain tidak direklasifikasi ke laba rugi pada periode berikutnya.

Untuk imbalan kerja jangka panjang lain atas biaya jasa kini, biaya bunga neto atas liabilitas (aset) imbalan pasti neto, dan pengukuran kembali liabilitas (aset) imbalan pasti neto langsung diakui pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Biaya jasa lalu diakui sebagai beban pada tanggal yang lebih awal antara ketika amandemen atau kurtailmen program terjadi, dan ketika biaya restrukturisasi atau pesangon diakui, sehingga biaya jasa lalu yang belum *vested* tidak lagi dapat ditangguhkan dan diakui selama periode *vesting* masa depan.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ag. Employee benefits (continued)

Defined benefit plan and other long-term employee benefits (continued)

The post-employment benefits and other long-term employee benefits are actuarially determined using the Projected Unit Credit method.

Remeasurement of defined benefit liabilities (assets) net, which is recognized as other comprehensive income consist of:
(i) Actuarial gain and losses.
(ii) Return on plan assets, excluding amounts that is included in net interest on liabilities (assets).
(iii) The effect of the asset ceiling, excluding amounts included in the net interest of liabilities (assets).

Remeasurement of defined benefit liabilities (assets) - net, which is recognized as other comprehensive income is not reclassified to profit or loss in the subsequent period.

For other long-term employee benefits which are current service cost, net interest expense of net defined benefit assets liabilities (assets), and re-measurement of liability (asset) is recognized immediately in the current year statement of profit or loss and other comprehensive income.

Past service costs are recognized as expense at the earlier date between the amendments or curtailment program occurs, and when the costs of restructuring or severance is recognized, therefore, unvested past service cost can no longer be deferred and recognized over the future vesting period.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ah. Transaksi dan saldo dalam mata uang asing

Transaksi dalam mata uang asing dicatat berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada tanggal laporan posisi keuangan konsolidasian, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah berdasarkan kurs *spot Reuters* pada tanggal tersebut pukul 15.00 WIB. Laba atau rugi kurs yang terjadi diakui di dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun berjalan.

Pada tanggal 31 Desember 2025 dan 2024 kurs yang digunakan untuk menjabarkan mata uang asing ke dalam Rupiah adalah sebagai berikut (Rupiah penuh):

ah. Foreign currency transactions and balances

Transactions involving foreign currencies are recorded at the rates of exchange prevailing at the time the transactions are made. At statement of consolidated financial position dates, monetary assets and liabilities denominated in foreign currencies are translated into Rupiah based on Reuters' spot rates at 15.00 WIB (West Indonesian local time) on that date. The resulting gains or losses are recognized in the consolidated statement of profit or loss and other comprehensive income for the current year.

As of December 31, 2025 and 2024 the exchange rates used in translating the foreign currencies into Rupiah are as follows (full Rupiah):

	31 Desember/ ***December 31, 2025***	**31 Desember/** ***December 31, 2024***	
1 Dolar Amerika Serikat	16.675,00	16.095,00	*1 United States Dollar*
1 Dolar Australia	11.152,23	10.013,51	*1 Australian Dollar*
1 Pound Sterling Inggris	22.439,55	20.218,54	*1 Great Britain Pound Sterling*
1 Euro Eropa	19.571,45	16.758,12	*1 European Euro*
1 Yen Jepang	106,50	103,03	*1 Japanese Yen*
1 Ringgit Malaysia	4.108,16	3.597,86	*1 Malaysian Ringgit*
1 Dolar Hong Kong	2.142,30	2.073,11	*1 Hong Kong Dollar*
1 Riyal Arab Saudi	4.446,50	4.284,00	*1 Saudi Arabian Riyal*
1 Renminbi	2.384,72	2.204,99	*1 Renminbi*
1 Dolar Singapura	12.965,05	11.844,58	1 Singapore Dollar

ai. Pajak penghasilan

Beban pajak tahun berjalan ditetapkan berdasarkan taksiran penghasilan kena pajak tahun berjalan. Aset dan liabilitas pajak tangguhan diakui atas perbedaan temporer aset dan liabilitas antara pelaporan komersial dan pajak pada setiap tanggal pelaporan.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang boleh dikurangkan dan saldo rugi fiskal yang belum dikompensasikan, sepanjang perbedaan temporer dan rugi fiskal yang belum dikompensasikan tersebut dapat dimanfaatkan untuk mengurangi laba fiskal pada masa yang akan datang.

ai. Income tax

Current tax expense is provided based on the estimated taxable income for the current year. Deferred tax assets and liabilities are recognized for temporary differences between the financial and the tax bases of assets and liabilities at each reporting date.

Deferred tax assets are recognized for all deductible temporary differences and carry forward of uncompensated tax losses to the extent that it is probable for temporary differences and carry forward of uncompensated tax losses to be utilized in deducting future taxable profit.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ai. Pajak penghasilan (lanjutan)

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal posisi keuangan dan nilai tercatat aset pajak tangguhan tersebut diturunkan apabila tidak lagi terdapat kemungkinan besar bahwa laba fiskal yang memadai akan tersedia untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan.

Aset dan kewajiban pajak tangguhan diukur berdasarkan tarif pajak yang akan berlaku pada tahun saat aset direalisasikan atau liabilitas diselesaikan berdasarkan peraturan perpajakan yang berlaku atau yang secara substantif telah diberlakukan pada tanggal laporan posisi keuangan.

Pengaruh pajak terkait dengan penyisihan untuk dan/atau pembalikan seluruh perbedaan temporer selama tahun berjalan, termasuk pengaruh perubahan tarif pajak, diakui sebagai "Beban Pajak Penghasilan - Tangguhan" dan termasuk dalam laba atau rugi neto tahun berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Perubahan terhadap liabilitas pajak diakui pada saat surat ketetapan pajak diterima, atau apabila diajukan keberatan dan atau banding oleh Grup, pada saat telah ada keputusan atas banding dan atau keberatan tersebut.

Dalam menentukan jumlah pajak kini dan tangguhan, Grup memperhitungkan dampak atas posisi pajak yang tidak pasti dan tambahan pajak serta penalti. Hal ini termasuk juga melakukan evaluasi terhadap surat ketetapan pajak yang diterima dari kantor pajak.

Aset dan liabilitas atas pajak tangguhan dan pajak kini dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ai. Income tax (continued)

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the benefit of the deferred tax assets to be utilized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled based on tax laws that have been enacted or substantively enacted as at statement financial position date.

The related tax effects of the provisions for and/or reversals of all temporary differences during the year, including the effect of change in tax rates, are recognized as "Income Tax Expense - Deferred" and included in the determination of net profit or loss for the year, except to the extent that they relate to items previously charged or credited to equity.

Amendment to tax obligation is recorded when an assessment letter is received or, if objected to or appealed against by the Group, when the result of such appeal or objection is determined.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and any additional taxes and penalties. This includes evaluation on tax assessment letters received from tax authorities.

Assets and liabilities on deferred tax and current tax can be offset if there is a legal enforceable right to offset.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

aj. Pelaporan segmen

Informasi segmen diungkapkan untuk memungkinkan pengguna laporan keuangan untuk mengevaluasi sifat dan dampak keuangan dari aktivitas bisnis yang mana Grup terlibat dalam lingkungan ekonomi dimana Grup beroperasi.

Segmen operasi adalah suatu komponen dari entitas:

a) Yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban terkait dengan transaksi dengan komponen lain dari entitas yang sama);

b) Hasil operasinya dikaji ulang secara reguler oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan

c) Tersedia informasi keuangan yang dapat dipisahkan.

Grup telah mengidentifikasi dan mengungkapkan informasi keuangan berdasarkan kegiatan bisnis dimana Grup terlibat (segmen usaha). Segmen pendapatan, biaya, hasil, aset dan liabilitas, termasuk bagian yang dapat diatribusikan langsung kepada segmen, serta yang dapat dialokasikan dengan dasar yang memadai untuk segmen tersebut.

ak. Laba per saham dasar

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan jumlah rata-rata tertimbang saham yang ditempatkan dan disetor penuh pada tahun yang bersangkutan.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

aj. Segment reporting

Segment information is disclosed to enable users of financial statements to evaluate the nature and financial effects of the business activities in which the Group is involved in and the economic environment where the Group operates.

An operating segment is a component of an entity:

a) That engages in business activities from which it may earn revenues and incur expenses (including revenues and expenses relating to transactions with other components of the same entity);

b) Whose operating results are reviewed regularly by the entity's chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance; and

c) For which discrete financial information is available.

The Group identifies and discloses financial information based on the business activities in which the Group engages (business segments). Segment revenues, expenses, income, assets and liabilities include ítems directly attributable to a segment as well as those that can be allocated on a reasonable basis to that segment.

ak. Basic earnings per share

Basic earnings per share is computed by dividing income for the year by the weighted average number of issued and fully paid shares during the related year.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

al. Biaya emisi penerbitan saham

Biaya-biaya emisi efek yang terjadi sehubungan dengan penawaran saham kepada masyarakat (termasuk penerbitan hak memesan efek terlebih dahulu) dikurangkan langsung dari hasil emisi dan disajikan sebagai pengurang pada akun “Tambahan Modal Disetor - Neto”, sebagai bagian dari Ekuitas pada laporan posisi keuangan.

am. Opsi Saham

Grup telah memberikan opsi saham kepada Direksi dan pekerja pada posisi dan jabatan tertentu berdasarkan persyaratan yang telah ditetapkan. Biaya kompensasi saham pada penerbitan dihitung dengan menggunakan nilai wajar dari opsi saham tersebut dan diakui dalam akun “Beban Tenaga Kerja dan Tunjangan” menggunakan metode garis lurus selama masa tunggu *(vesting period)*. Akumulasi dari biaya kompensasi saham diakui sebagai “Opsi Saham” dalam bagian ekuitas. Penentuan nilai wajar dari opsi saham yang diberikan dihitung dengan menggunakan model penentuan harga opsi *Binomial-tree*

an. Provisi

Provisi diakui jika Grup memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

al. Shares issuance costs

Costs related to the public offering of shares (including pre-emptive rights issue) are deducted from the proceeds and presented as a deduction from the “Additional Paid-in-Capital - Net” account, under Equity section in the statement of financial position.

am. Stock Options

The Group has granted stock options to the Board of Directors and employees of certain positions and levels based on established criteria. Cost of stock compensation at the issuance date is calculated using the fair value of the stock options and is recognized as part of "Salaries and Employee Benefits Expense" using the straight-line method over the vesting period. The accumulation of the stock compensation cost is recognized as "Stock Options" in the equity. The fair value of the stock options granted are calculated using the Binomial-tree option pricing model.

an. Provisions

Provisions are recognized when the Group has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ao. Agunan yang diambil alih

Agunan yang diambil alih disajikan dalam akun "Aset Lain-lain"

Agunan yang diambil alih (AYDA) adalah aset yang diperoleh Grup baik melalui pelelangan maupun diluar pelelangan berdasarkan penyerahan secara sukarela oleh pemilik agunan atau berdasarkan kuasa untuk menjual diluar lelang dari pemilik agunan dalam hal debitur tidak memenuhi liabilitasnya kepada Grup. AYDA merupakan jaminan kredit yang diberikan yang telah diambil alih sebagai bagian dari penyelesaian kredit yang diberikan dan disajikan pada "Aset Lain-lain"

Agunan yang diambil alih diakui sebesar nilai neto yang dapat direalisasi atau sebesar nilai outstanding kredit yang diberikan, mana yang lebih rendah. Nilai neto yang dapat direalisasi adalah nilai wajar agunan yang diambil alih dikurangi dengan estimasi biaya untuk menjual agunan tersebut. Selisih lebih saldo kredit di atas nilai neto yang dapat direalisasi dari agunan yang diambil alih dibebankan ke dalam akun cadangan kerugian penurunan nilai aset. Selisih antara nilai agunan yang diambil alih dengan hasil penjualan diakui sebagai keuntungan atau kerugian pada saat penjualan.

Beban-beban yang berkaitan dengan pemeliharaan agunan yang diambil alih dibebankan dalam laporan laba rugi pada saat terjadinya.

Bila terjadi penurunan nilai yang bersifat permanen, maka nilai tercatatnya dikurangi untuk mengakui penurunan tersebut dan kerugiannya dibebankan dalam laporan laba rugi.

ap. Instrumen derivatif

Instrumen keuangan derivatif diukur dan diakui di laporan posisi keuangan pada nilai wajar.

Setiap kontrak derivatif dicatat sebagai aset apabila memiliki nilai wajar positif dan sebagai liabilitas apabila memiliki nilai wajar negatif.

Tagihan dan liabilitas derivatif diklasifikasikan sebagai aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ao. Foreclosed collaterals

Foreclosed collaterals are included in the "Other Assets" account.

Foreclosed collaterals represent assets acquired by the Group both from auction and non auction based on voluntary transfer by the debtor or based on debtor's approval to sell the collateral where the debtor could not fulfill their obligations to the Group. Foreclosed collaterals represent loan collateral that were taken over as part of loans settlement and presented in "Other Assets".

Foreclosed collaterals are stated at net realizable value or stated at loan outstanding amount, whichever is lower. Net realizable value is the fair value of the foreclosed collaterals less the estimated costs to sell the assets. The excess of loan receivable over the net realizable value of the foreclosed collateral is charged to allowance for impairment losses. The difference between the recorded amount of the foreclosed collateral and the proceeds from the sale of such collateral is recorded as a gain or loss at the time of sale.

Maintenance and repair costs related to foreclosed collaterals are charged as an expense in profit or loss when incurred.

If there is permanent decline in value, the carrying amount of foreclosed collaterals is written down to recognize such permanent decline in value and any losses from such write-down is recognized in profit or loss.

ap. Derivative Instruments

Derivatives financial instruments are valued and recognized in the statement of financial position at fair value net of allowance for possible losses.

Each derivatives contract is recorded as asset when the fair value is positive and as liability when the fair value is negative.

Derivatives receivable and payable are classified as financial assets and liabilities measured at fair value through profit or loss.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ap. Instrumen derivatif (lanjutan)

Keuntungan atau kerugian yang terjadi dari perubahan nilai wajar diakui dalam laporan laba rugi dan penghasilan komprehensif lain.

Nilai wajar instrumen derivatif ditentukan berdasarkan diskonto arus kas dan model penentu harga atau harga yang diberikan oleh broker *(quoted price)* atas instrumen lainnya yang memiliki karakteristik serupa, yang mengacu pada PSAK No. 113, “Pengukuran Nilai Wajar” (Catatan 2e).

Keuntungan atau kerugian dari kontrak derivatif disajikan dalam laporan keuangan berdasarkan tujuan Grup atas transaksi yaitu untuk (a) lindung nilai atas nilai wajar, (b) lindung nilai atas arus kas, (c) lindung nilai atas investasi bersih pada kegiatan operasi luar negeri dan (d) instrumen perdagangan, sebagai berikut:

a. Keuntungan atau kerugian dari kontrak derivatif yang ditujukan dan memenuhi syarat sebagai instrumen lindung nilai atas nilai wajar dan keuntungan atau kerugian atas perubahan nilai wajar aset dan liabilitas yang dilindungi, diakui sebagai laba atau rugi yang dapat saling hapus dalam periode akuntansi yang sama. Setiap selisih yang terjadi menunjukkan terjadinya ketidakefektifan lindung nilai dan secara langsung diakui sebagai laba atau rugi periode berjalan.

b. Bagian efektif dari keuntungan atau kerugian atas kontrak derivatif yang ditujukan sebagai lindung nilai atas arus kas dilaporkan sebagai penghasilan komprehensif lain. Bagian yang tidak efektif dari lindung nilai dilaporkan sebagai laba atau rugi periode berjalan.

c. Keuntungan atau kerugian dari kontrak derivatif yang ditujukan sebagai lindung nilai atas investasi bersih pada kegiatan operasi luar negeri dilaporkan sebagai penghasilan komprehensif lain, sepanjang transaksi tersebut dianggap efektif sebagai transaksi lindung nilai.

d. Keuntungan atau kerugian dari kontrak derivatif yang tidak ditujukan sebagai instrumen lindung nilai (atau kontrak derivatif yang tidak memenuhi persyaratan sebagai instrumen lindung nilai) diakui sebagai laba atau rugi pada periode berjalan.

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

ap. Derivative Instruments (continued)

Gains or losses resulting from fair value changes are recognized in the statement of profit or loss and other comprehensive income.

The fair value of derivatives instruments is determined based on discounted cash flows and pricing models or quoted prices from brokers of other instruments with similar characteristics, which refers to SFAS No. 113, "Fair Value Measurement" (Note 2e).

Gains or losses from derivative contracts are presented in the financial statements based on its purpose designated upon acquisition, as (a) fair value hedge, (b) cash flow hedge, (c) net investment in a foreign operation hedge, and (d) trading instruments as follows:

a. Gain or loss on a derivative contract designated and qualified as a fair value hedging instrument and the gain or loss arising from the changes in fair value of hedged assets and liabilities is recognised as gain or loss that can be set off one another during the same accounting period/year. Any difference representing hedge ineffectiveness is directly recognized as gain or loss in current period.

b. The effective portion arising from gain or loss of derivative contracts, designated as a cash flow hedge instruments is reported as other comprehensive income. The hedge ineffective portion is recognized as a gain or loss in the current period.

c. Gain or loss arising from derivative contract that is designated as a net investment hedge in a foreign operation is reported as other comprehensive income, as long as the transactions are effectively recognized as hedge transactions.

d. Gain or loss arising from derivative contract that is not designated as a hedging instrument (or derivative contract that does not qualify as a hedging instrument) is recognized as gain or loss in current period.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN

Penyusunan laporan keuangan Konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian:

Usaha yang berkelanjutan

Manajemen Grup telah melakukan penilaian atas kemampuan Grup untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Grup memilki sumber daya untuk melanjutkan usahanya di masa mendatang. Selain itu, manajemen Grup tidak mengetahui adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Grup untuk melanjutkan usahanya. Oleh karena itu, laporan keuangan telah disusun atas dasar usaha yang berkelanjutan.

Klasifikasi aset dan liabilitas keuangan

Grup menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan bila definisi yang ditetapkan PSAK No. 109, “Instrumen Keuangan” dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup seperti diungkapkan pada Catatan 2e.

3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group’s Consolidated Financial Statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amounts of the asset and liability affected in future periods.

Judgments

The following judgements are made by management in the process of applying the Group’s accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements:

Going concern

The Group’s management has made an assessment of the Group’s ability to continue as a going concern and is satisfied that the Group has the resources to continue its business for the foreseeable future. Furthermore, the Group management is not aware of any material uncertainties that may cast significant doubt to the Group’s ability to continue as a going concern. Therefore, the financial statements continues to be prepared on the going concern basis.

Classification of financial assets and financial liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in SFAS No. 109, “Financial Instrument”. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group’s accounting policies disclosed in Note 2e.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Pertimbangan (lanjutan)

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian: (lanjutan)

Nilai wajar instrumen keuangan

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan dapat dikategorikan pada level hirarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Level 1: harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran.
- Level 2: input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung atau tidak langsung.
- Level 3: input yang tidak dapat diobservasi untuk aset dan liabilitas.

Aset keuangan yang tidak memiliki harga pasar

Grup mengklasifikasikan aset keuangan dengan mengevaluasi, antara lain, apakah nilai tersebut dikutip atau tidak di pasar aktif. Termasuk dalam evaluasi mengenai apakah aset keuangan dikutip di pasar aktif adalah penentuan apakah harga pasar dapat segera dan secara teratur tersedia, dan apakah mereka mewakili harga aktual dan teratur terjadi transaksi pasar secara *arm's length*.

Kontinjensi

Grup sedang terlibat dalam proses hukum. Perkiraan biaya kemungkinan bagi penyelesaian klaim telah dikembangkan melalui konsultasi dengan bantuan konsultan hukum Grup didasarkan pada analisis hasil yang potensial. Manajemen tidak berkeyakinan bahwa hasil dari hal ini akan mempengaruhi hasil usaha. Besar kemungkinan, bagaimanapun, bahwa hasil operasi di masa depan dapat secara material terpengaruh oleh perubahan dalam estimasi atau efektivitas dari strategi yang terkait dengan hal tersebut.

3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Judgments (continued)

The following judgments are made by management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements: (continued)

Fair value of financial instruments

All assets and liabilities in which fair value is measured or disclosed in the Financial Statements can be classified in fair value hierarchy levels, based on the lowest level of input that is significant to the overall fair value measurement:

- *Level 1: quoted prices (without adjustments) in active markets for identical assets or liabilities which are accessible at the measurement date.*
- *Level 2: inputs other than quoted prices included in level 1 that are observable for the assets and liabilities, either directly or indirectly.*
- *Level 3: inputs that are not observable for the assets and liabilities.*

Financial assets not quoted in an active market

The Group classifies financial assets by evaluating, among others, whether the asset is quoted or not in an active market. Included in the evaluation on whether a financial asset is quoted in an active market is the determination on whether quoted prices are readily and regularly available, and whether those prices represent actual and regularly occurring market transactions on an arm's length basis.

Contingencies

The Group is currently involved in legal proceedings. The estimate of the probable cost for the resolution of claims has been developed in consultation with the aid of the external legal counsel handling the Group's defense in this matter and is based upon an analysis of potential results. Management does not believe that the outcome of this matter will affect the results of operations. It is probable, however, that future results of operations could be materially affected by changes in the estimates or in the effectiveness of the strategies relating to these proceedings.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal pelaporan yang memiliki risiko untuk dapat menyebabkan penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya seperti yang diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi yang digunakan pada parameter yang tersedia pada saat laporan keuangan disusun.

Asumsi dan situasi mengenai perkembangan masa depan dapat berubah akibat perubahan pasar atau situasi yang timbul di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi yang digunakan pada saat terjadinya.

Cadangan kerugian penurunan nilai dari kredit dan pembiayaan/piutang syariah

Grup menelaah aset keuangan mereka pada nilai wajar melalui pendapatan komprehensif lain dan aset keuangan pada biaya perolehan diamortisasi berdasarkan PSAK No. 109 yang mengharuskan untuk mengakui kerugian kredit ekspektasian pada setiap tanggal pelaporan untuk mencerminkan perubahan risiko kredit dari aset keuangan tidak pada nilai wajar melalui laba rugi. PSAK No. 109 menggabungkan informasi *forward-looking* dan historis, terkini dan yang diperkirakan ke dalam estimasi kerugian kredit ekspektasian.

3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared.

Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Allowance for impairment losses on loans and sharia financing/receivables

The Group reviews their financial assets at fair value through other comprehensive income and financial assets at amortized cost under SFAS No. 109 which required to recognize the expected credit loss at each reporting date to reflect changes in credit risk of the financial assets not at fair value through profit or loss. SFAS No. 109 incorporates forward looking and historical, current and forecasted information into expected credit loss estimation

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Cadangan kerugian penurunan nilai dari kredit dan pembiayaan/piutang syariah (lanjutan)

Dalam melakukan peninjauan penurunan nilai, penilaian manajemen berikut diperlukan:

i. Penentuan apakah aset mengalami penurunan nilai berdasarkan indikator tertentu seperti, antara lain, kesulitan keuangan debitur, penurunan kualitas kredit; dan

ii. Penentuan umur kredit ekspektasian yang mencerminkan:
   a. Jumlah yang tidak bias dan probabilitas tertimbang yang ditentukan dengan mengevaluasi kemungkinan dari berbagai hasil;
   b. Nilai waktu dari uang.

Penurunan nilai untuk surat berharga

Grup menentukan bahwa surat berharga memiliki kriteria penurunan nilai yang sama dengan aset keuangan yang dicatat pada biaya perolehan diamortisasi.

Umur ekonomis dari aset tetap

Grup memperkirakan masa manfaat aset tetap berdasarkan periode dimana aset diharapkan akan tersedia untuk digunakan. Masa manfaat ekonomis aset tetap ditinjau secara berkala dan diperbarui jika memiliki ekspektasi yang berbeda dari perkiraan sebelumnya, karena kerusakan secara fisik dan teknis, atau keusangan secara komersial dan legal atau batasan lainnya atas penggunaan aset tersebut.

Selain hal tersebut, estimasi masa manfaat dari aset tetap didasarkan pada penilaian secara kolektif dengan menggunakan praktik industri, teknik evaluasi internal dan pengalaman dengan aset serupa.

Tetap dimungkinkan, bagaimanapun, bahwa hasil masa depan dapat secara material dipengaruhi oleh perubahan estimasi yang disebabkan oleh perubahan faktor-faktor tersebut di atas.

Jumlah dan saat pencatatan biaya untuk setiap periode akan dipengaruhi oleh perubahan dari faktor dan keadaan saat pencatatan. Pengurangan taksiran masa manfaat dari aset tetap akan meningkatkan beban operasional yang diakui.

3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Allowance for impairment losses on loans and sharia financing/receivables (continued)

In carrying out the impairment review, the following management"s judgements are required:

i. Determination whether the assets is impaired based on certain indicators such as, amongst others, financial difficulties of the debtor's, deterioration of the credit quality of the debtor's; and

ii. Determination of expected credit life that reflect:
   a. An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
   b. The time value of money.

Impairment of securities

The Group determines that securities are impaired based on the same criteria as financial assets carried at amortized cost.

Useful lives of premises and equipment

The Group estimates the useful lives of premises and equipment based on the period over which the assets are expected to be available-for-use. The estimated useful lives of premises and equipment are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the assets.

In addition, estimation of the useful lives of premises and equipment is based on collective assessment of industry practice, internal technical evaluation and experience with similar assets.

It remains possible, however, that future outcomes operations could be materially affected by changes in estimates brought about by changes in factors mentioned above.

The amounts and timing of recorded expenses for any period would be affected by changes in these factors and circumstances. The reduction in the estimated useful lives of premises and equipment would increase the recorded operating expenses.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Umur ekonomis dari aset tidak berwujud

Grup memperkirakan masa manfaat aset tak berwujud berdasarkan periode dimana aset diharapkan akan tersedia untuk digunakan. Masa manfaat ekonomis aset tak berwujud ditinjau secara berkala dan diperbarui jika memiliki ekspektasi yang berbeda dari perkiraan sebelumnya.

Berdasarkan rata-rata penggunaan piranti lunak pada Grup, untuk umur manfaat aset tak berwujud ditetapkan oleh unit pengelola aset tak berwujud selama 5 Tahun.

Selain hal tersebut, estimasi masa manfaat dari aset tak berwujud didasarkan pada penilaian secara kolektif dengan menggunakan praktik industri teknik evaluasi internal dan pengalaman dengan aset serupa.

Jangka waktu sewa

Grup menentukan jangka waktu sewa sebagai jangka waktu sewa yang tidak dapat dibatalkan, bersama dengan periode yang dicakup oleh opsi untuk memperpanjang masa sewa jika dipastikan akan dilaksanakan, atau periode apa pun yang dicakup oleh opsi untuk menghentikan sewa, jika cukup wajar untuk tidak dilakukan.

Grup memiliki beberapa kontrak sewa yang mencakup opsi perpanjangan dan penghentian jangka waktu sewa. Grup menerapkan penilaian dalam mengevaluasi apakah dapat dipastikan jika akan menggunakan opsi untuk memperpanjang atau menghentikan sewa. Hal tersebut dilakukan dengan mempertimbangkan seluruh fakta dan keadaan yang relevan yang memberikan insentif ekonomi untuk melakukan perpanjangan atau penghentian sewa. Setelah tanggal dimulainya, Grup menilai kembali masa sewa, jika terdapat peristiwa atau perubahan signifikan dalam keadaan yang berada dalam kendali dan mempengaruhi apakah Grup cukup pasti untuk mengeksekusi opsi memperpanjang atau menghentikan sewa.

3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Useful lives of intangible assets

The Group estimates the useful life of intangible assets based on the period during which the assets are expected to be available for use. The economic useful life of intangible assets is reviewed periodically and updated if there are changes in expectations from previous estimates.

Based on the average usage of software at the Group, the useful life of intangible assets is determined by the intangible asset management unit to be 5 years.

In addition, the estimate of the useful life of intangible assets is based on a collective assessment using industry practices, internal evaluation techniques, and experience with similar assets.

The lease term

The Group determines the lease term as a non cancellable lease term, along with the period covered by the option to extend the lease if it is reasonably exercised, or any period covered by the option to terminated the lease, if it is reasonable not to exercise.

The Group has several lease contract that include extention option and termination of lease term. Group implements the assessment in evaluating whether it ensure to exercise the extention or termination option of lease. This assessment is made by considering all relevant facts and circumstances that provide economic incentives for the extention or termination of the lease. After the commencement date, the Group assesses the lease term, if there is an event or significant change in circumstances that are in control and affects whether the Group is reasonable to exercise the extention or termination option of the lease.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Penurunan nilai aset non-keuangan

Grup mengevaluasi penurunan nilai aset non-keuangan apabila terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat aset non-keuangan tidak dapat dipulihkan kembali.

Faktor-faktor penting yang dapat menyebabkan penelaahan penurunan nilai adalah sebagai berikut:

a) Kinerja yang rendah secara signifikan jika dibandingkan dengan ekspektasi dari hasil operasi historis maupun proyeksi hasil operasi di masa yang akan datang;
b) perubahan yang signifikan dalam cara penggunaan aset atau strategi bisnis secara keseluruhan; dan
c) Industri atau tren ekonomi yang secara signifikan bernilai negatif.

Grup mengakui kerugian penurunan nilai apabila nilai tercatat aset melebihi nilai yang dapat dipulihkan.

Jumlah terpulihkan adalah nilai yang lebih tinggi antara nilai wajar dikurang biaya pelepasan dengan nilai pakai aset (atau unit penghasil kas). Jumlah terpulihkan diestimasi untuk aset individual atau, jika tidak memungkinkan, untuk unit penghasil kas yang mana aset tersebut merupakan bagian daripada unit tersebut.

Pengakuan aset pajak tangguhan

Aset pajak tangguhan diakui untuk seluruh saldo rugi fiskal yang belum digunakan sejauh terdapat kemungkinan bahwa saldo rugi tersebut dapat dikompensasikan terhadap penghasilan kena pajak di masa yang akan datang.

Pertimbangan manajemen yang signifikan diperlukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, sesuai dengan saat dan jumlah penghasilan kena pajak di masa mendatang seiring dengan strategi perencanaan pajak.

3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Impairment of non-financial assets

The Group assesses impairment of non-financial assets whenever events or changes in circumstances indicate that the carrying amount of non-financial asset may not be recoverable.

The factors that the Bank considers important which could trigger an impairment review include the following:

a) significant underperformance relative to expected historical or projected future operating results;
b) significant changes in the manner of use of the acquired assets or the strategy for overall business; and
c) significant negative industry or economic trends.

The Group recognizes an impairment loss whenever the carrying amount of an asset exceeds it's recoverable amount.

The recoverable amount is the higher of an asset's (or Cash Generating Unit's) fair value less costs of disposals and its value in use. Recoverable amounts are estimated for individual assets or, if it is not possible, for the Cash Generating Unit to which the asset belongs.

Recognition of deferred tax assets

Deferred tax assets are recognized for all unused tax losses and credits to the extent that it is probable that taxable income will be available against which the losses can be utilized.

Significant management judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of future taxable income together with future tax planning strategies.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Pengakuan aset pajak tangguhan (lanjutan)

Grup menelaah aset pajak tangguhan pada setiap tanggal laporan posisi keuangan dan mengurangi jumlah tercatat dalam hal tidak adanya lagi kemungkinan bahwa penghasilan kena pajak yang cukup akan tersedia untuk mengkompensasi sebagian atau seluruh aset pajak tangguhan.

Pertimbangan signifikan diperlukan dalam menentukan provisi perpajakan

Grup menentukan provisi perpajakan berdasarkan estimasi atas kemungkinan adanya tambahan beban pajak. Jika hasil akhir dari hal ini berbeda dengan jumlah yang dicatat semula, maka perbedaan tersebut akan berdampak terhadap laba/rugi.

Nilai kini atas kewajiban pensiun

Biaya atas program pensiun dan imbalan pasca kerja lainnya ditentukan dengan perhitungan aktuaris.

Perhitungan aktuaris melibatkan penggunaan asumsi mengenai tingkat diskonto, tingkat pengembalian yang diharapkan dari aset, kenaikan gaji di masa depan, tingkat kematian dan tingkat kecacatan. Karena program tersebut memiliki sifat jangka panjang, maka perkiraan tersebut memiliki ketidakpastian yang signifikan.

3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Recognition of deferred tax assets (continued)

The Group reviews its deferred tax assets at each statement of financial position date and reduces the carrying amount to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilized.

Significant judgement is required in determining the provision for taxes

The Group provides for tax provision based on estimates whether the additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the profit/loss.

Present value of retirement obligation

The cost of defined retirement pension plan and other post employment benefits is determined using actuarial valuations.

The actuarial valuation involves making assumptions about discount rates, expected rates of return on assets, future salary increases, mortality rates and disability rate. Due to the long-term nature of these plans, such estimates are subject to significant uncertainty.

4. KAS

4. CASH

	31 Desember/ *December 31,* 2025		31 Desember/ *December 31*, 2024		
	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	Ekuivalen/ *Equivalent* Rupiah	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	Ekuivalen/ *Equivalent* Rupiah	
Rupiah		2.108.594		2.072.074	*Rupiah*
Mata uang asing					*Foreign currencies*
Dolar Amerika Serikat	1.621.822	27.044	1.287.963	20.730	*United States Dollar*
Dolar Singapura	551.917	7.156	513.134	6.078	*Singapore Dollar*
Euro Eropa	291.005	5.695	170.315	2.854	*European Euro*
Dolar Australia	198.540	2.214	163.485	1.637	*Australian Dollar*
Pound Sterling Inggris	54.920	1.232	38.265	774	*Great Britain Pound Sterling*
Yen Jepang	10.479.000	1.116	3.255.000	335	*Japanese Yen*
Ringgit Malaysia	175.576	721	84.349	303	*Malaysian Ringgit*
Riyal Arab Saudi	134.155	596	139.167	596	*Saudi Arabian Riyal*
Renminbi	118.663	283	61.213	135	*Renminbi*
Dolar Hong Kong	87.960	188	50.260	104	*Hong Kong Dollar*
		46.245		33.546	
Total		**2.154.839**		**2.105.620**	***Total***

Saldo dalam mata uang Rupiah termasuk uang pada Anjungan Tunai Mandiri (ATM) sebesar Rp305.540, Rp297.820, masing-masing pada tanggal 31 Desember 2025 dan 2024.

The balance in Rupiah, including cash at Automated Teller Machines (ATMs), amounted to Rp305,540 and Rp297,820, as of December 31, 2025 and 2024, respectively.

5. GIRO PADA BANK INDONESIA

5. CURRENT ACCOUNTS WITH BANK INDONESIA

	31 Desember/ *December 31,* 2025		31 Desember/ *December 31*, 2024		
	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	Ekuivalen/ *Equivalent* Rupiah	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	Ekuivalen/ *Equivalent* Rupiah	
Rupiah		33.166.444		21.133.838	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	37.866.778	631.429	99.787.638	1.606.082	*United States Dollar*
Total		**33.797.873**		**22.739.920**	***Total***

Dalam giro pada Bank Indonesia termasuk giro yang didasarkan pada prinsip perbankan syariah sebesar Rp2.967.775 dan Rp2.720.152 masing-masing pada tanggal 31 Desember 2025 dan 2024.

Current accounts with Bank Indonesia include current accounts based on sharia banking principles amounting to Rp2,967,775 and Rp2,720,152, as of December 31, 2025 and 2024, respectively.

6. GIRO PADA BANK LAIN / *6. CURRENT ACCOUNTS WITH OTHER BANKS*

a. Berdasarkan mata uang / *a. By currency*

	31 Desember/ *December 31,* 2025		31 Desember/ *December 31,* 2024		
	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	**Ekuivalen/ *Equivalent* Rupiah**	**Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)**	**Ekuivalen/ *Equivalent* Rupiah**	
Rupiah		84.362		130.372	*Rupiah*
Mata uang asing					*Foreign currencies*
Yen Jepang	9.284.678.405	988.818	6.876.408.203	708.476	*Japanese Yen*
Euro Eropa	36.148.423	707.477	11.867.005	198.869	*European Euro*
Dolar Amerika Serikat	30.676.199	511.525	287.618.441	4.629.219	*United States Dollar*
Australia Dollar	7.425.643	82.812	6.287.352	62.958	*Australian Dollar*
Singapura Dollar	4.842.358	62.781	2.551.720	30.224	*Singapore Dollar*
Pound Sterling Inggris	2.035.767	45.682	9.283.447	187.698	*Great Britain Pound Sterling*
Renminbi	13.634.474	32.514	1.782.529	3.930	*Renminbi*
		2.431.609		5.821.374	
Total		2.515.971		5.951.746	*Total*
Dikurangi cadangan kerugian penurunan nilai		(2.050)		(2.571)	*Less allowance for impairment losses*
Neto		**2.513.921**		**5.949.175**	***Net***

b. Berdasarkan bank / *b. By bank*

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
Rupiah			*Rupiah*
Pihak Ketiga			*Third Parties*
Standard Chartered Bank, Jakarta	40.030	17.916	*Standard Chartered Bank, Jakarta*
PT Bank Central Asia Tbk	7.880	7.646	*PT Bank Central Asia Tbk*
PT Bank Maybank Indonesia Tbk	5.303	100.653	*PT Bank Maybank Indonesia Tbk*
Citibank N.A., Jakarta	925	925	*Citibank N.A., Jakarta*
Lainnya	792	1.372	*Others*
	54.930	128.512	
Pihak Berelasi (Catatan 46)			*Related Parties (Note 46)*
PT Bank Rakyat Indonesia (Persero) Tbk	27.954	1.035	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	1.026	412	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	427	212	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	25	201	*PT Bank Syariah Indonesia Tbk*
	29.432	1.860	

6. GIRO PADA BANK LAIN (lanjutan)

6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

b. Berdasarkan bank (lanjutan)

b. By bank (continued)

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
Mata uang asing			*Foreign currencies*
Pihak Ketiga			*Third Parties*
Standard Chartered Bank	1.057.626	562.272	*Standard Chartered Bank*
PT Bank ANZ Indonesia	82.813	62.958	*PT Bank ANZ Indonesia*
PT Bank Central Asia Tbk	63.031	96.770	*PT Bank Central Asia Tbk*
PT Bank DBS Indonesia	62.781	30.224	*PT Bank DBS Indonesia*
PT Bank ICBC Indonesia	32.514	3.930	*PT Bank ICBC Indonesia*
Indonesische Overzeese Bank N.V., Amsterdam	2.043	1.749	*Indonesische Overzeese Bank N.V., Amsterdam*
	1.300.808	757.903	
Pihak Berelasi (Catatan 46)			*Related Parties (Note 46)*
PT Bank Negara Indonesia (Persero) Tbk	1.035.475	785.181	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	95.326	4.278.290	*PT Bank Mandiri (Persero) Tbk*
	1.130.801	5.063.471	
Total	2.515.971	5.951.746	*Total*
Dikurangi cadangan kerugian penurunan nilai	(2.050)	(2.571)	*Less allowance for impairment losses*
Neto	**2.513.921**	**5.949.175**	***Net***

Dalam giro pada bank lain termasuk giro yang didasarkan pada prinsip perbankan syariah sebesar Rp192 dan Rp201, masing-masing pada tanggal 31 Desember 2025 dan 2024.

Current accounts with other banks include current accounts based on sharia banking principles amounting to Rp192 dan Rp201, as of December 31, 2025 and 2024, respectively.

Berikut adalah perubahan giro pada bank lain dengan klasifikasi biaya perolehan diamortisasi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024:

Presented below is the movements in amortized cost of current account with other banks for the years ended as of December 31, 2025 and 2024, respectively:

	31 Desember/*December 31,* 2025					
	Stage 1	Stage 2	Stage 3	Syariah*)	Total	
Giro pada Bank Lain						***Current Accounts with Other Banks***
Saldo awal	5.949.796	-	1.749	201	5.951.746	*Beginning balance*
Pengukuran kembali bersih nilai tercatat	(3.436.060)	-	294	(9)	(3.435.775)	*Net remeasurement of carrying amount*
Saldo akhir tahun	**2.513.736**	**-**	**2.043**	**192**	**2.515.971**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109 "Instrumen Keuangan"

**) Not applying SFAS No. 109 "Financial Instruments"*

6. GIRO PADA BANK LAIN (lanjutan)

b. Berdasarkan bank (lanjutan)

Berikut adalah perubahan giro pada bank lain dengan klasifikasi biaya perolehan diamortisasi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 (lanjutan):

6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

b. By bank (continued)

Presented below is the movements in amortized cost of current account with other banks for the years ended as of December 31, 2025 and 2024, respectively (continue):

	31 Desember/*December 31*, 2024					
	Stage 1	Stage 2	Stage 3	Syariah*)	Total	
Giro pada Bank Lain						***Current Accounts with Other Banks***
Saldo awal	2.201.420	-	1.778	200	2.203.398	*Beginning balance*
Pengukuran kembali bersih nilai tercatat	3.748.376	-	(29)	1	3.748.348	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	-	-	-	-	-	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	-	-	-	-	-	*Derecognized financial assets*
Saldo akhir tahun	**5.949.796**	**-**	**1.749**	**201**	**5.951.746**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109 "Instrumen Keuangan"

**) Not applying SFAS No. 109 "Financial Instruments"*

c. Tingkat suku bunga rata-rata per tahun untuk giro pada bank lain adalah sebagai berikut:

c. Average annual interest rates for current accounts with other banks are as follows:

	31 Desember/ *December 31, 2025*	31 Desember/ December 31, 2024	
Rupiah	0,32%	0,78%	*Rupiah*
Mata uang asing	0,00%	0,00%	*Foreign currencies*

d. Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat saldo giro pada bank lain yang digunakan sebagai agunan.

d. As of December 31, 2025 and 2024, there are no current accounts with other banks which are pledged as collateral.

e. Perubahan cadangan kerugian penurunan nilai giro pada bank lain adalah sebagai berikut:

e. The movements in the allowance for impairment losses on current accounts with other banks are as follows:

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31*, 2024	
Saldo awal tahun	2.571	1.804	*Balance at beginning of year*
Penyisihan (pemulihan) kerugian penurunan selama tahun berjalan (Catatan 36)	(521)	767	*Provision (reversal) for impairment losses during the year (Note 36)*
Saldo akhir tahun	**2.050**	**2.571**	***Balance at the end year***

6. GIRO PADA BANK LAIN (lanjutan)

e. Perubahan cadangan kerugian penurunan nilai giro pada bank lain adalah sebagai berikut: (lanjutan)

6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

e. The movements in the allowance for impairment losses on current accounts with other banks are as follows: (continued)

	31 Desember/*December 31*, 2025					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Giro pada Bank Lain						***Current Accounts with Other Banks***
Saldo awal	820	-	1.749	2	2.571	*Beginning balance*
Pengukuran kembali bersih penurunan nilai	(815)	-	294	-	(521)	*Net remeasurement of impairment losses*
Saldo akhir tahun	**5**	**-**	**2.043**	**2**	**2.050**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109 "Instrumen Keuangan"

**) Not applying SFAS No. 109 "Financial Instruments"*

	31 Desember/*December 31*, 2024					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Giro pada Bank Lain						***Current Accounts with Other Banks***
Saldo awal	24	-	1.778	2	1.804	*Beginning balance*
Pengukuran kembali bersih penurunan nilai	796	-	(29)	-	767	*Net remeasurement of impairment losses*
Saldo akhir tahun	**820**	**-**	**1.749**	**2**	**2.571**	***Balance at the end of year***

Manajemen berpendapat bahwa jumlah cadangan kerugian atas giro pada bank lain yang dibentuk telah memadai.

The management believes that the allowance for impairment losses provided on current accounts with other banks is adequate.

f. Informasi mengenai klasifikasi aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai diungkapkan pada Catatan 47.

f. Information with respect to classification of impaired and not impaired of financial assets are disclosed in Note 47.

7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN

7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

a. Berdasarkan mata uang dan jenis

a. Based on currency and type

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
Rupiah			*Rupiah*
Pihak Ketiga			*Third Parties*
Deposit Facility Syariah Bank Indonesia	8.260.410	1.810.000	*Deposit Facility Sharia Bank Indonesia*
Deposit Facility Bank Indonesia	-	999.854	*Deposit Facility Bank Indonesia*
	8.260.410	**2.809.854**	
Pihak Berelasi (Catatan 46)			*Related Party (Note 46)*
Tabungan			*Savings Deposits*
PT Bank Mandiri (Persero) Tbk	-	61	*PT Bank Mandiri (Persero) Tbk*
	-	**61**	
Mata uang asing			*Foreign currencies*
Pihak Ketiga			*Third Parties*
Term Deposit Bank Indonesia	4.669.528	1.851.189	*Term Deposit Bank Indonesia*
	4.669.528	**1.851.189**	
Total	**12.929.938**	**4.661.104**	***Total***

Dalam penempatan pada Bank Indonesia dan bank lain termasuk penempatan yang didasarkan pada prinsip perbankan syariah sebesar Rp8.260.410 dan Rp1.810.000, masing-masing pada tanggal 31 Desember 2025 dan 2024.

As of December 31, 2025 dan 2024, placements with Bank Indonesia and other banks include placements based on sharia banking principles amounting to Rp8,260,410 dan Rp1,810,000, respectively.

b. Berdasarkan sisa umur hingga jatuh tempo

b. Based on remaining period until maturity

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
≤ 1 bulan	12.929.938	4.661.104	*≤ 1 month*
Total	**12.929.938**	**4.661.104**	***Total***

c. Tingkat suku bunga rata-rata per tahun untuk penempatan pada Bank Indonesia dan bank lain:

c. Average annual interest rates for placement with Bank Indonesia and other banks:

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31, 2024*	
Rupiah	4,72%	5,47%	*Rupiah*
Mata Uang Asing	4,17%	5,27%	*Foreign Currencies*

d. Manajemen berpendapat bahwa cadangan kerugian penurunan nilai tidak diperlukan pada tanggal 31 Desember 2025 dan 2024, karena manajemen berkeyakinan bahwa penempatan pada Bank Indonesia dan bank lain dapat ditagih.

d. Management believes no allowance for impairment losses is required as of December 31, 2025 and 2024, because management believes that placements with Bank Indonesia and other banks are fully collectible.

e. Informasi mengenai klasifikasi aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai diungkapkan pada Catatan 47.

e. Information with respect to classification of impaired and not impaired of financial assets are disclosed in Note 47.

8. EFEK-EFEK / *8. SECURITIES*

a. Berdasarkan tujuan, pihak berelasi dan pihak ketiga / *a. Based on purpose, related party and third party*

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
Pihak Ketiga			*Third Parties*
Diukur pada nilai wajar melalui laba rugi	15.641.912	19.358.865	*Fair value through profit or loss*
Diukur pada nilai wajar melalui penghasilan komprehensif lain	946.956	507.016	*Fair value through other comprehensive income*
Diukur pada biaya perolehan di amortisasi	-	8.324	*Amortized cost*
	16.588.868	19.874.205	
Pihak Berelasi (Catatan 46)			*Related Party (Note 46)*
Diukur pada nilai wajar melalui penghasilan komprehensif lain	1.614.231	1.457.891	*Fair value through other comprehensive income*
Diukur pada biaya perolehan di amortisasi	3.849.922	4.031.314	*Amortized cost*
	5.464.153	5.489.205	
Total	22.053.021	25.363.410	*Total*
Cadangan kerugian penurunan nilai	(52)	(787)	*Allowance for impairment losses*
Neto	**22.052.969**	**25.362.623**	***Net***

b. Berdasarkan mata uang, jenis dan penerbit / *b. Based on currency, type and issuer*

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
Nilai wajar melalui laba rugi			*Fair value through profit or loss*
Rupiah			*Rupiah*
Pihak Ketiga			*Third Parties*
Sekuritas Rupiah			*Rupiah Securities*
Bank Indonesia	10.723.616	10.092.016	*Bank Indonesia*
Floating Rate Notes	4.989	-	*Floating Rate Notes*
Efek Beragun Aset			*Asset Backed Securities*
KIK - SP -BTN 05 Kelas B	148.839	146.532	*KIK EBA - SP - BTN 05 Class B*
EBA - SP - BTN04 Kelas B	65.960	101.395	*EBA - SP - BTN04 Class B*
EBA - SP - BTN08 Kelas B	53.469	69.655	*EBA - SP - BTN08 Class B*
EBA - SP - BTN06 Kelas B	40.906	44.527	*EBA - SP - BTN06 Class B*
KIK - SP -BTN 07 Kelas B	34.333	42.895	*KIK EBA - SP - BTN 07 Class B*
EBA - SP - BTN03 Kelas B	-	53.872	*EBA - SP - BTN03 Class B*
	11.072.112	10.550.892	

8. EFEK-EFEK (lanjutan)

b. Berdasarkan mata uang, jenis dan penerbit (lanjutan)

8. SECURITIES (continued)

b. Based on currency, type and issuer (continued)

	31 Desember/ *December 31*, 2025	31 Desember/ *December 31*, 2024	
Nilai wajar melalui laba rugi			*Fair value through profit or loss*
Mata Uang Asing			*Foreign Currencies*
Dolar Amerika Serikat			*United States Dollar*
Pihak ketiga			*Third parties*
Sekuritas Dollar Amerika Serikat			*United Stated Dollar Securities*
Bank Indonesia	4.569.800	8.807.973	*Bank Indonesia*
	15.641.912	19.358.865	
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain			*Financial asset held at fair value through other comprehensive income*
Rupiah			*Rupiah*
Pihak Ketiga			*Third Parties*
Reksadana Terproteksi			*Protected Mutual Funds*
PT Batavia Prosperindo Aset Manajemen	289.070	304.520	*PT Batavia Prosperindo Aset Manajemen*
PT Manulife Aset Manajemen Indonesia	353.757	202.496	*PT Manulife Aset Manajemen Indonesia*
PT Syailendra Capital	152.334	-	*PT Syailendra Capital*
PT BNP Paribas Aset Manajemen	151.795	-	*PT BNP Paribas Asset Management*
	946.956	507.016	
Pihak Berelasi (Catatan 46)			*Related Parties (Note 46)*
Obligasi			*Bonds*
PT Perusahaan Listrik Negara (Persero) Sukuk Tahap II Seri B 2017*)	51.777	51.676	*PT Perusahaan Listrik Negara (Persero) Sukuk Phase II Series B 2017*)*
PT Waskita Karya (Persero) Tbk Tahap IV Seri A 2022	50.409	49.203	*PT Waskita Karya (Persero) Tbk Phase IV Series A 2022*
PT Bank Rakyat Indonesia (Persero) Tbk Tahap II Seri D 2017	26.117	25.997	*PT Bank Rakyat Indonesia (Persero) Tbk Phase II Series D 2017*
PT Sarana Multigriya Finansial (Persero)			*PT Sarana Multigriya Finansial (Persero)*
Tahap I Seri B 2021	25.126	24.856	*Phase I Series B 2021*
Tahap II 2021	25.285	24.627	*Phase II 2021*
PT Bank Mandiri (Persero) Tbk Tahap I Seri B 2025	24.997	-	*PT Bank Mandiri (Persero) Tbk Phase I Series B 2025*
PT Bank Mandiri Taspen Tahap II Seri B 2021	20.076	19.973	*PT Bank Mandiri Taspen Phase II Series B 2021*
PT Pegadaian Sukuk *Mudharabah* II 2022	-	27.795	*PT Pegadaian Sukuk Mudharabah II 2022*
Reksadana Terproteksi			*Protected Mutual Funds*
PT BNI Asset Management	306.683	305.896	*PT BNI Asset Management*
PT Danareksa Investment Management	254.412	254.340	*PT Danareksa Investment Management*
PT Bahana TCW Investment Management	252.008	308.406	*PT Bahana TCW Investment Management*
PT PNM Investment Management	152.842	151.373	*PT PNM Investment Management*
PT Mandiri Manajemen Investasi	253.930	-	*PT Mandiri Investment Management*

*) Termasuk efek-efek yang dimiliki oleh Entitas Anak

**) Including securities owned by the subsidiary*

8. EFEK-EFEK (lanjutan)

b. Berdasarkan mata uang, jenis dan penerbit (lanjutan)

8. SECURITIES (continued)

b. Based on currency, type and issuer (continued)

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (lanjutan)			*Financial asset held at fair value through other comprehensive income (continued)*
Rupiah (lanjutan)			*Rupiah (continued)*
Pihak Berelasi (Catatan 46)			*Related Parties (Note 46)*
Medium Term Notes			*Medium Term Notes*
Perum Perumnas			*Perum Perumnas*
Tahap III Seri A 2018	100.000	100.000	*Phase III Series A 2018*
	1.543.662	1.344.142	
Mata Uang Asing			*Foreign Currencies*
Dolar Amerika Serikat			*United States Dollar*
Pihak Berelasi (Catatan 46)			*Related Parties (Note 46)*
Obligasi			*Bonds*
PT Pertamina (Persero)			*PT Pertamina (Persero)*
Senior Unsecured Notes			*Senior Unsecured Notes*
Due 2030	31.515	29.094	*Due 2030*
Due 2050	39.054	36.506	*Due 2050*
PT Bank Mandiri (Persero) Tbk			*PT Bank Mandiri (Persero) Tbk*
Euro Medium Term Notes (EMTN) 2025	-	32.132	*Euro Medium Term Notes (EMTN) 2025*
PT Pelabuhan Indonesia II (Persero)			*PT Pelabuhan Indonesia II (Persero)*
Senior Notes - 2025	-	16.017	*Senior Notes – 2025*
	70.569	113.749	
	1.614.231	1.457.891	
	2.561.187	1.964.907	

8. EFEK-EFEK (lanjutan)

b. Berdasarkan mata uang, jenis dan penerbit (lanjutan)

8. SECURITIES (continued)

b. Based on currency, type and issuer (continued)

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Diukur pada biaya perolehan di amortisasi			*Amortized cost*
Rupiah			*Rupiah*
Pihak Ketiga			*Third Parties*
Obligasi			*Bonds*
Surat Kredit Berdokumen Dalam Negeri (SKBDN)	-	8.324	*Domestic Documentary Letters of Credit*
	-	8.324	
Pihak Berelasi (Catatan 46)			*Related Parties (Note 46)*
Medium Term Notes			*Medium Term Notes*
PT Bahana Pembinaan Usaha Indonesia (Persero)	50.000	50.000	*PT Bahana Pembinaan Usaha Indonesia (Persero)*
Sukuk			*Sukuk*
PT Aviasi Pariwisata Indonesia Tahap I 2024 (catatan 11.f)	2.170.678	2.050.306	*PT Aviasi Pariwisata Indonesia Phase I 2024 (note 11.f)*
PT Angkasa Pura I Tahap I 2023 (catatan 11.f)	1.629.244	1.547.619	*PT Angkasa Pura I Phase I 2023 (note 11.f)*
Surat Kredit Berdokumen Dalam Negeri (SKBDN)	-	383.389	*Domestic Documentary Letters of Credit*
	3.849.922	4.031.314	
	3.849.922	4.039.638	
Total	22.053.021	25.363.410	*Total*
Cadangan kerugian penurunan nilai	(52)	(787)	*Allowance for impairment losses*
Neto	**22.052.969**	**25.362.623**	***Net***

Berikut adalah perubahan efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya dan yang diukur pada biaya perolehan diamortisasi untuk tahun yang berakhir 31 Desember 2025 dan 2024:

Presented below is the movements in securities at fair value through other comprehensive income and at amortized cost for then years ended December 31, 2025 and 2024:

	31 Desember/*December 31*, 2025					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Efek-efek						***Securities***
Saldo awal	2.295.267	-	-	3.709.278	6.004.545	*Beginning balance*
Pengukuran kembali bersih nilai tercatat	(62.423)	-	-	202.098	139.675	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	734.176	-	-	-	734.176	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(467.287)	-	-	-	(467.287)	*Derecognized financial assets*
Aset keuangan yang dihapusbuku	-	-	-	-	-	*Writte-off financial assets*
Saldo akhir tahun	**2.499.733**	**-**	**-**	**3.911.376**	**6.411.109**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109, "Instrumen Keuangan"

**) Not applying SFAS No. 109, "Financial Instruments"*

8. EFEK-EFEK (lanjutan)

b. Berdasarkan mata uang, jenis dan penerbit (lanjutan)

Berikut adalah perubahan efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya dan yang diukur pada biaya perolehan diamortisasi untuk tahun yang berakhir 31 Desember 2025 dan 2024: (lanjutan)

8. SECURITIES (continued)

b. Based on currency, type and issuer (lanjutan)

Presented below is the movements in securities at fair value through other comprehensive income and at amortized cost for the years ended December 31, 2025 and 2024: (continued)

	31 Desember/*December 31,* 2024					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Efek-efek						***Securities***
Saldo awal	2.687.337	-	-	1.576.523	4.263.860	*Beginning balance*
Pengukuran kembali bersih nilai tercatat	14.743	-	-	82.449	97.192	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	260.099	-	-	2.050.306	2.310.405	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(666.912)	-	-	-	(666.912)	*Derecognized financial assets*
Aset keuangan yang dihapusbuku	-	-	-	-	-	*Writte-off financial assets*
Saldo akhir tahun	**2.295.267**	**-**	**-**	**3.709.278**	**6.004.545**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109, "Instrumen Keuangan"

**) Not applying SFAS No. 109, "Financial Instruments"*

c. Jatuh tempo dan suku bunga

c. Maturity and interest rate

Penerbit	**Jenis/ *Type***	**Tanggal Jatuh Tempo/ *Maturity Date***	**Suku Bunga/ Bagi Hasil Per Tahun/ *Annual Interest Rate/ Profit Sharing***	***Issuer***
Rupiah				*Rupiah*
Perum Perumnas MTN Tahap III Tahun 2018 Seri A	*Medium Term Notes*	10 Desember/ *December 10,* 2026	11,85% tetap/ *fixed*	*Perum Perumnas MTN Phase III Year 2018 Series A*
PT Angkasa Pura I Sukuk *Wakalah Bi Al-Istitsmar* 2023	Obligasi/*Bonds*	29 Oktober/ *October 29,* 2033	3,50% mengambang/ *floating*	*PT Angkasa Pura I Sukuk Wakalah Bi Al-Istitsmar 2023*
PT Aviasi Pariwisata Indonesia Sukuk *Wakalah Bi Al-Istitsmar* 2024	Obligasi/*Bonds*	31 Desember/ *December 31,* 2034	2,42% mengambang/ *floating*	*PT Aviasi Pariwisata Indonesia Sukuk Wakalah Bi Al-Istitsmar 2024*

8. EFEK-EFEK (lanjutan)

c. Jatuh tempo dan suku bunga (lanjutan)

8. SECURITIES (continued)

c. Maturity and interest rate (continued)

Penerbit	Jenis/ *Type*	Tanggal Jatuh Tempo/ *Maturity Date*	Suku Bunga/ Bagi Hasil Per Tahun/ *Annual Interest Rate/ Profit Sharing*	*Issuer*
Rupiah				*Rupiah*
PT Bahana Pembinaan Usaha Indonesia (Persero) MTN Tahun 2022 Seri A	*Medium Term Notes*	2 November/ *November 2,* 2027	9,00% tetap/ *fixed*	*PT Bahana Pembinaan Usaha Indonesia (Persero) MTN Year 2022 Series A*
PT Bank Rakyat Indonesia (Persero) Tbk Tahap II Seri D 2017	Obligasi/*Bonds*	11 April/ *April 11,* 2027	8,80% tetap/ *fixed*	*PT Bank Rakyat Indonesia (Persero) Tbk Phase II Series D 2017*
PT Sarana Multigriya Finansial (Persero) Tahap II 2021	Obligasi/*Bonds*	17 November/ *November 17*, 2026	6,00% tetap/ fixed	*PT Sarana Multigriya Finansial (Persero) Phase II 2021*
Tahap I Seri B 2021	Obligasi/*Bonds*	8 Juli/ *July 8,* 2026	6,40% tetap/ *fixed*	*Phase I Series B 2021*
PT Bank Mandiri Taspen Tahap II Seri B 2021	Obligasi/*Bonds*	26 April/ *April 26,* 2026	7,25% tetap/ *fixed*	*PT Bank Mandiri Taspen Phase II Series B 2021*
PT Perusahaan Listrik Negara (Persero) Sukuk Tahap II Seri B 2017*)	Obligasi/*Bonds*	3 November/ *November 3, 2027*	8,20% tetap/ *fixed*	*PT Perusahaan Listrik Negara (Persero) Sukuk Phase II Series B 2017*)*
PT Waskita Karya Realty Seri A 2022	Obligasi/Bonds	12 Mei/ *May 12,* 2027	6,65% tetap/ *fixed*	*PT Waskita Karya Realty Series A 2022*
PT Bank Mandiri (Persero) Tbk Tahap I Seri B 2025	Obligasi/*Bonds*	19 Desember/ *December 19,* 2028	5,45% tetap/ *fixed*	*PT Bank Mandiri (Persero) Tbk Phase I Series B 2025*
Mata Uang Asing				*Foreign Currencies*
Dolar Amerika Serikat				*United States Dollar*
PT Pertamina (Persero) *Senior Unsecured Notes Due 2030*	Obligasi/*Bonds*	*21 Januari/ January 21,* 2030	3,10% tetap/ *fixed*	*PT Pertamina (Persero) Senior Unsecured Notes Due 2030*
Senior Unsecured Notes Due 2050	Obligasi/*Bonds*	21 Januari/ *January 21,* 2050	4,18% tetap/ *fixed*	*Senior Unsecured Notes Due 2050*
PT Pelabuhan Indonesia II (Persero) *Senior Unsecured Notes Due 2025*	Obligasi/*Bonds*	*5 Mei/ May 5,* 2025	4,25% tetap/ *fixed*	*PT Pelabuhan Indonesia II (Persero) Senior Unsecured Notes Due 2025*

*) Termasuk efek-efek yang dimiliki oleh Entitas Anak

**) Including securities owned by the subsidiary*

8. EFEK-EFEK (lanjutan)

d. Berdasarkan sisa umur hingga jatuh tempo (efek-efek yang diukur pada biaya perolehan di amortisasi)

8. SECURITIES (continued)

d. Remaining period to maturity (amortized cost securities)

	31 Desember/31 Desember/ December 31, 2025	December 31, 2024	
≤ 1 tahun	-	391.713	*≤ 1 year*
> 1 tahun ≤ 5 tahun	50.000	50.000	*> 1 year ≤ 5 years*
> 5 tahun ≤ 10 tahun	3.799.922	3.597.925	*> 5 year ≤ 10 years*
> 10 tahun	-	-	*> 10 years*
Total	3.849.922	4.039.638	*Total*

e. Peringkat
Daftar peringkat efek-efek seperti yang dilaporkan oleh PT Pemeringkat Efek Indonesia adalah sebagai berikut:

e. Rating
The ratings of securities, as reported by PT Pemeringkat Efek Indonesia, are as follows:

Penerbit	Jenis/ *Type*	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	*Issuer*
Euro Medium Euro Medium Term Notes (EMTN) - 2025	Obligasi/*Bonds*	-	Baa2*)	*Euro Medium Euro Medium Term Notes (EMTN) - 2025*
PT Bank Mandiri Taspen Tahap II Seri B 2021	Obligasi/*Bonds*	AA(idn)**)	idAAA	*PT Bank Mandiri Taspen Phase II Series B 2021*
PT Sarana Multigriya Finansial (Persero)				*PT Sarana Multigriya Finansial (Persero)*
Tahap II 2021	Obligasi/*Bonds*	idAAA	idAAA	*Phase II 2021*
Tahap I Seri B 2021	Obligasi/*Bonds*	idAAA	idAAA	*Phase I Series B 2021*
PT Pertamina (Persero) *Unsecured Fixed*				*PT Pertamina (Persero) Unsecured Fixed*
Term Notes (EMTN) - 2030	Obligasi/*Bonds*	BBB*)	Baa2*)	*Term Notes (EMTN) - 2030*
Term Notes (EMTN) - 2050	Obligasi/*Bonds*	BBB*)	Baa2*)	*Term Notes (EMTN) - 2050*
Perum Perumnas MTN Tahap III Tahun 2018 Seri A	*Medium Term Notes*	idB	idBBB-	*Perum Perumnas MTN Phase III Year 2018 Series A*
PT Bahana Pembinaan Usaha Indonesia (Persero) MTN Tahun 2022	*Medium Term Notes*	idAAA	idAAA	*PT Bahana Pembinaan Usaha Indonesia (Persero) MTN Year 2022*
PT Waskita Karya (Persero) Tbk Seri A 2022	Obligasi/*Bonds*	idAAA(gg)	idAAA(gg)	*PT Waskita Karya (Persero) Tbk Series A 2022*
PT Pelabuhan Indonesia II (Persero) *Senior Unsecured Notes Due* 2025	Obligasi/*Bonds*	-	Baa2*)	*PT Pelabuhan Indonesia II (Persero) Senior Unsecured Notes Due 2025*
PT Bank Rakyat Indonesia (Persero) Tbk Tahap II Seri D 2017	Obligasi/*Bonds*	idAAA	idAAA	*PT Bank Rakyat Indonesia (Persero) Tbk Phase II Series D 2017*
PT Perusahaan Listrik Negara (Persero) Sukuk Tahap II 2017 Seri B	Obligasi/*Bonds*	idAAA(sy)	idAAA(sy)	*PT Perusahaan Listrik Negara (Persero) Sukuk Phase II 2017 Series B*
PT Angkasa Pura I Sukuk Tahap I 2023	Obligasi/*Bonds*	idAAA(sy)	idAAA(sy)	*PT Angkasa Pura I Sukuk Phase I 2023*
PT Pegadaian (Persero) Sukuk *Mudharabah* II 2022	Obligasi/Bonds	-	idAAA(Sy)	*PT* Pegadaian (Persero) *Sukuk Mudharabah II 2022*
PT Aviasi Pariwisata Ind Sukuk Tahap I 2024	Obligasi/*Bonds*	idAAA(Sy)	idAAA(Sy)	*PT Aviasi Pariwisata Ind Sukuk Phase I 2024*
PT Bank Mandiri (Persero) Tbk Tahap I Seri B 2025	Obligasi/*Bonds*	idAAA	-	*PT Bank Mandiri (Persero) Tbk Phase I Series B 2025*

*) Berdasarkan peringkat yang diterbitkan oleh Moody's
**) Berdasarkan peringkat yang diterbitkan oleh Fitch

**) Based on ratings published by Moody's*
***) Based on ratings published by Fitch*

8. EFEK-EFEK (lanjutan)

f. Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

8. SECURITIES (continued)

f. The movements in the allowance for impairment losses are as follows:

	31 Desember/*December 31*, 2025					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya						***Securities at fair value through other comprehensive income***
Saldo awal	64.935	-	-	-	64.935	*Beginning balance*
Pengukuran kembali bersih penurunan nilai	13.558	-	-	-	13.558	*Net remeasurement of impairment losses*
Aset keuangan baru yang diterbitkan atau dibeli	-	-	-	-	-	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(277)	-	-	-	(277)	*Derecognized financial assets*
Pembayaran kembali valuta asing dan perubahan lain	(2.545)	-	-	-	(2.545)	*Repayment foreign exchange and other movement*
Saldo akhir tahun	**75.671**	**-**	**-**	**-**	**75.671**	***Balance at the end of year***

	31 Desember/*December 31*, 2024					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya						***Securities at fair value through other comprehensive income***
Saldo awal	59.957	-	-	-	59.957	*Beginning balance*
Pengukuran kembali bersih penurunan nilai	2.754	-	-	-	2.754	*Net remeasurement of impairment losses*
Aset keuangan baru yang diterbitkan atau dibeli	-	-	-	-	-	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(261)	-	-	-	(261)	*Derecognized financial assets*
Pembayaran kembali valuta asing dan perubahan lain	2.485	-	-	-	2.485	*Repayment foreign exchange and other movement*
Saldo akhir tahun	**64.935**	**-**	**-**	**-**	**64.935**	***Balance at the end of year***

	31 Desember/*December 31*, 2025					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Efek-efek yang diukur pada biaya perolehan diamortisasi						***Securities at amortized cost***
Saldo awal	35	-	-	752	787	*Beginning balance*
Pengukuran kembali bersih penurunan nilai	(439)	-	-	(281)	(720)	*Net remeasurement of Impairment losses*
Aset keuangan baru yang diterbitkan atau dibeli	-	-	-	-	-	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(15)	-	-	-	(15)	*Derecognized financial assets*
Saldo akhir tahun	**(419)**	**-**	**-**	**471**	**52**	***Balance at the end of year***

	31 Desember/*December 31*, 2024					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Efek-efek yang diukur pada biaya perolehan diamortisasi						***Securities at amortized cost***
Saldo awal	22.534	-	-	369	22.903	*Beginning balance*
Pengukuran kembali bersih penurunan nilai	(26)	-	-	(56)	(82)	*Net remeasurement of Impairment losses*
Aset keuangan baru yang diterbitkan atau dibeli	1	-	-	439	440	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(22.474)	-	-	-	(22.474)	*Derecognized financial assets*
Saldo akhir tahn	**35**	**-**	**-**	**752**	**787**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109, "Instrumen Keuangan"

**) Not applying SFAS No. 109, "Financial Instruments"*

8. EFEK-EFEK (lanjutan)

g. Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai efek-efek yang dibentuk telah memadai.

h. Bank mengakui keuntungan bersih atas penjualan efek-efek masing-masing sebesar Rp1.118.772 dan Rp932.900, masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, yang disajikan dalam akun "Keuntungan (kerugian) dari penjualan efek-efek - neto" di laporan laba rugi dan penghasilan komprehensif lain.

i. Nilai pasar efek-efek yang diklasifikasikan sebagai "Nilai Wajar melalui Laba Rugi dan Aset Keuangan yang Diukur pada Nilai Wajar Melalui Penghasilan Komprehensif lain" pada tanggal 31 Desember 2025 dan 2024, masing-masing berkisar dari 59,74% sampai dengan 111,39% dan 93,14% sampai dengan 108,00%.

j. Bank mengakui keuntungan yang belum direalisasi dari perubahan nilai wajar sebesar Rp46.906 dan Rp30.175, masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, yang disajikan dalam akun "Keuntungan yang belum direalisasi dari perubahan nilai wajar efek-efek - neto" di laporan laba rugi dan penghasilan komprehensif lain.

k. Bank mengakui keuntungan yang belum direalisasi bersih (setelah pajak tangguhan) sebesar Rp104.950 dan Rp77.551 dari perubahan nilai wajar efek-efek diukur pada nilai wajar melalui penghasilan komprehensif lain termasuk cadangan kerugian penurunan nilai sebesar Rp75.671 dan Rp64.935 masing-masing pada posisi 31 Desember 2025 dan 2024 dalam akun keuntungan yang belum direalisasi atas efek-efek dan obligasi pemerintah setelah pajak tangguhan dalam laporan posisi keuangan.

l. Terdapat investasi efek-efek dengan pihak-pihak berelasi sebesar Rp5.464.153 dan Rp5.489.205, masing-masing pada tanggal 31 Desember 2025 dan 2024 (Catatan 46).

m. Informasi mengenai klasifikasi aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai diungkapkan pada Catatan 47.

8. SECURITIES (continued)

g. Management believes that the allowance for impairment losses provided on securities is adequate.

h. The Bank recognized net gain on sale of securities amounting to Rp1,118,772 and Rp932,900, for the year ended December 31, 2025 and 2024, respectively, which is presented in the statement of profit or loss and other comprehensive income as "Gain (losses) on sale of securities - net".

i. As of December 31, 2025 and 2024, the market values of securities classified as fair value through profit or loss and Fair Value Through Other Comprehensive Income of nominal amounts range from 59.74% to 111.39% and range from 93.14% to 108.00%, respectively.

j. The Bank recognized unrealized gain on changes in fair value of securities amounting to Rp46,906 and Rp30,175, for the year ended December 31, 2025 and 2024, respectively, which is presented in the statement of profit or loss and other comprehensive income as "Unrealized gain on changes in fair value of securities - net".

k. The Bank recognized unrealized gain - net (after deferred tax) of Rp104,950 and Rp77,551 from the changes in fair values through other comprehensive income include allowance for impairment losses amounted Rp75,671 and Rp64,935 as of December 31, 2025 and 2024, respectively, which are presented as unrealized gain (loss) on securities and government bonds, net of deferred tax in the statement of financial position.

l. As of December 31, 2025 and 2024, investments in securities with related parties amounted to Rp5,464,153 and Rp5,489,205, respectively (Note 46).

m. Information with respect to classification of impaired and not impaired financial assets are disclosed in Note 47.

9. OBLIGASI PEMERINTAH / *9. GOVERNMENT BONDS*

a. Berdasarkan tujuan, pihak berelasi dan pihak ketiga / *a. Based on purpose, related party and third party*

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
Pihak Berelasi (Catatan 46)			*Related Party (Note 46)*
Diukur pada nilai wajar melalui laba rugi	3.084.585	3.265.550	*Fair value through profit or loss*
Diukur pada nilai wajar melalui penghasilan komprehensif lain	23.038.781	14.109.049	*Fair value through other comprehensive income*
Diukur pada biaya perolehan amortisasi	11.983.272	18.100.930	*Amortized cost*
Total	**38.106.638**	**35.475.529**	***Total***

b. Berdasarkan mata uang dan jenis / *b. Based on currency and type*

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31, 2024*	
Pihak berelasi			***Related parties***
Nilai wajar melalui laba rugi			*Fair value through profit or loss*
Rupiah			*Rupiah*
Tingkat bunga tetap			*Fixed interest rate*
FR 0104	270.200	235.185	*FR 0104*
FR 0103	201.851	245.038	*FR 0103*
FR 0091	178.119	53.874	*FR 0091*
FR 0109	167.043	-	*FR 0109*
FR 0106	162.768	-	*FR 0106*
FR 0108	152.630	-	*FR 0108*
FR 0087	128.452	181.347	*FR 0087*
FR 0107	94.718	-	*FR 0107*
FR 0065	46.601	22.433	*FR 0065*
FR 0100	43.574	367.242	*FR 0100*
FR 0068	34.373	34.032	*FR 0068*
FR 0080	21.972	-	*FR 0080*
FR 0075	21.969	88.635	*FR 0075*
FR 0095	20.583	19.869	*FR 0095*
FR 0105	18.318	-	*FR 0105*
FR 0072	11.814	27.252	*FR 0072*
FR 0071	11.084	24.957	*FR 0071*
FR 0098	10.678	86.948	*FR 0098*
FR 0092	10.664	-	*FR 0092*
FR 0082	10.552	24.994	*FR 0082*
FR 0101	10.490	177.946	*FR 0101*
PBS 040	9.831	-	*PBS 040*
FR 0093	3.131	1.418	*FR 0093*
FR 0102	2.140	227.399	*FR 0102*
ORI 026T3	2.043	-	*ORI 026T3*
FR 0085	1.634	207	*FR 0085*
SR 022T3	860	-	*SR 022T3*
SR 020T3	855	5	*SR 020T3*
SR 021T3	630	146	*SR 021T3*
PBS 030	550	-	*PBS 030*
PBS 033	508	1.641	*PBS 033*
PBS 015	457	988	PBS 015
ORI 025T3	349	3.610	*ORI 025T3*
FR 0062	204	6.053	*FR 0062*
SR 018T5	171	99	*SR 018T5*
ORI 026T6	169	-	*ORI 026T6*
ORI 023T3	151	2.510	*ORI 023T3*
ORI 027T6	133	-	*ORI 027T6*
PBS 039	101	-	*PBS 039*
SR 019T5	56	-	*SR 019T5*

9. OBLIGASI PEMERINTAH (lanjutan)

b. Berdasarkan mata uang dan jenis (lanjutan)

9. GOVERNMENT BONDS (continued)

b. Based on currency and type (continued)

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31, 2024*	
Pihak berelasi			***Related parties***
Nilai wajar melalui laba rugi			*Fair value through profit or loss*
Rupiah			*Rupiah*
Tingkat bunga tetap			*Fixed interest rate*
SR 019T3	50	1.031	*SR 019T3*
PBS 038	4	195	*PBS 038*
PBS 004	-	187	*PBS 004*
FR 0090	-	14.557	*FR 0090*
FR 0088	-	282	*FR 0088*
FR 0083	-	175.479	*FR 0083*
FR 0089	-	1.066	*FR 0089*
SR 020T5	-	304	*SR 020T5*
ORI 024T6	-	7.294	*ORI 024T6*
ORI 024T3	-	247	*ORI 024T3*
FR 0078	-	31.349	*FR 0078*
FR 0059	-	30.042	*FR 0059*
FR 0056	-	10.211	*FR 0056*
FR 0086	-	3.925	*FR 0086*
ORI 023T6	-	1.158	*ORI 023T6*
SR 018T3	-	272	*SR 018T3*
PBS 032	-	97	*PBS 032*
FR 0097	-	204.262	*FR 0097*
FR 0096	-	59.965	*FR 0096*
FR 0079	-	44.316	*FR 0079*
FR 0064	-	37.004	*FR 0064*
ORI 021	-	4.988	*ORI 021*
FR 0076	-	3.181	*FR 0076*
PBS 037	-	1.000	*PBS 037*
PBS 017	-	993	*PBS 017*
ORI 022	-	792	*ORI 022*
SR 0017	-	694	*SR 0017*
SR 0016	-	547	*SR 0016*
FR 0081	-	499	*FR 0081*
FR 0084	-	301	*FR 0084*
	1.652.480	2.470.066	

Nilai wajar melalui laba rugi (lanjutan)			*Fair value through profit or loss (continued)*
Mata uang asing			*Foreign Currencies*
Dolar Amerika Serikat			*United States Dollar*
Tingkat bunga tetap (lanjutan)			*Fixed interest rate (lanjutan)*
INDON 2036	99.956	-	*INDON 2036*
	99.956	-	

9. OBLIGASI PEMERINTAH (lanjutan)

9. GOVERNMENT BONDS (continued)

b. Berdasarkan mata uang dan jenis (lanjutan)

b. Based on currency and type (continued)

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31, 2024*	
Pihak berelasi (lanjutan)			***Related parties (continued)***
Nilai wajar melalui laba rugi (lanjutan)			*Fair value through profit or loss (continued)*
Rupiah (lanjutan)			*Rupiah (continued)*
Zero Coupon Bonds			*Zero Coupon Bonds*
SPN12261105	353.127	-	*SPN12261105*
SPN12260205	316.875	-	*SPN12260205*
SPN12260507	210.844	-	*SPN12260507*
SPN12260910	138.907	-	*SPN12260910*
SPN12260702	115.688	-	*SPN12260702*
SPN12260604	104.995	-	*SPN12260604*
SPN12261203	60.236	-	*SPN12261203*
SPN12260730	30.748	-	*SPN12260730*
SPN12260423	729	-	*SPN12260423*
SPN12250612	-	249.387	*SPN12250612*
SPN12250213	-	232.404	*SPN12250213*
SPN12250314	-	197.116	*SPN12250314*
SPNS01042025	-	76.506	*SPNS01042025*
SPNS03032025	-	37.057	*SPNS03032025*
SPN12250710	-	3.014	*SPN12250710*
	1.332.149	795.484	
	3.084.585	3.265.550	
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain			*Financial asset held at fair value through other comprehensive income*
Rupiah			*Rupiah*
Tingkat bunga tetap			*Fixed interest rate*
FR 0109	2.643.078	-	*FR 0109*
FR 0091	1.551.325	243.576	*FR 0091*
FR 0104	1.534.323	58.610	*FR 0104*
FR 0082	1.411.858	49.988	*FR 0082*
FR 0087	1.140.325	262.718	*FR 0087*
FR 0074	771.773	-	*FR 0074*
FR 0101	734.300	995.000	*FR 0101*
FR 0073	725.064	138.129	*FR 0073*
FR 0096	719.583	-	*FR 0096*
FR 0071	681.506	337.185	*FR 0071*
FR 0078	604.250	475.457	*FR 0078*
FR 0090	491.147	471.135	*FR 0090*
FR 0084	478.816	477.806	*FR 0084*
FR 0042	410.663	409.172	*FR 0042*
FR 0056	409.716	408.424	*FR 0056*
FR 0059	323.620	315.444	*FR 0059*
FR 0083	219.976	285.841	*FR 0083*
FR 0052	203.663	197.445	*FR 0052*
FR 0065	201.936	-	*FR 0065*
FR 0058	119.000	-	*FR 0058*
FR 0037	115.533	118.576	*FR 0037*
FR 0064	102.170	-	*FR 0064*

9. OBLIGASI PEMERINTAH (lanjutan)

9. GOVERNMENT BONDS (continued)

b. Berdasarkan mata uang dan jenis (lanjutan)

b. Based on currency and type (continued)

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31, 2024*	
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain			*Financial asset held at fair value through other comprehensive income*
Rupiah			*Rupiah*
Tingkat bunga tetap			*Fixed interest rate*
FR 0104	-	1.334.719	*FR 0104*
FR 0040	-	359.300	*FR 0040*
FR 0081	-	269.333	*FR 0081*
	15.593.625	7.207.858	

Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain			*Financial asset held at fair value through other comprehensive income*
Rupiah			*Rupiah*
Obligasi Syariah Negara			*Government Sharia Bond*
PBSG 001*)	683.963	761.946	*PBSG 001*)*
PBS 030*)	390.533	275.784	*PBS 030*)*
PBS 034*)	318.299	34.291	*PBS 034*)*
PBS 003*)	273.183	338.649	*PBS 003*)*
PBS 037*)	233.016	251.292	*PBS 037*)*
PBS 032*)	222.392	195.692	*PBS 032*)*
PBS 038*)	189.557	146.166	*PBS 038*)*
PBS 033*)	162.149	154.044	*PBS 033*)*
PBS 039*)	151.604	96.721	*PBS 039*)*
PBS 025*)	109.624	104.978	*PBS 025*)*
PBS 004*)	105.599	52.478	*PBS 004*)*
PBS 040*)	97.003	-	*PBS 040*)*
PBS 022*)	80.965	78.108	*PBS 022*)*
PBS 028*)	75.829	73.533	*PBS 028*)*
PBSG 002*)	73.022	-	*PBSG 002*)*
PBS 021*)	68.292	67.848	*PBS 021*)*
PBS 012*)	60.571	-	*PBS 012*)*
PBS 029*)	58.359	104.544	*PBS 029*)*
PBS 017*)	-	300.431	*PBS 017*)*
PBS 012*)	-	58.389	*PBS 012*)*
	3.353.960	3.094.894	

*) Termasuk Obligasi Pemerintah yang dimiliki oleh Entitas Anak

**) Including Government Bonds owned by the subsidiary*

9. OBLIGASI PEMERINTAH (lanjutan)

9. GOVERNMENT BONDS (continued)

b. Berdasarkan mata uang dan jenis (lanjutan)

b. Based on currency and type (continued)

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (lanjutan)			*Financial asset held at fair value through other comprehensive income (continued)*
Mata uang asing			*Foreign Currencies*
Dolar Amerika Serikat			*United States Dollar*
Tingkat bunga tetap			*Fixed interest rate*
INDON 2047	851.747	783.459	*INDON 2047*
INDON 2046	592.248	553.707	*INDON 2046*
INDON 2038	574.760	535.027	*INDON 2038*
INDON 2044	421.506	397.239	*INDON 2044*
INDON 2043	393.447	362.810	*INDON 2043*
INDON 2045	349.610	321.061	*INDON 2045*
INDON 2048	218.403	203.841	*INDON 2048*
INDON 2049	174.904	163.524	*INDON 2049*
INDOIS 2050	132.953	126.907	*INDOIS 2050*
INDON 2049N	110.395	103.266	*INDON 2049N*
INDON 2037	108.401	100.996	*INDON 2037*
INDON 2050N	96.172	90.981	*INDON 2050N*
USDFR0002	66.650	63.479	*USDFR0002*
	4.091.196	3.806.297	
	23.038.781	14.109.049	
Diukur pada biaya perolehan amortisasi			*Amortized cost*
Rupiah			*Rupiah*
Tingkat bunga tetap			*Fixed interest rate*
FR 0084	1.169.347	1.191.608	*FR 0084*
FR 0086	1.141.675	1.140.181	*FR 0086*
FR 0056	1.081.871	1.104.558	*FR 0056*
FR 0059	916.091	920.386	*FR 0059*
FR 0064	898.661	899.798	*FR 0064*
FR 0047	738.637	762.223	*FR 0047*
FR 0085	400.680	402.311	*FR 0085*
FR 0078	328.276	332.756	*FR 0078*
FR 0087	266.384	265.051	*FR 0087*
FR 0082	239.007	238.852	*FR 0082*
FR 0091	146.709	47.869	*FR 0091*
FR 0054	145.534	147.551	*FR 0054*
FR 0071	129.141	131.938	*FR 0071*
FR 0073	128.353	129.591	*FR 0073*
FR 0096	101.899	-	*FR 0096*
FR 0090	98.456	97.334	*FR 0090*
FR 0088	75.937	75.587	*FR 0088*

9. OBLIGASI PEMERINTAH (lanjutan)

9. GOVERNMENT BONDS (continued)

b. Berdasarkan mata uang dan jenis (lanjutan)

b. Based on currency and type (continued)

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31, 2024*	
Diukur pada biaya perolehan amortisasi (lanjutan)			*Amortized cost (continued)*
Rupiah (lanjutan)			*Rupiah (continued)*
Tingkat bunga tetap (lanjutan)			*Fixed interest rate (continued)*
FR 0037	67.679	71.337	*FR 0037*
FR 0065	47.203	46.931	*FR 0065*
FR 0052	39.558	40.365	*FR 0052*
FR 0042	15.710	16.132	*FR 0042*
FR 0081	-	1.447.513	*FR 0081*
FR 0040	-	260.671	*FR 0040*
	8.176.808	9.770.543	
Obligasi Syariah Negara			*Government Sharia Bond*
Sukuk BI*)	2.885.267	7.983.835	*Sukuk BI*)*
PBSG 001*)	267.158	-	*PBSG 001*)*
PBS 032*)	101.724	-	*PBS 032*)*
PBS 012*)	95.639	-	*PBS 012*)*
PBS 004*)	84.358	-	*PBS 004*)*
PBS 003*)	64.435	-	*PBS 003*)*
PBS 030*)	39.814	-	*PBS 030*)*
PBS 023*)	15.675	-	*PBS 023*)*
IFR 006*)	2.268	-	*IFR 006*)*
	3.556.338	17.754.378	
Mata uang asing			*Foreign Currencies*
Dolar Amerika Serikat			*United States Dollar*
Tingkat bunga tetap			*Fixed interest rate*
INDON 2026	250.126	249.690	*INDON 2026*
INDON 2025	-	96.862	*INDON 2025*
	250.126	346.552	
	11.983.272	18.100.930	
Total	**38.106.638**	**35.475.529**	***Total***

*) Termasuk Obligasi Pemerintah yang dimiliki oleh Entitas Anak

**) Including Government Bonds owned by the subsidiary*

9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga

9. GOVERNMENT BONDS (continued)

c. Based on maturity and interest rate

Keterangan	Tanggal jatuh tempo/ *Maturity date*	Suku Bunga/ *Interest Rate*	*Description*
Nilai wajar melalui laba rugi			*Fair value through profit or loss*
Rupiah			*Rupiah*
Tingkat bunga tetap			*Fixed interest rate*
FR 0062	15 April/ *April 15*, 2042	6,38% tetap/ *fixed*	*FR 0062*
FR 0065	15 Mei/ *May 15,* 2033	6,63% tetap/ *fixed*	*FR 0065*
FR 0068	15 Maret/ *March 15,* 2034	8,38% tetap/ *fixed*	*FR 0068*
FR 0071	15 Maret/ *March 15,* 2029	9,00% tetap/ *fixed*	*FR 0071*
FR 0072	15 Mei/ *May 15*, 2036	8,25% tetap/ *fixed*	*FR 0072*
FR 0075	15 Mei/ *May 15,* 2038	7,50% tetap/ *fixed*	*FR 0075*
FR 0080	15 Juni/ *July 15,* 2035	7,50% tetap/ *fixed*	*FR 0080*
FR 0082	15 September/ *September 15,* 2030	7,00% tetap/ *fixed*	*FR 0082*
FR 0085	15 April/ *April 15*, 2031	7,75% tetap/ *fixed*	*FR 0085*
FR 0087	15 Februari/ *February 15*, 2031	6,50% tetap/ *fixed*	*FR 0087*
FR 0091	15 April/ *April 15,* 2032	6,38% tetap/ *fixed*	*FR 0091*
FR 0092	15 Juni/ *June 15, 2042*	7,13% tetap/ *fixed*	*FR 0092*
FR 0093	15 Juli/ *July 15,* 2037	6,38% tetap/ *fixed*	*FR 0093*
FR 0095	15 Agustus/ *August 15,* 2028	6,38% tetap/ *fixed*	*FR 0095*
FR 0098	15 Juni/ *June 15,* 2038	7,13% tetap/ *fixed*	*FR 0098*
FR 0100	15 Februari/ *February 15,* 2034	6,63% tetap/ *fixed*	*FR 0100*
FR 0101	15 April/ *April 15,* 2029	6,88% tetap/ *fixed*	*FR 0101*
FR 0102	15 Juli/ *July 15,* 2054	6,88% tetap/ *fixed*	*FR 0102*
FR 0103	15 Juli/ *July 15,* 2035	6,75% tetap/ *fixed*	*FR 0103*
FR 0104	15 Juli/ *July 15,* 2030	6,50% tetap/ *fixed*	*FR 0104*
FR 0105	15 Juli/ *July 15,* 2064	6,88% tetap/ *fixed*	*FR 0105*
FR 0106	15 Agustus/ *August 15,* 2040	7,13% tetap/ *fixed*	*FR 0106*
FR 0107	15 Agustus/ *August 15,* 2045	7,12% tetap/ *fixed*	*FR 0107*
FR 0108	15 April/ *April 15,* 2036	6,50% tetap/ *fixed*	*FR 0108*
FR 0109	15 Maret/ *March 15,* 2031	5,88% tetap/ *fixed*	*FR 0109*
ORI 023T3	15 Juli/ *July 15,* 2026	5,90% tetap/ *fixed*	*ORI 023T3*
ORI 025T3	15 Februari/ *February 15,* 2027	6,25% tetap/ *fixed*	*ORI 025T3*
ORI 026T3	15 Oktober/ *October 15,* 2027	6,30% tetap/ *fixed*	*ORI 026T3*
ORI 026T6	15 Oktober/ *October 15,* 2030	6,40% tetap/ *fixed*	*ORI 026T6*

9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

9. GOVERNMENT BONDS (continued)

c. Based on maturity and interest rate (continued)

Keterangan	**Tanggal jatuh tempo/ *Maturity date***	**Suku Bunga/ *Interest Rate***	***Description***
Nilai wajar melalui laba rugi (lanjutan)			*Fair value through profit or loss (continued)*
Rupiah (lanjutan)			*Rupiah (continued)*
Tingkat bunga tetap (lanjutan)			*Fixed interest rate (continued)*
ORI 027T6	15 Februari/ *February 15,* 2031	6,75% tetap/ *fixed*	*ORI 027T6*
PBS 015	15 Juli/ *July 15,* 2047	8,00% tetap/ *fixed*	*PBS 015*
PBS 030	15 Juli/ *July 15,* 2028	5,88% tetap/ *fixed*	*PBS 030*
PBS 034	15 Juni/ *June 15,* 2039	6,50% tetap/ *fixed*	*PBS 034*
PBS 038	15 Desember/ *December 15,* 2049	6,88% tetap/ *fixed*	*PBS 038*
PBS 039	15 Juli/ *July 15,* 2041	6,63% tetap/ *fixed*	*PBS 039*
PBS 040	15 November/ *November 15,* 2030	5,00% tetap/ *fixed*	*PBS 040*
SR 018T5	10 Maret/ *March 10,* 2028	6,40% tetap/ *fixed*	*SR 018T5*
SR 019T3	10 September/ *September 10,* 2026	5,95% tetap/ *fixed*	*SR 019T3*
SR 019T5	10 September/ *September 10,* 2028	6,10% tetap/ *fixed*	*SR 019T5*
SR 020T3	10 Maret/ *March 10,* 2027	6,30% tetap/ *fixed*	*SR 020T3*
SR 021T3	10 September/ *September 10,* 2027	6,35% tetap/ *fixed*	*SR 021T3*
SR 022T3	10 Juni/ *June 10,* 2028	6,45% tetap/ *fixed*	*SR 022T3*
Zero Coupon Bonds			*Zero Coupon Bonds*
SPN	Beragam/ *Various*	Beragam/ *Various*	*SPN*
Mata uang asing (lanjutan)			*Foreign Currencies*
Dolar Amerika Serikat			*United States Dollar*
Tingkat bunga tetap			*Fixed interest rate*
INDON 2036	16 April/ *April 16*, 2036	4,90% tetap/ *fixed*	*INDON 2036*

9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

9. GOVERNMENT BONDS (continued)

c. Based on maturity and interest rate (continued)

Keterangan	**Tanggal jatuh tempo/ *Maturity date***	**Suku Bunga/ *Interest Rate***	***Description***
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain			*Financial asset held at fair value through other comprehensive income*
Rupiah			*Rupiah*
Tingkat bunga tetap			*Fixed interest rate*
FR 0037	15 September/ *September 15*, 2026	12,00% tetap/ *fixed*	*FR 0037*
FR 0042	15 Juli/ *July 15*, 2027	10,25% tetap/ *fixed*	*FR 0042*
FR 0052	15 Agustus/ *August 15*, 2030	10,50% tetap/ *fixed*	*FR 0052*
FR 0056	15 September/ *September 15*, 2026	8,38% tetap/ *fixed*	*FR 0056*
FR 0058	15 Juni/ *June 15*, 2032	8,25% tetap/ *fixed*	*FR 0058*
FR 0059	15 Mei/ *May 15*, 2027	7,00% tetap/ *fixed*	*FR 0059*
FR 0064	15 Mei/ *May 15*, 2028	6,13% tetap/ *fixed*	*FR 0064*
FR 0065	15 Mei/ *May 15*, 2033	6,63% tetap/ *fixed*	*FR 0065*
FR 0071	15 Maret/ *March 15*, 2029	9,00% tetap/ *fixed*	*FR 0071*
FR 0073	15 Mei/ *May 15*, 2031	8,75% tetap/ *fixed*	*FR 0073*
FR 0074	15 Agustus/ *August 15*, 2032	7,50% tetap/ *fixed*	*FR 0074*
FR 0078	15 Mei/ *May 15*, 2029	8,25% tetap/ *fixed*	*FR 0078*
FR 0082	15 September/ *September 15*, 2030	7,00% tetap/ *fixed*	*FR 0082*
FR 0083	15 April/ *April 15*, 2040	7,50% tetap/ *fixed*	*FR 0083*
FR 0084	15 Februari/ *February 15*, 2026	7,25% tetap/ *fixed*	*FR 0084*
FR 0087	15 Februari/ *February 15*, 2031	6,50% tetap/ *fixed*	*FR 0087*
FR 0090	15 April/ *April 15*, 2027	5,13% tetap/ *fixed*	*FR 0090*
FR 0091	15 April/ *April 15*, 2032	6,38% tetap/ *fixed*	*FR 0091*
FR 0096	15 Februari/ *February 15*, 2033	7,00% tetap/ *fixed*	*FR 0096*
FR 0101	15 April/ *April 15*, 2029	6,88% tetap/ *fixed*	*FR 0101*
FR 0104	15 July/ *July 15*, 2030	6,50% tetap/ *fixed*	*FR 0104*
FR 0109	15 Maret/ *March 15*, 2030	5,88% tetap/ *fixed*	*FR 0109*

9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

9. GOVERNMENT BONDS (continued)

c. Based on maturity and interest rate (continued)

Keterangan	**Tanggal jatuh tempo/ *Maturity date***	**Suku Bunga/ *Interest Rate***	***Description***
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (lanjutan)			*Financial asset held at fair value through other comprehensive income (continued)*
Rupiah (lanjutan)			*Rupiah (continued)*
Tingkat bunga tetap (lanjutan)			*Fixed interest rate (continued)*
Obligasi Syariah Negara			*Government Sharia Bonds*
PBS 003*)	15 Januari/ *January 15,* 2027	6,00% tetap/ *fixed*	*PBS 003*)*
PBS 004*)	15 Februari/ *February 15*, 2037	6,10% tetap/ *fixed*	*PBS 004*)*
PBS 005*)	15 April/ *April 15*, 2043	6,75% tetap/ *fixed*	*PBS 005*)*
PBS 012*)	15 November/ *November 15*, 2031	8,88% tetap/ *fixed*	*PBS 012*)*
PBS 017*)	15 Oktober/ *October 15*, 2025	6,13% tetap/ *fixed*	*PBS 017*)*
PBS 022*)	15 April/ *April 15,* 2034	8,63% tetap/ *fixed*	*PBS 022*)*
PBS 021*)	15 November/ *November 15,* 2026	8,50% tetap/ *fixed*	*PBS 021*)*
PBS 025*)	15 Mei/ *May 15,* 2033	8,38% tetap/ *fixed*	*PBS 025*)*
PBS 028*)	15 Oktober/ *October 15,* 2046	7,75% tetap/ *fixed*	*PBS 028*)*
PBS 029*)	15 Maret/ *March 15,* 2034	6,38% tetap/ *fixed*	*PBS 029*)*
PBS 030*)	15 Juli/ *July 15*, 2028	5,88% tetap/ *fixed*	*PBS 030*)*
PBS 032*)	15 Juli/ *July 15,* 2026	4,88% tetap/ *fixed*	*PBS 032*)*
PBS 033*)	15 Juni/ *July 15,* 2047	6,75% tetap/ *fixed*	*PBS 033*)*
PBS 034*)	15 Juni/ *July 15,* 2039	6,50% tetap/ *fixed*	*PBS 034*)*
PBS 037*)	15 Maret/ *March 15,* 2036	6,88% tetap/ *fixed*	*PBS 037*)*
PBS 038*)	15 Desember/ *December 15,* 2049	6,88% tetap/ *fixed*	*PBS 038*)*
PBS 039*)	15 Juli/ *July 15,* 2041	6,63% tetap/ *fixed*	*PBS 039*)*
PBS 040*)	15 November/ *November 15,* 2030	5,00% tetap/ *fixed*	*PBS 040*)*
PBSG 001*)	15 September/ *September 15,* 2029	6,63% tetap/ *fixed*	*PBSG 001*)*
PBSG 002*)	15 Oktober/ *October 15,* 2033	5,63% tetap/ *fixed*	*PBSG 002*)*

*) Termasuk Obligasi Pemerintah yang dimiliki oleh Entitas Anak

**) Including Government Bonds owned by the subsidiary*

9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

9. GOVERNMENT BONDS (continued)

c. Based on maturity and interest rate (continued)

Keterangan	Tanggal jatuh tempo/ *Maturity date*	Suku Bunga/ *Interest Rate*	*Description*
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (lanjutan)			*Financial asset held at fair fair value through other comprehensive income (continued)*
Mata uang asing			*Foreign Currencies*
Dolar Amerika Serikat			*United States Dollar*
Tingkat bunga tetap			*Fixed interest rate*
INDOIS 2050	23 Juni/ *June 23*, 2050	3,80% tetap/ *fixed*	*INDOIS 2050*
INDON 2037	17 Februari/ *February 17*, 2037	6,63% tetap/ *fixed*	*INDON 2037*
INDON 2038	17 Januari/ *January 17*, 2038	7,75% tetap/ *fixed*	*INDON 2038*
INDON 2043	15 April/ *April 15*, 2043	4,63% tetap/ *fixed*	*INDON 2043*
INDON 2044	15 Januari/ *January 15*, 2044	6,75% tetap/ *fixed*	*INDON 2044*
INDON 2045	15 Januari/ *January 15*, 2045	5,13% tetap/ *fixed*	*INDON 2045*
INDON 2046	8 Januari/ *January 8*, 2046	5,95% tetap/ *fixed*	*INDON 2046*
INDON 2047	8 Januari/ *January 8*, 2047	5,25% tetap/ *fixed*	*INDON 2047*
INDON 2048	11 Januari/ *January 11*, 2048	4,35% tetap/ *fixed*	*INDON 2048*
INDON 2049	11 Februari/ *February 11*, 2049	5,35% tetap/ *fixed*	*INDON 2049*
INDON 2049N	30 Oktober/ *October 30*, 2049	3,70% tetap/ *fixed*	*INDON 2049N*
INDON 2050N	15 Oktober/ *October 15*, 2050	4,20% tetap/ *fixed*	*INDON 2050N*
USD FR 0002	24 Juni/ *June 24*, 2026	4,05% tetap/ *fixed*	*USD FR 0002*
Diukur pada biaya perolehan amortisasi			*Amortized cost*
Rupiah			*Rupiah*
Tingkat bunga tetap			*Fixed interest rate*
FR 0037	15 September/ *September 15,* 2026	12,00% tetap/ *fixed*	*FR 0037*
FR 0042	15 Juli/ *July 15,* 2027	10,25% tetap/ *fixed*	*FR0042*
FR 0047	15 Februari/ *February 15*, 2028	10,00% tetap/ *fixed*	*FR 0047*
FR 0052	15 Agustus/ *August 15*, 2030	10,50% tetap/ *fixed*	*FR 0052*
FR 0054	15 Juli/ *July 15*, 2031	9,50% tetap/ *fixed*	*FR 0054*
FR 0056	15 September/ *September 15,* 2026	8,38% tetap/ *fixed*	*FR 0056*
FR 0059	15 Mei/ *May 15*, 2027	7,00% tetap/ *fixed*	*FR 0059*
FR 0064	15 Mei/ *May 15*, 2028	6,13% tetap/ *fixed*	*FR 0064*
FR 0065	15 Mei/ *May 15,* 2033	6,63% tetap/ *fixed*	*FR 0065*

9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

9. GOVERNMENT BONDS (continued)

c. Based on maturity and interest rate (continued)

Keterangan	**Tanggal jatuh tempo/ *Maturity date***	**Suku Bunga/ *Interest Rate***	***Description***
Diukur pada biaya perolehan amortisasi (lanjutan)			*Amortized cost (continued)*
Rupiah			*Rupiah*
Tingkat bunga tetap			*Fixed interest rate*
FR 0071	15 Maret/ *March 15, 2029*	9,00% tetap/ *fixed*	*FR 0071*
FR 0073	15 Mei/ *May 15, 2031*	8,75% tetap/ *fixed*	*FR 0073*
FR 0078	15 Mei/ *May 15, 2029*	8,25% tetap/ *fixed*	*FR 0078*
FR 0081	15 Juni/ *Juni 15, 2025*	6,50% tetap/ *fixed*	*FR 0081*
FR 0082	15 September/ *September 15, 2030*	7,00% tetap/ *fixed*	*FR 0082*
FR 0084	15 Februari/ *February 15, 2026*	7,25% tetap/ *fixed*	*FR 0084*
FR 0085	15 April/ *April 15, 2031*	7,75% tetap/ *fixed*	*FR 0085*
FR 0086	15 April/ *April 15, 2026*	5,50% tetap/ *fixed*	*FR 0086*
FR 0087	15 Februari/ *February 15*, 2031	6,50% tetap/ *fixed*	*FR 0087*
FR 0088	15 Juni/ *June 15,* 2036	6,25% tetap/ *fixed*	*FR 0088*
FR 0090	15 April/ *April 15*, 2027	5,13% tetap/ *fixed*	*FR 0090*
FR 0091	15 April/ *April 15,* 2032	6,38% tetap/ *fixed*	*FR 0091*
FR 0096	15 Februari/ *February 15,* 2033	7,00% tetap/ *fixed*	*FR 0096*
PBS 003*)	15 Januari/ *January 15,* 2027	6,00% tetap/ *fixed*	*PBS 003*)*
PBS 004*)	15 Februari/ *February 15*, 2037	6,10% tetap/ *fixed*	*PBS 004*)*
PBS 012*)	15 November/ *November 15*, 2031	8,88% tetap/ *fixed*	*PBS 012*)*
PBS 023*)	15 Mei/ *May 15*, 2030	8,13% tetap/ *fixed*	*PBS 023*)*
PBS 030*)	15 Juli/ *July 15*, 2028	5,88% tetap/ *fixed*	*PBS 030*)*
PBS 032*)	15 Juli/ *July 15*, 2026	4,88% tetap/ *fixed*	*PBS 032*)*
PBSG 001*)	15 September/ *September 15,* 2029	6,63% tetap/ *fixed*	*PBSG 001*)*
IFR 006*)	15 Maret/ *March 15,* 2030	10,25% tetap/ *fixed*	*IFR 006*)*

*) Termasuk Obligasi Pemerintah yang dimiliki oleh Entitas Anak

**) Including Government Bonds owned by the subsidiary*

9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

9. GOVERNMENT BONDS (continued)

c. Based on maturity and interest rate (continued)

Keterangan	Tanggal jatuh tempo/ *Maturity date*	Suku Bunga/ *Interest Rate*	*Description*
Diukur pada biaya perolehan amortisasi (lanjutan)			*Amortized cost (continued)*
Rupiah (lanjutan)			*Rupiah (continued)*
Tingkat bunga tetap (lanjutan)			*Fixed interest rate (continued)*
Obligasi Syariah Negara			*Government Sharia Bond*
Sukuk BI*)	2 Januari/ *January 2,* 2026	7,27% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	2 Januari/ *January 2,* 2026	5,94% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	7 Januari/ *January 7,* 2026	4,70% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	7 Januari/ *January 7,* 2026	4,75% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	9 Januari/ *January 9,* 2026	6,69% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	30 Januari/ *January 30,* 2026	6,74% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	6 Februari/ *February 6,* 2026	6,44% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	6 Februari/ *February 6,* 2026	5,53% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	11 Februari/ *February 11,* 2026	4,60% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	6 Maret/ *March 6,* 2026	6,42% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	6 Maret/ *March 6,* 2026	6,26% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	6 Maret/ *March 6,* 2026	5,06% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	11 Maret/ *March 11,* 2026	4,87% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	23 Maret/ *March 23,* 2026	5,96% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	10 April/ *April 10,* 2026	6,74% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	10 April/ *April 10,* 2026	4,76% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	4 Mei/ *May 4,* 2026	5,56% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	8 Mei/ *May 8,* 2026	6,47% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	15 Mei/ *May 15,* 2026	4,62% tetap/ *fixed*	*Sukuk BI*)*

*) Termasuk Obligasi Pemerintah yang dimiliki oleh Entitas Anak

**) Including Government Bonds owned by the subsidiary*

9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

9. GOVERNMENT BONDS (continued)

c. Based on maturity and interest rate (continued)

Keterangan	Tanggal jatuh tempo/ *Maturity date*	Suku Bunga/ *Interest Rate*	*Description*
Diukur pada biaya perolehan amortisasi (lanjutan)			*Amortized cost (continued)*
Rupiah (lanjutan)			*Rupiah (continued)*
Tingkat bunga tetap (lanjutan)			*Fixed interest rate (continued)*
Obligasi Syariah Negara (lanjutan)			*Government Sharia Bond (continued)*
Sukuk BI*)	3 Juni/ *June 3,* 2026	6,28% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	3 Juni/ *June 3,* 2026	5,07% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	19 Juni/ *June 19,* 2026	4,90% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	3 Juli/ *July 3,* 2026	5,98% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	3 Juli/ *July 3,* 2026	4,76% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	31 Juli/ *July 31,* 2026	5,58% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	14 Agustus/ *August 14,* 2026	4,64% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	2 September/ *September 2,* 2026	5,08% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	18 September/ *September 18,* 2026	4,95% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	2 October/ *October 2,* 2026	4,80% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	6 November/ *November 6,* 2026	4,68% tetap/ *fixed*	*Sukuk BI*)*
Sukuk BI*)	4 Desember/ *December 4,* 2026	4,68% tetap/ *fixed*	*Sukuk BI*)*
Dolar Amerika Serikat			*United States Dollar*
INDON 2026	8 Januari/ *January 8*, 2026	4,75% tetap/ *fixed*	*INDON 2026*

*) Termasuk Obligasi Pemerintah yang dimiliki oleh Entitas Anak

**) Including Government Bonds owned by the subsidiary*

9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

Bunga atas obligasi pemerintah syariah seri ORI, PBS dan seri SR, masing-masing dibayarkan secara bulanan dan semester.

Nilai pasar obligasi pemerintah yang diklasifikasikan sebagai nilai wajar melalui laba rugi dan diukur pada nilai wajar melalui penghasilan komprehensif lain berkisar dari 75,94% sampai dengan 125,11% dan 93,40% sampai dengan 158,29% masing-masing pada tanggal 31 Desember 2025 dan 2024.

Kerugian yang belum direalisasi akibat penurunan nilai wajar obligasi pemerintah yang diukur pada nilai wajar melalui pendapatan komprehensif lain pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar (Rp635.148) dan (Rp1.185.533), yang disajikan dalam akun "(Kerugian) yang belum direalisasi atas efek-efek dan obligasi pemerintah setelah pajak tangguhan" pada ekuitas dalam laporan posisi keuangan.

Grup mengakui keuntungan dan kerugian bersih atas penjualan obligasi pemerintah masing-masing sebesar Rp178.444 dan Rp49.049 untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, yang disajikan dalam akun "Keuntungan dari penjualan obligasi pemerintah - neto" di laporan laba rugi dan penghasilan komprehensif lain.

Grup mengakui kerugian yang belum direalisasi-neto atas perubahan nilai wajar obligasi pemerintah melalui laba rugi sebesar (Rp6.893) dan (Rp40.444) masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, yang disajikan dalam akun "Keuntungan (kerugian) yang belum direalisasi dari perubahan nilai wajar obligasi pemerintah - neto" di laporan laba rugi dan penghasilan komprehensif lain.

9. GOVERNMENT BONDS (continued)

c. Based on maturity and interest rate (continued)

Interest of ORI series, PBS and SR series sharia government bonds are paid monthly and semi-annually, respectively.

The market values of government bonds classified as fair value through profit or loss and fair value through other comprehensive income are ranging from 75.94% to 125.11% and 93.40% to 158.29% of nominal amounts as of December 31, 2025 and 2024, respectively.

As of December 31, 2025 and 2024, the unrealized gain or loss due to the decrease in the fair value of fair value through other comprehensive income government bonds (after deferred tax) amounted to (Rp635,148) and (Rp1,185,533), respectively, which are presented as "Unrealized (loss) on securities and government bonds, net of deferred tax" in the equity section of the statement of financial position.

The Group recognized gain and loss-net on sale of government bonds amounting to Rp178,444 and Rp49,049 for the year ended December 31, 2025 and 2024, respectively, which is presented in the statement of profit or loss and other comprehensive income as "Gain on sale of government bonds - net".

The Group recognized unrealized loss-net from the change in fair value of government bonds classified as at fair value through profit or loss amounting to (Rp6,893) and (Rp40,444) for the year ended December 31, 2025 and 2024, respectively, which is presented in the statement of profit and loss in other comprehensive income as "Unrealized gain and loss from change in fair value of government bonds - net".

10. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI

Efek-efek yang dibeli dengan janji dijual kembali terdiri dari:

10. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL

Securities purchased under agreement to resell consist of:

31 Desember/*December 31,* 2025

Nasabah/ *Customer*	Jenis Surat Berharga/ *Type of Securities*	Suku Bunga/ *Interest rate*	Nilai Nominal/ *Nominal Amount*	Tanggal Dimulai/ *Commencement Date*	Tanggal Penjualan Kembali/ *Resell Date*	Harga Pen-jualan Kembali/ *Resell Price*	Pendapatan Bunga yang Belum Direalisasi/ *Unrealized Interest*	Nilai Tercatat/ *Carrying Value*
Pihak Ketiga/*Third Party*								
Standard Chartered Bank	FR0056	4,70%	20.000	18 Desember/ *December 18,* 2025	2 Januari/ *January 2,* 2026	20.587	3	20.584
BNP Paribas	FR0086	4,73%	290.000	30 December/ *December 30,* 2025	6 Januari/ *January 6,* 2026	288.488	188	288.300
Bank Pan Indonesia	FR0093	4,70%	20.000	22 Desember/ *December 22,* 2025	5 Januari/ *January 5,* 2026	19.355	10	19.345
Bank Pembangunan Daerah Jawa Timur	FR0059	4,75%	10.000	19 Desember/ *December 19,* 2025	2 Januari/ *January 2,* 2026	9.848	1	9.847
Bank Maybank Indonesia	FR0059	4,75%	100.000	23 Desember/ *December 23,* 2025	6 Januari/ *January 6,* 2026	98.564	65	98.499
Bank Maybank Indonesia	FR0059	4,75%	20.000	24 Desember/ *December 24,* 2025	7 Januari/ *January 7,* 2026	19.714	16	19.698
Bank Pan Indonesia	FR0093	4,70%	20.000	29 Desember/ *December 29,* 2025	12 Januari/ *January 12,* 2026	19.294	28	19.266
Bank Pembangunan Daerah Sumatera Selatan & Bangka Belitung	FR0096	4,75%	100.000	29 Desember/ *December 29,* 2025	5 Januari/ *January 5,* 2026	100.447	53	100.394
Bank Pembangunan Daerah Sumatera Selatan & Bangka Belitung	FR0096	4,75%	215.000	29 Desember/ *December 29,* 2025	5 Januari/ *January 5,* 2026	215.962	113	215.849
BNP Paribas	IDSR060226364S	4,73%	130.000	30 December/ *December 30,* 2025	6 Januari/ *January 6,* 2026	129.387	84	129.303
BNP Paribas	IDSR230326364S	4,73%	100.000	30 December/ *December 30,* 2025	6 Januari/ *January 6,* 2026	99.003	64	98.939
Bank Pembangunan Daerah Sulawesi Utara & Gorontalo	IDSR200226364S	4,75%	150.000	29 December/ *December 29,* 2025	5 Januari/ *January 5,* 2026	149.632	78	149.554
Nationalnobu Bank	IDSR170726364S	4,73%	50.000	30 December/ *December 30,* 2025	13 Januari/ *January 13,* 2026	48.775	76	48.699
Nationalnobu Bank	IDSR310726364S	4,73%	100.000	24 December/ *December 24,* 2025	7 Januari/ *January 7,* 2026	97.284	77	97.207
Nationalnobu Bank	IDSR201126364S	4,75%	50.000	19 December/ *December 19,* 2025	2 Januari/ *January 2,* 2026	47.866	6	47.860
Nationalnobu Bank	IDSR150526364S	4,85%	50.000	31 December/ *December 31,* 2025	14 Januari/ *January 14,* 2026	49.201	85	49.116
Pihak Berelasi/*Related Party*								
PT Bank Mandiri (Persero) Tbk	FR0084	4,72%	20.000	18 Desember/ *December 18,* 2025	2 Januari/ *January 2,* 2026	20.215	3	20.212
PT Bank Rakyat Indonesia (Persero) Tbk	FR0103	4,30%	250.000	30 Desember/ *December 30,* 2025	2 Januari/ *January 2,* 2026	251.198	30	251.168
Total			**1.695.000**			**1.684.820**	**980**	**1.683.840**

10. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI (lanjutan)

Efek-efek yang dibeli dengan janji dijual kembali terdiri dari:

10. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL (continued)

Securities purchased under agreement to resell consist of:

31 Desember/*December 31*, 2024

Nasabah/ *Customer*	Jenis Surat Berharga/ *Type of Securities*	Suku Bunga/ *Interest rate*	Nilai Nominal/ *Nominal Amount*	Tanggal Dimulai/ *Commencement Date*	Tanggal Penjualan *Kembali/ Resell Date*	Harga Pen-jualan Kembali/ *Resell Price*	Pendapatan Bunga yang Belum Direalisasi/ *Unrealized Interest*	Nilai Tercatat/ *Carrying Value*
Pihak Ketiga/*Third Party*								
Bank Pembangunan Daerah Kalimantan Tengah	IDSR240125364S	6,46%	50.000	17 Desember/ *December 17*, 2024	2 Januari/ *January 2*, 2025	49.785	9	49.776
Nationalnobu Bank	IDSR051225364S	6,30%	50.000	24 Desember/ *December 24*, 2024	7 Januari/ *January 7*, 2025	46.868	50	46.818
Bank Pembangunan Daerah Kalimantan Tengah	IDSR101025364S	6,46%	33.000	18 Desember/ *December 18*, 2024	3 Januari/ *January 3*, 2025	31.334	11	31.323
Standard Chartered Bank	IDSR040425364S	6,30%	10.000	23 Desember/ *December 23*, 2024	6 Januari/ *January 6*, 2025	9.832	9	9.823
Standard Chartered Bank	IDSR040425364	6,30%	10.000	19 Desember/ *December 19*, 2024	2 Januari/ *January 2*, 2025	9.825	2	9.823
Bank Pembangunan Daerah Jawa Barat Dan Banten Tbk	FR0087	6,46%	10.000	20 Desember/ *December 20*, 2024	3 Januari/ *January 3*, 2025	9.205	3	9.202
Bank Pembangunan Daerah Jawa Barat Dan Banten Tbk	FR0087	6,46%	10.000	27 Desember/ *December 27*, 2024	10 Januari/ *January 10*, 2025	9.211	15	9.196
Standard Chartered Bank	IDSR040425364	6,30%	5.000	30 Desember/ *December 30*, 2024	13 Januari/ *January 13*, 2025	4.923	11	4.912
Bank Pembangunan Daerah Jawa Barat Dan Banten Tbk	FR0096	6,46%	5.000	31 Desember/ *December 31*, 2024	14 Januari/ *January 14*, 2025	4.763	11	4.752
Total			**183.000**			**175.746**	**121**	**175.625**

Berikut adalah perubahan efek-efek yang dibeli dengan janji dijual kembali untuk tahun yang berakhir 31 Desember 2025 dan 2024:

Presented below is the movements in securities purchased under agreement to resell for the year ended December 31, 2025 and 2024, respectively:

31 Desember/*December 31*, 2025

	Stage 1	Stage 2	Stage 3	Syariah*)	Total	
Efek-efek yang dibeli dengan janji dijual kembali						***Securities purchased under agreement to resell***
Saldo awal	175.625	-	-	-	175.625	*Beginning Balance*
Aset keuangan baru yang diterbitkan atau dibeli	1.683.840	-	-	-	1.683.840	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(175.625)	-	-	-	(175.625)	*Derecognized financial assets*
Saldo akhir tahun	**1.683.840**	**-**	**-**	**-**	**1.683.840**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109 "Instrumen Keuangan"

**) Not applying SFAS No. 109 "Financial Instruments"*

31 Desember/*December 31*, 2024

	Stage 1	Stage 2	Stage 3	Syariah*)	Total	
Efek-efek yang dibeli dengan janji dijual kembali						***Securities purchased under agreement to resell***
Saldo awal	-	-	-	-	-	*Beginning Balance*
Aset keuangan baru yang diterbitkan atau dibeli	175.625	-	-	-	175.625	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	-		-	-	-	*Derecognized financial assets*
Saldo akhir tahun	**175.625**	**-**	**-**	**-**	**175.625**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109 "Instrumen Keuangan"

**) Not applying SFAS No. 109 "Financial Instruments"*

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH

Rincian kredit dan pembiayaan/piutang syariah yang diberikan oleh Grup berdasarkan jenis transaksi dengan pihak-pihak berelasi, sektor ekonomi, jangka waktu sesuai dengan perjanjian, sisa umur jatuh tempo dan kolektibilitas adalah adalah sebagai berikut:

a. Jenis Kredit dan Pembiayaan/Piutang Syariah

11. LOANS AND SHARIA FINANCING/ RECEIVABLES

The details of loans and sharia financing/receivables provided by Group classified by type, transaction with related parties, economic sector, period based on agreements, remaining period to maturity and collectibility are as follows:

a. Types of Loans and Sharia Financing/Receivables

	31 Desember/ *December 31*, 2025	31 Desember/ *December 31*, 2024	
Konvensional			*Conventional*
Konsumsi			*Consumer*
Pemilikan rumah (KPR)	253.483.724	239.067.180	*Housing loan*
Non-kepemilikan rumah	14.814.998	14.243.360	*Non-housing loan*
	268.298.722	253.310.540	
Modal kerja	49.057.002	34.063.699	*Working capital*
Investasi	17.148.393	17.120.907	*Investment*
Sindikasi	9.295.241	7.785.728	*Syndicated*
Direksi dan karyawan			*Directors and employees*
- Pihak ketiga	1.838.611	1.739.208	*Third parties*
- Pihak yang berelasi	64.955	60.023	*Related parties*
	345.702.924	314.080.105	
Syariah			*Sharia*
Konsumsi			*Consumer*
Pemilikan rumah (KPR)	50.855.904	40.863.836	*Housing loan*
Non-kepemilikan rumah	478.237	280.853	*Non-housing loan*
	51.334.141	41.144.689	
Modal kerja	2.171.225	2.464.181	*Working capital*
Investasi	47.104	72.475	*Investment*
Direksi dan karyawan			*Directors and employees*
- Pihak yang berelasi	1.320.693	211.482	*Related parties*
	54.873.163	43.892.827	
Total	400.576.087	357.972.932	*Total*
Dikurangi cadangan kerugian penurunan nilai	(15.314.236)	(13.057.187)	*Less allowance for impairment losses*
Neto	**385.261.851**	**344.915.745**	***Net***

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)

b. Sektor Ekonomi

b. Economic Sector

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Konvensional			*Conventional*
Perumahan	276.662.811	263.792.957	*Property*
Jasa usaha	21.823.213	10.705.016	*Business service*
Konstruksi	13.915.748	13.957.153	*Construction*
Perdagangan, restoran, dan hotel	11.193.482	5.180.920	*Trading, restaurant, and hotel*
Listrik, gas, dan air	6.504.345	5.665.747	*Electricity, gas, and water*
Transportasi, pergudangan, dan komunikasi	4.089.103	5.030.174	*Transportation, warehousing, and communication*
Manufaktur	3.409.419	2.350.749	*Manufacturing*
Pertambangan	2.348.464	1.672.093	*Mining*
Jasa-jasa social	985.099	743.868	*Social service*
Pertanian	216.055	144.363	*Farming*
Lain-lain*)	4.555.185	4.837.065	*Other*)
	345.702.924	314.080.105	
Syariah			*Sharia*
Perumahan	50.857.322	40.866.066	*Property*
Konstruksi	1.638.675	1.886.725	*Construction*
Jasa usaha	2.377.166	1.140.036	*Business service*
	54.873.163	43.892.827	
Total	400.576.087	357.972.932	*Total*
Dikurangi cadangan kerugian penurunan nilai	(15.314.236)	(13.057.187)	*Less allowance for impairment losses*
Neto	**385.261.851**	**344.915.745**	***Net***

*) Terdiri dari rumah tangga dan sektor ekonomi lainnya

) Consists of household and other economic sectors

c. Transaksi dengan pihak-pihak berelasi

c. Transactions with related parties

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Konvensional			*Conventional*
Konsumsi			*Consumer*
Non-kepemilikan rumah	78.853	70.076	*Non-housing loan*
Pemilikan rumah (KPR)	992	1.811	*Housing Loan*
	79.845	71.887	
Modal Kerja	22.912.549	11.582.140	*Working capital*
Investasi	4.657.636	10.083.466	*Investment*
Sindikasi	5.476.391	6.198.506	*Syndicated*
	33.126.421	27.935.999	
Syariah			*Sharia*
Konsumsi			*Consumer*
Non-kepemilikan rumah	17.076	9.253	*Non-housing loan*
Pemilikan rumah (KPR)	1.418	2.229	*Housing Loan*
	18.494	11.482	
Modal Kerja	639.249	200.000	*Working capital*
Investasi	662.950	-	*Investment*
	1.320.693	211.482	
Total	**34.447.114**	**28.147.481**	***Total***

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)

d. Jangka waktu (sesuai dengan perjanjian kredit dan pembiayaan/piutang syariah)

d. Loan period (based on agreements covering loan and sharia financing/receivables)

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Konvensional			*Conventional*
≤ 1 tahun	11.542.228	1.834.798	*≤ 1 year*
> 1 tahun ≤ 2 tahun	4.606.506	4.539.869	*> 1 year ≤ 2 years*
> 2 tahun ≤ 5 tahun	20.529.358	17.542.693	*> 2 years ≤ 5 years*
> 5 tahun	309.024.832	290.162.745	*> 5 years*
	345.702.924	314.080.105	
Syariah			*Sharia*
≤ 1 tahun	178.782	100.035	*≤ 1 year*
> 1 tahun ≤ 2 tahun	535.681	681.543	*> 1 year ≤ 2 years*
> 2 tahun ≤ 5 tahun	2.924.936	1.963.533	*> 2 years ≤ 5 years*
> 5 tahun	51.233.764	41.147.716	*> 5 years*
	54.873.163	43.892.827	
Total	400.576.087	357.972.932	*Total*
Dikurangi cadangan kerugian penurunan nilai	(15.314.236)	(13.057.187)	*Less allowance for impairment losses*
Neto	**385.261.851**	**344.915.745**	***Net***

e. Sisa Umur Jatuh Tempo

e. Remaining Period to Maturity

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Konvensional			*Conventional*
≤ 1 tahun	27.722.673	6.129.318	*≤ 1 year*
> 1 tahun ≤ 2 tahun	7.857.501	6.200.166	*> 1 year ≤ 2 years*
> 2 tahun ≤ 5 tahun	32.786.540	29.855.225	*> 2 years ≤ 5 years*
> 5 tahun	277.336.210	261.895.396	*> 5 years*
	345.702.924	314.080.105	
Syariah			*Sharia*
≤ 1 tahun	897.731	1.488.421	*≤ 1 year*
> 1 tahun ≤ 2 tahun	1.170.446	1.183.565	*> 1 year ≤ 2 years*
> 2 tahun ≤ 5 tahun	3.721.978	2.751.754	*> 2 years ≤ 5 years*
> 5 tahun	49.083.008	38.469.087	*> 5 years*
	54.873.163	43.892.827	
Total	400.576.087	357.972.932	*Total*
Dikurangi cadangan kerugian penurunan nilai	(15.314.236)	(13.057.187)	*Less allowance for impairment losses*
Neto	**385.261.851**	**344.915.745**	***Net***

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

f. Informasi pokok lainnya

i. Termasuk di dalam kredit yang diberikan adalah pembiayaan/piutang syariah yang diberikan dengan rincian sebagai berikut:

11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)

f. Other significant information

i. Loans include sharia financing/ receivables with details, as follows:

	31 Desember/ ***December 31, 2025***	**31 Desember/** ***December 31, 2024***	
Piutang Murabahah	39.463.923	32.568.565	*receivables*
Pembiayaan Musyarakah	8.862.046	6.014.023	*Musyarakah financing*
Piutang Istishna	6.496.432	5.263.020	*Istishna receivables*
Pinjaman Qardh	25.165	20.904	*Funds of Qardh*
Aset yang Diperoleh untuk Ijarah – Bersih	15.460	9.525	*Assets Acquired for Ijarah – Net*
Pembiayaan Mudharabah	10.137	16.790	*Mudharabah financing*
Total	54.873.163	43.892.827	*Total*
Dikurangi cadangan kerugian penurunan nilai	(1.354.679)	(1.329.253)	*Less allowance for impairment losses*
Neto	**53.518.484**	**42.563.574**	***Net***

ii. Tingkat suku bunga rata-rata per tahun untuk kredit konsumer sebesar 9,48% dan 7,68% masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, Tingkat suku bunga rata-rata per tahun untuk kredit komersial masing-masing sebesar 7,48% dan 6,30% masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

ii. Average annual interest rates for consumer loans are 9.48% and 7.68% for the years ended December 31, 2025 and 2024, respectively. Average annual interest rates for commercial loans are 7.48% and 6.30% for the years ended December 31, 2025 and 2024, respectively.

iii. Kredit yang diberikan dijamin dengan hak tanggungan atau surat kuasa memasang hak tanggungan atau surat kuasa untuk menjual, giro, tabungan, deposito berjangka atau jaminan lain yang umumnya diterima oleh Bank (Catatan 20, 21, dan 22).

iii. The loans are collateralized by registered mortgages or by powers of attorney to mortgage or sell, demand deposits, savings deposits, time deposits, or by other collaterals generally acceptable by the Bank (Notes 20, 21, and 22).

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

f. Informasi pokok lainnya (lanjutan)

iv. Pada tanggal 30 Desember 2024, Bank menjual kredit yang diberikan tertentu kepada PT AMC Dharma Jaya (“AMC”) sejumlah Rp1.309.117 dimana nilai tercatat bruto atas pokok adalah Rp1.308.723 dan tagihan bunga adalah Rp394. Bank sebelumnya telah membentuk cadangan kerugian penurunan nilai secara penuh sehingga nilai tercatatnya adalah RpNihil. Penjualan kredit yang diberikan ini dilakukan melalui akta jual beli dan cessie tertanggal 30 Desember 2024 dan sejak tanggal tersebut Bank menghentikan pengakuan kredit tersebut. Sesuai dengan ketentuan dalam akta jual beli dan cessie tersebut. Bank telah mengalihkan seluruh hak atas arus kas dan juga mengalihkan seluruh risiko dan manfaat atas kredit yang diberikan yang dijual tersebut. Oleh karena itu. Bank menghentikan pengakuan atas kredit yang diberikan ini dan mengakui pemulihan seluruh cadangan kerugian penurunan nilai yang dibentuk sebelumnya.

Pada tanggal yang sama. Bank membeli surat berharga syariah yaitu Sukuk Wakalah BI Al-Istitsmar (“Sukuk”) yang diterbitkan oleh PT Aviasi Pariwisata Indonesia (Persero) dari Subsidiary of Enterprise (“SOE”) Dharmawangsa Fund dengan nilai sebesar Rp3.224.017 Sukuk ini telah dicatat pada nilai wajarnya sebesar Rp2.049.646 pada tanggal pembelian (lihat Catatan 8 (Efek-Efek). SOE Dharmawangsa Fund merupakan sub fund dari Namco Indonesia Raya VCC yang dikelola oleh Mandiri Investment Management Pte. Ltd. selaku manajer investasi. Pemegang mayoritas saham AMC adalah Bidara Pte. Ltd. dengan kepemilikan sebesar 99,9%. dimana pemegang saham tunggal Bidara Pte. Ltd. adalah Henry Shaw merupakan Direktur Namco Indonesia Raya VCC. SOE Dharmawangsa dan AMC merupakan perusahaan terafiliasi. Bank tidak memiliki kepemilikan saham ataupun keterlibatan dalam aktivitas di dalam kedua entitas ini.

11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)

f. Other significant information (continued)

iv. On December 30, 2024, the Bank sold certain loans to PT AMC Dharma Jaya ("AMC") in the amount of Rp1,309,117, where the gross carrying value of the principal was Rp1,308,723 and the interest receivable was Rp394. The bank had previously established a full allowance for impairment losses so that the carrying value was RpNil. The sale of the credit granted was carried out through a sale and purchase deed and cessie dated December 30, 2024 and from that date the Bank stopped recognizing the credit, In accordance with the provisions of the sale and purchase deed and cessie, the Bank has transferred all rights to cash flows and also transferred all risks and benefits of the credit granted for sale. Therefore, the Bank derecognized this credit and recognized the recovery of all previously established allowances for impairment losses.

On the same date, the Bank purchased sharia securities, namely Sukuk Wakalah BI Al-Istitsmar ("Sukuk") issued by PT Aviasi Pariwisata Indonesia (Persero) from the Subsidiary of Enterprise ("SOE") Dharmawangsa Fund with a value of Rp3,224,017. This sukuk has been recorded at its fair value of Rp2,049,646 at the date of purchase (see Note 8 (Securities). SOE Dharmawangsa Fund is a sub fund of Namco Indonesia Raya VCC which is managed by Mandiri Investment Management Pte. Ltd. as investment manager. The majority shareholder of AMC is Bidara Pte. Ltd. with ownership of 99.9%, where the sole shareholder is Raflesia Jaya Pte. Ltd. Is Henry Shaw as one of the Director Namco Indonesia Raya VCC. SOE Dharmawangsa and AMC are affiliated companies. The Bank does not have share ownership or involvement in activities in these two entities.

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

f. Informasi pokok lainnya (lanjutan)

Pada tanggal 29 Desember 2023, Bank menjual kredit yang diberikan tertentu kepada PT AMC Padma Jaya (“AMC”) sejumlah Rp872.378 dimana nilai tercatat bruto atas pokok adalah Rp860.503 dan tagihan bunga adalah Rp11.875. Bank sebelumnya telah membentuk cadangan kerugian penurunan nilai secara penuh sehingga nilai tercatatnya adalah Rpnihil. Penjualan kredit yang diberikan ini dilakukan melalui akta jual beli dan cessie tertanggal 29 Desember 2023 dan sejak tanggal tersebut Bank menghentikan pengakuan kredit tersebut. Sesuai dengan ketentuan dalam akta jual beli dan cessie tersebut, Bank telah mengalihkan seluruh hak atas arus kas dan juga mengalihkan seluruh risiko dan manfaat atas kredit yang diberikan yang dijual tersebut. Oleh karena itu, Bank menghentikan pengakuan atas kredit yang diberikan ini dan mengakui pemulihan seluruh cadangan kerugian penurunan nilai yang dibentuk sebelumnya.

Pada tanggal yang sama, Bank membeli surat berharga syariah yaitu Sukuk Wakalah BI Al-Istitsmar (“Sukuk”) yang diterbitkan oleh PT Angkasa Pura I (Persero) dari Subsidiary of Enterprise (“SOE”) Wijayakusuma Fund dengan nilai sebesar Rp2.268.378. Sukuk ini telah dicatat pada nilai wajarnya sebesar Rp 1.465.100 pada tanggal pembelian (lihat Catatan 8 (Efek-Efek)). SOE Wijayakusuma Fund merupakan sub fund dari Namco Indonesia Raya VCC yang dikelola oleh Mandiri Investment Management Pte. Ltd. selaku manajer investasi. Pemegang mayoritas saham AMC adalah Raflesia Jaya Pte. Ltd. dengan kepemilikan sebesar 99,9%, dimana pemegang saham tunggal Raflesia Jaya Pte. Ltd. adalah Namco Indonesia Raya VCC. SOE Wijayakusuma dan AMC merupakan perusahaan terafiliasi. Bank tidak memiliki kepemilikan saham ataupun keterlibatan dalam aktivitas di dalam kedua entitas ini.

11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)

f. Other significant information (continued)

On December 29, 2023, the Bank sold certain loans to PT AMC Padma Jaya ("AMC") in the amount of Rp872,378, where the gross carrying value of the principal was Rp860,503 and the interest receivable was Rp11,875. The bank had previously established a full allowance for impairment losses so that the carrying value was Rpnil. The sale of the credit granted was carried out through a sale and purchase deed and cessie dated December 29, 2023 and from that date the Bank stopped recognizing the credit. In accordance with the provisions of the sale and purchase deed and cessie, the Bank has transferred all rights to cash flows and also transferred all risks and benefits of the credit granted for sale. Therefore, the Bank derecognized this credit and recognized the recovery of all previously established allowances for impairment losses.

On the same date, the Bank purchased sharia securities, namely Sukuk Wakalah BI Al-Istitsmar ("Sukuk") issued by PT Angkasa Pura I (Persero) from the Subsidiary of Enterprise ("SOE") Wijayakusuma Fund with a value of Rp2,268,378. This sukuk has been recorded at its fair value of Rp1,465,100 at the date of purchase (see Note 8 (Securities)). SOE Wijayakusuma Fund is a sub fund of Namco Indonesia Raya VCC which is managed by Mandiri Investment Management Pte. Ltd. as investment manager. The majority shareholder of AMC is Raflesia Jaya Pte. Ltd. with ownership of 99.9%, where the sole shareholder is Raflesia Jaya Pte. Ltd. is Namco Indonesia Raya VCC. SOE Wijayakusuma and AMC are affiliated companies. The Bank does not have share ownership or involvement in activities in these two entities.

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

f. Informasi pokok lainnya (lanjutan)

Mempertimbangkan transaksi pembelian sukuk dan penjualan kredit yang diberikan di atas dilakukan pada waktu yang sama dan dengan pihak-pihak lawan yang terafiliasi, Bank melihat transaksi-transaksi ini sebagai transaksi yang saling berkaitan sehingga dampak keuangan dari kedua transaksi diakui dalam akun beban penyisihan kerugian penurunan nilai aset keuangan dan aset non keuangan pada laporan laba rugi Bank pada tanggal transaksi.

v. Kredit yang diberikan kepada direksi dan karyawan Grup merupakan kredit untuk membeli kendaraan dan keperluan pribadi lainnya yang dibebani bunga dengan suku bunga rata-rata pada tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 sebesar 5,66% dan 5,76% dengan jangka waktu berkisar antara 1 sampai dengan 15 tahun. Kredit ini akan dibayar kembali melalui pemotongan gaji setiap bulan. Perbedaan antara tingkat bunga pinjaman karyawan dan *Base Lending Rate* (BLR) ditangguhkan dan dicatat sebagai beban yang ditangguhkan untuk pinjaman karyawan, bagian dari aset lain-lain. Besarnya akun beban yang ditangguhkan untuk pinjaman karyawan sebesar Rp156.517 dan Rp341.757 tahun pada tanggal 31 Desember 2025 dan 2024 (Catatan 16).

vi. Kredit yang diberikan dan pembiayaan/ piutang syariah kepada pihak-pihak berelasi tahun pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp34.447.114 dan Rp28.147.481 (Catatan 46). Tahun pada tanggal 31 Desember 2025 dan 2024 persentase kredit yang diberikan dan pembiayaan/ piutang syariah dari pihak-pihak berelasi terhadap jumlah kredit yang diberikan dan pembiayaan/ piutang syariah masing-masing adalah sebesar 7,51% dan 7,86%.

11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)

f. Other significant information (continued)

Consideration that the sukuk purchase and credit sales transaction provided above were carried out at the same time and with affiliated counterparties, Bank views these transaction as interrelated transaction so that the financial impact of both transactions is recognized in the provision for impairment lossess on financial and non financial asset in the profit and loss statement Bank on the transaction date.

v. The loans given to the Group directors and employees consist of loans intended for purchase of vehicles and other personal necessities. These loans earn an average interest of 5.66% and 5.76%. for the year ended December 31, 2025 and 2024. with term ranging from 1 to 15 years. This loan will be repaid through employee deduction salary. Difference between employee loan's interest rates and Base Lending Rate (BLR) is deferred and recorded as deferred expense for employee loans as part of other assets. Deferred expense for employee loans amounted to Rp156,517 and Rp341,757, as of December 31, 2025 and 2024, respectively (Note 16).

vi. As of December 31, 2025 and 2024, the outstanding balances of loans and sharia financing/receivables from related parties amounted to Rp34,447,114 and Rp28,147,481, for the year as of December 31, 2025 and 2024, respectively (Note 46). As of December 31, 2025 and 2024 the percentage of loans and sharia financing/receivables from related parties represent approximately 7.51% and 7.86%, respectively, of the total loans and sharia financing/receivables.

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

f. Informasi pokok lainnya (lanjutan)

vii. Perubahan nilai tercatat dan cadangan kerugian penurunan nilai kredit yang diberikan dan pembiayaan/piutang syariah adalah sebagai berikut:

11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)

f. Other significant information (continued)

Vii. The movements in the gross carrying amount and allowance for impairment losses on loans and sharia financing/receivables are as follows:

	31 Desember/ *December 31,* 2025	31 Desember/ *December 31*, 2024	
Saldo awal tahun	13.057.187	15.591.964	*Balance at beginning of year*
Penyisihan kerugian penurunan nilai selama tahun berjalan* (Catatan 36)	6.181.981	847.517	*Provision for impairment losses during the year (Note 36)*
Penerimaan kembali kredit yang telah dihapusbukukan	84.838	82.469	*Recovery of loans written-off*
Penghapusbukuan kredit	(4.009.770)	(3.464.763)	*Loans written-off*
Saldo akhir tahun	**15.314.236**	**13.057.187**	***Balance at the end of year***

*) Termasuk dampak nilai wajar sukuk sebesar Rp1.174.371 juta pada tahun 2024.

**) Included impact of fair value sukuk amounted Rp1,174,371 million in 2024.*

Perubahan nilai tercatat bruto adalah sebagai berikut:

Movements in the gross carrying amount are as follows:

	31 Desember/*December 31, 2025*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Kredit yang diberikan dan pembiayaan/piutang syariah						***Loans and sharia financing/receivables***
Saldo Awal	259.198.583	35.477.378	19.404.144	43.892.827	357.972.932	*Beginning Balance*
Pengalihan ke:						*Transfer to:*
Stage 1	6.725.102	(6.387.342)	(337.760)	-	-	*Stage 1*
Stage 2	(18.223.179)	18.457.299	(234.120)	-	-	*Stage 2*
Stage 3	(1.796.828)	(5.257.524)	7.054.352	-	-	*Stage 3*
Total saldo awal setelah pengalihan	245.903.678	42.289.811	25.886.616	43.892.827	357.972.932	*Total opening balance after transfer*
Pengukuran kembali bersih nilai tercatat	(9.056.676)	106.251	(705.032)	(2.702.372)	(12.357.829)	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	61.113.799	128.674	838.066	15.558.539	77.639.078	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(15.626.705)	(685.025)	(988.342)	(1.368.252)	(18.668.324)	*Derecognized financial assets*
Aset keuangan yang dihapusbuku	(157.513)	(523.021)	(2.821.657)	(507.579)	(4.009.770)	*Written-off financial assets*
Total penambahan/(penurunan) tahun berjalan	36.272.905	(973.121)	(3.676.965)	10.980.336	42.603.155	*Total addition/(reversal) during the year*
Saldo akhir tahun	**282.176.583**	**41.316.690**	**22.209.651**	**54.873.163**	**400.576.087**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109, "Instrumen Keuangan"

**) Not applying SFAS No. 109, "Financial Instruments"*

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

f. Informasi pokok lainnya (lanjutan)

viii. Perubahan nilai tercatat dan cadangan kerugian penurunan nilai kredit yang diberikan dan pembiayaan/piutang syariah adalah sebagai berikut: (lanjutan)

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan)

11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)

f. Other significant information (continued)

viii. The movements in the gross carrying amount and allowance for impairment losses on loans and sharia financing/receivables are as follows: (continued)

Movements in the gross carrying amount are as follows: (continued)

	31 Desember/*December 31, 2024*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Kredit yang diberikan dan pembiayaan/piutang syariah						***Loans and sharia financing/receivables***
Saldo Awal	243.236.678	33.119.298	20.227.884	37.114.281	333.698.141	*Beginning Balance*
Pengalihan ke:						*Transfer to:*
Stage 1	6.030.081	(5.807.436)	(222.645)	-	-	*Stage 1*
Stage 2	(11.650.757)	12.138.970	(488.213)	-	-	*Stage 2*
Stage 3	(2.966.383)	(1.941.500)	4.907.883	-	-	*Stage 3*
Total saldo awal setelah pengalihan	234.649.619	37.509.332	24.424.909	37.114.281	333.698.141	*Total opening balance after transfer*
Pengukuran kembali bersih nilai tercatat	(14.914.833)	(737.501)	(866.271)	(2.214.778)	(18.733.383)	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	52.640.932	197.834	691.175	10.583.276	64.113.217	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(13.080.174)	(1.053.826)	(2.197.638)	(1.308.642)	(17.640.280)	*Derecognized financial assets*
Aset keuangan yang dihapusbuku	(96.961)	(438.461)	(2.648.031)	(281.310)	(3.464.763)	*Written-off financial assets*
Total penambahan/(penurunan) tahun berjalan	24.548.964	(2.031.954)	(5.020.765)	6.778.546	24.274.791	*Total addition/(reversal) during the year*
Saldo akhir tahun	**259.198.583**	**35.477.378**	**19.404.144**	**43.892.827**	**357.972.932**	***Balance at the end of year***

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	31 Desember/*December 31, 2025*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Kredit yang diberikan dan pembiayaan/piutang syariah						***Loans and sharia financing/receivables***
Saldo Awal	1.705.798	3.564.534	6.457.602	1.329.253	13.057.187	*Beginning Balance*
Pengalihan ke:						*Transfer to:*
Stage 1	578.402	(470.267)	(108.135)	-	-	*Stage 1*
Stage 2	(188.411)	305.516	(117.105)	-	-	*Stage 2*
Stage 3	(27.793)	(720.722)	748.515	-	-	*Stage 3*
Total saldo awal setelah pengalihan	2.067.996	2.679.061	6.980.877	1.329.253	13.057.187	*Total opening balance after transfer*
Pengukuran kembali bersih penurunan nilai	(354.587)	2.323.469	3.777.907	509.927	6.256.716	*Net remeasurement of impairment losses*
Aset keuangan baru yang diterbitkan atau dibeli	191.148	10.034	207.338	62.521	471.041	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(142.889)	(102.411)	(176.195)	(39.443)	(460.938)	*Derecognized financial assets*
Aset keuangan yang dihapusbuku	(157.513)	(523.021)	(2.821.657)	(507.579)	(4.009.770)	*Written-off financial assets*
Total penambahan/(penurunan) tahun berjalan	(463.841)	1.708.071	987.393	25.426	2.257.049	*Total addition/(reversal) during the year*
Saldo akhir tahun	**1.604.155**	**4.387.132**	**7.968.270**	**1.354.679**	**15.314.236**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

f. Informasi pokok lainnya (lanjutan)

ix. Perubahan nilai tercatat dan cadangan kerugian penurunan nilai kredit yang diberikan dan pembiayaan/piutang syariah adalah sebagai berikut: (lanjutan)

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut: (lanjutan)

11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)

f. Other significant information (continued)

ix. The movements in the gross carrying amount and allowance for impairment losses on loans and sharia financing/receivables are as follows: (continued)

The movements in the allowance for impairment losses are as follows: (continued)

	31 Desember/*December 31, 2024*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Kredit yang diberikan dan pembiayaan/piutang syariah						***Loans and sharia financing/receivables***
Saldo Awal	1.494.287	3.407.511	9.289.738	1.400.428	15.591.964	*Beginning Balance*
Pengalihan ke:						*Transfer to:*
Stage 1	477.104	(389.026)	(88.078)	-	-	*Stage 1*
Stage 2	(137.427)	367.641	(230.214)	-	-	*Stage 2*
Stage 3	(78.508)	(298.225)	376.733	-	-	*Stage 3*
Total saldo awal setelah pengalihan	1.755.456	3.087.901	9.348.179	1.400.428	15.591.964	*Total opening balance after transfer*
Pengukuran kembali bersih penurunan nilai	(184.904)	1.085.761	1.084.554	(144.156)	1.841.255	*Net remeasurement of impairment losses*
Aset keuangan baru yang diterbitkan atau dibeli	384.334	34.242	169.542	421.410	1.009.528	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(152.127)	(204.909)	(1.496.642)	(67.119)	(1.920.797)	*Derecognized financial assets*
Aset keuangan yang dihapusbuku	(96.961)	(438.461)	(2.648.031)	(281.310)	(3.464.763)	*Written-off financial assets*
Total penambahan/(penurunan) tahun berjalan	(49.658)	476.633	(2.890.577)	(71.175)	(2.534.777)	*Total addition/(reversal) during the year*
Saldo akhir tahun	**1.705.798**	**3.564.534**	**6.457.602**	**1.329.253**	**13.057.187**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109, "Instrumen Keuangan"

**) Not applying SFAS No. 109, "Financial Instruments"*

Pada tanggal 31 Desember 2025 dan 2024 termasuk di dalam saldo cadangan kerugian adalah cadangan kerugian pembiayaan/piutang syariah masing-masing sebesar Rp1.354.679 dan Rp1.329.253.

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai kredit yang diberikan dan pembiayaan/piutang syariah yang dibentuk telah memadai.

As of December 31, 2025 and 2024 the balance of allowance for impairment losses includes allowance for impairment losses on sharia financing/receivables amounting to Rp1,354,679 and Rp1,329,253, respectively.

Management believes that the amount of allowance for impairment losses on the loans and sharia financing/receivables is adequate.

11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

f. Informasi pokok lainnya (lanjutan)

x. Fungsi pengawasan kredit Bank berfokus pada pencegahan penurunan kualitas portofolio kredit dan aktivitas penyaluran kredit yang tidak sehat yang dapat mengakibatkan timbulnya kerugian. Risiko kredit dikelola dan diatasi dengan membuat pembatasan penyaluran kredit *(credit limit)* dan kebijakan penyaluran kredit yang seragam, melakukan pengawasan portofolio individual secara periodik dan pengukuran tingkat kolektibilitas portofolio kredit.

xi. Kredit sindikasi merupakan kredit yang diberikan kepada nasabah di bawah perjanjian pembiayaan bersama dengan bank-bank lain. Keikutsertaan Grup sebagai anggota sindikasi dengan persentase penyertaan sebesar 11,00% dan 7,28% dari jumlah kredit sindikasi masing-masing pada tanggal 31 Desember 2025 dan 2024.

xii. Kredit yang telah dihapusbukukan oleh Bank dicatat sebagai kredit *off balance sheet* di dalam rekening administratif.

g. Informasi mengenai klasifikasi aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai dan kualitas kredit diungkapkan pada Catatan 47.

11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)

f. Other significant information (continued)

x. The credit control function of the Bank focuses on preventing the deterioration of the quality of credit portfolio and unsound practices in granting credit facilities that may result in losses. Credit risks are managed by establishing credit limits and setting consistent lending policies, periodic monitoring of individual portfolio, and measuring the collectibility level of credit portfolio.

xi. Syndicated loans are credits extended under a joint financing agreements with other banks. The Grup's participation as a syndicate member was at 11.00% and 7.28% of the total syndicated loan amounts on December 31, 2025 and 2024, respectively.

xii. The loans written-off by the Bank are recorded as off balance sheet in the administrative account.

g. Information with respect to classification of impaired and not impaired and credit quality of financial assets are disclosed in Note 47.

12. TAGIHAN DAN LIABILITAS DERIVATIF

Bank menerapkan akuntansi lindung nilai atas arus kas dengan tujuan untuk melindungi suatu instrumen atau kelompok instrumen dari eksposur variabilitas arus kas yang dapat diatribusikan pada risiko tertentu yang terkait dengan aset atau liabilitas yang diakui (seperti seluruh atau sebagian pembayaran bunga di masa depan atas utang dengan mata uang asing) atau yang dapat diatribusikan pada risiko tertentu yang terkait dengan prakiraan transaksi yang kemungkinan besar terjadi, dan dapat mempengaruhi laba rugi.

Pada tanggal 10 November 2022 dan 18 November 2022, Bank melakukan lindung nilai arus kas atas suku bunga dari obligasi subordinasi sebesar USD 300 juta (nilai penuh) dengan *Cross Currency Swap (CCS)*, dengan nilai nosional sebesar USD 72 juta (nilai penuh).

Pada tanggal 28 Juli 2022 Bank melakukan lindung nilai arus kas atas suku bunga dan nilai pokok dari pinjaman korporasi Japan International Cooperation Agency (JICA) sebesar JPY 7 miliar (nilai penuh) dengan *Cross Currency Swap (CCS)*, dengan nilai nosional sebesar JPY 3 miliar (nilai penuh).

Pada tanggal 24 Januari 2020 Bank melakukan lindung nilai arus kas atas suku bunga dan nilai pokok dari obligasi subordinasi sebesar USD 300 juta (nilai penuh) dengan *Cross Currency Swap*, dengan nilai nosional sebesar USD 150 juta (nilai penuh).

Perubahan nilai wajar dari kontrak *CCS* sebagai instrumen lindung nilai yang ditentukan sebagai lindung nilai yang efektif (yaitu bagian yang saling hapus) diakui dalam penghasilan komprehensif lain. Setiap sisa keuntungan/kerugian atas instrumen lindung nilai (yaitu ketidakefektifan) untuk lindung nilai diakui dalam laba rugi.

Sejak penerapan akuntansi lindung nilai arus kas, manajemen telah menyusun dokumentasi mengenai keterkaitan antara instrumen derivatif yang digunakan sebagai lindung nilai dan pos yang dilindungi. Dokumentasi ini juga mencakup tujuan manajemen dalam mengelola risiko, serta strategi yang diterapkan dalam melakukan transaksi lindung nilai melalui instrumen derivatif tersebut.

12. DERIVATIVE RECEIVABLE AND LIABILITIES

Bank implemented hedge accounting of the cash flow with purpose to protect an instrument from exposure of cashflow variability that can be atributed at certain risk that related to acknowledge assets or liabilities (such as all or partial of future interest payment on foreign currency debt) or which can be atributed to certain risk that are most likely to occur and can affect profit or loss.

On November 10, 2022 and November 18, 2022, Bank entered into cashflow hedge for interest rate and principal of subordinated bond amounting to USD 300 milion (full amount) with cross currency swap (CCS), with notional value amount of USD 72 million (full amount).

On July 28, 2022, Bank entered into cashflow hedge for interest rate and principal of corporate loan Japan International Corporate Agency (JICA) amounting to JPY 7 bilion (full amount) with cross currency swap (CCS), with notional value amount of JPY 3 billion (full amount).

On January 24, 2020, Bank entered into cashflow hedge for interest rate and principal of Subordinated Bond amounting to USD 300 milion (full amount) with cross currency swap (CCS), with notional value amount of USD 150 million (full amount).

The changes of fair value of CCS contract as a hedging instrument that is designated as an effective hedge (that is, a part of set off) are recognized in other comprehensive income. The remaining gains/losses on the hedging instrument (ie. inefectiveness) of the hedge, recognized in profit/loss.

Since the adoption of cash flow hedge accounting, management has prepared comprehensive documentation outlining the relationship between the derivative instruments used as hedging instruments and the hedge items. This documentation also includes the management's objectives in risk management and the strategies applied in executing hedging transactions through those derivative instruments.

12. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)

Dokumentasi juga mencakup evaluasi efektivitas hubungan lindung nilai antara instrumen derivatif yang digunakan dan item yang dilindungi. Evaluasi ini dilakukan untuk memastikan bahwa lindung nilai tersebut tetap efektif, baik pada saat awal penetapan hubungan lindung nilai maupun secara berkala selama periode lindung nilai berlangsung.

Per Januari 2025, seluruh kontrak *cross currency swap* yang dimiliki oleh Bank telah jatuh tempo dikarenakan obligasi subordinasi atas *global bond* telah jatuh tempo. Dengan berakhirnya kontrak tersebut, perubahan nilai wajar atas instrumen *cross currency swap* tidak lagi dicatat dalam penghasilan komprehensif lain. Keuntungan atau kerugian yang sebelumnya tercatat sebagai bagian dari lindung nilai yang efektif telah dipindahkan ke laba rugi, sesuai dengan ketentuan akuntansi untuk instrumen lindung nilai yang telah selesai.

12. DERIVATIVE RECEIVABLE AND LIABILITIES (continued)

The documentation also includes an assessment of the effectivieness of the hedging relationship between the derivative instruments used and the hedged items. This assessment is conducted to ensure that the hedge remains effective, both at the inception of the hedging relationship and on an ongoing basis throughout the hedge period.

As of January 2025, all cross currency swap contracts held by Bank has matured due to maturity of global bond. With the expiration of these contracts, changes in the fair value of the cross currency swap instruments are no longer recognized in othe comprehensive income. Gains or losses that were previously recorded as part of effective hedge relationships have been reclassified to profit or loss, in accordance with accounting standards for hedging instruments that have ended.

31 Desember/*December 31, 2024*					
Tanggal Transaksi/ *Transaction Date*	**Pihak ketiga/ *Third Parties***	**Nosional/ *Notional***	**Suku bunga yang dibayarkan/ *Interest Paid***	**Suku bunga yang diterima/ *Interest receivable***	**Jatuh tempo/ *Maturity Date***
27 Januari/ *January 27,* 2020	Standard Chartered Bank	USD25.000.000	8.30%	4.20%	23 Januari/ *January 23,* 2025
27 Januari/ *January 27,* 2020	Deutsche Bank AG	USD25.000.000	8.30%	4.20%	23 Januari/ *January 23,* 2025
10 November/ *November* 10, 2022	ANZ Bank	USD25.000.000	6.20%	4.20%	23 Januari/ *January 23,* 2025
10 November/ *November 10,* 2022	UOB Bank	USD25.000.000	6.20%	4.20%	23 Januari/ *January 23,* 2025
18 November/ *November 18,* 2022	Standard Chartered Bank	USD22.000.000	6.33%	4.20%	23 Januari/ *January 23,* 2025

Selisih nilai wajar instrumen derivatif yang ditujukan sebagai lindung nilai arus kas dan kerugian selisih kurs atas obligasi subordinasi dalam mata uang asing dicatat pada penghasilan komprehensif lain masing-masing 31 Desember 2025 dan 2024. Saldo kerugian tersebut masing-masing sebesar RpNihil dan Rp44.082, disajikan sebagai ”Bagian efektif lindung nilai arus kas” pada ekuitas.

Ringkasan transaksi derivatif sebagai berikut:

The fair value difference of derivative instruments designated as cash flow hedges and loss on foreign exchange of subordinated bonds denominated in foreign currency were reported as other comprehensive income amounting to RpNil, and Rp44,082, as of December 31, 2025, and 2024, respectively. The amount is presented as “Effective portion of cashflow hedge” in equity.

The summary of the derivatives transaction as follow:

	31 Desember/ *December 31,* 2025	**31 Desember/ *December 31,* 2024**	
Tagihan Derivatif			***Derivative Receivable***
Cross currency interest rate swap	-	102.843	*Cross currency interest rate swap*
Total	**-**	**102.843**	***Total***

13. TAGIHAN AKSEPTASI

13. ACCEPTANCES RECEIVABLE

Rincian tagihan akseptasi kepada nasabah adalah sebagai berikut:

The details of acceptances receivable from customers are as follows:

a. Berdasarkan Jenis dan Mata Uang

a. By Type and Currency

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Pihak Berelasi			*Related Parties*
Surat Kredit Berdokumen Dalam Negeri (SKBDN)	154.462	433.708	*Domestic Document Letter of Credit*
Pihak Ketiga			*Third Parties*
Surat Kredit Berdokumen Dalam Negeri (SKBDN)	420.439	508.190	*Domestic Document Letter of Credit*
Total	574.901	941.898	*Total*
Cadangan kerugian penurunan nilai	(124)	(1.987)	*Alowance for impairment losses*
Total	**574.777**	**939.911**	***Total***

b. Berdasarkan Jangka Waktu

b. By Period

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
≤ 1 bulan	111.994	96.814	*≤ 1 month*
> 1 bulan - 3 bulan	67.421	724.495	*> 1 month - 3 months*
> 3 bulan - 1 tahun	395.486	120.589	*> 3 months - 1 year*
Total	**574.901**	**941.898**	***Total***

c. Nilai tercatat bruto dan cadangan kerugian penurunan nilai

Perubahan nilai tercatat bruto adalah sebagai berikut:

c. Gross carrying amount and allowance for impairment losses

Movements in the gross carrying amount are as follows:

	31 Desember/*December 31, 2025*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Tagihan akseptasi						***Acceptances receivable***
Saldo Awal	941.898	-	-	-	941.898	*Beginning balance*
Aset keuangan baru yang diterbitkan atau dibeli	574,901	-	-	-	574,901	*New financial assets originated or purchased*
Pembayaran kembali	(941.898)	-	-	-	(941.898)	*Repayment*
Total penambahan/(penurunan) tahun berjalan	(366.997)	-	-	-	(366.997)	*Total addition/(reversal)*
Saldo akhir tahun	**574.901**	**-**	**-**	**-**	**574.901**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

13. TAGIHAN AKSEPTASI (lanjutan)

c. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan)

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan)

13. ACCEPTANCES RECEIVABLE (continued)

c. Gross carrying amount and allowance for impairment losses (continued)

Movements in the gross carrying amount are as follows: (continued)

	31 Desember/*December 31, 2024*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Tagihan akseptasi						***Acceptances receivable***
Saldo Awal	488.494	56.073	-	-	544.567	*Beginning balance*
Aset keuangan baru yang diterbitkan atau dibeli	941.898	(56.073)	-	-	885.825	*New financial assets originated or purchased*
Pembayaran kembali	(488.494)	-	-	-	(488.494)	*Repayment*
Total penambahan/(penurunan) tahun berjalan	453.404	(56.073)	-	-	397.331	*Total addition/(reversal)*
Saldo akhir tahun	**941.898**	**-**	**-**	**-**	**941.898**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	31 Desember/*December 31, 2025*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Tagihan akseptasi						***Acceptances receivable***
Saldo awal	1.987	-	-	-	1.987	*Beginning Balance*
Aset keuangan baru yang diterbitkan atau dibeli	3.850	-	-	-	3.850	*New financial assets originated or purchased*
Pembayaran kembali	(1.987)	-	-	-	(1.987)	*Repayment*
Total penambahan/(penurunan) tahun berjalan	(1.863)	-	-	-	(1.863)	*Total addition/(reversal) during the year*
Saldo akhir tahun	**124**	**-**	**-**	**-**	**124**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

	31 Desember/*December 31, 2024*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Tagihan akseptasi						***Acceptances receivable***
Saldo awal	1.447	22.429	-	-	23.876	*Beginning Balance*
Aset keuangan baru yang diterbitkan atau dibeli	1.987	-	-		1.987	*New financial assets originated or purchased*
Pembayaran kembali	(1.447)	(22.429)	-	-	(23.876)	*Repayment*
Total penambahan/(penurunan) tahun berjalan	540	(22.429)	-	-	(21.889)	*Total addition/(reversal) during the year*
Saldo akhir tahun	**1.987**	**-**	**-**	**-**	**1.987**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

Bank melakukan penilaian atas penurunan nilai tagihan akseptasi secara kolektif.

Manajemen berpendapat bahwa jumlah cadangan kerugian atas tagihan yang dibentuk telah memadai.

The Bank assessed acceptance receivables collectively for impairment.

The management believes that the allowance for impairment losses provided on acceptances receivable is adequate.

14. ASET TETAP

Akun ini terdiri dari:

14. PREMISES AND EQUIPMENT

This account consists of:

31 Desember/*December 31*, 2025

	Saldo Awal/ *Beginning Balance*	Revaluasi/ *Revaluation*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/* *Reclassification**	Saldo Akhir/ *Ending Balance*	
Biaya/nilai revaluasi							*Cost/revaluation value*
Tanah	5.367.787	422.385	100.761	-	5.380	5.896.313	*Land*
Bangunan	2.623.704	-	17.040	-	686.796	3.327.540	*Buildings*
Peralatan kantor dan kendaraan bermotor	4.091.814	-	229.201	(9.817)	366.800	4.677.998	*Office furniture,fixtures, and motor vehicle*
	12.083.305	422.385	347.002	(9.817)	1.058.976	13.901.851	
Aset dalam pembangunan	1.148.746	-	1.392.071	-	(1.302.075)	1.238.742	*Constructions in progress*
	13.232.051	422.385	1.739.073	(9.817)	(243.099)	15.140.593	
Aset hak guna	827.906	-	197.607	(215.593)	-	809.920	*Right of use of asset*
	14.059.957	422.385	1.936.680	(225.410)	(243.099)	15.950.513	
Akumulasi penyusutan							*Accumulated depreciation*
Bangunan	1.047.584	-	124.735	-	(65)	1.172.254	*Buildings*
Peralatan kantor dan kendaraan bermotor	3.281.948	-	438.560	(9.817)	7.014	3.717.705	*Office furniture, fixtures and motor vehicles*
	4.329.532	-	563.295	(9.817)	6.949	4.889.959	
Aset hak guna	554.294	-	213.125	(215.593)	-	551.826	*Right of use of asset*
	4.883.826	-	776.420	(225.410)	6.949	5.441.785	
Nilai Buku Neto	**9.176.131**					**10.508.728**	***Net Book Value***

*) Termasuk reklasifikasi ke aset tak berwujud sebesar Rp243.099

**) This includes reclassification to intangible asset amounted to Rp243.099*

31 Desember/*December 31*, 2024

	Saldo Awal/ *Beginning Balance*	Revaluasi/ *Revaluation*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Biaya/nilai revaluasi							*Cost/revaluation value*
Tanah	4.548.181	-	148.395	-	671.211	5.367.787	*Land*
Bangunan	1.860.935	-	5.216	-	757.553	2.623.704	*Buildings*
Peralatan kantor dan kendaraan bermotor	4.111.287	-	509.284	(557.075)	28.318	4.091.814	*Office furniture,fixtures, and motor vehicle*
	10.520.403	-	662.895	(557.075)	1.457.082	12.083.305	
Aset dalam pembangunan	1.634.202		971.626	-	(1.457.082)	1.148.746	*Constructions in progress*
	12.154.605		1.634.521	(557.075)	-	13.232.051	
Aset hak guna	799.141	-	155.278	(126.513)	-	827.906	*Right of use of asset*
	12.953.746	-	1.789.799	(683.588)	-	14.059.957	
Akumulasi penyusutan							*Accumulated depreciation*
Bangunan	938.176	-	109.408	-	-	1.047.584	*Buildings*
Peralatan kantor dan kendaraan bermotor	3.421.448	-	417.575	(557.075)	-	3.281.948	*Office furniture, fixtures and motor vehicles*
	4.359.624	-	526.983	(557.075)	-	4.329.532	
Aset hak guna	476.310	-	204.497	(126.513)	-	554.294	*Right of use of asset*
	4.835.934	-	731.480	(683.588)	-	4.883.826	
Nilai Buku Neto	**8.117.812**					**9.176.131**	***Net Book Value***

14. ASET TETAP (lanjutan)

Biaya perolehan dan akumulasi penyusutan aset tetap pada 31 Desember 2025 dan 2024 pada tabel di atas termasuk Bank dan entitas anak.

Jumlah penyusutan aset tetap yang dibebankan pada tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, masing-masing sebesar Rp563.295 dan Rp526.983 (Catatan 37).

Nilai tercatat bruto dari aset tetap yang telah didepresiasi penuh oleh Grup namun masih digunakan masing-masing adalah sebesar Rp2.829.190 dan Rp2.512.814 pada tanggal 31 Desember 2025 dan 2024.

Hak atas tanah terdiri dari hak milik dan hak guna bangunan. Manajemen berpendapat bahwa jangka waktu hak atas tanah dapat diperbaharui atau diperpanjang kembali.

Grup telah mengasuransikan aset tetap kecuali tanah untuk menutup kemungkinan kerugian terhadap risiko kebakaran dan pencurian kepada PT Asuransi Bina Griya (pihak berelasi) pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp3.478.754 dan Rp8.637.222.

Persentase tingkat penyelesaian aset dalam penyelesaian masing-masing pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebagai berikut:

14. PREMISES AND EQUIPMENT (continued)

The acquiring cost and accumulated depreciation of premises and equipment as of December 31, 2025 and 2024 based on table above also include the value of Bank and subsidiaries.

Depreciation of premises and equipment and right of use asset charged to operations amounted to Rp563,295 and Rp526,983, for the year ended December 31, 2025 and 2024, respectively (Note 37).

The gross carrying amount of the Gruop's fully depreciated premises and equipment that are still in use amounted to Rp2,829,190 and Rp2,512,814 as of December 31, 2025 and 2024, respectively.

Landrights consist of ownership rights and rights to use. Management has the opinion that the terms of the landrights can be renewed or extended upon their expiration.

The Group insured its premises and equipment from losses due to risks of fire and theft to PT Asuransi Bina Griya (related party) on date December 31, 2025 and 2024 amounting to Rp3,478,754 and Rp8,637,222, respectively.

The percentage of completion of the constructions in progress as of December 31, 2025 and 2024:

	31 Desember/*December 31, 2025*			
	Jumlah/ *Amount*	**Kisaran persentase jumlah tercatat terhadap nilai kontrak penyelesaian/ *Range percentage carrying amount to contract value***	**Kisaran persentase penyelesaian/ *Range percentage of completion***	
Bangunan	846.544	1,88% - 99,97%	1,88% - 99,97%	*Building*
Non Bangunan	392.198	2% - 90%	2% - 90%	*Non-Building*

	31 Desember/*December 31, 2024*			
	Jumlah/ *Amount*	**Kisaran persentase jumlah tercatat terhadap nilai kontrak penyelesaian/ *Range percentage carrying amount to contract value***	**Kisaran persentase penyelesaian/ *Range percentage of completion***	
Bangunan	550.132	43,10% - 87,60%	43,10% - 87,60%	*Building*
Non Bangunan	598.614	2% - 95%	2% - 95%	*Non-Building*

14. ASET TETAP (lanjutan)

Penilaian atas tanah di tahun 2016 dilakukan oleh penilai independen eksternal KJPP Immanuel, Johnny, dan Rekan melalui laporannya pada tanggal 19 April 2016. Selanjutnya di tahun 2019, Bank melakukan penilaian kembali atas tanah yang dimiliki yang dilakukan oleh penilai independen eksternal KJPP Agus, Ali, Firdaus dan Rekan dengan laporan tertanggal 22 Oktober 2019. Bank melakukan penilaian kembali atas tanah yang dimiliki pada tahun 2022 yang dilakukan oleh penilai independen eksternal KJPP Aditya Iskandar dan Rekan dengan laporan tertanggal 12 Desember 2022 yang ditandatangani oleh penilai Aditya Iskandar Dwiatmaja. Selanjutnya, pada tahun 2025 Bank melakukan penilaian kembali atas tanah, yang dilakukan oleh KJPP Jhonny Farel dan Rekan dengan laporan tertanggal 28 Maret 2025 dan 24 Desember 2025 yang ditandatangani oleh penilai Johnny Farel.

Penilaian dilakukan sesuai dengan dan tunduk kepada ketentuan-ketentuan dari Kode Etik Penilai Indonesia (KEPI) dan berdasarkan POJK No. 28/POJK.04/2021 tanggal 30 Desember 2021 tentang “Penyajian Laporan Penilaian Properti Di Pasar Modal” dan Standar Penilaian Indonesia, ditentukan berdasarkan transaksi pasar terkini dan dilakukan dengan ketentuan-ketentuan yang lazim.

Dalam pengukuran nilai wajar tanah, Penilai Independen memperhitungkan kemampuan peserta pasar untuk menghasilkan manfaat ekonomi dengan penggunaan tertinggi dan terbaik atas aset atau dengan menjual aset ke peserta pasar lain yang akan menggunakan aset pada kondisi tertinggi dan penggunaan terbaik. Metode penilaian yang digunakan oleh Penilai Independen adalah pendekatan pasar.

14. PREMISES AND EQUIPMENT (continued)

The valuations of land in 2016 were performed by an external independent appraiser KJPP Immanuel, Johnny, dan Rekan through its report dated April 19, 2016. Next in 2019, the bank revalued its land which was done by an external independent appraiser KJPP Agus, Ali, Firdaus and Partners with its report dated October 22, 2019. The bank revalued its land in 2022 which was done by an external independent appraiser KJPP Aditya Iskandar and Partners with its report dated December 12, 2022 which signed by appraiser Aditya Iskandar Dwiatmaja. Following this, in 2025, the Bank revalued the land once more, with the appraisal conducted by KJPP Johnny Farel and Rekan, and their report dated March 28, 2025 and December 24, 2025, was signed by appraiser Johnny Farel.

The appraisal is carried out in accordance with and subject to the provisions of the Indonesian Appraiser Code of Ethics (KEPI) and based on POJK No. 28/POJK.04/2021 dated December 30, 2021 concerning "Presentation of Property Valuation Reports in the Capital Market" and Indonesian Valuation Standards, determined based on recent market transactions and carried out with customary provisions.

In the fair value measurement of the land, the Independent Appraisers takes into account a market participant’s ability to generate economic benefits by using the assets in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The valuation method used by the Independent Appraiser is market approach.

14. ASET TETAP (lanjutan)

Informasi mengenai penilaian kembali aset tetap untuk kelompok aset tanah yang dilakukan Bank tahun 2016, 2019, 2022 dan 2025 adalah sebagai berikut:

14. PREMISES AND EQUIPMENT (continued)

Information on the revaluation of land performed by the Bank in 2016, 2019, 2022 and 2025 are as follows:

	31 Desember/*December 31,* 2025			
	Nilai Buku sebelum Revaluasi/ *Carrying Amount Before Revaluation*	**Nilai Buku setelah Revaluasi/ *Carrying Amount after Revaluation***	**Keuntungan/(Kerugian) Revaluasi/ *Gain/(Loss) on Revaluation***	
Tanah	5.358.231	5.780.616	422.385	*Land*

	31 Desember/*December 31,* 2022			
	Nilai Buku sebelum Revaluasi/ *Carrying Amount Before Revaluation*	**Nilai Buku setelah Revaluasi/ *Carrying Amount after Revaluation***	**Keuntungan/(Kerugian) Revaluasi/ *Gain/(Loss) on Revaluation***	
Tanah	3.991.340	4.191.914	200.574	*Land*

	31 Desember/*December 31,* 2019			
	Nilai Buku sebelum Revaluasi/ *Carrying Amount Before Revaluation*	**Nilai Buku setelah Revaluasi/ *Carrying Amount after Revaluation***	**Keuntungan/(Kerugian) Revaluasi/ *Gain/(Loss) on Revaluation***	
Tanah	3.635.660	3.970.391	334.731	*Land*

	31 Desember/*December 31,* 2016			
	Nilai Buku sebelum Revaluasi/ *Carrying Amount Before Revaluation*	**Nilai Buku setelah Revaluasi/ *Carrying Amount after Revaluation***	**Keuntungan/(Kerugian) Revaluasi/ *Gain/(Loss) on Revaluation***	
Tanah	537.559	3.580.298	3.042.739	*Land*

Pada tahun 2025, Bank melakukan reklasifikasi atas properti terbengkalai yang sudah tidak memiliki nilai buku dan saat ini telah dibangun serta dimanfaatkan kembali sebagai aset tetap. Nilai yang dibuku berdasarkan penilaian kembali (revaluasi) yang dilakukan oleh Bank sesuai dengan nilai pasar aset. Penilaian kembali yang dilakukan atas properti terbengkalai tersebut menghasilkan jumlah kenaikan tercatat sebesar Rp345.222 dimana kenaikan nilai tercatat yang timbul dari penilaian kembali dicatat sebagai “Surplus Revaluasi Aset Tetap”, dan disajikan dalam penghasilan komprehensif lain sebesar Rp345.222.

In 2025, the Bank reclassified abandoned property which has no book value and currently has been constructed and reutilized as fixed asset. The recording of these fixed assets is based on the results of the revaluation carried out by the Bank according to the market value of the assets. The revaluation of the abandoned property resulted in an increase in the carrying amounting to Rp345,222, where the increase in the recorded value arising from the revaluation was recorded as "Fixed Asset Revaluation Surplus", and was presented in other comprehensive income amounting to Rp345,222.

14. ASET TETAP (lanjutan)

Pada tahun 2025, 2022 dan 2019, Bank melakukan penilaian kembali atas tanah tersebut bukan untuk tujuan perpajakan tetapi hanya untuk tujuan akuntansi sesuai dengan Standar Akuntansi Keuangan. Penilaian kembali atas aset tetap tahun 2025 dilakukan oleh KJPP Johny & Farel dengan laporan tertanggal 28 Maret 2025 dan 24 Desember 2025. Penilaian kembali yang dilakukan menghasilkan jumlah kenaikan sebesar Rp422.385 yang tercatat pada ”Surplus Revaluasi Aset Tetap”.

Penilaian kembali yang dilakukan atas tanah pada tahun 2022 menghasilkan jumlah kenaikan nilai tercatat sebesar Rp200.574 yang tercatat pada “Penghasilan Komprehensif Lain”. Sedangkan penilaian kembali yang dilakukan atas tanah pada tahun 2019, menghasilkan jumlah kenaikan nilai tercatat sebesar Rp334.731 yang terdiri dari kenaikan nilai tanah yang dicatat sebagai “Penghasilan Komprehensif Lain” sebesar Rp341.000 dan penurunan nilai tanah yang diakui sebagai beban tahun berjalan sebesar Rp6.269. Kenaikan nilai tercatat yang timbul dari revaluasi tahun 2016 dicatat sebagai “Surplus Revaluasi Aset Tetap”, dan disajikan dalam penghasilan komprehensif lain sebesar Rp3.042.739.

Penilaian kembali tanah pada tahun 2016 adalah untuk tujuan perpajakan dilakukan setelah mendapatkan persetujuan dari Direktorat Jenderal Pajak dengan Surat Keputusan No. KEP-435/WPJ.19/2016 tanggal 8 Juni 2016. Jumlah pajak yang telah dibayar oleh Bank sehubungan penilaian kembali tersebut adalah sebesar Rp75.748.

Jika tanah dicatat sebesar harga perolehan, maka pada tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp1.838.514 dan Rp1.790.401.

Nilai wajar atas tanah termasuk pada hirarki nilai wajar level 3.

Tidak ada aset tetap yang dimiliki Bank yang dijadikan jaminan pada tanggal-tanggal 31 Desember 2025 dan 2024.

Manajemen berpendapat bahwa tidak terdapat penurunan nilai aset tetap dan jumlah nilai pertanggungan asuransi cukup untuk menutup risiko kerugian yang mungkin timbul atas aset tetap pada tanggal-tanggal 31 Desember 2025 dan 2024.

14. PREMISES AND EQUIPMENT (continued)

In 2025, 2022 and 2019, Bank has revalued the value of that land not for tax purpose rather for the accounting purpose according to the Financial Accounting Standard. The revaluation of fixed assets was performed by KJPP Johny & Farel, as stated in their report dated March 28, 2025 and December 24, 2025. The revaluation resulted in an increase amounting to Rp422,385 which was recognized in “Surplus Revaluasi Aset Tetap”.

The revaluation of land in 2022, resulted in an increase in the carrying amount of land amounting to Rp200,574 which consists of the increase in the carrying amount of land recognised as “Other Comprehensive Income”. However, the revaluation of land in 2019, resulted in an increase in the carrying amount of land amounting to Rp334,731 which consists of the increase in the carrying amount of land recognised as “Other Comprehensive Income” amounting to Rp341,000 and a decrease in carrying amount of land recognised in the current year expenses amounting to Rp6,269. Increase in the carrying amount arising from revaluation in 2016 is recorded in “Premises and Equipment Revaluation Surplus” and presented in other comprehensive income amounting to Rp3,042,739.

Revaluation of land in 2016, for tax purposes is performed after the approval from Directorate General of Tax through its letter No. KEP-435/WPJ.19/2016 dated June 8, 2016. The amount of tax which has been paid by the Bank in relation with the revaluation was amounting to Rp75,748.

If land is recorded at historical cost basis, the amount as of December 31, 2025 and 2024, would be Rp1,838,514 and Rp1,790,401.

The fair value of land included in the fair value hierarchy as level 3.

As of December 31, 2025 and 2024, there are no fixed assets owned by the Bank which are pledged as collateral.

Management believes that there is no impairment in value of premises and equipments and the amount of insurance coverage is adequate to cover the risk of loss that may arise on the premises and equipments as of December 31, 2025 and 2024.

14. ASET TETAP (lanjutan)

Grup menyewa beberapa aset termasuk bangunan, rumah dinas, lahan ATM, kendaraan mobil, jaringan, mesin ATM, dan media promosi. Rata-rata masa sewa adalah 4 tahun. Grup mempunyai sewa tertentu dengan masa sewa 12 bulan atau kurang dan sewa bernilai rendah. Bank menerapkan pengecualian pengakuan sewa jangka pendek dan sewa bernilai rendah untuk sewa tersebut.

Nilai tercatat untuk aset hak guna adalah sebagai berikut:

14. PREMISES AND EQUIPMENT (continued)

The Group leases several assets including buildings, official residences, ATM space, car, network, ATM machine, and promotional media. The average lease term is 4 years. The Group also has certain leases with lease terms of 12 months or less and low value assets. The Bank applies the recognition exemptions of short-term leases and low-value assets for these leases.

The carrying amount of right of use assets are as follows:

	31 Desember/*December 31, 2025*				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions/***	**Pengurangan/ *Deductions/***	**Saldo Akhir/ *Ending Balance***	
Nilai tercatat					*Carrying amount*
Bangunan	566.393	122.654	(149.347)	539.700	*Buildings*
Kendaraan	261.513	74.953	(66.246)	270.220	*Vehicle*
Mesin ATM	-	-	-	-	*ATM Machine*
Lainnya	-	-	-	-	*Others*
	827.906	197.607	(215.593)	809.920	
Akumulasi penyusutan					*Accumulated depreciation*
Bangunan	372.664	129.133	(149.347)	352.450	*Buildings*
Kendaraan	181.630	83.992	(66.246)	199.376	*Vehicle*
Mesin ATM	-	-	-	-	*ATM Machine*
Lainnya	-	-	-	-	*Others*
	554.294	213.125	(215.593)	551.826	
Nilai Buku Neto	**273.612**			**258.094**	***Net Book Value***

	31 Desember/*December 31, 2024*				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions/***	**Pengurangan/ *Deductions/***	**Saldo Akhir/ *Ending Balance***	
Nilai tercatat					*Carrying amount*
Bangunan	582.084	103.113	(118.804)	566.393	*Buildings*
Kendaraan	216.939	52.165	(7.591)	261.513	*Vehicle*
Mesin ATM	-	-	-	-	*ATM Machine*
Lainnya	118	-	(118)	-	*Others*
	799.141	155.278	(126.513)	827.906	
Akumulasi penyusutan					*Accumulated depreciation*
Bangunan	346.417	145.052	(118.805)	372.664	*Buildings*
Kendaraan	129.776	59.445	(7.591)	181.630	*Vehicle*
Mesin ATM	-	-	-	-	*ATM Machine*
Lainnya	117	-	(117)	-	*Others*
	476.310	204.497	(126.513)	554.294	
Nilai Buku Neto	**322.831**			**273.612**	***Net Book Value***

15. BUNGA YANG MASIH AKAN DITERIMA

15. INTERESTS RECEIVABLES

Akun ini terdiri dari:

This account consists of:

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Kredit yang diberikan	11.498.860	10.896.436	*Loans*
Obligasi pemerintah	626.957	490.258	*Government bonds*
Efek-efek dan penempatan pada bank lain	97.007	94.997	*Securities and placement with other Banks*
Derivatif	-	36.883	*Derivative*
Total	**12.222.824**	**11.518.574**	***Total***

16. ASET LAIN-LAIN

16. OTHER ASSETS

Akun ini terdiri dari:

This account consists of:

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Pihak ketiga			*Third party*
Tagihan kepada pihak ketiga	828.871	1.781.884	*Third party receivables*
Goodwill	527.705	-	*Goodwill*
Beban yang ditangguhkan untuk pinjaman karyawan (Catatan 11f)	156.517	341.757	*Deferred expense for employee loan (Note 11f)*
Agunan yang diambil alih	77.591	77.591	*Foreclosed collateral*
Penyertaan	29	-	*Investments in shares*
Lainnya	130.860	142.507	*Others*
Total	**1.721.573**	**2.343.739**	***Total***

Tagihan kepada pihak ketiga merupakan tagihan kepada nasabah dan pihak lainnya seperti tagihan kepada Pemerintah Republik Indonesia (Perumpera), tagihan kepada PT Pos Indonesia (Persero) sehubungan dengan kerja sama penyelenggaraan Tabungan Batara Kantor Pos, serta tagihan kepada PT Artajasa terkait dengan transaksi ATM Bersama, PT Finnet Indonesia atas transaksi ATM Link, PT Alto Network atas transaksi ATM Alto, dan PT Rintis Sejahtera atas transaksi ATM Prima.

Third party receivables represent receivables from customers and other parties such as the receivables from the Government of the Republic of Indonesia, (Perumpera) receivables from PT Pos Indonesia (Persero) regarding collaboration on holding Tabungan Batara Kantor Pos, and receivables from PT Artajasa arising from transactions with ATM Bersama, receivables from PT Finnet Indonesia arising from ATM Link's transactions, receivables from PT Alto Network arising from transaction with ATM Alto, and receivables from PT Rintis Sejahtera arising from transaction with ATM Prima.

Bank telah melakukan upaya penyelesaian atas agunan yang diambil alih dengan melakukan upaya penjualan dalam bentuk pengambilalihan agunan oleh investor atas agunan yang diambil alih.

Bank has made efforts to settle foreclosed collaterals by making an attempt to sell in the form of take over of collateral by investors on foreclosed collaterals.

16. ASET LAIN-LAIN (lanjutan)

Seperti diungkapkan pada Catatan 1i, Bank memiliki 1.059.982.683 lembar saham BSN yang mewakili 99,9984% dari total saham yang ditempatkan dan disetor penuh dalam BSN. Nilai wajar dari aset dan liabilitas teridentifikasi PT Bank Syariah Nasional pada tanggal akuisisi (5 Juni 2025) adalah:

16. OTHER ASSETS (continued)

As disclosed in Note 1i, the Bank owns 1,059,982,683 shares of BSN representing 99.9984% of the total issued and fully paid-up capital in BSN. The fair values of the identifiable assets and liabilities of PT Bank Syariah Nasional as at the date of acquisition (June 5, 2025) were:

	Nilai wajar/ *Fair value*	
Nilai atas akuisisi berdasarkan nilai wajar	1.627.931	*Acquisition value at fair value*
Nilai aset bersih teridentifikasi	(1.100.244)	*Total identifiable net assets*
Kepentingan non-pengendali	18	*Non-controlling interest*
Residual goodwill	**527.705**	***Residual goodwill***

Nilai aset bersih teridentifikasi entitas anak sebesar Rp1.100.244 adalah final per tanggal 31 Desember 2025. Tidak terdapat penyesuaian terhadap nilai aset bersih entitas anak setelah alokasi harga pembelian sehingga nilai goodwill akhir pada tanggal 31 Desember 2025 adalah sebesar Rp527.705.

The identifiable net assets of subsidiary amounted to Rp1.100.244 is final as of December 31, 2025 . There are no adjustments to the fair value to the net assets of subsidiary after purchase price allocation, therefore the final goodwill as of December 31, 2025 is amounted to Rp527.705.

17. ASET TIDAK BERWUJUD

17. INTANGIBLE ASSETS

	31 Desember/*December 31, 2025*					
	Saldo awal/ *Beginning balance*	***Penambahan/ Additions****	***Pengurangan/ Deductions***	***Reklasifikasi/ Reclassification***	**Saldo Akhir/ *Ending Balance***	
Nilai Perolehan						*Cost value*
Aset tidak berwujud	137.531	340.818	-	87.543	565.892	*Intangible asset*
Aset tidak berwujud dalam proses penyelesaian	-	315.391	(1.656)	(87.543)	226.192	*Intangible asset in progress*
	137.531	656.209	(1.656)	-	792.084	
Akumulasi Amortisasi						*Accumulated Amortization*
Aset tidak berwujud	(15.522)	(50.999)	-	-	(66.521)	*Intangible asset*
Nilai Buku Neto	**122.009**				**725.563**	***Net Book Value***

*) Termasuk penambahan dari reklasifikasi aset dalam penyelesaian sebesar Rp243.009

**) This includes addition from reclassification construction in progress of premises and equipment amounted to Rp243.009*

	31 Desember/*December 31, 2024*					
	Saldo awal/ *Beginning balance*	***Penambahan/ Additions***	***Pengurangan/ Deductions***	***Reklasifikasi/ Reclassification***	**Saldo Akhir/ *Ending Balance***	
Nilai Perolehan						*Cost value*
Aset tidak berwujud	-	137.531	-	-	137.531	*Intangible asset*
	-	137.531	-	-	137.531	
Akumulasi Amortisasi						*Accumulated Amortization*
Aset tidak berwujud	-	(15.522)	-	-	(15.522)	*Intangible asset*
Nilai Buku Neto	**-**				**122.009**	***Net Book Value***

Aset tidak berwujud diamortisasi selama umur ekonomis yaitu selama 5 tahun. Amortisasi dihitung dengan menggunakan metode garis lurus.

Intangible asset is amortised over its economic useful life of 5 years. Amortization is calculated using the straight-line method.

18. BIAYA DIBAYAR DIMUKA / *18. PREPAID EXPENSES*

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Asuransi	487.332	283.649	*Prepaid insurance premium*
Promosi	197.537	206.090	*Prepaid Promotion Expenses*
Pemeliharaan Gedung	171.244	182.280	*Building Maintenance Fee*
Sewa	153.498	149.576	*Prepaid Rent*
Biaya Transaksi IT	74.314	46.042	*Prepaid IT Expenses*
Jasa Konsultan	49.256	32.241	*Prepaid Consultant Fee*
Biaya Kepegawaian	18.109	13.049	*Employee Expenses*
Penjaminan Pemerintah	4.338	-	*Government Guarantee Fee*
Lainnya	77.141	72.894	*Others*
Total	**1.232.769**	**985.821**	***Total***

Rincian lainnya terutama terdiri dari biaya dibayar dimuka untuk alat tulis kantor, sekuritisasi, dan transaksi kredit.

Details of others consist mainly of prepaid expenses for office supplies, securitization, and loan transaction.

19. LIABILITAS SEGERA / *19. LIABILITIES DUE IMMEDIATELY*

Akun ini terdiri dari:

This account consists of:

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Kewajiban kepada pihak ketiga	1.725.222	2.147.228	*Third party payables*
Bagi hasil yang belum dibagikan	93.666	87.581	*Undistributed profit sharing*
Deposito berjangka jatuh tempo	42.104	12.748	*Matured time deposits*
Bunga atas deposito berjangka yang belum diambil nasabah	4.479	10.597	*Interest on time deposits which is not yet collected by customers*
Lainnya	21.858	17.795	*Others*
Total	**1.887.329**	**2.275.949**	***Total***

20. GIRO

Akun ini terdiri dari:

20. DEMAND DEPOSITS

This account consists of:

	31 Desember/ *December 31, 2025*		31 Desember/ *December 31, 2024*		
	Jumlah nosional mata uang asing/ Notional amount in foreign currencies (angka penuh/ full amount)	Ekuivalen/ Equivalent Rupiah	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	Ekuivalen/ *Equivalent* Rupiah	
Pihak ketiga					*Third parties*
Rupiah		135.959.090		104.904.970	*Rupiah*
Euro Eropa	38.939.461	762.102		-	*Europe Euro*
Dolar Amerika Serikat	2.718.542	45.332	3.784.587	60.913	*United States Dollar*
		136.766.524		104.965.883	
Pihak Berelasi (Catatan 46)					*Related parties (Note 46)*
Rupiah		21.893.820		39.603.905	*Rupiah*
Dolar Amerika Serikat	526.867.834	8.785.521	949.523.112	15.282.574	*United States Dollar*
Euro Eropa	-	-	3.202.415	53.666	*Europe Euro*
		30.679.341		54.940.145	
Total		**167.445.865**		**159.906.028**	***Total***

Pada tanggal 31 Desember 2025 dan 2024, saldo giro termasuk giro yang didasarkan pada prinsip perbankan syariah adalah masing-masing sebesar Rp25.147.603 dan Rp18.882.766.

Tingkat suku bunga rata-rata untuk giro Rupiah adalah sebesar 1,69% dan 1,86% masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, dan tingkat suku bunga rata-rata untuk giro dalam mata uang asing adalah sebesar 5,70% dan 6,13% tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

Giro simpanan dari nasabah dan wadiah dari pihak-pihak berelasi pada 31 Desember 2025 dan 2024, masing-masing sebesar Rp30.679.341 dan Rp54.940.145 (Catatan 46).

As of December 31, 2025 and 2024. demand deposits balance include deposits based on sharia banking principles amounting to Rp25,147,603 and Rp18,882,766, respectively.

The average annual interest rates for Rupiah demand deposits are 1.69% and 1.86% for the year ended December 31, 2025 and 2024, respectively, and for foreign currency denominated demand deposits are 5.70% and 6.13% for the year ended December 31, 2025 and 2024, respectively.

As of December 31, 2025 and 2024, demand deposit and wadiah demand deposits from depositors who are related parties of the bank amounted to Rp30,679,341 and Rp54,940,145 (Note 46).

20. GIRO (lanjutan)

Giro yang digunakan sebagai jaminan atas fasilitas kredit yang diberikan oleh Bank pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp 911.298 dan Rp450.375 (Catatan 11).

20. DEMAND DEPOSITS (continued)

Demand deposits amounting to Rp911,298, Rp450,375 as of December 31, 2025 and 2024, respectively, are pledged as collateral for loans provided by the Bank (Note 11).

Dana *Syirkah* Temporer - Giro *Mudharabah*

Temporary Syirkah Funds – Current Accounts

a. Berdasarkan jenis produk

a. By product

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Giro BTN Prima iB	1.796.554	941.925	*Giro BTN Prima iB*
Total	**1.796.554**	**941.925**	***Total***

b. Berdasarkan hubungan

b. By relationship

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Pihak Ketiga	1.046.837	929.940	*Third Parties*
Pihak Berelasi (Catatan 46)	749.717	11.985	*Related Party (Note 46)*
Total	**1.796.554**	**941.925**	***Total***

Nisbah dan tingkat bagi hasil rata-rata untuk giro *Mudharabah* untuk tahun yang berakhir pada 31 Desember 2025 dan 2024 adalah sebagai berikut:

The average rate of ratio and profit sharing for Mudharabah current accounts for the year ended December 31, 2025 and 31, 2024 are as follows:

	31 Desember/*December 31, 2025*		
	Nisbah (%)/ *Ratio (%)*	Tingkat bagi hasil (%)/ *Profit sharing rate (%)*	
Giro *Mudharabah*	10,10 : 89,90	0,82%	*Mudharabah current accounts*

20. GIRO (lanjutan)

Dana Syirkah Temporer - Giro Mudharabah (lanjutan)

Nisbah dan tingkat bagi hasil rata-rata untuk giro Mudharabah untuk tahun yang berakhir pada 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

20. DEMAND DEPOSITS (continued)

Temporary Syirkah Funds - Mudharabah Current Accounts (continued)

The average rate of ratio and profit sharing for Mudharabah current accounts for the year ended December 31, 2025 and 2024, are as follows: (continued)

	2024		
	Nisbah* (%)/ *Ratio (%)	**Tingkat bagi hasil (%)/ *Profit sharing rate (%)***	
Giro *Mudharabah*	12,70 : 87,30	1,28%	*Mudharabah current accounts*

Pada tanggal 31 Desember 2025 dan 2024 tidak terdapat giro *mudharabah* yang dijadikan jaminan.

As of December 31, 2025 and 2024 there are no mudharabah demand deposits which are pledged as collateral.

21. TABUNGAN

21. SAVINGS DEPOSITS

	31 Desember/ *December 31, 2025*		**31 Desember/ *December 31, 2024***		
	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	**Ekuivalen/ *Equivalent* Rupiah**	**Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)**	**Ekuivalen/ *Equivalent* Rupiah**	
Rupiah					*Rupiah*
Tabungan Batara		34.816.588		37.410.000	*Batara savings deposits*
Tabungan Batara Wadiah		1.727.076		1.521.932	*Batara Wadiah savings deposits*
		36.543.664		38.931.932	
Yen Jepang					*Japan Yen*
Tabungan Batara	793.718.736	84.531	56.622.416	5.834	*Batara savings deposits*
Dolar Amerika Serikat					*United States Dollar*
Tabungan Batara	13.640.263	227.451	10.428.441	167.846	*Batara savings deposits*
Dolar Singapura					*Singapore Dollar*
Tabungan Batara	5.130.214	66.513	1.626.026	19.260	*Batara savings deposits*
Dolar Australia					*Australian Dollar*
Tabungan Batara	891.910	9.947	9.696.070	97.092	*Batara savings deposits*
Euro Eropa					*European Euro*
Tabungan Batara	7.496	147	4.445	74	*Batara savings deposits*
Renminbi					*Renminbi*
Tabungan Batara	3.629	9	19.275	43	*Batara savings deposits*
Pound Sterling Inggris					*Great Britain Pound Sterling*
Tabungan Batara	3.143	71	-	-	*Batara savings deposits*
		388.669		290.149	
Total		**36.932.333**		**39.222.081**	***Total***

21. TABUNGAN (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024. Saldo tabungan termasuk tabungan yang didasarkan pada prinsip perbankan syariah masing-masing sebesar Rp1.727.076 dan Rp1.521.932.

Tingkat suku bunga rata-rata untuk tabungan rupiah sebesar 1,66% dan 1,57% masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024. Tingkat suku bunga rata-rata untuk tabungan valas sebesar 0,47% dan 0,27%, masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

Tabungan yang digunakan sebagai jaminan atas fasilitas kredit yang diberikan oleh Bank pada tanggal 31 Desember 2025 dan 2024, masing-masing sebesar Rp629.017 dan Rp728.630 (Catatan 11).

Tabungan Batara dan *wadiah* dari pihak-pihak berelasi pada tanggal 31 Desember 2025 dan 2024, masing-masing sebesar Rp644.001 dan Rp876.405 (Catatan 46).

Dana *Syirkah* Temporer - Tabungan *Mudharabah*

a. Berdasarkan jenis produk

	31 Desember/ December 31, 2025	31 Desember/ December 31, 2024	
Tabungan BTN Prima iB	6.681.558	6.007.492	*Tabungan BTN Prima iB*
Tabungan BTN Haji & Umroh iB	250.468	262.500	*Tabungan BTN Haji & Umroh iB*
Tabungan BTN Emas iB	11.121	10.454	*Tabungan BTN Emas iB*
Tabungan *Qurban* BTN iB	8.701	7.334	*Tabungan Qurban BTN iB*
Total	**6.951.848**	**6.287.780**	***Total***

b. Berdasarkan hubungan

	31 Desember/ December 31, 2025	31 Desember/ December 31, 2024	
Pihak Ketiga	5.645.501	6.161.887	*Third Parties*
Pihak Berelasi (Catatan 46)	1.306.347	125.893	*Related Party (Note 46)*
Total	**6.951.848**	**6.287.780**	***Total***

Tabungan *Mudharabah* merupakan simpanan dana pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Bank atas penggunaan dana tersebut dengan *nisbah* yang ditetapkan dan disetujui sebelumnya.

21. SAVINGS DEPOSITS (continued)

As of December 31, 2025 and 2024, savings deposits balance include savings deposits based on sharia banking principles amounted to Rp1,727,076 and Rp1,521,932, respectively.

The average annual interest rates for rupiah savings deposits are 1.66% and 1.57%, for the year ended December 31, 2025 and 2024, respectively. The average annual interest rates for foreign currencies savings deposits are 0.47% and 0.27%, for the year ended December 31, 2025 and 2024, respectively.

Savings deposits amounting Rp629,017 and to Rp728,630, as of December 31, 2025 and 2024, respectively, are pledged as collateral for loans provided by the Bank to its customers (Note 11).

As of December 31, 2025 and 2024, batara and wadiah savings deposits from depositors who are related parties of the Bank amounted to Rp644,001 and Rp876,405, respectively (Note 46).

Temporary Syirkah Funds - Mudharabah Savings Deposits

a. By product

b. By relationship

Mudharabah savings deposits represent deposits from third parties who receive a share in the revenue derived by the Bank from the use of such funds based on a pre-determined and pre-agreed ratio.

21. TABUNGAN (lanjutan)

Dana *Syirkah* Temporer - Tabungan *Mudharabah* (lanjutan)

Nisbah dan tingkat bagi hasil rata-rata untuk tabungan *Mudharabah* untuk tahun yang berakhir pada 31 Desember 2025 dan 2024 sebagai berikut:

21. SAVINGS DEPOSITS (continued)

Temporary Syirkah Funds - Mudharabah Savings Deposits (continued)

The average rate of ratio and profit sharing for Mudharabah savings deposits for the year ended December 31, 2025 and 2024 are as follows:

	31 Desember/*December 31, 2025*		
	Nisbah* (%)/ *Ratio (%)	**Tingkat bagi hasil (%)/ *Profit sharing rate (%)***	
Tabungan BTN Prima iB	34,10 : 65,90	2,78%	*Tabungan BTN Prima iB*
Tabungan BTN Haji & Umroh iB	2 : 98	0,16%	*Tabungan BTN Haji & Umroh iB*
Tabungan *Qurban* BTN iB	15,50 : 84,50	1,26%	*Tabungan Qurban BTN iB*
Tabungan BTN Emas iB	25 : 75	2,04%	*Tabungan BTN Emas iB*

	31 Desember/*December 31, 2024*		
	Nisbah* (%)/ *Ratio (%)	**Tingkat bagi hasil (%)/ *Profit sharing rate (%)***	
Tabungan BTN Prima iB	34,10 : 65,90	2,87%	*Tabungan BTN Prima iB*
Tabungan BTN Haji & Umroh iB	2 : 98	0,17%	*Tabungan BTN Haji & Umroh iB*
Tabungan *Qurban* BTN iB	15,50 : 84,50	1,30%	*Tabungan Qurban BTN iB*
Tabungan BTN Emas iB	25 : 75	2,10%	*Tabungan BTN Emas iB*

22. DEPOSITO BERJANGKA

a. Tingkat suku bunga rata-rata per tahun untuk deposito berjangka adalah sebagai berikut:

22. TIME DEPOSITS

a. Average annual interest rates for time deposits are as follows:

	31 Desember/ *December 31, 2025*	**31 Desember/ *December 31, 2024***	
Rupiah			*Rupiah*
1 bulan	3,79%	3,58%	*1 month*
3 bulan	5,58%	5,50%	*3 months*
6 bulan	5,17%	5,57%	*6 months*
12 bulan	2,82%	3,28%	*12 months*
24 bulan	2,55%	2,83%	*24 months*
Mata uang asing	5,17%	2,65%	*Foreign currencies*

b. Rincian deposito berjangka berdasarkan mata uang dan jangka waktu kontrak:

b. The details of time deposits by currency and contract period are as follows:

	31 Desember/ *December 31, 2025*		**31 Desember/ *December 31, 2024***		
	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	**Ekuivalen/ *Equivalent* Rupiah**	**Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)**	**Ekuivalen/ *Equivalent* Rupiah**	
Rupiah					*Rupiah*
1 bulan		54.206.302		43.540.540	*1 month*
3 bulan		72.502.739		66.320.320	*3 months*

22. DEPOSITO BERJANGKA (lanjutan)

b. Rincian deposito berjangka berdasarkan mata uang dan jangka waktu kontrak (lanjutan):

22. TIME DEPOSITS (continued)

b. The details of time deposits by currency and contract period are as follows (continued):

	31 Desember/ *December 31, 2025*		31 Desember/ *December 31, 2024*		
	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	**Ekuivalen/ *Equivalent* Rupiah**	**Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)**	**Ekuivalen/ *Equivalent* Rupiah**	
Rupiah (lanjutan)					*Rupiah (continued)*
6 bulan		64.100.676		33.843.069	*6 months*
12 bulan		2.317.067		3.585.531	*12 months*
24 bulan		39.867		48.252	*24 months*
		193.166.651		147.337.712	
Dolar Amerika Serikat					*United States Dollar*
1 bulan	352.229.699	5.873.430	102.582.998	1.651.073	*1 month*
3 bulan	101.914.514	1.699.425	262.208.207	4.220.241	*3 months*
6 bulan	8.492.032	141.605	5.076.257	81.702	*6 months*
12 bulan	14.105.574	235.210	183.065	2.946	*12 months*
24 bulan	3.214	54	1.000	16	*12 months*
		7.949.724		5.955.978	
Dolar Singapura					*Singapore Dollar*
1 bulan	95.425	1.237	123.716	1.465	*1 months*
3 bulan	268.050	3.475	1.173.618	13.901	*3 months*
		4.712		15.366	
Renminbi					*Renminbi*
6 bulan		-	143.036	315	*6 months*
Dolar Australia					*Australian Dollar*
1 bulan	40.008	446		-	*1 months*
Total		**201.121.533**		**153.309.371**	***Total***

c. Rincian deposito berjangka berdasarkan mata uang dan sisa umur hingga jatuh tempo:

c. Details of time deposits by currency and remaining period to maturity are as follows:

	31 Desember/ *December 31, 2025*		31 Desember/ *December 31, 2024*		
	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	**Ekuivalen/ *Equivalent* Rupiah**	**Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)**	**Ekuivalen/ *Equivalent* Rupiah**	
Rupiah					*Rupiah*
≤ 1 bulan		80.034.321		72.097.219	*≤ 1 month*
> 1 bulan ≤ 3 bulan		77.707.721		46.512.423	*> 1 month ≤ 3 months*
> 3 bulan ≤ 6 bulan		34.082.471		25.146.713	*> 3 months ≤ 6 months*
> 6 bulan ≤ 12 bulan		1.319.215		3.481.815	*> 6 months ≤ 12 months*
> 12 bulan ≤ 24 bulan		22.923		99.541	*> 12 months ≤ 24 months*
		193.166.651		147.337.711	

22. DEPOSITO BERJANGKA (lanjutan)

c. Rincian deposito berjangka berdasarkan mata uang dan sisa umur hingga jatuh tempo (lanjutan):

22. TIME DEPOSITS (continued)

c. Details of time deposits by currency and remaining period to maturity are as follows (continued):

	31 Desember/ *December 31, 2025*		31 Desember/ *December 31, 2024*		
	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	**Ekuivalen/ *Equivalent* Rupiah**	**Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)**	**Ekuivalen/ *Equivalent* Rupiah**	
Dolar Amerika Serikat					*United States Dollar*
≤ 1 bulan	362.035.490	6.036.942	109.390.480	1.822.992	*≤ 1 month*
> 1 bulan ≤ 3 bulan	95.391.929	1.590.660	247.398.504	4.122.897	*> 1 month ≤ 3 months*
> 3 bulan ≤ 6 bulan	5.217.676	87.005	514.214	8.569	*> 3 months ≤ 6 months*
> 6 bulan ≤ 12 bulan	14.097.726	235.080	90.335	1.505	*> 6 months ≤ 12 months*
> 12 bulan ≤ 24 bulan	2.214	37	966	16	*> 12 months ≤ 24 months*
		7.949.724		5.955.979	
Dolar Singapura					*Singapore Dollar*
≤ 1 bulan	95.425	1.237	113.417	1.465	*≤ 1 month*
> 1 bulan ≤ 3 bulan	268.050	3.475	469.012	6.060	*> 1 month ≤ 3 months*
> 3 bulan ≤ 6 bulan		-	606.909	7.841	*> 3 months ≤ 6 months*
		4.712		15.366	
Dolar Australia					*Australian Dollar*
≤ 1 bulan	40.008	446		-	*≤ 1 month*
Renminbi					*Renminbi*
≤ 1 bulan		-	134.605	315	*≤ 1 month*
Total		**201.121.533**		**153.309.371**	***Total***

Deposito berjangka yang dijadikan jaminan atas fasilitas kredit yang diberikan oleh Bank kepada konsumennya pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp709.560 dan Rp906.630 (Catatan 11).

As of December 31, 2025 and 2024, time deposits amounting to Rp709,560 and Rp906,630, respectively, are pledged as collateral for loans provided by the Bank to its customers (Note 11).

Deposito berjangka dari pihak-pihak berelasi pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp61.291.573 dan Rp60.349.598 (Catatan 46).

As of December 31, 2025 and 2024, time deposits from depositors who are related parties of the Bank amounted to Rp61,291,573 and Rp60,349,598, respectively (Note 46).

22. DEPOSITO BERJANGKA (lanjutan)

Dana *Syirkah* Temporer - Deposito *Mudharabah*

a. Berdasarkan jangka waktu kontrak

	31 Desember/ December 31, 2025	31 Desember/ December 31, 2024	
1 bulan	12.578.803	7.503.550	*1 month*
3 bulan	8.224.693	11.437.586	*3 months*
6 bulan	2.260.440	3.002.351	*6 months*
12 bulan	39.267	42.695	*12 months*
24 bulan	4.437	885	*24 months*
Total	**23.107.640**	**21.987.067**	***Total***

b. Berdasarkan sisa umur jatuh tempo

	31 Desember/ December 31, 2025	31 Desember/ December 31, 2024	
≤ 1 bulan	18.364.886	7.503.550	*≤ 1 month*
> 1 bulan ≤ 3 bulan	3.869.780	11.437.586	*> 1 month ≤ 3 months*
> 3 bulan ≤ 6 bulan	852.135	3.002.351	*> 3 months ≤ 6 months*
> 6 bulan ≤ 12 bulan	16.615	42.695	*> 6 months ≤ 12 months*
> 12 bulan ≤ 24 bulan	4.224	885	*> 12 months ≤ 24 months*
Total	**23.107.640**	**21.987.067**	***Total***

c. Berdasarkan hubungan

	31 Desember/ December 31, 2025	31 Desember/ December 31, 2024	
Pihak Ketiga	18.113.035	15.129.659	*Third Parties*
Pihak Berelasi (Catatan 46)	4.994.605	6.857.408	*Related Party (Note 46)*
Total	**23.107.640**	**21.987.067**	***Total***

Deposito *mudharabah* merupakan investasi pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan atas penggunaan dana tersebut dengan *nisbah* yang ditetapkan dan disetujui sebelumnya.

22. TIME DEPOSITS (continued)

Temporary Syirkah Funds – Mudharabah Time Deposits

a. By contractual period

b. By remaining period to maturity

c. By relationship

Mudharabah time deposits represent investment from other parties who receive share in the income derived from the use of such funds based on a predetermined and pre-agreed ratio.

22. DEPOSITO BERJANGKA (lanjutan)

Dana *Syirkah* Temporer - Deposito *Mudharabah* (lanjutan)

Nisbah dan tingkat bagi hasil rata-rata untuk deposito mudharabah untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, adalah sebagai berikut:

22. TIME DEPOSITS (continued)

Temporary Syirkah Funds - Mudharabah Time Deposits (continued)

The average rate of ratio and profit sharing for mudharabah time deposits for the year ended December 31, 2025 and 2024, are as follows:

	31 Desember/ *December 31, 2025*		31 Desember/ *December 31, 2024*		
	Nisbah (%)/ *Ratio (%)*	Tingkat bagi hasil (%)/ *Profit sharing rate (%)*	*Nisbah* (%)/ *Ratio (%)*	Tingkat bagi hasil (%)/ *Profit sharing rate (%)*	
1 bulan	29,50 : 70,50	2,40%	29,50 : 70,50	2,48%	*1 month*
3 bulan	29,50 : 70,50	2,40%	29,50 : 70,50	2,48%	*3 months*
6 bulan	29,50 : 70,50	2,40%	29,50 : 70,50	2,48%	*6 months*
12 bulan	29,50 : 70,50	2,40%	29,50 : 70,50	2,48%	*12 months*
24 bulan	29,50 : 70,50	2,40%	29,50 : 70,50	2,48%	*24 months*

Pada tanggal 31 Desember 2025 dan 2024 tidak terdapat deposito *mudharabah* yang dijadikan jaminan.

As of December 31, 2025 and 2024, there are no mudharabah time deposits which are pledged as collateral.

23. SIMPANAN DARI BANK LAIN

Tingkat suku bunga rata-rata per tahun untuk simpanan dari bank lain adalah sebagai berikut:

23. DEPOSITS FROM OTHER BANKS

Average annual interest rates for deposits from other banks are as follows:

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Rupiah			*Rupiah*
Giro	0,78%	0,95%	*Demand Deposit*
Deposito	-	5,02%	*Time Deposits*
Inter-bank call money	4,97%	6,20%	*Inter-bank call money*

Rincian simpanan dari bank lain berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

Details of deposits from other banks by remaining period to maturity are as follows:

	31 Desember/*December 31, 2025*					
	≤ 1 bulan/ *month*	> 1 - 3 bulan/ *months*	> 3 - 6 bulan/ *months*	> 6 - 12 bulan/ *months*	Total	
Rupiah						*Rupiah*
Giro	96.481	-	-	-	96.481	*Demand deposits*
Total	96.481	-	-	-	96.481	***Total***

23. SIMPANAN DARI BANK LAIN (lanjutan)

Tingkat suku bunga rata-rata per tahun untuk simpanan dari bank lain adalah sebagai berikut: (lanjutan)

23. DEPOSITS FROM OTHER BANKS (continued)

Average annual interest rates for deposits from other banks are as follows: (continued)

	31 Desember/*December 31, 2024*					
	≤ 1 bulan/ *month*	**> 1 - 3 bulan/ *months***	**> 3 - 6 bulan/ *months***	**> 6 - 12 bulan/ *months***	**Total**	
Rupiah						*Rupiah*
Giro	70.035	-	-	-	70.035	*Demand deposits*
Total	70.035	-	-	-	70.035	***Total***

Simpanan dari bank lain yang termasuk pihak-pihak berelasi pada 31 Desember 2025 dan 2024, masing-masing sebesar RpNihil.

As of December 31, 2025 and 2024, deposits from other banks which are related parties of the Bank amounted to RpNil, respectively.

Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat simpanan dari bank lain yang dijadikan jaminan.

As of December 31, 2025 and 2024, there are no deposits from other banks which are pledged as collateral.

Dana *Syirkah* Temporer - Simpanan Dari Bank Lain

Temporary Syirkah Funds - Deposits From Other Banks

Akun ini terdiri dari:

This account consists of:

	31 Desember/ *December 31, 2025*	**31 Desember/ *December 31, 2024***	
Pihak Ketiga			*Third Parties*
Rupiah			*Rupiah*
Tabungan *Mudharabah*	19.991	21.730	*Mudharabah Saving deposits*
Giro *Mudharabah*	6.145	9.214	*Mudharabah Current accounts*
Deposito berjangka *Mudharabah*	300	300	*Mudharabah Time deposits*
Total	**26.436**	**31.244**	***Total***

Simpanan bank lain berdasarkan dana *syirkah* temporer yang termasuk pihak-pihak berelasi pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar RpNihil.

Deposits from other banks based on temporary syirkah funds which are related parties of the Bank as of December 31, 2025 and 2024 amounted to RpNil, respectively.

Tabungan dan giro *Mudharabah* merupakan simpanan dana pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Grup atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya.

Mudharabah savings deposits and current account represent deposits from third parties who receive a share in the revenue earned by the Group from the use of such funds based on a pre-determined and pre-agreed ratio.

Deposito *Mudharabah* merupakan investasi pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya.

Mudharabah time deposits represent investment from other parties who receive share in the income derived from the use of such funds based on a predetermined and pre-agreed ratio.

23. SIMPANAN DARI BANK LAIN (lanjutan)

Dana *Syirkah* Temporer - Simpanan Dari Bank Lain (lanjutan)

Berdasarkan tingkat suku bunga dan bagi hasil per tahun:

23. DEPOSITS FROM OTHER BANKS (continued)

Temporary Syirkah Funds - Deposits From Other Banks (continued)

By annual interest rates and profit sharing:

	31 Desember/ *December 31, 2025*	**31 Desember/ *December 31, 2024***	
Giro *mudharabah*	0,82%	0,85%	*Mudharabah demand deposits*
Tabungan *mudharabah*	2,78%	1,00%	*Mudharabah saving deposits*
Deposito berjangka *mudharabah*	2,40%	2,48%	*MudharabahTime deposits*

Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat simpanan dari bank lain *mudharabah* yang dijadikan jaminan.

As of December 31, 2025 and 2024, there are no mudharabah deposits from other banks which are pledged as collateral.

24. EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI

Rincian efek-efek yang dijual dengan janji dibeli Kembali adalah sebagai berikut:

24. SECURITIES SELL UNDER AGREEMENT TO REPURCHASED

The details of securities sold under repurchase agreements with third parties are as follows:

31 Desember/*December 31, 2025*

Nasabah/ *Customer*	**Jenis Surat Berharga/ *Type of Securities***	**Suku Bunga/ *Interest rate***	**Nilai Nominal/ *Nominal Amount***	**Tanggal Dimulai/ *Commencement Date***	**Tanggal Pembelian Kembali/ *Repurchase Date***	**Harga Pembelian Kembali/ *Repurchase Price***	**yang Belum Diamortisasi/ *Unamortized Interest Expense***	***Nilai* Tercatat/ *Carrying Value***
Pihak Ketiga/*Third parties*								
Standard Chartered	INDON 2038	5,85%	340.499	30 Juli/ *July 30,* 2025	30 Januari/ *January 30,* 2026	350.680	1.604	349.076
Total			**340.499**			**350.680**	**1.604**	**349.076**

31 Desember/*December 31, 2024*

Nasabah/ *Customer*	**Jenis Surat Berharga/ *Type of Securities***	**Suku Bunga/ *Interest rate***	**Nilai Nominal/ *Nominal Amount***	**Tanggal Dimulai/ *Commencement Date***	**Tanggal Pembelian Kembali/ *Repurchase Date***	**Harga Pembelian Kembali/ *Repurchase Price***	**yang Belum Diamortisasi/ *Unamortized Interest Expense***	***Nilai* Tercatat/ *Carrying Value***
Pihak Ketiga/*Third parties*								
Hongkong and Shanghai Banking Corporation	FR0104	6,35%	60.000	31 Desember/ *December 31,* 2024	7 Januari/ *January 7,* 2025	55.969	59	55.910
Bank Indonesia	FR0056	6,25%	1.000.000	31 Desember/ *December 31,* 2024	7 Januari/ *January 7,* 2025	996.394	1.037	995.358
Bank Indonesia	FR0059	6,25%	1.000.000	31 Desember/ *December 31,* 2024	7 Januari/ *January 7,* 2025	958.719	997	957.721
National nobu Bank	IDSR140525364S	6,20%	300.000	31 Desember/ *December 31,* 2024	2 Januari/ *January 2,* 2025	291.930	50	291.880
Bank Pembangunan Sulut Gorontalo	IDSR300525364S	6,20%	150.000	31 Desember/ *December 31,* 2024	2 Januari/ *January 2,* 2025	145.540	25	145.515
Pihak Berelasi/*Related parties*								
PT Bank Rakyat Indonesia	IDSR110625364S	6,15%	500.000	31 Desember/ *December 31,* 2024	2 Januari/ *January 2,* 2025	484.192	83	484.109
PT Bank Rakyat Indonesia	IDSR080825364S	6,15%	500.000	31 Desember/ *December 31,* 2024	2 Januari/ *January 2,* 2025	479.015	82	478.933
Total			**3.510.000**			**3.411.759**	**2.333**	**3.409.426**

25. LIABILITAS AKSEPTASI / *25. ACCEPTANCES PAYABLE*

Rincian liabilitas akseptasi kepada nasabah adalah sebagai berikut:

The details of acceptances payable from customers are as follows:

a. Berdasarkan Jenis dan Mata Uang / *a. By Type and Currency*

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Rupiah			*Rupiah*
Pihak ketiga			*Third Parties*
Surat Kredit Berdokumen *Dalam Negeri (SKBDN)*	168.480	251.423	*Domestic Document Letter of Credit*
Pihak berelasi (Catatan 46)			*Related parties (Note 46)*
Surat Kredit Berdokumen Dalam Negeri (SKBDN)	406.421	690.475	*Domestic Document Letter of Credit*
Total	**574.901**	**941.898**	***Total***

b. Berdasarkan Jangka Waktu: / *b. By Period*

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
< 1 bulan	111.994	96.814	*< 1 month*
> 1 bulan - 3 bulan	67.421	724.495	*> 1 month - 3 months*
> 3 bulan - 1 tahun	395.486	120.589	*> 3 months - 1 year*
Total	**574.901**	**941.898**	**Total**

26. SURAT-SURAT BERHARGA YANG DITERBITKAN / *26. SECURITIES ISSUED*

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Rupiah			*Rupiah*
Long Term Note Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2021 Tahap I			*Long Term Notes Through Private Placement Bank Tabungan Negara 2021 Phase I*
Pihak ketiga	7.557	8.214	*Third parties*
Long Term Note II Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Seri A			*Long Term Notes II Through Private Placement Bank Tabungan Negara 2022 Series A*
Pihak ketiga	36.852	40.202	*Third parties*
Long Term Note II Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Seri B			*Long Term Notes II Through Private Placement Bank Tabungan Negara 2022 Series B*
Pihak ketiga	61.888	67.270	*Third parties*
Long Term Note III Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Tahap I			*Long Term Notes III Through Private Placement Bank Tabungan Negara 2022 Phase I*
Pihak ketiga	167.239	181.781	*Third parties*
Long Term Note III Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Tahap II			*Long Term Notes III Through Private Placement Bank Tabungan Negara 2022 Phase II*
Pihak ketiga	103.567	112.773	*Third parties*

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

26. SECURITIES ISSUED (continued)

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Rupiah (lanjutan)			*Rupiah (continued)*
Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap I			*Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase I*
Pihak ketiga	30.024	32.635	*Third parties*
Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap II			*Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase II*
Pihak ketiga	339.697	368.607	*Third parties*
Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap III Seri A			*Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase III Series A*
Pihak ketiga	5.409	5.826	*Third parties*
Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap III Seri B			*Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase III Series B*
Pihak ketiga	201.036	217.789	*Third parties*
Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 Tahap IV			*Long Term Notes IV Through Private Placement Bank Tabungan Negara 2024 Phase IV*
Pihak ketiga	181.945	196.216	*Third parties*
Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 Tahap *V*			*Long Term Notes IV Through Private Placement Bank Tabungan Negara 2024 Phase V*
Pihak ketiga	285.250	307.193	*Third parties*
Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 Tahap VI			*Long Term Notes IV Through Private Placement Bank Tabungan Negara 2024 Phase VI*
Pihak ketiga	137.344	147.909	*Third parties*
Sukuk Mudharabah Bank Tabungan Negara Tahun 2023 Tahap I			*Sukuk Mudharabah Bank Tabungan Negara 2023 Phase I*
Pihak ketiga	76.837	83.822	*Third parties*
Sukuk Mudharabah Bank Tabungan Negara Tahun 2023 Tahap II			*Sukuk Mudharabah Bank Tabungan Negara 2023 Phase II*
Pihak ketiga	148.110	161.574	*Third parties*
Sukuk Mudharabah Bank Tabungan Negara Tahun 2024 Tahap III			*Sukuk Mudharabah Bank Tabungan Negara 2024 Phase III*
Pihak ketiga	73.318	79.428	*Third parties*

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

26. SECURITIES ISSUED (continued)

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Rupiah (lanjutan)			*Rupiah (continued)*
Sukuk Mudharabah Bank Tabungan Negara Tahun 2024 Tahap IV			*Sukuk Mudharabah Bank Tabungan Negara 2024 Phase IV*
Pihak ketiga	48.630	52.444	*Third parties*
Obligasi Berkelanjutan IV Tahap I setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar RpNihil dan Rp97 pada tanggal 31 Desember 2025 dan 2024			*Continuing Bonds IV Phase I net of unamortized issuance cost amounted to RpNil and Rp97 as of December 31 2025 and 2024, respectively*
Pihak ketiga	-	68.966	*Third parties*
Pihak berelasi (Catatan 46)	-	126.937	*Related parties (Note 46)*
Obligasi Berkelanjutan IV Tahap II setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar Rp268 dan Rp633 pada tanggal 31 Desember 2025 dan 2024			*Continuing Bonds IV Phase II net of unamortized issuance cost amounted to Rp268 and Rp633 as of December 31, 2025 and 2024, respectively*
Pihak ketiga	202.864	536.660	*Third parties*
Pihak berelasi (Catatan 46)	196.868	462.707	*Related parties (Note 46)*
Obligasi Berkelanjutan III Tahap I setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar Rp214 dan Rp460 pada tanggal 31 Desember 2025 dan 2024			*Continuing Bonds III Phase I net of unamortized issuance cost amounted to Rp214 and Rp460 as of December 31, 2025 and 2024, respectively*
Pihak ketiga	198.970	208.431	*Third parties*
Pihak berelasi (Catatan 46)	1.186.817	1.177.109	*Related parties (Note 46)*
Obligasi Berkelanjutan II Tahap I setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar RpNihil dan Rp30 pada tanggal 31 Desember 2025 dan 2024			*Continuing Bonds II Phase I net of unamortized issuance cost amounted to RpNil and Rp30 as of December 31, 2025 and 2024, respectively*
Pihak ketiga	-	30.001	*Third parties*
Pihak berelasi (Catatan 46)	-	770.030	*Related parties (Note 46)*
Obligasi Sosial Berkelanjutan I Tahap I setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar Rp5.139 dan RpNihil pada tanggal 31 Desember 2025 dan 2024			*Social Continuing Bonds I Phase I net of unamortized issuance cost amounted to Rp5,139 and RpNil as of December 31, 2025 and 2024, respectively*
Pihak ketiga	173.477	-	*Third parties*
Pihak berelasi (Catatan 46)	121.384	-	*Related parties (Note 46)*
Total	**3.985.083**	**5.444.524**	***Total***

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

i. *Long Term Note* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2021 Tahap I

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2021 Tahap I dengan jumlah nilai nominal sebesar Rp10.186. LTN tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 17 Juni 2037. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

ii. *Long Term Note* II Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Seri A

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 dengan jumlah nilai nominal sebesar Rp47.740. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 12 Oktober 2036. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

26. SECURITIES ISSUED (continued)

i. Long Term Notes Through Private Placement Bank Tabungan Negara 2021 Phase I

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2021 Phase I with a total nominal value of Rp10,186. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on June 17, 2037. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

ii. Long Term Notes II Through Private Placement Bank Tabungan Negara 2022 Series A

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2022 with a total nominal value of Rp47,740. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on October 12, 2036. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

iii. *Long Term Note* II Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Seri B

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 dengan jumlah nilai nominal sebesar Rp79.379. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 0,55% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 12 April 2037. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

iv. *Long Term Note III* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Tahap I

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 dengan jumlah nilai nominal sebesar Rp210.866. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 0,55% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 14 Juni 2037. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

26. SECURITIES ISSUED (continued)

iii. Long Term Notes II Through Private Placement Bank Tabungan Negara 2022 Series B

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2022 with a total nominal value of Rp79,379. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 0.55%, payable every three months with amortized principal and will mature on April 12, 2037. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

iv. Long Term Notes III Through Private Placement Bank Tabungan Negara 2022 Phase I

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2022 with a total nominal value of Rp210,866. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 0.55%, payable every three months with amortized principal and will mature on June 14, 2037. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

v. Long Term Note III Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Tahap II

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 dengan jumlah nilai nominal sebesar Rp131.185. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 0,55% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 28 Maret 2037. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

vi. Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap I

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 dengan jumlah nilai nominal sebesar Rp35.898. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 0,55% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 28 April 2037. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

26. SECURITIES ISSUED (continued)

v. Long Term Notes III Through Private Placement Bank Tabungan Negara 2022 Phase II

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2022 with a total nominal value of Rp131,185. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 0.55%, payable every three months with amortized principal and will mature on March 28, 2037. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

vi. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase I

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2023 with a total nominal value of Rp35,898. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 0.55%, payable every three months with amortized principal and will mature on April 28, 2037. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

vii. *Long Term Note* IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap II

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 dengan jumlah nilai nominal sebesar Rp404.745. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 15 September 2037. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

viii. *Long Term Note* IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap III Seri A

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 dengan jumlah nilai nominal sebesar Rp6.242. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 0,55% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 27 Desember 2038. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

26. SECURITIES ISSUED (continued)

vii. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase II

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2023 with a total nominal value of Rp404,745. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on September 15, 2037. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

viii. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase III Series A

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2023 with a total nominal value of Rp6,242. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 0.55%, payable every three months with amortized principal and will mature on December 27, 2038. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

ix. Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap III Seri B

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 dengan jumlah nilai nominal sebesar Rp234.542. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 27 Desember 2037. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

x. Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 Tahap IV

Bank menerbitkan Long Term Note (LTN) Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 dengan jumlah nilai nominal sebesar Rp203.351. LTN tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 7 Agustus 2038. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. LTN ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan LTN tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

26. SECURITIES ISSUED (continued)

ix. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase III Series B

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2023 with a total nominal value of Rp234,542. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on December 27, 2037. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

x. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2024 Phase IV

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2024 with a total nominal value of Rp203,351. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on August 7, 2038. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

xi. Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 Tahap V

Bank menerbitkan *Long Term Note* (*LTN*) Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 dengan jumlah nilai nominal sebesar Rp312.678. LTN tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 27 Desember 2038. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. LTN ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan LTN tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

xii. Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 Tahap VI

Bank menerbitkan *Long Term Note* (*LTN*) Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 dengan jumlah nilai nominal sebesar Rp147.909. LTN tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 23 Desember 2038. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. LTN ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan LTN tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

26. SECURITIES ISSUED (continued)

xi. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2024 Phase V

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2024 with a total nominal value of Rp312,678. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on December 27, 2038. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

xii. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2024 Phase VI

The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2024 with a total nominal value of Rp147,909. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on December 23, 2038. The payment agent for LTN is PT Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.

The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

xiii. Sukuk *Mudharabah* Bank Tabungan Negara Tahun 2023 Tahap I

Bank menerbitkan Sukuk *Mudharabah* Jangka Panjang Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 tahap I dengan jumlah nilai nominal sebesar Rp92.553. Sukuk tersebut diterbitkan senilai 100% dari nilai nominalnya dengan dengan nisbah bagi hasil sebesar 11,00% yang dihitung dari pendapatan bagi hasil dengan indikasi bagi hasil sebesar ekuivalen sebesar 0,55% per tahun yang dibayarkan tiap tahun berikut amortisasi dana sukuk dan akan jatuh tempo pada tanggal 28 Oktober 2036. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. Sukuk ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan Sukuk tersebut digunakan untuk penyaluran pembiayaan Syariah Tabungan Perumahan Rakyat (Syariah Tapera).

xiv. Sukuk *Mudharabah* Bank Tabungan Negara Tahun 2023 Tahap II

Bank menerbitkan Sukuk *Mudharabah* Jangka Panjang Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 tahap II dengan jumlah nilai nominal sebesar Rp175.039. Sukuk tersebut diterbitkan senilai 100% dari nilai nominalnya dengan dengan nisbah bagi hasil sebesar 27,40% yang dihitung dari pendapatan bagi hasil dengan indikasi bagi hasil sebesar ekuivalen sebesar 1,37% yang dibayarkan tiap tahun berikut amortisasi dana sukuk dan akan jatuh tempo pada tanggal 27 Desember 2036. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. Sukuk ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan Sukuk tersebut digunakan untuk penyaluran pembiayaan Syariah Tabungan Perumahan Rakyat (Syariah Tapera).

26. SECURITIES ISSUED (continued)

xiii. Sukuk Mudharabah Bank Tabungan Negara 2023 Phase I

The Bank issued Long Term Sukuk Mudharabah Bank Tabungan Negara Through Private Placement Year 2023 Phase I with a total nominal value of Rp92,553. Such Sukuk were issued at 100% of their nominal value with a profit-sharing ratio of 11.00% which is calculated from profit sharing income with indication of an equivalent of 0.55%, payable every year with amortized sukuk and will mature on October 28, 2036. The payment agent for Sukuk is PT Kustodian Sentral Efek Indonesia (KSEI). Sukuk were not rated.

The net proceeds from the issuance of the bonds were used to Sharia finance Tabungan Perumahan Rakyat (Sharia Tapera) loans.

xiv. Sukuk Mudharabah Bank Tabungan Negara 2023 Phase II

The Bank issued Long Term Sukuk Mudharabah Bank Tabungan Negara Through Private Placement Year 2023 Phase II with a total nominal value of Rp175,039. Such Sukuk were issued at 100% of their nominal value with a profit-sharing ratio of 27.40% which is calculated from profit sharing income with indication of an equivalent of 1.37%, payable every year with amortized sukuk and will mature on December 27, 2036. The payment agent for Sukuk is PT Kustodian Sentral Efek Indonesia (KSEI). Sukuk were not rated.

The net proceeds from the issuance of the bonds were used to Sharia finance Tabungan Perumahan Rakyat (Sharia Tapera) loans.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

xv. Sukuk Mudharabah Bank Tabungan Negara Tahun 2024 Tahap III

Bank menerbitkan Sukuk *Mudharabah* Jangka Panjang Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 tahap III dengan jumlah nilai nominal sebesar Rp80.956. Sukuk tersebut diterbitkan senilai 100% dari nilai nominalnya dengan dengan nisbah bagi hasil sebesar 27,40% yang dihitung dari pendapatan bagi hasil dengan indikasi bagi hasil sebesar ekuivalen sebesar 1,37% yang dibayarkan tiap tahun berikut amortisasi dana sukuk dan akan jatuh tempo pada tanggal 27 Desember 2037. PT Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. Sukuk ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan Sukuk tersebut digunakan untuk penyaluran pembiayaan Syariah Tabungan Perumahan Rakyat (Syariah Tapera).

xvi. Sukuk Mudharabah Bank Tabungan Negara Tahun 2024 Tahap IV

Bank menerbitkan Sukuk *Mudharabah* Jangka Panjang Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2024 tahap III dengan jumlah nilai nominal sebesar Rp52.444. Sukuk tersebut diterbitkan senilai 100% dari nilai nominalnya dengan dengan nisbah bagi hasil sebesar 27,40% yang dihitung dari pendapatan bagi hasil dengan indikasi bagi hasil sebesar ekuivalen sebesar 1,37% yang dibayarkan tiap tahun berikut amortisasi dana sukuk dan akan jatuh tempo pada tanggal 23 September 2038. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. Sukuk ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan Sukuk tersebut digunakan untuk penyaluran pembiayaan Syariah Tabungan Perumahan Rakyat (Syariah Tapera).

26. SECURITIES ISSUED (continued)

xv. Sukuk Mudharabah Bank Tabungan Negara 2024 Phase III

The Bank issued Long Term Sukuk Mudharabah Bank Tabungan Negara Through Private Placement Year 2024 Phase III with a total nominal value of Rp80,956. Such Sukuk were issued at 100% of their nominal value with a profit-sharing ratio of 27.40% which is calculated from profit sharing income with indication of an equivalent of 1.37%, payable every year with amortized sukuk and will mature on December 27, 2037. The payment agent for Sukuk is PT Kustodian Sentral Efek Indonesia (KSEI). Sukuk were not rated.

The net proceeds from the issuance of the bonds were used to Sharia finance Tabungan Perumahan Rakyat (Sharia Tapera) loans.

xvi. Sukuk Mudharabah Bank Tabungan Negara 2024 Phase IV

The Bank issued Long Term Sukuk Mudharabah Bank Tabungan Negara Through Private Placement Year 2024 Phase III with a total nominal value of Rp52,444. Such Sukuk were issued at 100% of their nominal value with a profit-sharing ratio of 27.40% which is calculated from profit sharing income with indication of an equivalent of 1.37%, payable every year with amortized sukuk and will mature on September 23, 2038. The payment agent for Sukuk is PT. Kustodian Sentral Efek Indonesia (KSEI). Sukuk were not rated.

The net proceeds from the issuance of the bonds were used to Sharia finance Tabungan Perumahan Rakyat (Sharia Tapera) loans.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

xvii. Obligasi Berkelanjutan IV Tahap II

Bank menerbitkan Obligasi Berkelanjutan IV BTN Tahap II Tahun 2022 dengan jumlah nilai nominal sebesar Rp1.000.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 5,50% dan 6,00% yang dibayarkan tiap tiga bulanan masing-masing untuk Obligasi Berkelanjutan IV Tahap II Seri A dan Seri B dan akan jatuh tempo masing-masing pada tanggal 24 Mei 2025 dan 24 Mei 2027. Penerbitan Obligasi Berkelanjutan IV Tahap II tahun 2022 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No.S-211/D.04/2020 tanggal 11 Agustus 2020.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

Pada tanggal 31 Desember 2025, Obligasi Berkelanjutan IV BTN Tahap II mendapat penilaian peringkat idAA+ dari PT Fitch Ratings Indonesia.

Bertindak sebagai wali amanat Obligasi Berkelanjutan IV Tahap II adalah PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.

Sampai tanggal 31 Desember 2025, Obligasi Berkelanjutan IV Tahap II Seri A telah dilunasi oleh Bank pada tanggal jatuh tempo.

26. SECURITIES ISSUED (continued)

xvii. Continuing Bonds IV Phase II

The Bank issued Continuing Bonds IV Phase II of 2022 with a total nominal value of Rp1,000,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 5.50% and 6.00%, payable every three months for Continuing Bonds IV Phase II Series A dan Series B, respectively, and will mature on May 24, 2025 and May 24, 2027, respectively. The issuance of Continuing Bonds IV Phase II of 2022 became effective based on Letter No. S-211/D.04/2020 dated August 11, 2020 of the Board of Commisioners of the Financial Services Authority.

The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.

As of December 31, 2025, Continuing Bonds IV Phase II rated idAA+ by PT Fitch Ratings Indonesia.

The trustee for Continuing Bonds IV Phase II is PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.

Until December 31, 2025, Continuing Bonds IV Phase II Series A has been fully paid by the Bank on the maturity date.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

xviii. Obligasi Berwawasan Sosial Berkelanjutan I

Bank menerbitkan Obligasi Berwawasan Sosial Berkelanjutan I BTN Tahap I Tahun 2025 dengan jumlah nilai nominal sebesar Rp300.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 5,30% dibayarkan tiap tiga bulanan Obligasi Berwawasan Sosial Berkelanjutan I Tahap I akan jatuh tempo pada tanggal 12 Desember 2028. Penerbitan Obligasi Berkelanjutan I Tahap I tahun 2025 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No.S-128/D.04/2025 tanggal 04 Desember 2025.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

Pada tanggal 8 September 2025, Obligasi Berkelanjutan I Tahap I mendapat penilaian peringkat idAAA dari PT Pemeringkat Efek Indonesia.

Bertindak sebagai wali amanat Obligasi Berwawasan Sosial Berkelanjutan I Tahap I adalah PT Bank Rakyat Indonesia (Persero) Tbk.

26. SECURITIES ISSUED (continued)

xviii. Sustainable Social Bonds I Phase I

The Bank issued Sustainable Social Bonds I Phase I with a total nominal value of Rp300.000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 5.30%, payable every three months for Continuous Subordinated Bonds I Phase I, respectively, and will mature on December 12, 2028, respectively. The issuance of Sustainable Social Bonds I Phase I of 2025 became effective based on Letter No. S-128/D.04/2025 dated December 4, 2025 of the Board of Commisioners of the Financial Services Authority.

The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.

As of September 8, 2025, Sustainable Social Bonds I Phase I rated idAAA by PT Pemeringkat Efek Indonesia.

The trustee for Sustainable Social Bonds I Phase I is PT Bank Rakyat Indonesia (Persero) Tbk.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

xix. Obligasi Berkelanjutan IV Tahap I

Bank menerbitkan Obligasi Berkelanjutan IV BTN Tahap I Tahun 2020 dengan jumlah nilai nominal sebesar Rp1.500.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 6,75%, 7,80% dan 8,40% yang dibayarkan tiap tiga bulanan masing-masing untuk Obligasi Berkelanjutan IV Tahap I Seri A, Seri B dan Seri C dan akan jatuh tempo masing-masing pada tanggal 29 Agustus 2021, 19 Agustus 2023, dan 19 Agustus 2025. Penerbitan Obligasi Berkelanjutan IV Tahap I tahun 2020 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No.S-211/D.04/2020 tanggal 11 Agustus 2020.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

Pada tanggal 31 Desember 2025, Obligasi Berkelanjutan IV BTN Tahap I mendapat penilaian peringkat idAA+ dari PT Fitch Ratings Indonesia.

Bertindak sebagai wali amanat Obligasi Berkelanjutan IV Tahap I adalah PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.

Sampai tanggal 31 Desember 2025, Obligasi Berkelanjutan IV Tahap I Seri A dan B telah dilunasi oleh Bank pada tanggal jatuh tempo.

26. SECURITIES ISSUED (continued)

xix. Continuing Bonds IV Phase I

The Bank issued Continuing Bonds IV Phase I of 2020 with a total nominal value of Rp1,500,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 6.75%, 7.80% and 8.40%, payable every three months for Continuing Bonds IV Phase I Series A, Series B and Series C, respectively, and will mature on August 29, 2021, August 19, 2023, and August 19, 2025, respectively. The issuance of Continuing Bonds IV Phase I of 2020 became effective based on Letter No. S-211/D.04/2020 dated August 11, 2020 of the Board of Commisioners of the Financial Services Authority.

The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.

As of December 31, 2025, Continuing Bonds IV Phase I rated idAA+ by PT Fitch Ratings Indonesia, respectively.

The trustee for Continuing Bonds IV Phase I is PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.

Until December 31, 2025, Continuing Bonds IV Phase I Series A and B has been fully paid by the Bank on the maturity date.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

xx. Obligasi Berkelanjutan III Tahap I

Bank menerbitkan Obligasi Berkelanjutan III BTN Tahap I Tahun 2017 dengan jumlah nilai nominal sebesar Rp5.000.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 8,30%, 8,50%, 8,70% dan 8,90% yang dibayarkan tiap tiga bulanan masing-masing untuk Obligasi Berkelanjutan III Tahap I Seri A, Seri B, Seri C dan Seri D dan akan jatuh tempo masing-masing pada tanggal 13 Juli 2020, 13 Juli 2022, 13 Juli 2024 dan 13 Juli 2027. Penerbitan Obligasi Berkelanjutan III Tahap I tahun 2017 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No. S-352/D.04/2017 tanggal 22 Juni 2017.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

Pada tanggal 31 Desember 2025, Obligasi Berkelanjutan III BTN Tahap I mendapat penilaian peringkat idAAA dari PT Fitch Ratings Indonesia.

Bertindak sebagai wali amanat Obligasi Berkelanjutan III Tahap I adalah PT Bank Mandiri (Persero) Tbk.

Sampai tanggal 31 Desember 2025, Obligasi Berkelanjutan III Tahap I Seri A, Seri B, dan Seri C telah dilunasi oleh Bank pada tanggal jatuh tempo.

26. SECURITIES ISSUED (continued)

xx. Continuing Bonds III Phase I

The Bank issued Continuing Bonds III Phase I of 2017 with a total nominal value of Rp5,000,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 8.30%, 8.50%, 8.70% and 8.90%, payable every three months for Continuing Bonds III Phase I Series A, Series B, Series C and Series D, respectively, and will mature on July 13, 2020, July 13, 2022, July 13, 2024 and July 13, 2027, respectively. The issuance of Continuing Bonds III Phase I of 2017 became effective based on Letter No. S-352/D.04/2017 dated June 22, 2017 of the Board of Commisioners the Financial Services Authority.

The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.

As of December 31, 2025, Continuing Bonds III Phase I rated idAAA by PT Fitch Ratings Indonesia, respectively.

The trustee for Continuing Bonds III Phase I is PT Bank Mandiri (Persero) Tbk.

Until December 31, 2025, Continuing Bonds III Phase I Series A and Series B, and Series C has been fully paid by the Bank on the maturity date.

26. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

xxi. Obligasi Berkelanjutan II Tahap I

Bank menerbitkan Obligasi Berkelanjutan II Tahap I Tahun 2015 dengan jumlah nilai nominal sebesar Rp3.000.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 9,63%, 9,88%, 10,00% dan 10,50% yang dibayarkan tiap tiga bulanan masing-masing untuk Obligasi Berkelanjutan II Tahap I Seri A, Seri B, Seri C dan Seri D dan akan jatuh tempo masing-masing pada tanggal 8 Juli 2018, 8 Juli 2020, 8 Juli 2022 dan 8 Juli 2025. Penerbitan Obligasi Berkelanjutan II Tahap I tahun 2015 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No. S-24/PB.312/2015 tanggal 16 April 2015.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

Pada tanggal 31 Desember 2025 Obligasi Berkelanjutan II Tahap I mendapat penilaian peringkat idAA+ dari PT Fitch Ratings Indonesia.

Bertindak sebagai wali amanat Obligasi Berkelanjutan II Tahap I adalah PT Bank Mega Tbk.

Sampai tanggal 31 Desember 2025, Obligasi Berkelanjutan II Tahap I Seri A, Seri B, Seri C, dan Seri D telah dilunasi oleh Bank pada tanggal jatuh tempo.

26. SECURITIES ISSUED (continued)

xxi. Continuing Bonds II Phase I

The Bank issued Continuing Bonds II Phase I of 2015 with a total nominal value of Rp3,000,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 9.63%, 9.88%, 10.00% and 10.50%, payable every three months for Continuing Bonds II Phase I Series A, Series B, Series C and Series D, respectively, and will mature on July 8, 2018, July 8, 2020, July 8, 2022 and July 8, 2025, respectively. The issuance of Continuing Bonds II Phase I of 2015 became effective based on Letter No. S-24/PB.312/2015 dated April 16, 2015 of the Board of Commisioners of the Financial Services Authority.

The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.

As of December 31, 2025, Continuing Bonds II Phase I were rated idAA+ by PT Fitch Ratings Indonesia, respectively.

The trustee for Continuing Bonds II Phase I is PT Bank Mega Tbk.

Until December 31, 2025, Continuing Bonds II Phase I Series A, Series B, Series C, and Series D has been fully paid by the Bank on the maturity date.

27. PINJAMAN YANG DITERIMA / *27. FUND BORROWINGS*

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Pihak Ketiga			*Third Parties*
Rupiah			*Rupiah*
PT Bank Central Asia Tbk	8.500.000	7.419.753	*PT Bank Central Asia Tbk*
PT Bank Danamon Indonesia Tbk	1.000.000	1.999.951	*PT Bank Danamon Indonesia Tbk*
	9.500.000	9.419.704	
Mata Uang Asing			*Foreign Currency*
Japan International Cooperation Agency	740.697	713.155	*Japan International Cooperation Agency*
	10.240.697	10.132.859	
Pihak Berelasi (Catatan 46)			*Related Parties (Note 46)*
Rupiah			*Rupiah*
PT Sarana Multigriya Finansial (Persero)	27.751.154	23.352.225	*PT Sarana Multigriya Finansial (Persero)*
	27.751.154	23.352.225	
Total	**37.991.851**	**33.485.084**	***Total***

a. Pinjaman dari PT Bank Central Asia Tbk

Akun ini merupakan fasilitas pinjaman yang diperoleh dari PT Bank Central Asia Tbk ditujukan untuk pembiayaan Kredit Pemilikan Rumah (KPR) kepada debitur Bank.

Bank memperoleh pinjaman dari PT Bank Central Asia Tbk berdasarkan Perjanjian Kredit No. 48 tanggal 29 Desember 2025 yang terdiri dari:

- Term Loan sebesar Rp1,5 triliun (angka penuh) yang memiliki bunga tetap sebesar 5,30% dengan jangka waktu selama 10 bulan yang akan jatuh tempo pada 29 Oktober 2026.

Bank juga memperoleh pinjaman dari PT Bank Central Asia Tbk berdasarkan Perjanjian Kredit No. 16 tanggal 19 Desember 2024 yang terdiri dari:

- Term Loan sebesar Rp3 triliun (angka penuh) yang memiliki bunga tetap sebesar 7,00% dengan jangka waktu selama 9 bulan yang akan jatuh tempo pada 20 September 2025.

a. Loan from PT Bank Central Asia Tbk

This account represents loan facility obtained from PT Bank Central Asia Tbk which is intended to Finance Housing Loans (KPR) of the Bank's debtors.

The Bank obtained loan from PT Bank Central Asia Tbk based on loan agreement No. 48 dated December 29, 2025 consist of

- *The Term Loan amounting Rp1.5 trillion (full amount) with fixed interest rate 5.30% with 10 months period which will mature on October 29, 2026.*

The Bank obtained loan from PT Bank Central Asia Tbk based on loan agreement No. 16 dated December 19, 2024 consist of:

- *The Term Loan amounting Rp3 trillion (full amount) with fixed interest rate 7.00% with 9 months period which will mature on September 20, 2025.*

27. PINJAMAN YANG DITERIMA (lanjutan)

a. Pinjaman dari PT Bank Central Asia Tbk (lanjutan)

Bank telah melakukan perpanjangan atas pinjaman tersebut saat jatuh tempo pada tanggal 20 September 2025 sebesar Rp3 Triliun (angka penuh) dengan bunga tetap sebesar 5,70% dan jatuh tempo pada tanggal 20 September 2026.

Sebelumnya, Bank juga memiliki perjanjian pinjaman dengan PT Bank Central Asia Tbk yang telah mengalami beberapa kali perubahan. Perubahan terakhir didokumentasikan dalam Perjanjian Kredit No. 417 tanggal 3 Desember 2024 yang terdiri dari:

- Perpanjangan jangka waktu *Term Loan* V selama 12 bulan sebesar Rp4 triliun (angka penuh) yang memiliki bunga tetap sebesar 6,75% yang akan jatuh tempo pada tanggal 6 Desember 2025.

Bank telah melakukan perpanjangan atas pinjaman tersebut saat jatuh tempo pada tanggal 6 Desember 2025 sebesar Rp4 Triliun (angka penuh) dengan bunga tetap sebesar 5,25% dan jatuh tempo pada tanggal 6 September 2026.

Bank memperoleh pinjaman dari PT Bank Central Asia Tbk berdasarkan Perjanjian Kredit No. 11 tanggal 6 Desember 2023 yang terdiri dari:

- Mengubah penyebutan "Fasilitas *Term Loan* V" menjadi "Fasilitas *Term Loan"*

- *Term Loan* II dan III yang dilakukan perpanjangan selama 36 bulan atas pinjaman tersebut sebesar masing-masing Rp1 triliun (angka penuh) yang memiliki bunga tetap sebesar masing-masing 5.50% dan akan jatuh tempo masing-masing pada tanggal 21 Juni 2024 dan 14 Juni 2024.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 21 Juni 2024 dan 14 Juni 2024 masing - masing sebesar Rp1 triliun (angka penuh).

27. FUND BORROWINGS (continued)

a. Loan from PT Bank Central Asia Tbk (continued)

The Bank has extended the loan upon its maturity on September 20, 2025, in the amount of Rp3 trillion (full amount) with a fixed interest rate of 5.70%, and a new maturity date of September 20, 2026.

Previously, Bank also has loan agreement with PT Bank Central Asia Tbk that has been amended several times. The last amendment was documented under the loan agreement No. 417 dated December 3, 2024 consist of:

- *The Term Loan V the loan were extended for 12 months amounting Rp4 trillion (full amount) with fixed interest rate 6.75% and will mature on December 6, 2025.*

The Bank has extended the loan upon its maturity on December 6, 2025, in the amount of Rp4 trillion (full amount) with a fixed interest rate of 5.25% and a new maturity date of September 6, 2026.

The Bank obtained loan from with PT Bank Central Asia Tbk based on loan agreement No. 11 dated December 6, 2023 consist of:

- *Amended "Term Loan Facility V" to "Term Loan Facility"*

- *The Term Loan II and III the loan were extended for 36 months, for each Rp1 trillion (full amount) with fixed interest rate are 5.50% per annum and will mature on June 21, 2024 and June 14, 2024. respectively.*

  The Bank has fully repaid the loan at maturity date on June 21, 2024 and June 14, 2024 for each amounting to Rp1 trillion (full amount).

27. PINJAMAN YANG DITERIMA (lanjutan)

a. Pinjaman dari PT Bank Central Asia Tbk (lanjutan)

- *Term Loan* IV sebesar Rp2 triliun (angka penuh) yang memiliki bunga tetap sebesar 5,50% dengan jangka waktu selama 36 bulan yang akan jatuh tempo masing-masing sebesar Rp1 triliun (angka penuh) pada 25 April 2024 dan sebesar Rp1 triliun (angka penuh) pada 8 Mei 2024.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 25 April dan 8 Mei 2024 masing-masing sebesar Rp1 triliun (angka penuh).

- *Term Loan* V sebesar Rp4 triliun (angka penuh) yang memiliki bunga tetap sebesar 6,75% dengan jangka waktu selama 12 bulan dan akan jatuh tempo pada 6 Desember 2024.

Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 6 Desember 2024 sebesar Rp4 triliun.

- *Term Loan* V sebesar Rp4 triliun (angka penuh) yang memiliki bunga tetap sebesar 6,75% dengan jangka waktu selama 12 bulan dan akan jatuh tempo pada 6 Desember 2024.

Pada tanggal 18 Mei 2022, Bank mendapatkan pinjaman dari PT Bank Central Asia Tbk Jakarta sebesar Rp420 miliar (angka penuh) yang memiliki bunga tetap sebesar 5,23% dan jatuh tempo pada 18 Mei 2025.

Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 18 Mei 2025 sebesar Rp420 miliar.

27. FUND BORROWINGS (continued)

a. Loan from PT Bank Central Asia Tbk (continued)

- *The Term Loan IV amounting Rp2 trillion (full amount) with fixed interest rate 5.50% with 36 months period which will mature amounting Rp1 trillion (full amount) on April 25, 2024 and amounting Rp1 trillion (full amount) on May 8, 2024, respectively.*

  The Bank has fully repaid the loan at maturity date on April 25, 2024 and May 8, 2024 for each amounting to Rp1 trillion (full amount).

- *The Term Loan V amounting Rp4 trillion (full amount) with fixed interest rate 6.75% with 12 months period which will mature on December 6, 2024.*

The Bank has fully repaid the loan at maturity date on December 6 amounting Rp4 trillion (full amount).

- *The Term Loan V amounting Rp4 trillion (full amount) with fixed interest rate 6.75% with 12 months period which will mature on December 6, 2024.*

On May 18, 2022, the Bank received loan from PT Bank Central Asia Tbk with plafond amounting to Rp420 billion (full amount) with fixed interest rate of 5.23% and will mature on May 18, 2025.

The Bank has fully repaid the loan at maturity date on May 18, 2025 amounting Rp420 billion (full amount).

27. PINJAMAN YANG DITERIMA (lanjutan)

a. Pinjaman dari PT Bank Central Asia Tbk (lanjutan)

Persyaratan-persyaratan penting dalam perjanjian pinjaman Bank antara lain:

- Rasio *Non Performing Loan (NPL)* Bruto tidak melebihi 6%
- Menjaga Rasio *Non Performing Loan (NPL)* Neto sesuai dengan ketentuan yang berlaku
- *Capital Adequacy Ratio (CAR)* minimal 12%
- Laba bersih tahun berjalan dengan angka positif
- Nilai *Liquidity Coverage Ratio* minimal sebesar 100%
- Rasio cakupan *Non Performing Loan (NPL)* tidak kurang dari 100%
- Rasio eksposur kredit tidak melebihi 40%

- Bank tanpa persetujuan tertulis dari BCA tidak diperkenankan untuk:
  a. Melakukan peleburan, penggabungan, pengambilalihan, atau pembubaran;
  b. Mengubah status kelembagaan;
  c. Mengubah susunan pemegang saham yang mengakibatkan porsi kepemilikan saham Pemerintah Republik Indonesia pada Bank menjadi kurang dari 51% dari seluruh saham yang dikeluarkan dan memiliki hak suara.

Bank mengungkapkan kepatuhan dalam memenuhi persyaratan dan kondisi utang, termasuk kewajiban pembayaran bunga dan pokok secara tepat waktu, pemenuhan rasio Keuangan yang disyaratkan serta kepatuhan terhadap syarat dan pembatasan (*covenants*) dalam perjanjian, sebagai bentuk transparansi kepada kreditur.

27. FUND BORROWINGS (continued)

a. Loan from PT Bank Central Asia Tbk (continued)

The significant requirements in the Bank's loan agreement include the following:

- *Gross Non Performing Loan (NPL) ratio shall not exceed 6%*
- *Maintain Net Non Performing Loan (NPL) ratio to comply in accordance with regulations*
- *Capital Adequacy Ratio (CAR) is minimum at least 12%*
- *Net income for the current year with positive numbers*
- *Liquidity Coverage Ratio minimum 100%*

- *Non Performing Loan (NPL) coverage minimum 100%*
- *Open credit exposure ratio shall not exceed than 40%*
- *Without the prior written consent from BCA, Bank shall not:*
  a. Undertake any merger, consolidation, acquisition, or liquidation;

  b. Change its institutional or legal status;
  c. Alter its shareholding structure in a manner that would result in the ownership of the Government of the Republic of Indonesia in the Bank falling below 51% of the total issued shares with voting rights.

The Bank discloses its compliance in fulfilling the terms and conditions of debt, including the obligation to pay interest and principal on time, fulfilling the required financial ratios and complying with the terms and restrictions (covenants) in the agreement, as a form of transparency to creditors.

27. PINJAMAN YANG DITERIMA (lanjutan)

b. Pinjaman dari Citibank N.A.. Jakarta

Akun ini merupakan fasilitas pinjaman yang diperoleh dari Citibank N.A., Jakarta ditujukan untuk mendukung Bank dalam menyalurkan kredit pemilikan rumah di Indonesia.

Pada tanggal 18 Mei 2022, Bank mendapatkan pinjaman sindikasi sebesar Rp140 miliar (angka penuh) yang memiliki bunga tetap sebesar 4,70% dan jatuh tempo pada 18 Mei 2024.

Persyaratan-persyaratan penting dalam perjanjian pinjaman Bank antara lain:

- Rasio *Non Performing Loan (NPL)* Bruto tidak melebihi 6%
- Menjaga Rasio *Non Performing Loan (NPL)* Neto sesuai dengan ketentuan yang berlaku
- *Capital Adequacy Ratio (CAR)* minimal 12%
- Laba bersih tahun berjalan dengan angka positif
- Nilai *Liquidity Coverage Ratio* minimal sebesar 100%
- Rasio cakupan *Non Performing Loan (NPL)* tidak kurang dari 100%
- Rasio eksposur kredit tidak melebihi 40%

Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada 18 Mei 2024 masing-masing sebesar Rp140 miliar (angka penuh).

Bank mengungkapkan kepatuhan dalam memenuhi persyaratan dan kondisi utang, termasuk kewajiban pembayaran bunga dan pokok secara tepat waktu, pemenuhan rasio Keuangan yang disyaratkan serta kepatuhan terhadap syarat dan pembatasan (*covenants*) dalam perjanjian, sebagai bentuk transparansi kepada kreditur.

27. FUND BORROWINGS (continued)

b. Loan from Citibank N.A.. Jakarta

This account represents loan facility obtained from Citibank N.A., Jakarta which is intended to support Banks in the context of selling housing loans in Indonesia.

On May 18, 2022, the Bank received syndicated loan with plafond amounting to Rp140 billion (full amount) with fixed interest rate of 4.70% and will mature on May 18, 2024, respectively.

The significant requirements in the Bank's loan agreement include the following:

- *Gross Non Performing Loan (NPL) ratio shall not exceed 6%*
- *Maintain Net Non Performing Loan (NPL) ratio to comply in accordance with regulations*
- *Capital Adequacy Ratio (CAR) is minimum at least 12%*
- *Net income for the current year with positive numbers*
- *Liquidity Coverage Ratio minimum 100%*
- *Non Performing Loan (NPL) coverage minimum 100%*
- *Open credit exposure ratio shall not exceed than 40%*

The Bank has fully repaid the loan at maturity date on May 18, 2024 amounting to Rp140 billion (full amount).

The Bank discloses its compliance in fulfilling the terms and conditions of debt, including the obligation to pay interest and principal on time, fulfilling the required financial ratios and complying with the terms and restrictions (covenants) in the agreement, as a form of transparency to creditors.

27. PINJAMAN YANG DITERIMA (lanjutan)

c. Pinjaman dari *Japan International Cooperation Agency*

Akun ini merupakan fasilitas pinjaman yang diperoleh dari Japan International Cooperation Agency ditujukan untuk mendukung penyaluran kredit kepemilikan rumah untuk masyarakat berpenghasilan rendah dan menengah di Indonesia.

Pada tanggal 18 Mei 2022, Bank mendapatkan pinjaman dengan plafon sebesar JPY 7 miliar (angka penuh) atau ekuivalen Rp765.590 dengan bunga tetap sebesar 0,90% dan jatuh tempo pada tanggal 10 Mei 2027.

Persyaratan-persyaratan penting dalam perjanjian pinjaman Bank antara lain:

- Rasio *Non Performing Loan* (NPL) Bruto tidak melebihi 6%
- *Capital Adequacy Ratio* (CAR) minimal 12%
- Laba bersih tahun berjalan dengan angka positif
- Nilai *Liquidity Coverage Ratio* minimal sebesar 100%
- Rasio cakupan *Non Performing Loan* (NPL) tidak kurang dari 100%
- Rasio eksposur kredit tidak melebihi 46%

Rasio Eksposur Kredit Terbuka (OCER) per 31 Desember 2025 melebihi batas maksimal 46% sebagaimana dipersyaratkan dalam perjanjian dengan Japan International Cooperation Agency (JICA). Bank telah menyampaikan permohonan waiver terhadap Rasio Eksposur Kredit Terbuka (OCER) tersebut melalui surat No.2285/DIR/FICD/XII/2025 dan saat ini dalam proses persetujuan JICA.

Namun meskipun secara historikal Rasio Eksposur Kredit Terbuka (OCER) melebihi batas maksimum 46%, JICA selaku kreditur tidak memberikan teguran atau perintah pelunasan dari JICA sebagai akibat dari Rasio Eksposur Kredit Terbuka (OCER) yang melebihi batas yang dipersyaratkan.

27. FUND BORROWINGS (continued)

c. Loan from Japan International Cooperation Agency (continued)

This account represents loan facility obtained from Japan International Cooperation Agency which is intended to support distributing housing loans for low and middle income communities in Indonesia.

On May 18, 2022, the Bank received loan with plafond amounting to JPY 7 billion (full amount) or the equivalent to Rp765,590 with fixed interest rate of 0.90% and will mature on May 10, 2027, respectively.

The significant requirements in the Bank's loan agreement include the following:

- *Gross Non Performing Loan (NPL) ratio shall not exceed 6%*
- *Capital Adequacy Ratio (CAR) is minimum at least 12%*
- *Net income for the current year with positive numbers*
- *Liquidity Coverage Ratio minimum 100%*
- *Non Performing Loan (NPL) coverage minimum 100%*
- *Open credit exposure ratio shall not exceed than 46%*

As of 31 December 2025, the Open Credit Exposure Ratio (OCER) exceeded the maximum threshold of 46% as stated under the loan agreement with the Japan International Cooperation Agency (JICA). Bank has submitted a waiver request in respect of the OCER covenant through the letter No.2285/DIR/FICD/XII/2025 and such request is currently under review by JICA.

While the Open Credit Exposure Ratio (OCER) has historically exceeded the maximum treshold, as of the date of financial statements, Bank has not received any formal notice of default or instruction for immediate repayment from JICA as a result of exceeding the limit.

27. PINJAMAN YANG DITERIMA (lanjutan)

d. Pinjaman dari PT Bank Danamon Indonesia Tbk

Akun ini merupakan fasilitas pinjaman yang diperoleh dari PT Bank Danamon Indonesia Tbk ditujukan untuk mendukung pengembangan bisnis dan operasional Bank.

Perjanjian pinjaman dengan PT Bank Danamon Indonesia Tbk telah diamandemen beberapa kali. Berdasarkan amandemen terakhir, didokumentasikan pada perjanjian No. 108/PP/EB/0121 tanggal 17 Februari 2021, Bank mendapatkan pinjaman bilateral dengan plafon sebesar masing-masing Rp500 miliar (angka penuh), Rp500 miliar (angka penuh) dan Rp1.000 miliar (angka penuh) dengan bunga tetap sebesar masing-masing 5,75% dan jatuh tempo masing-masing pada tanggal 22 Agustus 2023, 25 September 2023 dan 24 Desember 2023.

Persyaratan-persyaratan penting dalam perjanjian pinjaman Bank antara lain:

- Mempertahankan minimum Capital Adequacy Ratio CAR sesuai dengan ketentuan regulator yang berlaku
- Rasio Non-Performing Loan (NPL) sesuai dengan ketentuan regulator yang berlaku
- Nilai Liquidity Coverage Ratio sesuai dengan ketentuan regulator yang berlaku

Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 22 Agustus 2023 dan 25 September 2023 masing-masing sebesar Rp500 miliar (angka penuh).

Berdasarkan Perjanjian Kredit No. 331/PP/EB/1023 tanggal 6 Oktober 2023, Bank mendapatkan perpanjangan jangka waktu fasilitas kredit serta mendapatkan tambahan fasilitas pinjaman baru sebesar masing-masing Rp1 triliun dengan bunga tetap sebesar 6,85% dan jatuh tempo masing-masing pada tanggal 27 Oktober 2024 dan 24 Juni 2024. Plafon maksimal yang diberikan berdasarkan perjanjian kredit tersebut adalah Rp2 triliun.

27. FUND BORROWINGS (continued)

d. Loan from PT Bank Danamon Indonesia Tbk

This account represents loan facility obtained from PT Bank Danamon Indonesia Tbk which is intended to support the business and operational development of the Bank.

The loan agreement with PT Bank Danamon Indonesia Tbk has been amended several times. The last amendment was documented under the loan agreement No. 108/PP/EB/0121 dated February 17, 2021, the Bank received a loan with plafond amounting for each Rp500 billion (full amount), Rp500 billion (full amount) and Rp1,000 billion (full amount) with fixed interest rate for each 5.75% and will mature on August 22, 2023, September 25, 2023 and December 24, 2023, respectively.

The significant requirements in the Bank's loan agreement include the following:

- *Capital Adequacy Ratio (CAR) minimum is in accordance with the provisions of the applicable regulator under*
- *Non-Performing Loan (NPL) ratio in accordance with the provisions of the applicable regulator.*
- *Liquidity Coverage Ratio minimum is in accordance with the provisions of the applicable regulator*

The Bank has fully repaid the loan at maturity date on August 22, 2023 and September 25, 2023 with each amounting to Rp500 million (full amount).

Based on loan agreement No. 331PP/EB/1023 dated October 6, 2023, the Bank get involve extending the payment arrangements and get an additional credit facility with plafond amounting for each Rp1 trillion with fixed interest rate of 6.85% and mature for each October 27, 2024 and June 24, 2024. The maximum plafond under the loan agreement is Rp2 trillion.

27. PINJAMAN YANG DITERIMA (lanjutan)

d. Pinjaman dari PT Bank Danamon Indonesia Tbk (lanjutan)

Bank telah melakukan pelunasan atas pinjaman tersebut yang jatuh tempo pada tanggal 24 Juni 2024 sebesar Rp1 triliun (angka penuh) sedangkan pinjaman yang jatuh tempo pada tanggal 27 Oktober 2024 telah diperpanjang sampai dengan 27 April 2025. Pada tanggal 28 November 2024, Bank kembali melakukan penarikan fasilitas pinjaman sebesar Rp1 triliun (angka penuh) yang jatuh tempo pada tanggal 28 Mei 2025. Pinjaman yang jatuh tempo pada tanggal 27 April 2025, telah diperpanjang sampai dengan 27 Oktober 2025 dan pinjaman yang jatuh tempo pada tanggal 28 Mei 2025 telah diperpanjang sampai dengan 28 November 2025.

Bank telah melakukan pelunasan atas pinjaman yang jatuh tempo pada tanggal 28 Mei 2025 sebesar Rp1 triliun (angka penuh) sedangkan pinjaman yang jatuh tempo sebesar Rp1 triliun (angka penuh) pada 28 November 2025 telah diperpanjang sampai dengan 28 Februari 2026.

Bank mengungkapkan kepatuhan dalam memenuhi persyaratan dan kondisi utang, termasuk kewajiban pembayaran bunga dan pokok secara tepat waktu, pemenuhan rasio Keuangan yang disyaratkan serta kepatuhan terhadap syarat dan pembatasan (*covenants*) dalam perjanjian, sebagai bentuk transparansi kepada kreditur.

27. FUND BORROWINGS (continued)

d. Loan from PT Bank Danamon Indonesia Tbk (continued)

The Bank has fully prepaid the loan at maturity date on June 24, 2024 with amounting to Rp1 trillion (full amount). Furthermore, the loan will mature on October 27, 2024, has been extended to mature on April 27, 2025. On November 28, 2024, the Bank availed itself of a loan facility amounting to Rp1 trillion (full amount) will mature on May 28, 2025. The loan that matured on April 27, 2025, has been extended to mature on October 27, 2025 and the loan that matured on May 28, 2025, has been extended to mature on November 28, 2025.

The Bank has fully repaid the loan at maturity date on May 28, 2025 amounting to Rp1 trillion (full amount), while the loan that matured on November 28, 2025, amounting to Rp1 trillion (full amount) has been extended to mature on February 28, 2026.

The Bank discloses its compliance in fulfilling the terms and conditions of debt, including the obligation to pay interest and principal on time, fulfilling the required financial ratios and complying with the terms and restrictions (covenants) in the agreement, as a form of transparency to creditors.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut:

- Pinjaman SMF Tahap 4 Tahun 2019

  Berdasarkan perjanjian No. 092/PP/SMF-BTN/VII/2019 tanggal 9 Juli 2019, Bank mendapatkan pinjaman dengan plafond sebesar Rp2.095 miliar (angka penuh) yang terdiri atas sebesar Rp640 miliar (angka penuh) dengan bunga tetap 8,87% yang akan jatuh tempo pada tanggal 9 Juli 2022 dan sebesar Rp1.455 miliar (angka penuh) dengan bunga tetap 9,09% yang akan jatuh tempo pada tanggal 9 Juli 2024.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 9 Juli 2022 dan 9 Juli 2024 sebesar Rp640 miliar (angka penuh) dan Rp1.455 miliar (angka penuh).

- Pinjaman SMF FLPP 2025

  Berdasarkan perjanjian No. 066/FLPP/SMF/PP/SMF-BTN/III/2025 tanggal 13 Maret 2025, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2025. Saldo pada tanggal 31 Desember 2025 adalah sebesar Rp5.216.927 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF)

The Bank has several loan agreements with SMF as follow:

- *SMF Loan Phase 4 Year 2019*

  Based on loan agreement No. 092/PP/SMF-BTN/VII/2019 dated July 9, 2019, the Bank received a loan with plafond amounting to Rp2,095 billion (full amount) with details of amounting to Rp640 billion (full amount) with interest rate of 8.87% and will mature on July 9, 2022, and amounting to Rp1,455 billion (full amount) with interest rate of 9.09% and will mature on July 9, 2024.

  The Bank has fully paid the loan at maturity date on July 9, 2022 and July 9, 2024 amounting to Rp640 billion (full amount) and Rp1,455 billion (full amount).

- *SMF Loan FLPP 2025*

  Based on loan agreement No. 066/FLPP/SMF/PP/SMF-BTN/III/2025 dated March 13, 2025, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 31, 2025. The outstanding balance as of December 31, 2025 is amounting to Rp5,216,927 *and with the lowest interest rate of 4.45% for a maximum period of 20 (twenty) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut: (lanjutan)

- Pinjaman SMF Mudharabah Muqayadah FLPP 2025

  Berdasarkan perjanjian No.068/FLPP/SMF BTN.SySMFBTNSy/III/2025 tanggal 13 Maret 2025, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2025. Saldo pada tanggal 31 Desember 2025 adalah sebesar Rp2.324.669 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow: (continued)

- *SMF Loan Mudharabah Muqayadah FLPP 2025*

  Based on loan agreement No.068/FLPP/SMF-BTN.Sy/III/2025 dated March 13, 2025, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 31, 2025. The outstanding balance as of December 31, 2025 is amounting to Rp2,324,669 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum for a maximum period of 20 (twenty) years. Loan repayments (principal and interest instalments) to SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut: (lanjutan)

- Pinjaman SMF FLPP 2024

  Berdasarkan perjanjian No. 036/FLPP/SMF/PP/SMF-BTN/II/2024 tanggal 20 Februari 2024, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2024. Saldo pada tanggal 31 Desember 2025 dan 2024, adalah sebesar Rp2.975.912 dan Rp3.110.879 dengan suku bunga paling rendah sebesar 4.45% dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2024

  Berdasarkan perjanjian No. 038/FLPP/ PP/SMF-BTNS/II/2024 dan No. 05/ PKS/DIR/2024 tanggal 20 Januari 2024. Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow: (continued)

- *Pinjaman SMF FLPP Year 2024*

  Based on loan agreement No. 036/FLPP/SMF/PP/SMF-BTN/II/2024 dated February 20, 2024, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 31, 2024. The outstanding balance as of December 31, 2025 and 2024, is amounting to 2,975,912 and Rp3,110,879 with the lowest interest rate of 4.45% for a maximum period of 20 (twenty) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

- *SMF Loan Mudharabah Muqayadah FLPP 2024*

  Based on loan agreement No. 038/FLPP/ PP/SMF-BTNS/II/2024 and No. 05/ PKS/DIR/2024 dated January 20. 2024. the Bank received a loan which is intended for distributing housing loans for low-income communities.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut: (lanjutan)

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2024 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama availability period sampai dengan tanggal 31 Desember 2025. Saldo pada tanggal 31 Desember 2025 dan 2024, adalah sebesar Rp1.101.150 dan Rp1.151.705 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama availability period atau dengan ekuivalen sebesar setara dengan 4,45% per dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya. apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional. maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF FLPP 2023

  Berdasarkan perjanjian No. 003/FLPP/SMF/PP/SMF-BTN/I/2023 tanggal 6 Januari 2023, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 29 Desember 2023. Saldo pada tanggal 31 Desember 2025 dan 2024, adalah sebesar Rp4.348.935 dan Rp4.573.755 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya. apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional. maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow: (continued)

- *SMF Loan Mudharabah Muqayadah FLPP 2024 (continued)*

  This disbursement of facility is carried out during the availability period until December 31, 2025. The outstanding balance as of December 31, 2025 and 2024, is amounting to Rp1,101,150 and Rp1,151,705 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum for a maximum period of 20 (twenty) years. Loan repayments (principal and interest instalments) to SMF are held no later than the 10th of each month. if the due date of principal and interest payments falls on a national holiday. the payment is made on the working day after the payment due date.

- *SMF FLPP Year 2023*

  Based on loan agreement No. 003/FLPP/SMF/PP/SMF-BTN/I/2023 dated January 6, 2023, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 29, 2023. The outstanding balance as of December 31, 2025 and 2024, is amounting to Rp4,348,935 and Rp4,573,755 with the lowest interest rate of 4.45% for a maximum period of 20 (twenty) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month. if the due date of principal and interest payments falls on a national holiday. the payment is made on the working day after the payment due date.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut: (lanjutan)

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2023

  Berdasarkan perjanjian No. 006/FLPP/ PP/SMF-BTNS/I/2023 dan No. 03/ PKS/DIR/2023 tanggal 17 Januari 2023, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 29 Desember 2023. Saldo pada tanggal 31 Desember 2025 dan 2024, adalah sebesar Rp1.195.171 dan Rp1.257.315 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow: (continued)

- *SMF Loan Mudharabah Muqayadah FLPP 2023*

  Based on loan agreement No. 006/FLPP/PP/SMF-BTNS/I/2023 and No. 03/PKS/DIR/2023 dated January 17, 2023, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 29, 2023. The outstanding balance as of December 31, 2025 and 2024, is amounting to Rp1,195,171 and Rp1,257,315 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum for a maximum period of 20 (twenty) years. Loan repayments (principal and interest instalments) to SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut: (lanjutan)

- Pinjaman SMF FLPP 2022

  Berdasarkan perjanjian No. 016/FLPP/PP/SMF-BTN/I/2022 dan No. 02/PKS/DIR/ 2022 tanggal 6 Januari 2022, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2022. Saldo pada tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp3.890.548 dan Rp4.100.677 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2022

  Berdasarkan perjanjian No. 017/FLPP/ AKAD/SMF-BTNS/I/2022 dan No. 04/ PKS/DIR/2022 tanggal 6 Januari 2022, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow: (continued)

- *SMF FLPP Year 2022*

  Based on loan agreement No. 016/FLPP/PP/SMF-BTN/I/2022 and No. 02/PKS/DIR/2022 dated January 6, 2022, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 31, 2022. The outstanding balance as of December 31, 2025 and 2024, is amounting to Rp3,890,548 and Rp4,100,677 with the lowest interest rate of 4.45% for a maximum period of 20 (twenty) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

- *SMF Loan Mudharabah Muqayadah FLPP 2022*

  Based on loan agreement No. 017/FLPP/AKAD/SMF-BTNS/I/2022 and No. 04/PKS/DIR/2022 dated January 6, 2022, the Bank received a loan which is intended for distributing housing loans for low-income communities.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2022 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2022. Saldo pada tanggal 31 Desember 2025 dan 2024, adalah sebesar Rp845.746 dan Rp896.549 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF FLPP 2021

  Berdasarkan perjanjian No. 069/FLPP/ PP/SMF-BTN/IV/2021 tanggal 14 April 2021, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2021. Saldo pada tanggal 31 Desember 2025 dan 2024, adalah sebesar Rp2.830.167 dan Rp3.004.778 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow (continued):

- *SMF Loan Mudharabah Muqayadah FLPP 2022 (continued)*

  This disbursement of facility is carried out during the availability period until December 31, 2022. The outstanding balance as of December 31, 2025 and 2024, is amounting to Rp845,746 and Rp896,549 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum for a maximum period of 20 (twenty) years. Loan repayments (principal and interest instalments) to SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

- *SMF Loan FLPP 2021*

  Based on loan agreement No. 069/FLPP/ PP/SMF-BTN/IV/2021 dated April 14, 2021, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 31, 2021. The outstanding balance as of December 31, 2025 and 2024, is amounting to Rp2,830,167 and Rp3,004,778 with the lowest interest rate of 4.45% for a maximum period of 20 (twenty) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF FLPP 2020

  Berdasarkan perjanjian No. 010/FLPP/ PP/SMF-BTN/I/2020 tanggal 20 Januari 2020, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah Sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2020. Saldo pada tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp715.028 dan Rp763.064 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2021

  Berdasarkan perjanjian No. 069A/FLPP/ AKAD/SMF-BTN/IV/2021 tanggal 21 April 2021, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow (continued):

- *SMF FLPP Year 2020*

  Based on loan agreement No. 010/FLPP/PP/SMF-BTN/I/2020 dated January 20, 2020, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 31, 2020. The outstanding balance as of December 31, 2025 and 2024 is amounting to Rp715,028 and Rp763,064 with the lowest interest rate of 4.45% for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

- *SMF Loan Mudharabah Muqayadah FLPP 2021*

  Based on loan agreement No. 069A/FLPP/AKAD/SMF-BTN/IV/2021 dated April 21, 2021, the Bank received a loan which is intended for distributing housing loans for low-income communities.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (pihak berelasi) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2021 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2021. Saldo pada tanggal 31 Desember 2025 dan 2024, adalah sebesar Rp591.168 dan Rp633.120 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- *Refinancing* 1 SMF 2021

  Berdasarkan perjanjian No.124/PP/SMF-BTN/VI/2021 tanggal 30 Juni 2021, Bank mendapatkan pinjaman dengan plafon sebesar Rp500 miliar (angka penuh) dan Rp1.000 miliar (angka penuh) dengan bunga tetap 5,70% dan 5.95% yang akan jatuh tempo pada tanggal 30 Juni 2023 dan 2024.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 30 Juni 2023 dan 2024 masing-masing sebesar Rp500 miliar (angka penuh).

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (related parties) (SMF) (continued)

The Bank has several loan agreements with SMF as follow (continued):

- *SMF Loan Mudharabah Muqayadah FLPP 2021 (continued)*

  This disbursement of facility is carried out during the availability period until December 31, 2021. The outstanding balance as of December 31, 2025 and 2024, is amounting to Rp591,168 and Rp633,120 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

- *Refinancing 1 SMF 2021*

  Based on loan agreement No.124/PP/SMF-BTN/VI/2021 dated June 30, 2021, the Bank received a loan with plafond amounting to Rp500 billion (full amount) and Rp1,000 billion (full amount) with interest rate of 5.70% and 5.95% and will mature on June 30, 2023 and 2024.

  The Bank has fully repaid the loan at maturity date on June 30, 2023 and 2024 amounting to Rp500 billion (full amount), respectively.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (pihak berelasi) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- *Refinancing* 1 SMF 2022

  Berdasarkan perjanjian No.119/PP/SMF-BTN/IV/2022 tanggal 28 April 2022, Bank mendapatkan pinjaman dengan plafon sebesar Rp2 triliun (angka penuh) dengan bunga tetap 5,60% yang akan jatuh tempo pada tanggal 28 April 2025.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 28 April 2025 sebesar Rp2 trilliun (angka penuh).

- Pinjaman SMF FLPP 2019

  Berdasarkan perjanjian No. 099/PP/FLPP/SMF-BTN/I/2019 tanggal 17 Januari 2019, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2019. Saldo pada tanggal 31 Desember 2025 dan 2024, adalah sebesar Rp648.694 dan Rp703.555 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (related parties) (SMF) (continued)

The Bank has several loan agreements with SMF as follow (continued):

- *Refinancing 1 SMF 2022*

  Based on loan agreement No. 119/PP/SMF-BTN/IV/2022 dated April 28, 2022, the Bank received a loan with plafond amounting to Rp2 trillion (full amount) with interest rate of 5.60% and will mature on April 28, 2025.

  The Bank has fully repaid the loan at maturity date on April 28, 2025 amounting to Rp2 trillion (full amount).

- *SMF Loan FLPP 2019*

  Based on loan agreement No. 099/PP/FLPP/SMF-BTN/I/2019 dated January 17, 2019, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 31, 2019. The outstanding balance as of December 31, 2025 and 2024, is amounting to Rp648,694 and Rp703,555 respectively, with the lowest interest rate of 4.45% for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2020

  Berdasarkan perjanjian No. 024/FLPP/AKAD/SMF-BTNSy/I/2020 tanggal 29 Januari 2020, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2020. Saldo pada tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp136.087 dan Rp147.313 dengan *nisbah* bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per tahun dengan pendapatan yang dibagihasilkan yang menggunakan rata-rata tingkat imbal hasil kas efektif dari Pembiayaan KPR Sejahtera sebesar setara dengan 5% per tahun dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow (continued):

- *SMF Loan Mudharabah Muqayadah FLPP 2020*

  Based on loan agreement No. 024/FLPP/AKAD/SMF-BTNSy/I/2020 dated January 29, 2020, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 31, 2020. The outstanding balance as of December 31, 2025 and 2024 is amounting to Rp136,087 and Rp147,313 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum with revenue divided by using the average yield rate effective financing for KPR Sejahtera Financing equal to 5% per year for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF FLPP 2018

  Berdasarkan perjanjian No. 81/PP/SMF-BTN/VIII/2018 tanggal 14 Agustus 2018, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 28 Desember 2018. Saldo pada tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp490.136 dan Rp531.496 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2018

  Berdasarkan perjanjian No. 103A/AKAD/SMF-BTNSy/VIII/2018 tanggal 14 Agustus 2018, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow (continued):

- *SMF Loan FLPP 2018*

  Based on loan agreement No. 81/PP/SMF-BTN/VIII/2018 dated August 14, 2018, the Bank received a loan which is intended for distributing housing loans for low-income communities.

  This disbursement of facility is carried out during the availability period until December 28, 2018. The outstanding balance as of December 31, 2025 and 2024 is amounting Rp490,136 and Rp531,496, respectively with the lowest interest rate of 4.45% for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to the SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

- *SMF Loan Mudharabah Muqayadah FLPP 2018*

  Based on loan agreement No.103A/ AKAD/SMF-BTNSy/VIII/2018 dated August 14, 2018, the Bank received a loan which is intended for distributing housing loans for low-income communities.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2018 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 28 Desember 2018. Saldo pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp20.707 dan Rp22.769 dengan *nisbah* bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per tahun dengan pendapatan yang dibagihasilkan yang menggunakan rata-rata tingkat imbal hasil kas efektif dari Pembiayaan KPR Sejahtera sebesar setara dengan 5% per tahun dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF Mudharabah Muqayadah FLPP 2019

  Berdasarkan perjanjian No. 017A/AKAD/ FLPP/SMF-BTNSy/I/2019 tanggal 21 Januari 2019, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow (continued):

- *SMF Loan Mudharabah Muqayadah FLPP 2018 (continued)*

  This disbursement of facility is carried out during the availability period until December 28, 2018. The outstanding balance as of December 31, 2025 and 2024 is amounting to Rp20,707 and Rp22,769 respectively with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum with revenue divided by using the average yield rate effective cash financing for KPR Sejahtera Financing equal to 5% per year for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to the SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

- *SMF Loan Mudharabah Muqayadah FLPP 2019*

  Based on loan agreement No. 017A/ AKAD/FLPP/SMFBTNSy/I/2019 dated January 21, 2019, the Bank received a loan which is intended for distributing housing loans for low-income communities.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2019 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2019. Saldo pada tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp74.795 dan Rp82.004 dengan *nisbah* bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per tahun dengan pendapatan yang dibagihasilkan yang menggunakan rata-rata tingkat imbal hasil kas efektif dari Pembiayaan KPR Sejahtera sebesar setara dengan 5% per tahun dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF *Mudharabah Muqayadah* FLPP Percepatan 2019

  Berdasarkan perjanjian No. 216/FLPP/ AKAD/SMF-BTN/XII/2019 tanggal 20 Desember 2019, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow (continued):

- *SMF Loan Mudharabah Muqayadah FLPP 2019 (continued)*

  This disbursement of facility is carried out during the availability period until December 31, 2019. The outstanding balance as of December 31, 2025 and 2024 is Rp74,795 and Rp82,004 respectively with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum with revenue divided by using the average yield rate effective cash financing for KPR Sejahtera Financing equal to 5% per year for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to the SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

- *SMF Loan Mudharabah Muqayadah FLPP Percepatan 2019*

  Based on loan agreement No. 216/FLPP/AKAD/SMF-BTN/XII/2019 dated December 20, 2019, the Bank received loan which is intended for distributing housing loans for low-income communities.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP Percepatan 2019 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2019. Saldo pada tanggal 31 Desember 2025 dan 31 Desember 2024 adalah sebesar Rp20.793 dan Rp22.688 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per tahun dengan pendapatan yang dibagihasilkan yang menggunakan ratarata tingkat imbal hasil kas efektif dari Pembiayaan KPR Sejahtera sebesar setara dengan 5% per tahun dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF FLPP Percepatan 2019

  Berdasarkan perjanjian No. 203/FLPP/PP/SMF-BTN/XI/2019 tanggal 28 November 2019, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow (continued):

- *SMF Loan Mudharabah Muqayadah FLPP Percepatan 2019 (continued)*

  This disbursement of facility is carried out during the availability period until December 31, 2019. The outstanding balance as of December 31, 2025 and 2024 is Rp20,793 and Rp22,688 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum with revenue divided by using the average yield rate effective cash financing for KPR Sejahtera Financing equal to 5% per year for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to the SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

- *SMF Loan FLPP Percepatan 2019*

  Based on loan agreement No. 203/FLPP/PP/SMF-BTN/XI/2019 dated November 28, 2019, the Bank received a loan which is intended for distributing housing loans for low-income communities.

27. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF FLPP Percepatan 2019 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2019. Saldo pada tanggal 31 Desember 2025 dan 2024, adalah sebesar Rp324.521 dan Rp350.570 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

Pinjaman yang diterima dari pihak-pihak berelasi pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp27.751.154 dan Rp23.352.225 (Catatan 46).

Pada tanggal 31 Desember 2025 dan 2024, Bank telah memenuhi ketentuan dan kondisi yang ada dalam seluruh perjanjian pinjaman yang diterima.

27. FUND BORROWINGS (continued)

e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)

The Bank has several loan agreements with SMF as follow (continued):

- *SMF Loan FLPP Percepatan 2019 (continued)*

  This disbursement of facility is carried out during the availability period until December 31, 2019. The Outstanding Balance as of December 31, 2025 and 2024, is amounting to Rp324,521 dan Rp350,570, respectively with the lowest interest rate of 4.45% for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.

As of December 31, 2025 and 2024, fund borrowings received from related parties amounted to Rp27,751,154 and Rp23,352,225, respectively (Note 46).

As of December 31, 2025 and 2024, the Bank has complied with all of the existing terms and condition of the fund borrowing agreements.

28. PINJAMAN DAN EFEK-EFEK SUBORDINASI

28. SUBORDINATED LOAN AND SECURITIES

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Rupiah			*Rupiah*
Pihak Ketiga			*Third Parties*
Obligasi Subordinasi			*Subordinated bonds*
Obligasi Subordinasi Berkelanjutan I Tahap I	1.795.858	-	*Subordinated Continuing Bonds I Phase I*
Pihak Berelasi (Catatan 46)			*Related Party (Note 46)*
Pinjaman Subordinasi dari			*Subordinated Loan from*
PT Sarana Multigriya Finansial (Persero)	1.500.000	1.500.000	*PT Sarana Multigriya Finansial (Persero)*
PT Danantara Asset Management	2.000.000	-	*PT Danantara Asset Management*
Obligasi Subordinasi			*Subordinated bonds*
Obligasi Subordinasi Berkelanjutan I Tahap I	196.275	-	*Subordinated Continuing Bonds I Phase I*
Mata Uang Asing			*Foreign Currency*
Obligasi Subordinasi	-	4.828.105	*Subordinated bonds*
Total	**5.492.133**	**6.328.105**	***Total***

28. PINJAMAN DAN EFEK-EFEK SUBORDINASI (lanjutan)

a. Pinjaman Subordinasi PT Sarana Multigriya Finansial (Persero) (SMF)

Akun ini merupakan fasilitas pemberian Pinjaman Subordinasi yang diperoleh dari PT SMF (Persero) yang ditujukan untuk mendukung Program Sejuta Rumah. Pinjaman Subordinasi sebesar Rp3.000.000 dengan suku bunga 8,90% dilakukan pencairan pada tanggal 27 Desember 2019 yang akan jatuh tempo pada tanggal 27 Desember 2024. Pada tanggal 15 November 2021, Bank melakukan pencairan Pinjaman Subordinasi sebesar Rp1.500.000 dengan suku bunga 7,65% yang akan jatuh tempo pada tanggal 15 November 2026.

Pinjaman subordinasi ini telah mendapat persetujuan dari Otoritas Jasa Keuangan (OJK) melalui surat No. S-69/PB.31/2016 tanggal 30 September 2016 dan No. S-21/PB.31/2020 tanggal 4 Februari 2020 dan No. S-261/PB.31/2021 tanggal 25 November 2021.

Bank telah melakukan pelunasan atas pinjaman Subordinasi sebesar Rp3.000.000 saat jatuh tempo pada tanggal 27 Desember 2024 sebesar Rp3Triliun (angka penuh).

b. Obligasi Subordinasi

Pada tanggal 23 Januari 2020, Bank telah menerbitkan obligasi subordinasi sebesar USD300 juta atau ekuivalen Rp4.089.000 dengan tenor 5 tahun dan bunga 4,20% per tahun dan dicatatkan di Bursa Efek Singapura. Penerbitan Obligasi tersebut telah dinyatakan efektif berdasarkan surat Otoritas Jasa Keuangan No. S-35/PB.31/2020 tanggal 26 Februari 2020.

Biaya penerbitan obligasi subordinasi tersebut sebesar Rp23.866 dicatat mengurangi nilai obligasi subordinasi dan akan diamortisasi sampai dengan tanggal jatuh tempo pada 23 Januari 2025.

Pada tanggal 31 Desember 2024, Bank telah memenuhi ketentuan dan kondisi yang ada dalam seluruh perjanjian pinjaman subordinasi yang diterima.

Bank melakukan lindung nilai arus kas atas pokok dan bunga dari sebagian porsi obligasi subordinasi (Catatan 12). Bank telah melakukan pelunasan atas obligasi subordinasi sebesar USD300 juta atau ekuivalen Rp4.089.000 saat jatuh tempo pada tanggal 22 Januari 2025.

28. SUBORDINATED LOAN AND SECURITIES (continued)

a. PT Sarana Multigriya Finansial (Persero) (SMF) Subordinated Loan

This account is a subordinated loan that was obtained from PT SMF (Persero) that is aimed to support the one million housing program. Subordinated loan in the amount of Rp3,000,000 with interest rate of 8.90% was withdrawn on December 27, 2019 and has matured on December 27, 2024. On November 15, 2021, Bank disburse Subordinated Loan amounting Rp1,500,000 with interest rate 7.65% mature on November 15, 2026.

Subordinated loan has been approved by Financial Service Authority through letter No. S-69/PB.31/2016 dated September 30, 2016 and No. S-21/PB.31/2020 dated February 4, 2020 and No. S-261/PB.31/2021 dated November 25, 2021.

The Bank has fully repaid the loan in the amount of Rp3,000,000 at maturity date on December 27, 2024 amounting to Rp3 Trillion (full amount).

b. Subordinated Bonds

On January 23, 2020, the Bank issued subordinated bonds with a total nominal value of USD300 million or the equivalent to Rp4,089,000, with tenor of 5 years and interest of 4.20% per annum and listed in the Singapore Stock Exchange.The issuance of Global Bond became effective based on letter No. S-35/PB.31/2020 dated February 26, 2020.

The issuance costs of the subordinated bonds amounting to Rp23,866 was recorded as deduction to the amount of the subordinated bonds and amortised until the maturity date on January 23, 2025.

As of December 31, 2024, the Bank has complied with all of the existing terms and conditions of the subordinated loan agreements.

Bank entered into partial cashflow hedge for principal and interest of subordinated bond (Note 12).The Bank has fully repaid the subordinated bonds in amount USD300 million or equivalent to Rp4,089,000 at maturity date on January 22, 2025.

28. PINJAMAN DAN EFEK-EFEK SUBORDINASI (lanjutan)

c. Pinjaman Pemegang Saham Subordinasi PT Danantara Asset Management (Persero)

Pada tanggal 23 Desember 2025, Bank mendapatkan pinjaman pemegang saham bersifat subordinasi dari PT Danantara Asset Management (Persero) yang berdasarkan Perjanjian Pinjaman Pemegang Saham Subordinasi No. 39 tanggal 23 Desember 2025 yang ditujukan untuk mendukung permodalan Perseroan sehingga dapat diakui sebagai komponen modal inti tambahan (Additional Tier 1). Pinjaman pemegang saham memiliki nilai sebesar Rp2.000.000 dengan suku bunga 6,95% dan tidak memiliki jangka waktu. Pinjaman Pemegang Saham Subordinasi ini telah mendapat persetujuan dari Otoritas Jasa Keuangan (OJK) melalui surat No. S-185/PB.21/2025 tanggal 30 Desember 2025.

Pinjaman pemegang saham subordinasi ini telah memenuhi persyaratan POJK No. 11/POJK/03/2016 (pasal 15) sehingga instrumen keuangan tersebut dapat dikategorikan sebagai modal inti tambahan (Additional Tier 1). Namun, dalam hal Bank terganggu kelangsungan usahanya (point of non-viability) berdasarkan kriteria sesuai SEOJK No. 20/SEOJK.03/2016, yang menyebabkan konversi pinjaman menjadi modal saham atau write down terjadi di masa depan, mekanisme konversi dan jumlah saham yang akan diterbitkan atas pokok pinjaman yang akan dikonversi, belum ditentukan di perjanjian. Oleh karena itu, Bank mencatat Pinjaman pemegang saham subordinasi ini sebagai liabilitas pada laporan keuangan konsolidasian.

28. SUBORDINATED LOAN AND SECURITIES (continued)

c. Subordinated Shareholder Loan Of PT Danantara Asset Management (Persero)

On December 23, 2025, the Bank obtained a subordinated shareholder loan from PT Danantara Asset Management (Persero), under the Subordinated Shareholder Loan Agreement No. 39 dated December 23, 2025. The facility was provided to support the Company's capital structure so that it may qualify as an Additional Tier 1 capital component. The shareholder loan amounts to Rp2,000,000, bears interest at 6.95% per annum, and has no maturity date. This Subordinated Shareholder Loan has been approved by the Financial Services Authority (OJK) through Letter No. S-185/PB.21/2025 dated December 30, 2025.

This subordinated shareholder loan meets the requirements of POJK No. 11/POJK.03/2016 (Article 15) and therefore qualifies as an Additional Tier 1 capital instrument. However, in the event that the Bank experiences a point of non-viability, as defined under SEOJK No. 20/SEOJK.03/2016, which would trigger a future conversion of the loan into equity or a write-down, the conversion mechanism and the number of shares to be issued for the principal amount subject to conversion have not been stipulated in the agreement. Accordingly, the Bank records this subordinated shareholder loan as a liability in the consolidated financial statements.

28. PINJAMAN DAN EFEK-EFEK SUBORDINASI (lanjutan)

d. Obligasi Subordinasi Berkelanjutan I Tahap I

Bank menerbitkan Obligasi Subordinasi Berkelanjutan I BTN Tahap I Tahun 2025 dengan jumlah nilai nominal sebesar Rp2.000.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 6,65% dibayarkan tiap tiga bulanan Obligasi Subordinasi Berkelanjutan I Tahap I akan jatuh tempo pada tanggal 12 Desember 2030. Penerbitan Obligasi Subordinasi Berkelanjutan I Tahap I tahun 2025 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No.S-128/D.04/2025 tanggal 04 Desember 2025.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

Pada tanggal 8 September 2025, Subordinasi Berkelanjutan I Tahap I mendapat penilaian peringkat idAA dari PT Pemeringkat Efek Indonesia. Hal ini dikarenakan peringkat obligasi bersifat subordinasi mengalami penurunan 2 knot dari peringkat korporat

Bertindak sebagai wali amanat Obligasi Subordinasi Berkelanjutan I Tahap I adalah PT Bank Rakyat Indonesia (Persero) Tbk.

28. SUBORDINATED LOAN AND SECURITIES (continued)

d. Continuous Subordinated Bonds I Phase I

The Bank issued Continuous Subordinated Bonds I Phase I with a total nominal value of Rp2,000,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 6.65%, payable every three months for Continuous Subordinated Bonds I Phase I, respectively, and will mature on December 12, 2030, respectively. The issuance of Continuous Subordinated Bonds I Phase I of 2025 became effective based on Letter No. S-128/D.04/2025 dated December 04, 2025 of the Board of Commisioners of the Financial Services Authority.

The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.

On September 8, 2025, Subordinated Sustainable I Phase I received an idAA rating from PT Pemeringkat Efek Indonesia. This occurred because the rating of the subordinated bond experienced a two-notch downgrade from the corporate rating.

The trustee for Continuous Subordinated Bonds I Phase I is PT Bank Rakyat Indonesia (Persero) Tbk.

29. BUNGA YANG MASIH HARUS DIBAYAR / *29. INTEREST PAYABLE*

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Deposito berjangka	382.089	357.271	*Time deposits*
Pinjaman yang diterima	70.392	78.560	*Fund borrowings*
Surat-surat berharga yang diterbitkan	31.042	54.916	*Securities issued*
Pinjaman subordinasi dan efek-efek subordinasi	14.370	110.313	*Subordinated loan and securities*
Derivatif	-	57.010	*Derivative*
Total	**497.893**	**658.070**	***Total***

30. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI / *30. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES*

Rincian garansi yang diterbitkan dan fasilitas kredit yang belum ditarik yang mempunyai risiko kredit adalah sebagai berikut:

The classification of guarantees issued and unused loan facility bearing credit risks are as follows:

	31 Desember/ *December 31, 2025*		31 Desember/ *December 31, 2024*		
	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	**Ekuivalen/ *Equivalent* Rupiah**	**Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)**	**Ekuivalen/ *Equivalent* Rupiah**	
Lancar					*Current*
Rupiah					*Rupiah*
Garansi yang diterbitkan (Catatan 42)		3.890.911		2.579.383	*Guarantees issued (Note 42)*
Fasilitas kredit yang belum ditarik (committed)		206.428		86.184	*Unused loan facility (committed)*
Irrevocable L/C yang masih berjalan (Catatan 42)		211.017		249.694	*Outstanding irrevocable L/Cs (Note 42)*
		4.308.356		2.915.261	
Mata uang asing					*Foreign currencies*
Garansi yang diterbitkan (Catatan 42)					*Guarantees issued (Note 42)*
Euro Eropa	76.189.526	1.491.139	14.908.241	249.834	*European Euro*
Dolar Amerika Serikat	21.595.292	360.101	18.315.405	294.786	*United States Dollar*
		1.851.240		544.620	
		6.159.596		**3.459.881**	

Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat transaksi dengan pihak-pihak berelasi untuk fasilitas kredit yang belum ditarik.

As of December 31, 2025 and 2024. there are no transaction with related parties for unused loan facility.

Pada tanggal 31 Desember 2025 dan 2024, garansi bank yang diterbitkan kepada pihak-pihak berelasi. masing-masing sebesar Rp1.995.473 dan Rp1.072.600 (Catatan 46).

As of December 31, 2025 and 2024. guarantees issued to related parties amounted to Rp1,995,473 and Rp1,072,600, respectively (Note 46).

30. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

Perubahan nilai tercatat bruto adalah sebagai berikut:

30. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

Movements in the gross carrying amount are as follows:

31 Desember/*December 31, 2025*

	Stage 1	Stage 2	Stage 3	Syariah*)	Total	
Fasilitas kredit yang belum ditarik (*committed*)						***Unused loan facility (committed)***
Saldo Awal	86.184	-	-	-	86.184	*Beginning balance*
Pengalihan ke:						*Transfer to:*
Stage 1	-	-	-	-	-	*Stage 1*
Stage 2	(16)	16	-	-	-	*Stage 2*
Stage 3	-	-	-	-	-	Stage 3
Total saldo awal setelah pengalihan	86.168	16	-	-	86.184	*Total opening balance after transfer*
Pengukuran kembali bersih nilai tercatat	150.821	378	-	-	151.199	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	(30.955)	-	-	-	(30.955)	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	-	-	-	-	-	*Derecognized financial assets*
Total Penambahan/(penurunan) tahun berjalan	119.866	378	-	-	120.244	*Total additional/(reversal) during the year*
Saldo akhir tahun	**206.034**	**394**	**-**	**-**	**206.428****)**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"
**) Terdiri dari fasilitas kredit yang *committed* yang belum ditarik

**) Not applying SFAS No. 109. "Financial Instruments"*
***) Consist of committed unused loan facility*

31 Desember/*December 31, 2024*

	Stage 1	Stage 2	Stage 3	Syariah*)	Total	
Fasilitas kredit yang belum ditarik (*committed*)						***Unused loan facility (committed)***
Saldo Awal	127.083	-	-	-	127.083	*Beginning balance*
Pengalihan ke:						*Transfer to:*
Stage 1	-	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	-	Stage 3
Total saldo awal setelah pengalihan	127.083	-	-	-	127.083	*Total opening balance after transfer*
Pengukuran kembali bersih nilai tercatat	(17.551)	-	-	-	(17.551)	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	32.964	-	-	-	32.964	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(56.312)	-	-	-	(56.312)	*Derecognized financial assets*
Total Penambahan/(penurunan) tahun berjalan	(40.899)	-	-	-	(40.899)	*Total additional/(reversal) during the year*
Saldo akhir tahun	**86.184**	**-**	**-**	**-**	**86.184****)**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"
**) Terdiri dari fasilitas kredit yang *committed* yang belum ditarik

**) Not applying SFAS No. 109. "Financial Instruments"*
***) Consist of committed unused loan facility*

30. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan)

30. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

Movements in the gross carrying amount are as follows: (continued)

	31 Desember/*December 31, 2025*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
***Irrevocable* L/C yang masih berjalan**						***Outstanding irrevocable L/Cs***
Saldo Awal	249.694	-	-	-	249.694	*Beginning balance*
Pengukuran kembali bersih nilai tercatat	(9.877)	-	-	-	(9.877)	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	169.643	-	-	-	169.643	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(198.443)	-	-	-	(198.443)	*Derecognized financial assets*
Total penambahan/(penurunan) tahun berjalan	(38.677)	-	-	-	(38.677)	*Total additional/(reversal) during the period*
Saldo akhir tahun	**211.017**	**-**	**-**	**-**	**211.017**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

	31 Desember/*December 31, 2024*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
***Irrevocable* L/C yang masih berjalan**						***Outstanding irrevocable L/Cs***
Saldo Awal	20.107	-	-	-	20.107	*Beginning balance*
Pengukuran kembali bersih nilai tercatat	(124.543)	-	-	-	(124.543)	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	771.596	-	-	-	771.596	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(417.466)	-	-	-	(417.466)	*Derecognized financial assets*
Total penambahan/(penurunan) tahun berjalan	229.587	-	-	-	229.587	*Total additional/(reversal) during the period*
Saldo akhir tahun	**249.694**	**-**	**-**	**-**	**249.694**	***Balance at the end of period***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

Perubahan estimasi kerugian komitmen dan kontinjensi adalah sebagai berikut:

The movements in the estimated for impairment losses on commitments and contingencies are as follows:

	31 Desember/ *December 31, 2025*	**31 Desember/ *December 31, 2024***	
Rupiah			*Rupiah*
Saldo awal tahun	3.385	3.580	*Balance at beginning of year*
Pemulihan kerugian penurunan nilai selama tahun berjalan	(2.947)	(195)	*Reversal for impairment losses during the year*
Saldo akhir	**438**	**3.385**	***Balance at the end***

30. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

Perubahan estimasi kerugian komitmen dan kontinjensi adalah sebagai berikut: (lanjutan)

30. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

The movements in the estimated for impairment losses on commitments and contingencies are as follows: (continued)

	31 Desember/*December 31, 2025*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Fasilitas kredit yang belum ditarik (*committed*)						***Unused loan facility (committed)***
Saldo awal	3.346	-	-	-	3.346	*Beginning balance*
Pengalihan ke:						*Transfer to:*
Stage 1	-	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	-	*Stage 3*
Total saldo awal setelah pengalihan	3.346	-	-	-	3.346	*Total opening balance after transfer*
Pengukuran kembali bersih penurunan nilai	(2.782)	7	-	-	(2.775)	*Net remeasurement of impairment losses*
Aset keuangan baru yang diterbitkan atau dibeli	13	-	-	-	13	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(179)	-	-	-	(179)	*Derecognized financial asset*
Total Penambahan/(penurunan) tahun berjalan	(2.948)	7	-	-	(2.941)	*Total Additional(reversal)/ during the year*
Saldo akhir tahun	**398**	**7**	**-**	**-**	**405**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

	31 Desember/*December 31, 2024*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
Fasilitas kredit yang belum ditarik (*committed*)						***Unused loan facility (committed)***
Saldo awal	3.564	-	-	-	3.564	*Beginning balance*
Pengalihan ke:						*Transfer to:*
Stage 1	-	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	-	*Stage 3*
Total saldo awal setelah pengalihan	3.564	-	-	-	3.564	*Total opening balance after transfer*
Pengukuran kembali bersih penurunan nilai	(1.686)	-	-	-	(1.686)	*Net remeasurement of impairment losses*
Aset keuangan baru yang diterbitkan atau dibeli	2.711	-	-	-	2.711	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(1.243)	-	-	-	(1.243)	*Derecognized financial asset*
Total Penambahan/(penurunan) tahun berjalan	(218)	-	-	-	(218)	*Total Additional(reversal)/*
Saldo akhir tahun	**3.346**	**-**	**-**	**-**	**3.346**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

30. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

Perubahan cadangan kerugian komitmen dan kontinjensi adalah sebagai berikut: (lanjutan)

30. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

The movements in the allowance for impairment losses on commitments and contingencies are as follows: (continued)

	31 Desember/*December 31, 2025*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
***Irrevocable* L/C yang masih berjalan**						***Outstanding irrevocable L/Cs***
Saldo Awal	39	-	-	-	39	*Beginning balance*
Pengukuran kembali bersih nilai tercatat	(4)	-	-	-	(4)	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	17	-	-	-	17	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(19)	-	-	-	(19)	*Derecognized financial assets*
Total Penambahan/(penurunan) period berjalan	(6)	-	-	-	(6)	*Total additional/(reversal) period the year*
Saldo akhir tahun	**33**	**-**	**-**	**-**	**33**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

	31 Desember/*December 31, 2024*					
	Stage 1	**Stage 2**	**Stage 3**	**Syariah*)**	**Total**	
***Irrevocable* L/C yang masih berjalan**						***Outstanding irrevocable L/Cs***
Saldo Awal	16	-	-	-	16	*Beginning balance*
Pengukuran kembali bersih nilai tercatat	(3)	-	-	-	(3)	*Net remeasurement of carrying amount*
Aset keuangan baru yang diterbitkan atau dibeli	51	-	-	-	51	*New financial assets originated or purchased*
Aset keuangan yang dihentikan pengakuannya	(25)	-	-	-	(25)	*Derecognized financial assets*
Total Penambahan/(penurunan) period berjalan	23	-	-	-	23	*Total additional/(reversal) period the year*
Saldo akhir tahun	**39**	**-**	**-**	**-**	**39**	***Balance at the end of year***

*) Tidak menerapkan PSAK No. 109. "Instrumen Keuangan"

**) Not applying SFAS No. 109. "Financial Instruments"*

Manajemen berpendapat bahwa penyisihan estimasi kerugian komitmen dan kontinjensi yang dibentuk telah memadai.

Based on management's assessment. the amount of estimated losses on commitments and contingencies is adequate.

31. LIABILITAS LAIN-LAIN

31. OTHER LIABILITIES

	31 Desember/ *December 31, 2025*	**31 Desember/ *December 31, 2024***	
Liabilitas lain-lain			*Other liabilities*
Dana jaminan pengembang (kewajiban pada pihak ketiga)	299.518	304.326	*Developers' security deposits (liabilities to third party)*
Liabilitas sewa	150.684	165.706	*Lease liability*
Lainnya	182.798	156.854	*Others*
Total	**633.000**	**626.886**	***Total***

31. LIABILITAS LAIN-LAIN (lanjutan)

Dana jaminan pengembang merupakan setoran jaminan dari pengembang untuk menjamin penyelesaian kewajiban pengembang di Grup.

Rincian lainnya terutama terdiri dari liabilitas terkait cadangan litigasi, beban komitmen dan transaksi yang masih harus diselesaikan.

Bank telah mengidentifikasi dugaan pemalsuan bilyet deposito Bank dan dari hasil pemeriksaan Bank menunjukkan bahwa terdapat beberapa bilyet deposito Bank yang diduga dipalsukan oleh pihak lain di luar Bank sehingga tidak tercatat dalam sistem Bank. Bank telah melaporkan kasus tersebut kepada pihak berwajib dan saat ini sedang dalam proses penyidikan sehingga jumlah pasti atas potensi kerugian dari kasus tersebut belum dapat ditentukan. Sebagai bentuk penerapan prinsip kehati-hatian, Bank telah membentuk cadangan atas potensi kerugian operasional masing-masing per tanggal 31 Desember 2025 dan 2024 sebesar Rp16.382 dan Rp16.382.

Pengungkapan liabilitas sewa pada tanggal 31 Desember 2025 dan 2024. adalah sebagai berikut:

31. OTHER LIABILITIES (continued)

Developer's security deposits represent security deposit from developer to ensure that the developer settle its obligation to the Group.

Details of others consist mainly of litigation provision, commitment expense and transaction remain to be settled.

The Bank has identified an indication of forged transaction in the Bank's certificate of time deposits and based on the Bank's investigation, there were several Bank's certificate of time deposits forged by third party, therefore it is not recorded in the Bank's system. The Bank has reported this case to the authority and currently it is in the process of investigation, therefore the definite amount of pontential loss from this case is still cannot be determined yet. In view of implementation of prudential banking principle, the Bank has provided allowance for potential operational losses as of December 31, 2025 and 2024 amounting to Rp16,382 and Rp16,382, respectively.

Disclosure of lease liabilities on December 31, 2025 and 2024 is as follows:

	31 Desember/*December 31, 2025*					
	1 Januari/ *January 1,* 2024	**Penambahan liabilitas sewa/ *Additions of lease liabilities***	**Beban bunga atas liabilitas sewa/ *Interest expense of lease liabilities***	**Pembayaran *liabilitas sewa/ Payment of lease liabilities***	***31 Desember/ December 31,* 2025**	
Bangunan	28.240	2.969	35	(1.908)	29.336	*Building*
Kendaraan	137.466	59.304	11.017	(86.439)	121.348	*Motor vehicles*
Total	**165.706**	**62.273**	**11.052**	**(88.347)**	**150.684**	***Total***

	31 Desember/*December 31, 2024*					
	1 Januari/ *January 1,* 2024	**Penambahan liabilitas sewa/ *Additions of lease liabilities***	**Beban bunga atas liabilitas sewa/ *Interest expense of lease liabilities***	**Pembayaran *liabilitas sewa/ Payment of lease liabilities***	***31* Desember/ *December 31,* 2024**	
Bangunan	30.488	7.036	279	(9.284)	28.240	*Building*
Kendaraan	156.037	65.382	8.331	(83.953)	137.466	*Motor vehicles*
Mesin ATM	48	-	-	(48)	-	*ATM machine*
Lainnya	123	-	-	(123)	-	*Others*
Total	**186.696**	**72.418**	**8.610**	**(93.408)**	**165.706**	***Tota***

32. EKUITAS

a. Modal Saham

Rincian modal dasar, modal ditempatkan dan disetor penuh Bank adalah sebagai berikut:

32. EQUITY

a. Capital Stock

The details of the Bank's authorized capital stock and issued and fully paid capital stock are as follows:

	31 Desember/*December 31, 2025*				
	Jumlah lembar saham/ *Number of shares*	**Nilai nominal per lembar saham (Rupiah penuh)/ *Par value per share (Full Rupiah)***	**Jumlah nilai saham/ *Total value of shares***	**Persentase kepemilikan/ *Percentage ownership***	
Modal Dasar					***Authorized Capital***
Saham Seri A Dwiwarna	1	500	-	0,00%	*Series A Dwiwarna Stock*
Saham Biasa atas nama Seri B	20.478.431.999	500	10.239.216	100,00%	*Series B Common Stock*
	20.478.432.000		**10.239.216**	**100,00%**	
Modal Ditempatkan dan Disetor Penuh					***Issued and Fully Paid Capital***
Saham Seri A Dwiwarna					*Series A Dwiwarna Stock*
Pemerintah	1	500	-	0,00%	*Government*
Saham Seri B					*Series B Stock*
PT Danantara Asset Management (Persero)	8.420.666.647	500	4.210.333	60,00%	*PT Danantara Asset Management (Persero)*
Dewan Direksi					*Board of Directors*
Nixon L.P Napitupulu	5.399.000	500	2.699	0,04%	*Nixon L.P Napitupulu*
Oni Febriarto Rahardjo	1.149.100	500	575	0,01%	*Oni Febriarto Rahardjo*
Nofry Rony Poetra	3.527.422	500	1.764	0,02%	*Nofry Rony Poetra*
Eko Waluyo	2.868.364	500	1.434	0,02%	*Eko Waluyo*
Setiyo Wibowo	2.889.100	500	1.445	0,02%	*Setiyo Wibowo*
Hirwandi Gafar	2.759.714	500	1.380	0,02%	*Hirwandi Gafar*
Tan Jacky Chen	724.135	500	362	0,01%	*Tan Jacky Chen*
Masyarakat (kepemilikan masing -masing dibawah 5% untuk setiap pihak)	5.594.460.930	500	2.797.230	39,86%	*Public (ownership less than 5% each)*
Total	**14.034.444.413**		**7.017.222**	**100,00%**	***Total***

32. EKUITAS (lanjutan)

a. Modal Saham (lanjutan)

Rincian modal dasar, modal ditempatkan dan disetor penuh Bank adalah sebagai berikut (lanjutan):

32. EQUITY (continued)

a. Capital Stock (continued)

The details of the Bank's authorized capital stock and issued and fully paid capital stock are as follows (continued):

	31 Desember/*December 31, 2024*				
	Jumlah lembar saham/ *Number of shares*	**Nilai nominal per lembar saham (Rupiah penuh)/ *Par value per share (Full Rupiah)***	**Jumlah nilai saham/ *Total value of shares***	**Persentase kepemilikan/ *Percentage ownership***	
Modal Dasar					***Authorized Capital***
Saham Seri A Dwiwarna	1	500	-	0,00%	*Series A Dwiwarna Stock*
Saham Biasa atas nama Seri B	20.478.431.999	500	10.239.216	100,00%	*Series B Common Stock*
	20.478.432.000		**10.239.216**	**100,00%**	
Modal Ditempatkan dan Disetor Penuh					***Issued and Fully Paid Capital***
Saham Seri A Dwiwarna					*Series A Dwiwarna Stock*
Pemerintah	1	500	-	0,00%	*Government*
Saham Seri B					*Series B Stock*
Pemerintah	8.420.666.647	500	4.210.333	60,00%	*Government*
Dewan Komisaris					*Board of Commissioners*
Herry Trisaputra Zuna	879.300	500	440	0,01%	*Herry Trisaputra Zuna*
Himawan Arief Sugoto	879.300	500	440	0,01%	*Himawan Arief Sugoto*
Direksi					*Directors*
Nixon L.P Napitupulu	5.399.000	500	2.699	0,04%	*Nixon L.P Napitupulu*
Oni Febriarto Rahardjo	1.149.100	500	574	0,01%	*Oni Febriarto Rahardjo*
Nofry Rony Poetra	3.527.422	500	1.764	0,03%	*Nofry Rony Poetra*
Elisabeth Novie Riswanti	2.729.600	500	1.365	0,02%	*Elisabeth Novie Riswanti*
Eko Waluyo	2.868.364	500	1.434	0,02%	*Eko Waluyo*
Setiyo Wibowo	2.889.100	500	1.445	0,02%	*Setiyo Wibowo*
Jasmin	3.844.430	500	1.922	0,03%	*Jasmin*
Andi Nirwoto	2.818.561	500	1.409	0,02%	*Andi Nirwoto*
Hirwandi Gafar	2.759.714	500	1.380	0,02%	*Hirwandi Gafar*
Hakim Putratama	794.400	500	397	0,01%	*Hakim Putratama*
Masyarakat (kepemilikan masing -masing dibawah 5% untuk setiap pihak)	5.583.239.474	500	2.791.620	39,78%	*Public (ownership less than 5% each)*
Total	**14.034.444.413**		**7.017.222**	**100,00%**	***Total***

Saham Seri A Dwiwarna adalah saham yang memberikan hak-hak preferen kepada pemegangnya untuk menyetujui pengangkatan dan pemberhentian Dewan Komisaris dan Direksi, perubahan anggaran dasar, menyetujui penggabungan, peleburan, pengambilalihan dan pemisahan Grup, pengajuan permohonan agar Grup dinyatakan pailit dan pembubaran Grup.

Series A Dwiwarna share is the share that gives the shareholder preferential rights to approve the appointment or dismissal of Commissioners and Directors, changes in Articles of Association, approve on Group's merger, dissolution, acquisition and separation, submission of request for bankruptcy and liquidation of the Group.

Saham Seri B adalah saham biasa atas nama yang dapat dimiliki oleh masyarakat.

Series B shares are common shares that can be owned by the public.

32. EKUITAS (lanjutan)

a. Modal Saham (lanjutan)

Presiden Republik Indonesia telah menetapkan Peraturan Pemerintah Nomor 15 Tahun 2025 tanggal 21 Maret 2025 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Biro Klasifikasi Indonesia untuk pendirian Holding Operasional (“PP 15/2025”). Sebagai pelaksanaan PP 15/2025 tersebut, telah dilakukan pengalihan seluruh Saham Seri B milik Negara Republik Indonesia di PT Bank Tabungan Negara (Persero) Tbk yang terdiri dari 8.420.666.647 (delapan miliar empat ratus dua puluh juta enam ratus enam puluh enam ribu enam ratus empat puluh tujuh) lembar saham untuk dijadikan tambahan penyertaan modal Negara pada PT Biro Klasifikasi Indonesia (Persero) sebagaimana Akta Penyertaan Saham dengan Pemasukan Dalam Perseroan Terbatas No. 121 tanggal 22 Maret 2025 yang dibuat di hadapan Jose Dima Satria, SH., MKn, Notaris di Jakarta Selatan.

Sehingga kepemilikan saham seri B Negara Republik Indonesia di Grup pada 31 Desember 2025 adalah nihil.

Selanjutnya, berdasarkan Surat No. SR.001/DI-DAM/DO/2025 tanggal 28 Mei 2025 dan Surat Edaran No. SE/001/DI-DAM/DO/2025 tanggal 28 Mei 2025 tentang Penyampaian Informasi Atas Perubahan Nama Holding Operasional, telah dilakukan perubahan nama PT Biro Klasifikasi Indonesia (Persero) menjadi PT Danantara Asset Management (Persero).

Kepemilikan saham oleh Dewan Komisaris dan Direksi adalah dalam rangka Peraturan Otoritas Jasa Keuangan (POJK) No. 45/POJK.03/2015 tanggal 23 Desember 2015 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi Bagi Bank Umum, dimana anggota Direksi dan Dewan Komisaris Non-Independen diberikan remunerasi yang bersifat variabel dalam bentuk saham Perseroan.

Saham yang dimiliki oleh Dewan Komisaris dan Direksi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar 19.316.835 dan 30.538.291, lembar saham atau 0,14% dan 0,22% dari jumlah modal ditempatkan dan disetor penuh.

32. EQUITY (continued)

a. Capital Stock (continued)

The President of the Republic of Indonesia has stipulated Government Regulation Number 15 of 2025 dated March 21, 2025 concerning the Addition of State Capital Participation of the Republic of Indonesia into the Share Capital of the Limited Liability Company (Persero) PT Biro Klasifikasi Indonesia for the establishment of an Operational Holding (“PP 15/2025”). As an implementation of PP 15/2025, the transfer of all Series B Shares owned by the Republic of Indonesia in PT Bank Tabungan Negara (Persero) Tbk consisting of 8,420,666,647 (eight billion four hundred twenty million six hundred sixty-six thousand six hundred and forty-seven) shares has been carried out to be used as additional State capital participation in PT Biro Klasifikasi Indonesia (Persero) as stated in the Deed of Share Participation with Inclusion in Limited Liability Company No. 121 dated March 22, 2025 made before Jose Dima Satria, SH., MKn, Notary in South Jakarta.

Consequently, the ownership of Series B shares by the State of the Republic of Indonesia in the Group as of December 31, 2025 is nil.

Furthermore, based on Letter No. SR.001/DI-DAM/DO/2025 dated May 28, 2025, and based on Circular Letter No. SE/001/DI-DAM/DO/2025 dated May 28, 2025, concerning the Submission of Information on the Change of the Operational Holding Company's Name, the name of PT Biro Klasifikasi Indonesia (Persero) has been changed to PT Danantara Asset Management (Persero).

The shares ownership by board of commissioners and board of directors follows the Financial Services Authority Regulation (POJK) No. 45/POJK.03/2015 dated December 23, 2015 concerning Implementation of Governance in the Provision of Remuneration for Commercial Banks, where members of the Directors and Board of Commissioners are given variable remuneration in the form of the Company's shares.

Shares held by the Board of Commissioners and Board of Directors for the year ended December 31, 2025 and 2024 amounted to 19,316,835 and *30,538,291 shares or 0.14% and 0.22% of the total issued and fully paid capital, respectively.*

32. EKUITAS (lanjutan)

b. Tambahan modal disetor

Perubahan tambahan modal disetor adalah sebagai berikut:

32. EQUITY (continued)

b. Additional Paid In Capital

The movements in additional paid in capital are as follows:

Saldo pada tanggal 1 Januari 2009	-	*Balance as January 1, 2009*
Tambahan Modal disetor akibat penawaran umum perdana tahun 2009	708.017	*Additional Paid in capital due to Initial Public Offering in 2009*
Biaya emisi penerbitan saham	(68.391)	*Shares Issuance Cost*
	639.626	
Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP I tahap 1 dan 2 Tahun 2011	94.733	*Additional Paid in capital due to purchased stock option during phases 1 and 2 of MESOP I in 2011*
	734.359	
Tambahan Modal disetor akibat adanya pelakskanaan opsi pembelian (eksekusi) saham MESOP I tahap 3 dan 4 Tahun 2012	5.219	*Additional Paid in capital due to purchased stock option during phases 3 and 4 of MESOP I in 2012*
Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP II tahap 1 dan 2 Tahun 2012	1.130	*Additional Paid in capital due to purchased stock option during phases 1 and 2 of MESOP II in 2012*
	740.708	
Tambahan Modal disetor akibat Penawaran Umum Saham Terbatas I pada tahun 2012	1.111.949	*Additional paid in capital due to Right Issue I in 2012*
Biaya emisi penerbitan saham	(59.154)	*Shares Issuance Cost*
	1.793.503	
Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP I tahap 5 dan 6 Tahun 2013	11.063	*Additional Paid in capital due to purchased stock option during phases 5 and 6 of MESOP I in 2013*
Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP II tahap 3 dan 4 Tahun 2013	117.623	*Additional Paid in capital due to purchased stock option during phases 3 and 4 of MESOP II in 2013*
Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP III tahap 1 dan 2 Tahun 2013	103.575	*Additional Paid in capital due to purchased stock option during phases 1 and 2 of MESOP III in 2013*
	2.025.764	
Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP I tahap 7 dan 8 Tahun 2014	1.840	*Additional Paid in capital due to purchased stock option during phases 7 and 8 of MESOP I in 2014*

32. EKUITAS (lanjutan)

b. Tambahan modal disetor (lanjutan)

Perubahan tambahan modal disetor adalah sebagai berikut (lanjutan)

32. EQUITY (continued)

b. Additional Paid In Capital (continued)

The movements in additional paid in capital are as follows (continued):

Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP II tahap 5 dan 6 Tahun 2014	243	*Additional Paid in capital due to purchased stock option during phases 5 and 6 of MESOP II in 2014*
Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP III tahap 3 dan 4 Tahun 2014	289	*Additional Paid in capital due to purchased stock option during phases 3 and 4 of MESOP III in 2014*
	2.028.136	
Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP II tahap 7 dan 8 serta MESOP III tahap 5 dan 6 Tahun 2015	18.462	*Additional Paid in capital due to purchased stock option during phases 7 and 8 of MESOP II and phases 5 and 6 of MESOP III in 2015*
	2.046.598	
Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP III tahap 7 Tahun 2016	7.856	*Additional Paid in capital due to purchased stock option during phase 7 of MESOP III in 2016*
	2.054.454	
Tambahan Modal disetor akibat Penawaran Umum Saham Terbatas II pada tahun 2022/2023	2.411.111	*Additional paid in capital due to Right Issue II in 2022/2023*
Biaya Emisi Penerbitan Saham	(46.665)	*Shares Issuance Cost*
	4.418.900	

c. Penggunaan Laba

Penggunaan Laba Tahun 2024

Alokasi penggunaan laba untuk tahun yang berakhir pada tanggal 31 Desember 2024 adalah sebagai berikut:

a. Dividen sebesar Rp751.833
b. Laba ditahan yang telah ditentukan penggunaannya Rp2.255.496

Penggunaan Laba Tahun 2023

Alokasi penggunaan laba untuk tahun yang berakhir pada tanggal 31 Desember 2023 adalah sebagai berikut:

c. Dividen sebesar Rp700.198
d. Laba ditahan yang telah ditentukan penggunaannya Rp2.800.790

e. Profit Distribution

Profit Distribution for Year 2024

Allocation of profit distribution for the year ended December 31, 2024, are as follow:

a. Dividends amounted to Rp751,833
b. Appropriated retained earnings amounted to Rp2,255,496

Profit Distribution for Year 2023

Allocation of profit distribution for the year ended December 31, 2023, are as follow:

a. Dividends amounted to Rp700,198
b. Appropriated retained earnings amounted to Rp2,800,790

33. PENDAPATAN BUNGA DAN BAGI HASIL

33. INTEREST INCOME AND INCOME FROM PROFIT SHARING

a. Pendapatan Bunga

a. Interest Income

Akun ini terdiri dari:

This account consists of:

	Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31*		
	2025	**2024**	
Biaya perolehan diamortisasi			***Amortized cost***
Kredit yang diberikan	29.635.874	23.175.484	*Loans*
Obligasi pemerintah	549.090	619.449	*Government bonds*
Efek-efek	142.686	165.035	*Securities*
Tagihan lainnya	21.400	19.239	*Others receivable*
Giro pada Bank Indonesia	247.632	417.741	*Current accounts with Bank Indonesia*
Penempatan pada Bank Indonesia dan bank lain	126.910	125.306	*Placements with Bank Indonesia and other banks*
Giro pada bank lain	171	1.592	*Current accounts with other banks*
Efek dibeli dengan janji Dijual kembali	49.512	29.323	*Securities purchased under agreement to resell*
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Efek-efek	64.863	75.030	*Securities*
Obligasi pemerintah	223.602	169.507	*Government bonds*
Derivatif	4.403	80.940	*Derivative*
Nilai wajar melalui penghasilan komprehensif lain			***Fair value through other comprehensive income***
Obligasi pemerintah	619.286	398.891	*Government bonds*
Efek-efek	194.413	195.088	*Securities*
Total	**31.879.842**	**25.472.625**	***Total***

b. Bagi hasil dan marjin unit syariah

b. Profit sharing and margin from sharia unit

Akun ini terdiri dari:

This account consists of:

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Pendapatan *murabahah*	2.641.498	2.555.953	*Income from murabahah*
Pendapatan bagi hasil *musyarakah*	540.048	356.586	*Musyarakah profit sharing income*
Pendapatan *istishna*	476.008	389.778	*Income from istishna*
Pendapatan bagi hasil *mudharabah*	-	1.468	*Mudharabah profit sharing income*
Pendapatan usaha utama lainnya	803.472	765.182	*Other main operating income*
Total	**4.461.026**	**4.068.967**	***Total***

34. BEBAN BUNGA, BAGI HASIL DAN BONUS

34. INTEREST, PROFIT SHARING AND BONUS EXPENSES

a. Beban Bunga

a. Interest Expense

Akun ini terdiri dari:

This account consists of:

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Deposito berjangka	10.551.616	9.707.631	*Time deposits*
Giro	2.683.886	2.907.852	*Demand deposits*
Pinjaman yang diterima	1.444.500	1.417.941	*Fund borrowings*
Tabungan	569.351	535.130	*Savings deposits*
Surat-surat berharga yang diterbitkan	235.351	441.754	*Securities issued*
Pinjaman subordinasi dan efek-efek subordinasi	131.122	598.776	*Subordinated loan and securities*
Efek yang dijual dengan janji dibeli Kembali	52.800	89.872	*Securities sold under repurchase agreements*
Simpanan dari bank lain	25.657	86.054	*Deposits from other banks*
Kewajiban derivatif	7.742	128.449	*Derivative liabilities*
Total	**15.702.025**	**15.913.459**	***Total***

b. Bonus Simpanan *Wadiah* dan Hak Pihak Ketiga atas Bagi hasil *Mudharabah*

b. Wadiah Deposit Bonus and Third Parties' Share on Return of Mudharabah

Bonus simpanan *wadiah*:

Wadiah deposit bonus:

	Tahun yang berakhir pada Tanggal 31 Desember / For the year Ended December 31		
	2025	**2024**	
Beban bonus simpanan *wadiah*:			*Wadiah bonus expenses:*
Giro *wadiah*	258.390	148.667	*Wadiah demand deposit*
Tabungan *wadiah*	5.370	4.779	*Wadiah saving deposit*
	263.760	**153.446**	

Hak bagi hasil *mudharabah*:

Mudharabah share on return:

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Hak Pihak Ketiga atas Bagi hasil *Mudharabah*:			*Third Parties' Share on Return of Mudharabah:*
Deposito *mudharabah*	1.363.580	1.320.300	*Mudharabah time deposit*
Tabungan *mudharabah*	331.980	274.558	*Mudharabah saving deposit*
Pinjaman *mudharabah*	205.211	162.793	*Mudharabah borrowing*
Giro *mudharabah*	42.648	20.787	*Mudharabah demand deposit*
Sukuk *mudharabah*	4.537	3.121	*Mudharabah sukuk*
Total	**1.947.956**	**1.781.559**	***Total***

35. PENDAPATAN OPERASIONAL LAINNYA - LAIN-LAIN

35. OTHER OPERATING INCOME – OTHERS

Akun ini terdiri dari:

This account consists of:

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Jasa perbankan	209.890	199.813	*Bank services*
Servicing Fee Sekuritisasi Aset	50.058	32.665	*Securitization Assets Servicing Fee*
Jasa penagihan - *payment points*	24.756	19.408	*Collection services - payment points*
Lainnya	373.891	900.852	*Others*
Total	**658.595**	**1.152.738**	***Total***

Jasa perbankan terdiri dari pendapatan dari transaksi transfer dana, pendapatan sewa *safe deposit box* dan pendapatan administrasi layanan ATM.

Bank services pertains to income from fund transfer transactions, safety deposit box rentals and ATM service charges.

Lainnya terutama terdiri dari provisi atas garansi bank yang diterbitkan, komisi yang diterima dari perusahaan asuransi atas produk asuransi yang terjual melalui Bank, penyelesaian atas dana titipan nasabah dan dana jaminan developer.

Others consist mainly of provision from bank guarantee issued, commission received from insurance companies for insurance products sold by the Bank to its borrowers, and settlement of customer's and developer's deposits.

36. PENYISIHAN (PEMBALIKAN) KERUGIAN PENURUNAN NILAI ASET KEUANGAN DAN NON- ASET KEUANGAN

36. PROVISION FOR (REVERSAL OF) IMPAIRMENT LOSSES ON FINANCIAL AND NON-FINANCIAL ASSETS

Akun ini terdiri dari:

This account consists of:

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Kredit yang diberikan dan pembiayaan/piutang syariah (Catatan 11)	6.181.981	2.021.888	*Loans and sharia financing/ receivables (Note 11)*
Efek-efek (Catatan 8)	10.001	(19.271)	*Securities (Note 8)*
Tagihan Akseptasi (Catatan 13)	(1.863)	(21.889)	*Acceptance Receivable (Note 13)*
Giro pada bank lain (Catatan 6)	(521)	767	*Current accounts with other banks (Note 6)*
Properti terbengkalai	(10.929)	-	*Abandoned Property*
Total	**6.178.669**	**1.981.495**	***Total***

37. BEBAN UMUM DAN ADMINISTRASI

37. GENERAL AND ADMINISTRATIVE EXPENSES

Akun ini terdiri dari:

This account consists of:

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Perbaikan dan pemeliharaan	1.339.170	1.153.531	*Repairs and maintenance*
Promosi	615.813	551.571	*Promotion*
Sewa bukan PSAK No. 116	555.895	414.410	*Lease expense non SFAS No. 116*
Penyusutan (Catatan 14)	563.295	526.983	*Depreciation (Note 14)*
Listrik, air, dan komunikasi	435.866	341.955	*Electricity, water, and telecommunications*
Jasa profesional	376.426	283.784	*Professional fees*
Outsourcing	338.486	263.732	*Outsourcing*
Beban kantor	320.435	261.636	*Office expenses*
Beban depresiasi aset hak guna (Catatan 14)	213.125	204.497	*Depreciation expense of right of use asset (Note 14)*
Transportasi	180.632	192.500	*Transportation*
Lainnya	324.277	262.262	*Others*
Total	**5.263.420**	**4.456.861**	***Total***

Lainnya terutama terdiri dari beban administrasi *branchless banking,* biaya operasional program pemerintah, premi asuransi untuk gedung, premi asuransi kas dalam perjalanan serta kas dalam khazanah dan beban operasional protokoler.

Others consist mainly of branchless banking administration expense, government program operational expense, insurance premium on the building, insurance premium on in transit and cash in vault and protocoler operational expenses.

38. GAJI DAN TUNJANGAN KARYAWAN

38. SALARIES AND EMPLOYEE BENEFITS

Akun ini terdiri dari:

This account consists of:

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Gaji dan upah			*Salaries and wages*
Rutin	2.844.733	2.760.604	*Recurring*
Tidak rutin	1.970.175	1.544.798	*Non-recurring*
Pelatihan dan pengembangan	131.941	100.442	*Training and development*
Lainnya	57.422	39.731	*Others*
Total	**5.004.271**	**4.445.575**	***Total***

Lainnya terdiri dari beban imbalan kerja, biaya perekrutan, pesangon dan tunjangan rekreasi karyawan.

Others consists mainly of employee benefits expense, recruitment costs, severance costs and employee recreational costs.

39. BEBAN OPERASIONAL LAINNYA - LAIN-LAIN

39. OTHER OPERATING EXPENSES - OTHERS

Akun ini terdiri dari:

This account consists of:

	Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31*		
	2025	**2024**	
Imbalan atas jasa penagihan	52.899	61.521	*Fees for collection services*
Kerugian atas penyelesaian kredit bermasalah	30.263	38.845	*Loss on bad debt settlement*
Lainnya	590.744	489.627	*Others*
Total	**673.906**	**589.993**	***Total***

Lainnya terutama terdiri dari beban representasi, jamuan makan dan minum rapat, dan beban terkait dengan cadangan atas risiko operasional lainnya dan cadangan litigasi hukum.

Others consist mainly of representation, entertainment expense, and expense related to the provision for other operational risk and provision for legal litigation.

40. PENDAPATAN (BEBAN) BUKAN OPERASIONAL - NETO

40. NON-OPERATING INCOME (EXPENSES) - NET

Akun ini terdiri dari:

This account consists of:

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Pendapatan sewa gedung	358	58	*Building rental income equipment*
Pendapatan (beban) lainnya - neto	25.569	(51.930)	*Other income (expense) - net*
Total	**25.927**	**(51.872)**	***Total***

Lainnya terutama terdiri dari keuntungan/(kerugian) revaluasi kurs, beban denda administrasi, keuntungan/(kerugian) jual beli mata uang asing dan beban bina lingkungan.

Others mainly consist of gains/(losses) on exchange rate revaluation, administrative penalty expenses, gains/(losses) on buying and selling foreign currencies and environmental development expenses.

41. PERPAJAKAN / *41. TAXATION*

a. Pajak Dibayar Dimuka / *a. Prepaid Taxes*

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
PPh 29 (Catatan 41c)			*Article 29 (Note 41c)*
2024	721.042	721.042	*2024*
2025	237.010	-	*2025*
PPh 21	23.918	33.053	*Article 21*
Total	**981.970**	**754.095**	***Total***

b. Utang Pajak / *b. Taxes Payable*

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Pajak penghasilan			*Income tax*
Pasal 4 ayat (2)	83.227	181.728	*Article (4) paragraph 2*
Pasal 25	-	154.348	*Article 25*
Pasal 21	2.408	10.580	*Article 21*
Pasal 22	40	-	*Article 21*
Pajak pertambahan nilai	54.407	21.817	*Value added tax*
Total	**140.082**	**368.473**	***Total***

c. Rekonsiliasi antara laba sebelum beban pajak menurut laporan laba rugi dan penghasilan komprehensif lain dengan taksiran penghasilan kena pajak, adalah sebagai berikut:

c. The reconciliation between income before tax expense, as shown in the statement of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Laba sebelum beban pajak sesuai dengan laporan laba rugi dan penghasilan komprehensif lain konsolidasian	4.381.964	3.772.841	*Income before tax expense as presented in consolidated statement profit or loss and other comprehensive income*
Bagian laba entitas anak	(93.694)	-	*Income of subsidiary*
Laba sebelum beban pajak (entitas induk)	4.288.270	3.772.841	*Income before tax expense (parent entity)*
Beda temporer:			*Temporary differences:*
Penyisihan untuk imbalan kerja	261.532	238.070	*Provision for employee benefits*
Penurunan (kenaikan) nilai efek-efek yang dimiliki untuk diperdagangkan	(79.168)	213.455	*Decrease (increase) in fair value of trading securities*
Penyusutan aset hak guna	(53.935)	(28.356)	*Depreciation of Right of Use Asset*
Pembentukan cadangan kerugian penurunan nilai aset keuangan dan non-aset keuangan dan lainnya	48.751	(11.951.852)	*Provision for allowance of impairment losses on financial assets and non-financial assets and others*
Selisih nilai wajar efek-efek	(201.997)	1.091.193	*Difference in the fair value of securities*
	(24.817)	(10.437.490)	
Beda tetap:			*Permanent differences:*
Dana sosial dan representasi	5.142	22.129	
Beban kantor	70,072	29.948	*Office expense*
Kenikmatan karyawan	44.913	79.829	*Employee welfare*
Sumbangan	119.912	89.175	*Donations*
Sewa	-	26	*Rent*
Perbaikan dan pemeliharaan	2.869	2.086	*Repairs and maintenance*
Penyusutan atas aset tetap yang tidak dapat disusutkan menurut pajak	3.733	2.250	*Depreciation of premises and equipment which are non-depreciable for tax purposes*
Pendapatan sewa tarif final	(346)	(46)	*Rent income subject to final tax*
Perubahan nilai EBA yang tidak dapat diakui secara pajak	7.985	29.248	*Changes in EBA fair value which are non-recognizable for tax purposes*
Lain-lain	1.561	1.535	*Others*
	255.841	256.180	

41. PERPAJAKAN (lanjutan)

c. Rekonsiliasi antara laba sebelum beban pajak menurut laporan laba rugi dan penghasilan komprehensif lain dengan taksiran penghasilan kena pajak, adalah sebagai berikut: (lanjutan)

41. TAXATION (continued)

c. The reconciliation between income before tax expense, as shown in the statement of profit or loss and other comprehensive income are as follows: (continued)

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Taksiran penghasilan kena pajak	4.519.294	(6.408.469)	*Estimated taxable income*
Kompensasi Kerugian Fiskal Tahun 2024	(4.519.294)	-	*Compensation from tax loss in 2024*
Beban pajak penghasilan	-	153.690	*Income tax expense*
Pajak penghasilan Pasal 25	(237.010)	(721.042)	*Income tax - Article 25*
Pajak dibayar dimuka (Catatan 41a)	**(237.010)**	**(721.042)**	*Prepaid taxes (Note 41a)*

Berdasarkan peraturan perpajakan yang berlaku di Indonesia, Bank menghitung, menetapkan, dan membayar pajak yang terutang berdasarkan sistem *self-assessment*. Direktorat Jenderal Pajak ("DJP") dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak. Laba kena pajak hasil rekonsiliasi menjadi dasar dalam pengisian SPT Tahunan PPh Badan yang disampaikan kepada otoritas perpajakan sesuai dengan peraturan yang berlaku.

Under the prevailing Taxation Laws of Indonesia, the Bank calculates, determines and pays tax payable based on self-assessment. The Directorate General of Taxes ("DGT") may assess or amend taxes within 5 (five) years from the time the tax becomes due. The taxable profit resulting from the reconciliation is the basis for filling out the Annual Corporate Income Tax Return which is submitted to the tax authorities in accordance with applicable regulations.

d. Beban/(manfaat) pajak

d. Tax Expense/(benefit)

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Entitas Induk			*Parent Entity*
Beban pajak - kini	-	-	*Current tax expense*
Beban/(manfaat) pajak – tangguhan	863.379	765.513	*Deferred tax expense/(benefit)*
	863.379	**765.513**	
Entitas Anak			*Subsidiary*
Beban pajak - kini	25.365	-	*Current tax expense*
Beban/(manfaat) pajak – tangguhan	(7.934)	-	*Deferred tax expense/(benefit)*
	17.431	**-**	
Total	**880.810**	**765.513**	***Total***

41. PERPAJAKAN (lanjutan)

e. Aset (Liabilitas) Pajak Tangguhan

Pengaruh pajak atas perbedaan temporer yang signifikan antara pelaporan keuangan dan pajak adalah sebagai berikut:

41. TAXATION (continued)

e. Deferred tax assets (liabilities)

The tax effects on significant outstanding temporary differences between financial and tax reporting purposes are as follows:

	31 Desember/*December 31, 2025*				
	Saldo awal/ *Beginning balance*	**Dikreditkan/ (dibebankan) ke laporan laba rugi/ Credited/*(charged) to statement of profit or loss and other income****	**Dibebankan ke ekuitas/ *Charged to equity***	**Saldo Akhir/ *Ending Balance***	
Entitas Induk					*Parent entity*
Cadangan kerugian penurunan nilai kredit yang diberikan	73.730	(73.730)	-	-	*Allowance for impairment losses loans*
Cadangan kerugian penurunan nilai aset keuangan - selain kredit yang diberikan	13.996	887	-	14.883	*Allowance for impairment losses on financial assets - other than loans*
Cadangan kerugian penurunan nilai aset non keuangan	383	(201)	-	182	*Allowance for impairment losses on non non-financial assets*
Cadangan hukum. kecurangan (*fraud*) dan lainnya	15.691	3.636	-	19.327	*Allowance for legal. fraud and others*
Cadangan imbalan kerja	256.331	5.290	36.403	298.024	*Allowance for employee benefits*
Penyusutan aset hak guna	15.386	(10.248)	-	5.138	*Depreciation of right of use asset*
Rugi yang belum direalisasi atas efek yang diukur pada nilai wajar melalui laba rugi	41.317	(15.041)	-	26.276	*Unrealized loss on fair value through profit or loss*
Rugi yang belum direalisasi atas lindung nilai arus kas	10.341	-	(10.341)	-	*Unrealized loss on cash flow hedges*
(Laba) rugi yang belum direalisasi atas efek yang diukur pada nilai wajar melalui penghasilan komprehensif	281.304	-	(115.961)	165.343	*Unrealized (gain) loss on fair value through other comprehensive income*
Selisih nilai wajar efek-efek	359.949	(38.379)	-	321.570	*Differences in fair value of securities*
Kompensasi Rugi kena pajak	1.217.610	(858.665)	-	358.945	*Taxable loss*
Aset pajak tangguhan neto - entitas induk	2.286.038	(986.451)	(89.899)	1.209.688	*Deferred tax assets net - parent entity*
Aset pajak tangguhan neto - entitas anak	-	131.108	(17.449)	113.659	*Deferred tax assets - net subsidiary*
Aset pajak tangguhan neto	**2.286.038**	**(855.343)**	**(107.348)**	**1.323.347**	***Deferred tax assets - net***

*) Termasuk aset pajak tangguhan cadangan kerugian penurunan nilai kredit yang diberikan sebesar Rp78.671 dan cadangan imbalan kerja Rp44.401 yang dialihkan ke Entitas Anak

**) Includes deferred tax assets allowance for impairment losses loans amounted to Rp78,671 and allowance for employee benefits amounted to Rp44,041 which transferred to the Subsidiary Entity*

41. PERPAJAKAN (lanjutan)

e. Aset (Liabilitas) Pajak Tangguhan (lanjutan)

Pengaruh pajak atas perbedaan temporer yang signifikan antara pelaporan keuangan dan pajak adalah sebagai berikut: (lanjutan)

41. TAXATION (continued)

e. Deferred tax assets (liabilities) (continued)

The tax effects on significant outstanding temporary differences between financial and tax reporting purposes are as follows: (continued)

	31 Desember/*December 31, 2024*				
	Saldo awal/ *Beginning balance*	**Dikreditkan/ (dibebankan) ke laporan laba rugi/ Credited/*(charged) to statement of profit or loss and other income***	**Dibebankan ke ekuitas/ *Charged to equity***	**Saldo Akhir/ *Ending Balance***	
Cadangan kerugian penurunan nilai kredit yang diberikan	2.328.612	(2.254.882)	-	73.730	*Allowance for impairment losses loans*
Cadangan kerugian penurunan nilai aset keuangan - selain kredit yang diberikan	21.303	(7.307)	-	13.996	*Allowance for impairment losses on financial assets - other than loans*
Cadangan kerugian penurunan nilai aset non keuangan	383	-	-	383	*Allowance for impairment losses on non non-financial assets*
Cadangan hukum. kecurangan (*fraud*) dan lainnya	24.354	(8.663)	-	15.691	*Allowance for legal. fraud and others*
Cadangan imbalan kerja	243.075	45.233	(31.977)	256.331	*Allowance for employee benefits*
Penyusutan aset hak guna	20.773	(5.387)	-	15.386	*Depreciation of right of use asset*
Rugi yang belum direalisasi atas efek yang diukur pada nilai wajar melalui laba rugi	760	40.557	-	41.317	*Unrealized loss on fair value through profit or loss*
Rugi yang belum direalisasi atas lindung nilai arus kas	7.588	-	2.753	10.341	*Unrealized loss on cash flow hedges*
(Laba) rugi yang belum direalisasi atas efek yang diukur pada nilai wajar melalui penghasilan komprehensif	198.811	-	82.493	281.304	*Unrealized (gain) loss on fair value through other comprehensive income*
Selisih nilai wajar efek-efek	152.623	207.326	-	359.949	*Differences in fair value of securities*
Rugi kena pajak	-	1.217.610	-	1.217.610	*Taxable loss*
Aset pajak tangguhan - neto	**2.998.282**	**(765.513)**	**53.269**	**2.286.038**	***Deferred tax assets - net***

41. PERPAJAKAN (lanjutan)

f. Rekonsiliasi antara beban pajak penghasilan dengan menggunakan tarif pajak yang berlaku dari laba sebelum beban pajak dan beban pajak penghasilan seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

41. TAXATION (continued)

f. The reconciliation between the tax expense computed by applying the applicable tax rate on the income before tax expense and the tax expense shown in the statement of profit or loss and other comprehensive income for the year ended December 31, 2025 and 2024, are as follows:

	Tahun yang berakhir pada Tanggal 31 Desember / *For the year Ended December 31*		
	2025	**2024**	
Laba sebelum beban pajak Sesuai dengan laporan laba rugi dan penghasilan komprehensif lain konsolidasian	4.381.964	3.772.841	*Income before tax expense as presented in consolidated statement profit or loss and other comprehensive income*
Dikurangi:			*Less:*
Bagian laba entitas anak - setelah eliminasi	(93.694)	-	*Income before tax expense of* subsidiary *- after elimination*
Laba sebelum beban pajak (entitas induk)	4.288.270	3.772.841	*Income before tax expense (parent entity)*
Beban pajak dengan tarif pajak yang berlaku	(814.771)	(716.840)	*Tax expense at the applicable tax rate*
Beda tetap	(48.608)	(48.673)	*Permanent differences*
Beban pajak - entitas induk	(863.379)	(765.513)	*Tax expense - parent entity*
Beban pajak - entitas anak	(17.431)	-	*Tax expense - subsidiary*
Beban pajak	**(880.810)**	**(765.513)**	***Tax expense***

g. Penurunan Tarif Pajak Penghasilan Badan

Pada tanggal 31 Maret 2020, Pemerintah menerbitkan Peraturan Pemerintah Pengganti Undang-Undang (Perpu) Republik Indonesia No. 1 Tahun 2020 yang telah menjadi Undang-Undang (UU) No. 2 Tahun 2020, serta menetapkan Peraturan Pemerintah (PP) No. 30 Tahun 2020 tentang Penurunan Tarif Pajak Penghasilan bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka dan berlaku sejak tanggal 19 Juni 2020. Aturan tersebut menetapkan penurunan tarif pajak penghasilan wajib pajak badan dalam negeri dan bentuk usaha tetap dari semula 25% menjadi 22% untuk tahun pajak 2021 dan 2022 dan 20% mulai tahun pajak 2022 dan seterusnya, serta pengurangan lebih lanjut tarif pajak sebesar 3% untuk wajib pajak dalam negeri yang memenuhi persyaratan tertentu.

Berdasarkan Undang-Undang No. 7 tahun 2021 tentang Harmonisasi Peraturan Perpajakan yang berlaku 1 Januari 2022 maka tarif pajak kembali ke tarif pajak tunggal yaitu 22%.

g. Reduction of the Tax Rate of Corporate Income Tax

On March 31, 2020, the Government issue Government Regulation in Lieu of Law (Perpu) of the Republic of Indonesia No. 1 of 2020 which has become Law (UU) No. 2 of 2020, as well as stipulated Government Regulation (PP) No. 30 of 2020 concerning Tariff Reduction for Domestic Public Companies Taxpayers and effective since June 19, 2020. The regulation has stipulated the reduction in the income tax rates for domestic corporate taxpayers and business establishments from 25% to 22% for Fiscal Year 2021 and 2022 and 20% for the Fiscal Year 2022 onwards, and a further reduction of the tax rate by 3% for domestic taxpayers who meet certain requirements.

Based Law No. 7 of 2021 regarding Harmonisation of the Tax Regulation witch applies on January 1, 2022 therefore the tax rate is a single rate of 22%.

41. PERPAJAKAN (lanjutan)

g. Penurunan Tarif Pajak Penghasilan Badan (lanjutan)

Berdasarkan surat keterangan No. DE/I/2026-0031 tanggal 2 Januari 2026 dan laporan bulanan kepemilikan saham dari Biro Administrasi Efek, Datindo Entrycom atas kepemilikan saham Bank selama periode 2025 yang berakhir pada tanggal 31 Desember 2025 semua kriteria di atas untuk memperoleh fasilitas penurunan tarif pajak tersebut atas laporan keuangan Bank untuk periode yang berakhir pada tanggal 31 Desember 2025 telah terpenuhi.

Berdasarkan surat keterangan No. DE/I/2025-0037 tanggal 3 Januari 2025 dan laporan bulanan kepemilikan saham dari Biro Administrasi Efek, Datindo Entrycom atas kepemilikan saham Bank selama periode 2024 yang berakhir pada tanggal 31 Desember 2024 semua kriteria di atas untuk memperoleh fasilitas penurunan tarif pajak tersebut atas laporan keuangan Bank untuk tahun yang berakhir pada tanggal 31 Desember 2024 telah terpenuhi.

Pajak penghasilan badan Bank untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 telah dihitung dengan menggunakan tarif pajak 19%.

Pada tanggal 10 Oktober 2024, Pemerintah menerbitkan Peraturan Menteri Keuangan (PMK) Nomor 74 Tahun 2024 tentang Pembentukkan Cadangan Piutang Tak Tertagih yang Boleh Dikurangkan dari Penghasilan Bruto. Sesuai dengan ketentuan peralihan dalam Peraturan Menteri Keuangan Republik Indonesia Nomor 74 Tahun 2024, Bank telah melaksanakan perhitungan nilai tercatat cadangan piutang tak tertagih untuk awal tahun fiskal 2024 dan selisih lebih sebesar Rp11.517.405 dan diakui sebagai biaya yang dibebankan seluruhnya untuk tahun fiskal 2024.

Pada tahun 2025, rugi fiskal sebesar Rp6.408.469 telah di kompensasi sebagian sebesar Rp4.519.294 dengan aset pajak tangguhan yang dimanfaatkan BTN pada tahun fiskal 2025 sebesar Rp858.665. Sisa rugi fiskal yang belum dimanfaatkan adalah sebesar Rp1.889.175.

41. TAXATION (continued)

g. Reduction of the Tax Rate of Corporate Income Tax (continued)

Based on Letter No. DE/I/2026-0031 dated January 2, 2026 and the monthly report of shares ownerships form the Securities Administration Agency (Biro Administrasi Efek), Datindo Entrycom on the ownership of Bank's shares during the period ended December 31, 2025, all of the above mentioned required criteria to obtain the tax rate reduction on Bank's financial statements for the period then ended December 31, 2025 were fulfilled by the Bank.

Based on Letter No. DE/I/2025-0037 dated January 3, 2025 and the monthly report of shares ownerships form the Securities Administration Agency (Biro Administrasi Efek), Datindo Entrycom on the ownership of Bank's shares during the period ended December 31, 2024, all of the above mentioned required criteria to obtain the tax rate reduction on Bank's financial statements for the year then ended December 31, 2024 were fulfilled by the Bank.

Bank's corporate income tax for the year ended December 31, 2025 and 2024 are calculated using the tax rate of 19%.

On October 10, 2024, the Government issued Minister of Finance Regulation (PMK) Number 74 Year 2024 concerning Guidelines for the Establishment of an Reserve for Uncollectible Accounts that can be Deductible from Gross Income. Based on the transitional provisions in the Regulation of the Minister of Finance of the Republic of Indonesia Number 74 of 2024, Bank has calculated the carrying value of the allowance for doubtful accounts for the beginning of the fiscal year 2024, and the excess amounting to Rp11,517,405 recognised as an expense fully charged to the fiscal year 2024.

On 2025, the fiscal losses amounted to Rp6,408,469 has compensated with deferred tax assets amounted to Rp4,519,294 ulitized by BTN amounting to Rp858,665 in the fiscal year 2025. Remaining fiscal losses which not yet claim amounted to Rp1,889,175.

41. PERPAJAKAN (lanjutan)

h. Surat Pemeriksaan Pajak

Berdasarkan surat perintah pemeriksaan nomor S-070/KPP.1904/2025 tanggal 25 Juni 2025, Bank sedang menjalani pemeriksaan pajak atas lebih bayar SPT tahunan badan masa pajak 2024. Sampai dengan tanggal laporan ini, proses pemeriksaan masih sedang berjalan dan belum terdapat hasil pemeriksaan.

41. TAXATION (continued)

h. Tax Audit Letter

Based on the inspection order letter number S-070/KPP.1904/2025 dated June 25, 2025, the Bank is undergoing a tax audit for overpayment of the 2024 corporate annual tax return. Until the date of this report, the inspection process is still ongoing and there is no inspection result yet.

42. KOMITMEN DAN KONTINJENSI

Saldo komitmen dan kontinjensi pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

42. COMMITMENTS AND CONTINGENCIES

The outstanding commitments and contingencies as of December 31, 2025 and 2024 as follows:

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
KOMITMEN			***COMMITMENTS***
Liabilitas komitmen			*Commitments payable*
Fasilitas kredit kepada nasabah yang belum ditarik	17.990.697	15.614.895	*Unused loan facility commitments*
Irrevocable L/C yang masih berjalan (Catatan 30)	211.017	249.694	*Outstanding irrevocable L/Cs (Note 30)*
Komitmen - neto	**18.201.714**	**15.864.589**	***Commitments - net***
KONTINJENSI			***CONTINGENCIES***
Tagihan kontinjensi			*Contingent receivables*
Pendapatan bunga dalam penyelesaian	6.664.026	3.550.319	*Interest income on non-performing assets*
Liabilitas kontinjensi			*Contingent payables*
Garansi yang diterbitkan (Catatan 30)	(5.742.151)	(3.124.003)	*Guarantees issued (Note 30)*
Kontinjensi - neto	**921.875**	**426.316**	***Contingencies - net***

43. IMBALAN KERJA

43. EMPLOYEE BENEFITS

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Bonus dan tantiem	781.242	396.171	*Bonuses and tantiem*
Imbalan kerja jangka panjang	1.771.409	1.349.111	*Long term employee benefits*
Total	**2.552.651**	**1.745.282**	***Total***

Cadangan atas bonus merupakan kewajiban atas jasa produksi karyawan pada tahun berjalan yang belum dibagikan pada akhir tahun.

Provision for bonus represents unpaid employees' bonus for the current year which has not yet been distributed at the end of the year.

Program pensiun imbalan pasti

Defined benefit pension plan

Program dana Pensiun diadministrasikan dan dikelola oleh Dana Pensiun PT Bank Tabungan Negara (Persero) Tbk (DPBTN).

The Pension Plan's assets are being administered and managed by Dana Pensiun PT Bank Tabungan Negara (Persero) Tbk (DPBTN).

43. IMBALAN KERJA (lanjutan)

Program pensiun imbalan pasti (lanjutan)

Sesuai dengan ketentuan Dana Pensiun, Program Pensiun dibiayai dari iuran karyawan dan iuran Bank. Iuran karyawan adalah sebesar 5% dari penghasilan dasar pensiun karyawan dan atas sisa jumlah yang perlu didanakan kepada DPBTN merupakan kontribusi Grup.

Efektif tanggal 1 Januari 2004, semua pekerja yang baru diangkat sebagai pekerja tetap tidak diikutsertakan dalam program pensiun imbalan pasti (DPBTN), namun demikian, karyawan Bank diikutsertakan dalam program pensiun iuran pasti yang berlaku efektif sejak bulan Januari 2004. Program Pensiun ini dikelola oleh Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk (DPLK).

Imbalan kerja jangka panjang lainnya

Bank memberikan imbalan kerja kepada pegawai berupa penghargaan masa kerja dan Masa Persiapan Pensiun (MPP) yaitu 1 (satu) tahun sebelum pegawai mencapai usia pensiun normal (usia 56 tahun).

Masa Persiapan Pensiun (MPP) adalah Masa Pegawai Tetap dibebastugaskan karena telah mendekati usia pensiun normal. Pada ketentuan sebelumnya (Surat Edaran Direksi Nomor 62/SE/DIR/HCSD/2019) dijelaskan bahwa Pegawai Tetap yang telah memasuki usia 55 tahun maka akan melaksanakan MPP dengan Hak upah berupa Gaji Pokok Pegawai bulan terakhir hingga Pegawai ybs memasuki usia pensiun (56 tahun), apabila dipandang perlu karena keahlian/pengalaman Pegawai Tetap yang bersangkutan masih diperlukan, Direksi dapat menangguhkan/menghapuskan MPP yang bersangkutan dan selama dipekerjakan yang bersangkutan tetap diberikan penghasilan seperti halnya pada waktu Pegawai Tetap tersebut asih aktif (sebelum MPP).

43. EMPLOYEE BENEFITS (continued)

Defined benefit pension plan (continued)

According to the Pension Fund regulation, the pension plan is funded through contributions from both the employees and the Bank. Employees' contributions are computed at 5% of the employees' basic pension salaries and any remaining amount required to fund DPBTN represents the contributions by the Group.

Effective January 1, 2004, all newly appointed permanent employees are not included in the defined benefit pension plan (DPBTN), instead, the Bank's employees are included in the defined contribution pension plan which was effective since January 2004. This defined contribution pension plan is managed by Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk (DPLK).

Other long-term employee benefits

The Bank provides employee benefits in the form of allowance for gratuity for services and retirement preparation period (MPP), which is within 1 (one) year before the normal pension age (56 years old).

Retirement Preparation Period (MPP) is the period when permanent employees are dismissed because they are approaching normal retirement age. In the previous provisions (Circular Letter of the Board of Directors Number 62/SE/DIR/HCSD/2019) it is explained that Permanent Employees who have entered the age of 55 will carry out MPP with Wage Rights in the form of the last month's Basic Employee Salary until the Employee concerned enters retirement age (56 years), if it is deemed necessary because the expertisse/experience of the Permanent Employee concerned is still needed, the Board of Directors can suspend/remove the MPP concerned and while employed the person concerned is still given income as was the case when the Permanent Employee was still active (before MPP).

43. IMBALAN KERJA (lanjutan)

Program pensiun iuran pasti (lanjutan)

Imbalan kerja jangka panjang lainnya (lanjutan)

Terdapat perubahan ketentuan pelaksanaan MPP sebagaimana ditetapkan pada Perjanjian Kerja Bersama (PKB) Bank BTN tahun 2022 pasal 69 ayat 1 dimana Pegawai yang memasuki usia MPP (55 tahun) maka akan tetap bekerja hingga usia pensiun (56 tahun) dan apabila Pegawai ingin menjalani MPP maka dapat mengajukan permohonan kepada Perusahaan. Perubahan ketentuan pelaksanaan MPP tersebut juga telah disosialisasikan kepada seluruh Pegawai Grup berdasarkan memo nomor 244/M/HCSD/HCSP/IX/2022 dan nomor 370/M/HCMD/ER/IX/2022 perihal Pemberitahuan Perubahan Ketentuan Masa Persiapan Pensiun (MPP).

Karyawan Bank juga memperoleh manfaat dari pemberian program kesejahteraan, kontribusi karyawan terhadap dana kesejahteraan sebesar 0,00% dikali gaji bersih dan kontribusi Bank sebesar 3,50%. Aset program diadministrasikan dan dikelola oleh Yayasan Kesejahteraan Pegawai PT Bank Tabungan Negara (YKPBTN).

Aktuaria dan tanggal laporan aktuaria Bank dan entitas anak adalah sebagai berikut:

43. EMPLOYEE BENEFITS (continued)

Defined contribution plan (continued)

Other long-term employee benefits (continued)

There are changes to the provisions for implementing MPP as stipulated in the Bank BTN Collective Labor Agreement (PKB) in 2022 article 69 paragraph 1 where Employees who enter MPP age (55 years) will continue to work until retirement age (56 years) and if Employees wish to undergo MPP then may apply to the Company. The changes to the MPP implementation provisions have also been socialized to all Group employees based on memos number 244/M/HCSD/HCSP/IX/2022 and number 370/M/HCMD/ER/IX/2022 regarding Notification of Changes in Retirement Preparation Period (MPP).

Bank employees are also given welfare program, employees' contributions are 0.00% of their net wages for welfare program benefits and the Bank contributions are 3.50%. The plan assets are being administered and managed by Yayasan Kesejahteraan Pegawai PT Bank Tabungan Negara (YKPBTN).

The actuaries and actuarial reports dates of the Bank and subsidiary are as follows:

	31 Desember/ *December 31, 2025*		**31 Desember/ *December 31, 2024***		
	Aktuaris/ *Actuary*	**Tanggal Laporan Aktuaris/ *Actuarial Report Date***	**Aktuaris/ *Actuary***	**Tanggal Laporan Aktuaris/ *Actuarial Report Date***	
Bank	*Kantor Konsultan Aktuaria Santhi Devi dan Ardianto Handoyo*	13 Januari/ *January 13, 2026*	*Kantor Konsultan Aktuaria Santhi Devi dan Ardianto Handoyo*	6 Februari/ *February 6, 2025*	*Bank*
PT Bank Syariah Nasional	*Kantor Konsultan Aktuaria Santhi Devi dan Ardianto Handoyo*	13 Januari/ *January 13, 2026*	-	-	*PT Bank Syariah Nasional*

43. IMBALAN KERJA (lanjutan)

Program pensiun iuran pasti (lanjutan)

Imbalan kerja jangka panjang lainnya (lanjutan)

Perhitungan aktuaris atas imbalan kerja Bank pada tanggal 31 Desember 2025 dan 2024 masing-masing dengan menggunakan metode "Projected Unit Credit".

43. EMPLOYEE BENEFITS (continued)

Defined contribution plan (continued)

Other long-term employee benefits (continued)

The actuarial valuation of Bank's employee benefits as of December 31, 2025 and 2024 respectively, using the "Projected Unit Credit" method.

	31 Desember/ *December 31, 2025*		31 Desember/ *December 31, 2024*	
	Bank	**BSN**	**Bank**	
Asumsi ekonomi:				***Economics assumptions:***
Tingkat kenaikan penghasilan dasar Pensiun	8.00%	8.00%	8.00%	*Basic pensionable annual salary increase rate*
Tingkat diskonto per tahun sebelum usia pension normal	6.25%	6.25%	7.00%	*Annual discount rate before normal retirement age*
Asumsi lainnya:				***Other assumptions:***
Usia pension normal	56 tahun/years	56 tahun/years	56 tahun/years	*Other long term benefit*
Tingkat mortalita (kematian)	TMII-2019	TMII-2019	TMII-2019	*Mortality rate*
Tingkat cacat	1.00% mortalita/ *mortality*	1.00% mortalita/ *mortality*	1.00% mortalita/ *mortality*	*Disability rate*
Tingkat Diskonto per tahun untuk:				*Annual Discount rate:*
Imbalan Jangka Panjang Lainnya - Penghargaan Masa Kerja	6.25%	6.25%	7.00%	*Other long-term benefits Gratuity*
Program Pesangon Pensiun - Selisih DPLK	6.25%	6.25%	7.00%	*Retirement severance program Difference from DPLK*
Masa Persiapan Pensiun	6.25%	6.25%	7.00%	*Retirement Preparation Period*
Program Pensiun Imbalan Pasti	6.25%	6.25%	7.00%	*Deferred Benefit Pension Plan*
Program Kesejahteraan	6.25%	6.25%	7.00%	*Welfare Program*
Tingkat pengunduran diri				*Turnover rate*
Umur 25	5.00%	5.00%	5.00%	*Age 25*
Umur 30	5.00%	5.00%	5.00%	*Age 30*
Umur 35	5.00%	5.00%	5.00%	*Age 35*
Umur 40	5.00%	5.00%	5.00%	*Age 40*
Umur 45	5.00%	5.00%	5.00%	*Age 45*
Umur 50	3.00%	3.00%	3.00%	*Age 50*
Umur 55	9.00%	9.00%	9.00%	*Age 55*

Rata-rata durasi tertimbang kewajiban imbalan pasti yang berakhir pada tanggal 31 Desember 2024 dan 2025 adalah sebagai berikut:

The average duration of the defined benefit obligations for the year ended as of December 31, 2025 and 2024 are as follow:

	31 Desember/ *December 31, 2025*		31 Desember/ *December 31, 2024*	
	Bank	**BSN**	***Bank***	
Pensiun	9,11 tahun/years	-	8,81 tahun/years	*Pension*
Kesejahteraan	10,40 tahun/years	-	9,75 tahun/years	*Welfare benefit*
Program lainnya				*Other programs*
Pesangon	8,82 tahun/years	10,62 tahun/years	7,29 tahun/years	*Post employment benefit*
Masa persiapan pensiun	8,82 tahun/years	-	7,29 tahun/years	*Pre-retirement benefit*
Imbalan jangka panjang lainnya	8,82 tahun/years	-	7,29 tahun/years	*Other long term benefit*

Penghargaan masa kerja, program pesangon pensiun-selisih DPLK, masa persiapan pensiun dan program kesejahteraan dicantumkan dalam program lainnya.

Gratuity for services, retirement severance program-difference from DPLK, retirement preparation period and welfare program are included in other benefits.

43. IMBALAN KERJA (lanjutan)

43. EMPLOYEE BENEFITS (continued)

a. Biaya imbalan kerja

a. Employee benefits expense

	31 Desember/*December 31, 2025*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Biaya jasa kini	25.566	198.408	223.974	*Current service cost*
Iuran peserta	(5.581)	(5.711)	(11.292)	*Contribution from participant*
Beban bunga neto	3.954	84.339	88.293	*Net interest cost*
Kerugian aktuaria	-	95.484	95.484	*Actuarial loss*
Biaya jasa lalu	13.372	1.171	14.543	*Past service cost*
Beban imbalan kerja - neto	**37.311**	**373.691**	**411.002**	***Employee benefits expense - net***

	31 Desember/*December 31,* 2024			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Biaya jasa kini	32.751	177.907	210.658	*Current service cost*
Iuran peserta	(6.479)	(6.666)	(13.145)	*Contribution from participant*
Beban bunga neto	9.759	74.384	84.143	*Net interest cost*
Kerugian aktuaria	-	26.313	26.313	*Actuarial loss*
Biaya jasa lalu	93.324	-	93.324	*Past service cost*
Beban imbalan kerja - neto	**129.355**	**271.938**	**401.293**	***Employee benefits expense - net***

b. Mutasi atas kewajiban imbalan kerja

b. Movements of liabilities for employee benefits

	31 Desember/*December 31, 2025*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Saldo awal	61.274	1.287.837	1.349.111	*Beginning balance*
Beban imbalan kerja tahun berjalan - neto	37.310	373.692	411.002	*Employee benefits expense during the year - net*
Pengukuran kembali liabilitas (aset) imbalan kerja - neto	36.237	155.352	191.589	*Reameasurement of employee benefit liability (asset) – net*
Pembayaran iuran tahun berjalan	(28.988)	(151.305)	(180·293)	*Payment contribution from current year*
Saldo kewajiban pada akhir tahun	**105.833**	**1.665.576**	**1.771.409**	***Balance liabilities at end of year***

43. IMBALAN KERJA (lanjutan)

43. EMPLOYEE BENEFITS (continued)

b. Mutasi atas kewajiban imbalan kerja (lanjutan)

b. Movements of liabilities for employee benefits (continued)

	31 Desember/*December 31, 2024*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Saldo awal	155.783	1.123.559	1.279.342	*Beginning balance*
Beban imbalan kerja tahun berjalan - neto	129.355	271.938	401.293	*Employee benefits expense during the year - net*
Pengukuran kembali liabilitas (aset) imbalan kerja - neto	(179.239)	10.938	(168.301)	*Reameasurement of employee benefit liability (asset) - net*
Pembayaran iuran tahun berjalan	(44.625)	(118.598)	(163.223)	*Payment contribution from current year*
Saldo kewajiban pada akhir tahun	**61.274**	**1.287.837**	**1.349.111**	***Balance liabilities at end of year***

c. Mutasi nilai kini liabilitas imbalan kerja adalah sebagai berikut:

c. The movements in the present value of liabilities for employee benefits are as follows:

	31 Desember/*December 31, 2025*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Saldo awal	2.523.701	2.257.122	4.780.823	*Beginning balance*
Biaya jasa kini	25.566	198.408	223.974	*Current service cost*
Beban bunga	168.302	146.420	314.722	*Interest cost*
Biaya jasa lalu	13.372	1.171	14.543	*Past service cost*
Manfaat yang dibayarkan	(203.718)	(264.896)	(468.614)	*Benefits paid*
Kerugian/(keuntungan) aktuaria	207.786	327.019	534.805	*Actuarial loss/(gain)*
Saldo pada akhir tahun	**2.735.009**	**2.665.244**	**5.400.253**	***Balance at the end of year***

	31 Desember/*December 31, 2024*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Saldo awal	2.446.131	2.098.070	4.544.201	*Beginning balance*
Biaya jasa kini	32.751	177.907	210.658	*Current service cost*
Beban bunga	162.884	139.044	301.928	*Interest cost*
Biaya jasa lalu	93.324	-	93.324	*Past service cost*
Manfaat yang dibayarkan	(182.044)	(202.096)	(384.140)	*Benefits paid*
Kerugian/(keuntungan) aktuaria	(29.345)	44.197	14.852	*Actuarial loss/(gain)*
Saldo pada akhir tahun	**2.523.701**	**2.257.122**	**4.780.823**	***Balance at the end of year***

43. IMBALAN KERJA (lanjutan)

Penghargaan masa kerja, program pesangon pensiun-selisih DPLK, masa persiapan pensiun dan program kesejahteraan dicantumkan dalam program lainnya.

d. Mutasi nilai wajar aset program adalah sebagai berikut:

43. EMPLOYEE BENEFITS (continued)

Gratuity for services, retirement severance program-difference from DPLK, retirement preparation period and welfare program are included in other benefits.

d. The movements in the fair value of plan assets are as follows:

	31 Desember/*December 31, 2025*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Saldo awal	2.462.429	1.082.444	3.544.873	*Beginning balance*
Hasil pengembangan aset program	335.894	25.102	360.996	*Return on plan asset*
Kontribusi Bank	28.990	21.974	50.964	*Contributions by the Bank*
Kontribusi pegawai	5.581	5.711	11.292	*Employees contribution*
Manfaat yang dibayarkan	(203.718)	(135.563)	(339.281)	*Benefits paid*
Saldo pada akhir tahun	**2.629.176**	**999.668**	**3.628.844**	***Balance at the end of year***

	31 Desember/*December 31, 2024*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Saldo awal	2.290.350	1.072.990	3.363.340	*Beginning balance*
Hasil pengembangan aset program	303.018	86.285	389.303	*Return on plan asset*
Kontribusi Bank	44.625	26.688	71.313	*Contributions by the Bank*
Kontribusi pegawai	6.480	6.666	13.146	*Employees contribution*
Manfaat yang dibayarkan	(182.044)	(110.185)	(292.229)	*Benefits paid*
Saldo pada akhir tahun	**2.462.429**	**1.082.444**	**3.544.873**	***Balance at the end of year***

e. Pengukuran kembali (aset) liabilitas imbalan kerja neto:

e. Remeasurement of net employee benefit (asset) liabilities:

	31 Desember/*December 31, 2025*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Saldo awal	42.785	480.690	523.475	*Beginning balance*
Kerugian aktuaris	207.783	231.535	439.318	*Actuary loss*
Imbal hasil atas aset program	(171.546)	46.117	(125.429)	*Return on plan assets*
Perubahan atas dampak atas aset diluar bunga neto aset/liabilitas	-	(122.300)	(122.300)	*Change in effect of the asset ceiling excluding net interest of asset/liabilities*
Saldo pada akhir tahun	**79.022**	**636.042**	**715.064**	***Balance at the end of year***

	31 Desember/*December 31, 2024*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Saldo awal	222.024	469.752	691.776	*Beginning balance*
Kerugian aktuaris	(29.345)	17.884	(11.461)	*Actuary loss*
Imbal hasil atas aset program	(149.894)	(16.446)	(166.340)	*Return on plan assets*
Perubahan atas dampak atas aset diluar bunga neto aset/liabilitas	-	9.500	9.500	*Change in effect of the asset ceiling excluding net interest of asset/liabilities*
Saldo pada akhir tahun	**42.785**	**480.690**	**523.475**	***Balance at the end of year***

43. IMBALAN KERJA (lanjutan)

f. Portofolio investasi aset program yang ditempatkan dalam bentuk instrumen keuangan yang terdiri dari reksadana, efek beragunan aset, surat berharga negara, obligasi, deposito berjangka dan saham.

Status pendanaan imbalan kerja per 31 Desember 2025 dan 2024 disajikan sebagai berikut:

43. EMPLOYEE BENEFITS (continued)

f. The asset program's investment portfolio is placed in the form of financial instruments including mutual funds, asset backed securities, government securities, bonds, time deposits and shares of stocks.

Funding status of employee benefit as of December 31, 2025 and 2024, are as follow:

	31 Desember/*December 31, 2025*			
	Program Pensiun/ *Pension Plan*	**Program Kesejahteraan/ *Welfare Benefits***	**Total**	
Nilai wajar aset dana (tidak diaudit)	2.629.176	999.668	3.628.844	*Fair value of plan assets (unaudited)*
Nilai kini liabilitas manfaat pasti yang didanai	(2.735.009)	(1.098.907)	(3.833.916)	*Present value of funded defined benefit obligation*
Selisih lebih (kurang) pendanaan	(105.833)	(99.239)	(205.072)	*Funding surplus (deficit)*
Selisih lebih pendanaan yang tidak diakui	-	-	-	*Asset adjustment*
Kewajiban - neto	**(105.833)**	**(99.239)**	**(205.072)**	***Liabilities - net***

	31 Desember/*December 31, 2024*			
	Program Pensiun/ *Pension Plan*	**Program Kesejahteraan/ *Welfare Benefits***	**Total**	
Nilai wajar aset dana (tidak diaudit)	2.462.429	1.082.444	3.544.873	*Fair value of plan assets (unaudited)*
Nilai kini liabilitas manfaat pasti yang didanai	(2.523.701)	(969.284)	(3.492.985)	*Present value of funded defined benefit obligation*
Selisih lebih (kurang) pendanaan	(61.272)	113.160	51.888	*Funding surplus (deficit)*
Selisih lebih pendanaan yang tidak diakui	-	(113.160)	(113.160)	*Asset adjustment*
Kewajiban - neto	**(61.272)**	**-**	**(61.272)**	***Liabilities - net***

Per tanggal 31 Desember 2025 dan 2024, tidak ada selisih lebih aset kesejahteraan yang diakui di laporan posisi keuangan karena ketentuan untuk pengakuan aset dari selisih lebih pendanaan yang disyaratkan dalam standar akuntansi tidak terpenuhi.

As of December 31, 2025 and 2024, there were no recognition of surplus of Welfare Benefits Plan assets in the statement of financial position as the funding surplus did not meet the recognition criteria of assets under the accounting standards.

43. IMBALAN KERJA (lanjutan)

g. Sensitivitas dari kewajiban imbalan kerja (tidak diaudit) terhadap perubahan asumsi aktuaria sebagai berikut:

43. EMPLOYEE BENEFITS (continued)

g. The sensitivity of employee benefit liability (unaudited) to the changes in actuarial assumptions is as follow:

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Tingkat diskonto			***Discount rate:***
Kenaikan 1%	(450.205)	(367.005)	*Increase 1%*
Penurunan 1%	531.754	431.519	*Decrease 1%*
Tingkat kenaikan gaji			***Salary increase rate:***
Kenaikan 1%	283.555	220.317	*Increase 1%*
Penurunan 1%	(246.313)	(192.164)	*Decrease 1%*

h. Analisis jatuh tempo yang diharapkan dari manfaat pensiun yang tidak terdiskonto adalah sebagai berikut: (tidak diaudit)

h. Expected maturity analysis of undiscounted pension benefit is as follows: (unaudited)

	31 Desember/*December 31, 2025*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Sampai dengan 1 tahun	239.889	61.062	300.951	*Up to 1 year*
1 sampai 5 tahun	950.016	506.330	1.456.346	*Between 1 to 5 years*
5 sampai 10 tahun	1.036.655	447.988	1.484.643	*Between 5 to 10 years*
Total	**2.226.560**	**1.015.380**	**3.241.940**	***Total***

	31 Desember/*December 31, 2024*			
	Program Pensiun/ *Pension Plan*	**Program Lainnya/ *Other Benefits***	**Total**	
Sampai dengan 1 tahun	214.409	353.126	567.535	*Up to 1 year*
1 sampai 5 tahun	941.945	996.234	1.938.179	*Between 1 to 5 years*
5 sampai 10 tahun	1.041.501	882.712	1.924.213	*Between 5 to 10 years*
Total	**2.197.855**	**2.232.072**	**4.429.927**	***Total***

i. Risiko

Bank tereskpos beberapa risiko atas program imbalan kerja antara lain:

- Risiko yang terekspos pada program iuran pasti adalah hasil investasi dibawah tingkat diskonto. Akumulasi iuran aktual lebih kecil dari nilai yang diasumsikan sehingga mengakibatkan selisih pembayaran terhadap Undang-Undang Ketenagakerjaan akan meningkat dan berdampak pada beban dan liabilitas yang akan meningkat pula.

- Risiko yang terekspos pada program manfaat pasti adalah adanya tingkat hasil investasi dibawah asumsi *discount rate* dan kenaikan gaji aktual yang lebih besar dari asumsi. Hal tersebut menimbulkan peningkatan iuran yang dibayarkan kepada Dana Pensiun.

i. Risk

The Bank is exposed to a number of risks through its employee benefit plans as follows:

- *The exposed risks in defined contribution plan is lower return on investment compared to assumption on discount rate. The accumulated actual contribution to be lower than its assumption resulted increase the difference in the amount of contribution based on Labor Law, and will also increase the amount of the related expenses and liabilities.*

- *The exposed risks in defined benefit pension plan is the lower return on investment compared to assumption on discount rate and the increase in the actual salary is higher than its assumption. These will cause an increase in contribution paid to Pension Fund.*

44. SEGMEN OPERASI

Informasi segmen usaha berdasarkan jenis usaha adalah sebagai berikut:

44. OPERATING SEGMENT

Segment information based on business type are as follows:

	31 Desember/*December 31,* 2025						
	Konvensional/ *Conventional*	**Syariah/ *Sharia***	**Total**	**Entitas Anak/ *Subsidiaries***	**Penyesuaian dan eliminasi/ *Adjustment and elimination***	**Konsolidasi/ *Consolidation***	
Pendapatan segmen	31.879.842	4.132.105	36.011.947	2.727.499	(2.398.578)	36.340.868	*Segment income*
Beban segmen	(15.910.603)	(2.118.945)	(18.029.548)	(1.304.727)	1.211.956	(18.122.319)	*Segment expenses*
Pendapatan Segmen - neto	15.969.239	2.013.160	17.982.399	1.422.772	(1.186.622)	18.218.549	*Segment income - net*
Pendapatan Operasional lainnya	3.925.205	172.358	4.097.563	108.161	(97.752)	4.107.972	*Other operating income*
Penyisihan kerugian penurunan nilai aset keuangan dan non-aset keuangan	(5.731.988)	(423.538)	(6.155.526)	(203.128)	179.985	(6.178.669)	*Provision for impairment losses on financial assets and non-financial assets*
Pembalikan penyisihan Estimasi kerugian Komitmen dan Kontinjensi bersih	2.947	-	2.947	-	-	2.947	*Reversal for allowance for estimated losses from commitment & contingencies*
Beban operasional lainnya	(10.613.068)	(1.053.953)	(11.667.021)	(794.964)	667.223	(11.794.762)	*Other operating expense*
Laba operasional	3.552.335	708.027	4.260.362	532.841	(437.166)	4.356.037	*Income from operations*
Pendapatan (beban) bukan operasional-neto	28.126	(218)	27.908	(141)	(1.840)	25.927	*Non-operating income (expenses) - net*
Manfaat/(beban) pajak	(863.379)	-	(863.379)	(26.483)	9.052	(880.810)	*Tax benefit/(expense)*
Laba tahun berjalan	**2.717.082**	**707.811**	**3.424.891**	**506.217**	**(429.954)**	**3.501.154**	***Income for the year***
Total aset	**462.462.651**	**-**	**462.462.651**	**73.069.148**	**(7.738.379)**	**527.793.420**	***Total assets***
Total liabilitas dan dana syirkah temporer	**426.096.737**	**-**	**426.096.737**	**66.564.463**	**(1.078.073)**	**491.583.127**	**Total liabilities and temporary *syirkah funds***

	31 Desember/*December 31, 2024*				
	Konvensional/ *Conventional*	**Syariah/ *Sharia***	**Eliminasi/ *Elimination***	**Total**	
Pendapatan segmen	25.472.625	4.068.967	-	29.541.592	*Segment income*
Beban segmen	(16.113.935)	(1.935.005)	-	(18.048.940)	*Segment expenses*
Pendapatan segmen - neto	9.358.690	2.133.962	-	11.492.652	*Segment Income - net*
Pendapatan operasional lainnya	4.760.640	151.115	(335.836)	4.575.919	*Other operating income*
Penyisihan kerugian penurunan nilai aset keuangan dan non-aset keuangan	(1.853.801)	(127.694)	-	(1.981.495)	*Provision for impairment losses on financial assets and non-financial assets*
Pembalikkan penyisihan estimasi kerugian komitmen dan kontijensi bersih	195		-	195	*Reversal for allowance for estimated losses from commitment & contingencies*
Beban operasional lainnya	(9.313.293)	(1.285.101)	335.836	(10.262.558)	*Other operating expenses*
Laba operasional	2.952.431	872.282	-	3.824.713	*Income from operations*
Pendapatan (beban) bukan operasional - neto	(51.993)	121	-	(51.872)	*Non-operating income (expenses) - net*
Beban pajak	(765.513)	-	-	(765.513)	*Tax expense*
Laba tahun berjalan	**2.134.925**	**872.403**	**-**	**3.007.328**	***Income for the year***
Total aset	**416.184.631**	**60.560.957**	**(7.131.086)**	**469.614.502**	***Total assets***
Total liabilitas dan dana syirkah temporer	**384.480.961**	**59.692.738**	**(7.131.086)**	**437.042.613**	***Total liabilities and temporary syirkah fund***

45. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM

Berdasarkan Keputusan Presiden Republik Indonesia No. 15 tahun 2004 tentang pengakhiran tugas dan pembubaran BPPN, dinyatakan dalam pasal 8 bahwa dengan diakhirinya tugas dan dibubarkannya BPPN, Program Penjaminan Pemerintah terhadap kewajiban pembayaran bank umum yang semula dilakukan oleh BPPN berdasarkan Keputusan Presiden Republik Indonesia No. 26 tahun 1998 dan Keputusan Presiden Republik Indonesia No. 27 tahun 1998, selanjutnya dilaksanakan oleh Menteri Keuangan melalui Unit Pelaksanaan Penjaminan Pemerintah (UP3) sebagaimana diatur oleh Keputusan Presiden Republik Indonesia No. 17 tahun 2004, yang diatur lebih lanjut dengan Keputusan Menteri Keuangan No. 84/KMK.06/2004 tanggal 27 Februari 2004 tentang Perubahan atas Keputusan Menteri Keuangan Republik Indonesia No.179/KMK.017/2000 tentang Syarat, Tata cara dan Ketentuan Pelaksanaan Jaminan Pemerintah terhadap Kewajiban Pembayaran Bank Umum.

Program Penjaminan Pemerintah melalui UP3 telah berakhir pada tanggal 22 September 2005, sebagaimana dinyatakan dalam Peraturan Menteri Keuangan Republik Indonesia No. 68/PMK.05/2005 tanggal 10 Agustus 2005 tentang Perhitungan Dan Pembayaran Premi Program Penjaminan Terhadap Pembayaran Bank Umum untuk periode 1 Juli sampai 21 September 2005. Sebagai pengganti UP3 Pemerintah telah membentuk Lembaga Independen, yaitu Lembaga Penjamin Simpanan (LPS) berdasarkan Undang-undang Republik Indonesia No. 24 tahun 2004 tanggal 22 September 2004 tentang Lembaga Penjamin Simpanan dimana LPS menjamin dana masyarakat termasuk dana dari bank lain dalam bentuk giro, deposito, sertifikat deposito, tabungan dan/atau bentuk lainnya yang dipersamakan dengan itu.

Berdasarkan salinan Peraturan LPS No. 1/PLPS/2006 tanggal 9 Maret 2006 tentang "Program Penjaminan Simpanan" diatur besarnya saldo yang dijamin untuk setiap nasabah pada satu bank adalah paling tinggi sebesar Rp100 juta.

Sesuai dengan Peraturan Pemerintah No. 66 Tahun 2008 tanggal 13 Oktober 2008 tentang "Besaran Nilai Simpanan yang Dijamin Lembaga Penjamin Simpanan" maka nilai simpanan setiap nasabah pada satu bank yang dijamin oleh Pemerintah naik menjadi sebesar Rp2 miliar dari semula Rp100 juta, efektif sejak tanggal tersebut di atas.

45. GOVERNMENT GUARANTEES ON THE OBLIGATIONS OF COMMERCIAL BANKS

Based on Decision No. 15 year 2004 of the President of the Republic of Indonesia regarding the termination of the role and winding-up of IBRA, stated on article 8 that in relation with the task completion and dismissal of IBRA, the Government Guarantee Program on the obligations of domestic banks which was originally handled by IBRA based on the Decisions of the President of the Republic of Indonesia No. 26 year 1998 and No. 27 year 1998 would be handled by the Ministry of Finance, specifically by the Government Guarantee Implementation Unit Pelaksanaan Penjaminan Pemerintah (UP3) as provided in the Decision of the President of the Republic of Indonesia No. 17 year 2004, which was further regulated by the Decision No. 84/KMK.06/2004 dated February 27, 2004 of the Ministry of Finance regarding the Amendment of Decision No. 179/KMK.017/2000 of the Ministry of Finance on the Terms, Implementation Guidelines, and Conditions of the Government Guarantees on the obligations of commercial banks.

The Guarantee Program by the Government through UP3 ended on September 22, 2005, as stated in Regulation No. 68/PMK.05/2005 dated August 10, 2005 of the Ministry of Finance concerning the Calculation and Payments of Premium on Guarantee Program from Commercial Banks for the period July 1 to September 21, 2005. The Government established the Deposit Insurance Corporation (LPS), an independent agency, to replace UP3, based on Law No. 24 year 2004 dated September 22, 2004 of the Republic of Indonesia regarding the establishment Deposit Insurance Corporation (LPS) to guarantee public funds including funds from other banks in the form of demand deposits, time deposits, certificates of deposit, savings deposits and/or other equivalent form.

Based on LPS regulation No. 1/PLPS/2006 dated March 9, 2006 regarding "Government Guarantee Program on Saving Account", the balance of saving accounts guaranteed for each customer is at a maximum of Rp100 million.

In accordance with Government Regulation No. 66 of 2008, dated October 13, 2008 regarding "The Amount of Public Savings Guaranteed by the Indonesia Deposit Insurance Corporation", the total amount of customers' saving accounts in banks which is guaranteed by the Government has increased to Rp2 billion, from the previous Rp100 million, effective on the date stated above.

45. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM (lanjutan)

Sesuai dengan Peraturan Pemerintah No. 66 Tahun 2008 tanggal 13 Oktober 2008 tentang “Besaran Nilai Simpanan yang Dijamin Lembaga Penjamin Simpanan” maka nilai simpanan setiap nasabah pada satu bank yang dijamin oleh Pemerintah naik menjadi sebesar Rp2 miliar dari semula Rp100 juta, efektif sejak tanggal tersebut di atas.

Suku bunga penjaminan LPS pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar 3,5% dan 4,25% untuk simpanan dalam mata uang Rupiah, dan masing-masing sebesar 2% dan 2,25% untuk simpanan dalam mata uang asing.

Pada tanggal 31 Desember 2025 dan 2024, Bank telah membayar premi program penjaminan masing-masing sebesar Rp749.077 dan Rp729.685.

Sesuai dengan Peraturan Pemerintah Republik Indonesia Nomor 34 Tahun 2023 tentang Besaran Bagian Premi untuk Pendanaan Program Restrukturisasi Perbankan dan berdasarkan Peraturan LPS Nomor 1 tahun 2024 tentang Premi Program Restrukturisasi Perbankan ”Setiap Bank yang melakukan kegiatan usaha di wilayah Negara Republik Indonesia wajib membayar Premi PRP”. Untuk pertama kali efektif. Premi PRP untuk periode 1 Januari sampai dengan 30 Juni 2025 dan 1 Juli 2025 sampai dengan 31 Desember 2025 dibayarkan oleh bank kepada LPS paling lambat tanggal 31 Januari dan 31 Juli 2025.

Premi PRP dihitung sendiri dan wajib dibayarkan dengan besaran presentase yang dihitung dari kombinasi kelompok Bank berdasarkan jumlah aset dan Tingkat Risiko Bank yang dikalikan dengan jumlah aset Bank.

Kelompok Bank dan besaran persentase Premi PRP sampai dengan 31 Desember 2025. Bank berada pada Kelompok Aset - kelompok 5 dan Risiko Bank - kelompok 2.

Pada tanggal 31 Desember 2025, Bank telah membayar premi PRP sebesar Rp52.203 untuk bulan Januari hingga Desember 2025.

45. GOVERNMENT GUARANTEES ON THE OBLIGATIONS OF COMMERCIAL BANKS (continued)

In accordance with Government Regulation No. 66 of 2008, dated October 13, 2008 regarding “The Amount of Public Savings Guaranteed by the Indonesia Deposit Insurance Corporation”, the total amount of customers’ saving accounts in banks which is guaranteed by the Government has increased to Rp2 billion, from the previous Rp100 million, effective on the date stated above.

LPS interest rates guarantee as of December 31, 2025 and 2024, were 3.5% and 4.25% for each deposits in Rupiah and 2% and 2.25% for deposits in foreign currencies.

The Bank paid a premium on the guarantee program amounting to Rp749,077 and Rp729,685. of December 31, 2025 and 2024, respectively.

In accordance with Government Regulation of the Republic of Indonesia Number 34 of 2023 concerning the Amount of Premium Portion for Funding the Banking Restructuring Program and based on LPS Regulation Number 1 of 2024 concerning Banking Restructuring Program Premiums "Every Bank conducting business activities in the territory of the Republic of Indonesia is required to pay PRP Premiums". For the first time effective. PRP Premiums for the period January 1, 2025 to June 30, 2025 and July 1, 2025 to December 31, 2025 are paid by banks to LPS no later than January 31 and July 31, 2025, respectively.

PRP premiums are calculated independently and must be paid with a percentage amount calculated from a combination of Bank groups based on the number of assets and Bank Risk Level multiplied by the number of Bank assets.

Bank Group and the percentage of PRP Premiums until December 31, 2025, the Bank is in Asset Group - group 5 and Bank Risk - group 2.

On December 31, 2025, the Bank remitted the PRP premium payments amounted to Rp52,203, respectively. These payments cover the period from January to December 2025.

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2025 dan 2024:

46. TRANSACTIONS WITH RELATED PARTIES

The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2025 and 2024:

Pihak-pihak berelasi/ *Related parties*	Jenis hubungan/ *Type of relationship*	Unsur transaksi pihak berelasi/ *Nature of related party transactions*
Pemerintah Republik Indonesia (RI)	Pemegang saham melalui Kementerian Keuangan RI/ *Shareholder through the Ministry of Finance of the Republic of Indonesia*	Obligasi pemerintah, kredit yang diberikan dan pembiayaan/piutang syariah, modal saham/ *Government bonds, loans and sharia financing/receivables, capital stock*
PT Danantara Asset Management (Persero)	Pemegang saham mayoritas/ *Majority Shareholder*	Modal saham/*capital stock*
PT Bank Mandiri (Persero) Tbk	Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Giro pada bank lain, penempatan pada Bank Indonesia dan bank Lain, Efek-efek, liabilitas akseptasi, Pinjaman yang diterima dan Surat Berharga yang Diterbitkan/*Current accounts with other banks, Placement with Bank Indonesia and Other Banks, Securities, Acceptances Payable, Fund Borrowing and Securities issued*
PT Bank Negara Indonesia (Persero) Tbk	Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Giro pada bank lain, Penempatan pada Bank Indonesia dan Bank Lain, Efek-efek, Surat Berharga yang Diterbitkan, Liabilitas Akseptasi/ *Current accounts with other banks, Placement with Bank Indonesia and Other Banks, Securities and Securities issued, Acceptances Payable*
PT Bank Rakyat Indonesia (Persero) Tbk	Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Giro pada bank lain, Penempatan pada Bank Indonesia dan Bank Lain, Efek-efek, dan Surat Berharga yang Diterbitkan/ *Current accounts with other banks, Placement with Bank Indonesia and Other Banks, Securities and Securities issued*
PT Bank Syariah Indonesia Tbk	Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Giro pada bank lain, dan Penempatan pada Bank Indonesia dan Bank Lain/ *Current accounts with other banks, and Placement with Bank Indonesia and Other Banks*
PT Bank Mandiri Taspen	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Simpanan bank lain, Efek-efek/*deposit from other banks and securities*
PT Bank Raya Tbk (dahulu PT Bank Rakyat Indonesia Agroniaga Tbk)	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Penempatan pada Bank Indonesia dan Bank Lain, Simpanan dari Bank Lain dan Surat Berharga yang Diterbitkan/ *Placement with Bank Indonesia and Other Banks, Deposits from Other Banks, Securities issued*
Lembaga Pembiayaan Ekspor Indonesia	Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Penempatan pada Bank Indonesia dan Bank Lain, Efek-efek/*Placement with Bank Indonesia and Other Banks, Securities*
PT Hutama Karya (Persero)	Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah, Tagihan Akseptasi/*Loans and sharia financing/receivables, Acceptance Receivable*

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada 31 Desember 2025 dan 2024: (lanjutan)

46. TRANSACTIONS WITH RELATED PARTIES (continued)

The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2025 and 2024: (continued)

Pihak-pihak berelasi/ *Related parties*	Jenis hubungan/ *Type of relationship*	Unsur transaksi pihak berelasi/ *Nature of related party transactions*
Perum Perumnas	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Efek-efek, dan Kredit yang diberikan dan pembiayaan/piutang syariah/*Securities, and Loans and sharia financing/receivables*
PT PP Properti Tbk	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Wijaya Karya Bangunan Gedung Tbk	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Garansi yang diterbitkan/*Guarantees issued*
Perum Percetakan Negara Republik Indonesia (Perum PNRI)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Danareksa Investment Management	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Efek-efek dan surat berharga yang diterbitkan/*Securities and securities issued*
PT Adhi Karya (Persero) Tbk	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Angkasa Pura II (Persero)	Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Dok Dan Perkapalan Surabaya (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT HK Realtindo	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Indah Karya (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada 31 Desember 2025 dan 2024: (lanjutan)

46. TRANSACTIONS WITH RELATED PARTIES (continued)

The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2025 and 2024: (continued)

Pihak-pihak berelasi/ *Related parties*	Jenis hubungan/ *Type of relationship*	Unsur transaksi pihak berelasi/ *Nature of related party transactions*
PT Jasamarga Bali Tol	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ Subsidiary of State Owned Enterprise (SOE)	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Mandiri Manajemen Investasi	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Efek-Efek dan surat berharga yang Diterbitkan/*Securities and Securities issued*
PT Patra Jasa	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Permodalan Nasional Madani	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Efek-Efek, Kredit yang diberikan dan pembiayaan/piutang syariah/*Securities, Loans and sharia financing/receivables*
PT Amarta Karya (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Perusahaan Pengelola Aset (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Efek-Efek dan kredit yang diberikan dan pembiayaan/piutang syariah/Securities and *loans and sharia financing/receivables*
PT Taspen (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Surat Berharga yang Diterbitkan/ *Securities issued*
PT Virama Karya (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah dan garansi yang diterbitkan/*Loans and sharia finacing/receivables and guarantees issued*
PT Waskita Bumi Wira	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Waskita Karya Realty	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang Syariah/ *Loans and sharia financing/receivables*
PT PPA Finance	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Waskita FIM Perkasa Realti	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Pertamina (persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah dan efek-efek/ *Loans and sharia financing/receivables and Securities*

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada 31 Desember 2025 dan 2024: (lanjutan)

46. TRANSACTIONS WITH RELATED PARTIES (continued)

The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2025 and 2024: (continued)

Pihak-pihak berelasi/ *Related parties*	Jenis hubungan/ *Type of relationship*	Unsur transaksi pihak berelasi/ *Nature of related party transactions*
PT Yodya Karya (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah dan garansi yang diterbitkan/*Loans and sharia financing/receivables and guarantees issued*
PT Adhi Persada Properti	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Perumnas Jakabaring	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/Loans and sharia financing/receivables
PT Perumnas Sentraland	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprice (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Perumnas TOD Tanjung	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Adhi Commuter Properti	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah dan tagihan lain-lain/*Loans and sharia financing/receivables and other receivables*
PT Angkasa Pura I (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah dan efek-efek/*Loans and sharia financing/receivables and securities*
PT Reasuransi Nasional Indonesia	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Surat berharga yang diterbitkan / *Securities issued*
PT Tugu Reasuransi Indonesia	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Surat berharga yang diterbitkan/ *Securities issued*
PT Asuransi Kredit Indonesia	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Surat berharga yang diterbitkan dan garansi yang diterbitkan/*Securities issued and guarantees issued*
PT Asuransi Jasa Indonesia	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Surat berharga yang diterbitkan/ *Securities issued*
PT Asuransi Jasa Raharja	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Surat berharga yang diterbitkan/ *Securities issued*

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada 31 Desember 2025 dan 2024: (lanjutan)

46. TRANSACTIONS WITH RELATED PARTIES (continued)

The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2025 and 2024: (continued)

Pihak-pihak berelasi/ *Related parties*	Jenis hubungan/ *Type of relationship*	Unsur transaksi pihak berelasi/ *Nature of related party transactions*
PT Perusahaan Listrik Negara (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan efek-efek/ *Loans and sharia financing/receivables and securities*
PT Nindya Karya (Persero)	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan Garansi yang diterbitkan/*Loans and sharia financing/receivables and Guarantees issued*
PT Centurion Perkasa Iman	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan garansi yang diterbitkan/*Loans and sharia financing/receivables and guarantees issued*
PT Energi Pelabuhan Indonesia	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Garansi yang diterbitkan/ *Guarantees issued*
Perum Jaminan Kredit Indonesia	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Surat berharga yang diterbitkan/ *Securities issued*
PT Daya Mitra Telekomunikasi	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Efek-efek/ *Securities*
PT Industri Kereta Api	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ Subsidiary of State Owned Enterprise (SOE)	Kredit yang diberikan dan pembiayaan/piutang Syariah /Loans and sharia financing/receivables
PT AXA Mandiri Financial Services	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Surat berharga yang diterbitkan/ *Securities issued*
PT Penjaminan Infrastruktur Indonesia (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Surat berharga yang diterbitkan/ *Securities issued*
PT Reasuransi Indonesia Utama (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Surat berharga yang diterbitkan/ *Securities issued*
PT Tugu Pratama Indonesia	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Surat berharga yang diterbitkan/ *Securities issued*
PT Sarana Multigriya Finance (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Efek-efek, pinjaman yang diterima dan pinjaman subordinasi dan efek-efek subordinasi/ *Securities, fund borrowings and subordinated loan and securities*
PT PP Properti Jababeka Residence	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ Subsidiary of State Owned Enterprise (SOE)	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2025 dan 2024: (lanjutan)

46. TRANSACTIONS WITH RELATED PARTIES (continued)

The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2025 and 2024: (continued)

Pihak-pihak berelasi/ *Related parties*	Jenis hubungan/ *Type of relationship*	Unsur transaksi pihak berelasi/ *Nature of related party transactions*
PT Bahana Pembinaan Usaha Indonesia (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Efek - Efek/*Securities* Pendapatan dari penerimaan kredit yang dihapus bukukan/*Income from recovery of loans written off*
PT Pegadaian	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Efek-Efek/*Securities*
PT BNI Asset Management	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Surat Berharga yang diterbitkan dan efek-efek/ *Securities issued and securities*
PT Waskita Karya (Persero) Tbk	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Efek-efek/ *Securities*
Peruri Properti	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah dan garansi yang diterbitkan/*Loans and sharia financing/receivables and guarantees issued*
PT BRI Manajemen Investasi	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Efek-efek/*Securities*
PT Pos Indonesia (Persero)	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Garansi yang diterbitkan/ *Guarantees issued*
PT Telkom Satelit Indonesia	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Garansi yang diterbitkan/ *Guarantees issued*
Badan Pengelola Tabungan Perumahan Rakyat	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Pinjaman dan efek-efek subordinasi/ *Subordinated loan and securities*
PT PP Urban	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Garansi yang diterbitkan, tagihan lain-lain, kredit yang diberikan dan pembiayaan/piutang syariah/*Guarantees issued, other receivables, loans and sharia financing/receivables*
PT Aviasi Pariwisata Indonesia (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada 31 Desember 2025 dan 2024: (lanjutan)

46. TRANSACTIONS WITH RELATED PARTIES (continued)

The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2025 and 2024: (continued)

Pihak-pihak berelasi/ *Related parties*	Jenis hubungan/ *Type of relationship*	Unsur transaksi pihak berelasi/ *Nature of related party transactions*
PT PAL Indonesia (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah dan Garansi yang diterbitkan/Loans and sharia financing/receivables and Guarantees issued
PT Pengembangan Pariwisata Indonesia (Persero)	Dalam pengendalian yang sama melalui Pemerintah Pusat RI/ *Under common control through the Central Government of the Republic of Indonesia*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Wika Realty	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)*	Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables*
PT Bahana TCW Investment Management	Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ Subsidiary of State Owned Enterprise (SOE)	Efek-efek/*Securities*
Manajemen Kunci termasuk Direksi, Komisaris, Komite Audit, Kepala Divisi dan Kepala Cabang/*Key Management including Director, Commissioner, Audit Comittee, Head Division and Branch Manager*	Hubungan pengendalian kegiatan perusahaan/ *Control on company's activities*	Kredit yang diberikan dan pembiayaan/piutang syariah, simpanan dari nasabah, dan dana *syirkah* temporer/*Loans and sharia financing/receivables, deposit from customers and temporary syirkah fund*

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

a. Transaksi dengan pihak berelasi karena hubungan kepemilikan dengan pemerintah Republik Indonesia:

46. TRANSACTIONS WITH RELATED PARTIES (continued)

a. Transactions with related parties due to ownership relation with government of the Republic of Indonesia:

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Aset			***Assets***
Giro pada bank lain (Catatan 6)	1.160.233	5.065.331	*Current accounts with other banks (Note 6)*
Penempatan pada Bank Indonesia dan bank lain (Catatan 7)	-	61	Placements with Bank Indonesia and other banks (Note 7)
Efek-efek (Catatan 8)	5.464.153	5.489.205	*Securities (Note 8)*
Obligasi pemerintah (Catatan 9)	38.106.638	35.475.529	*Government bonds (Note 9)*
Efek-Efek yang dibeli dengan janji dijual kembali (Catatan 10)	271.380	-	*Securities purchased under agreement to resell (Note 10)*
Kredit yang diberikan dan pembiayaan/piutang syariah (Catatan 11)	34.348.775	28.063.700	*Loans and sharia financing/* receivables (Note 11)
Tagihan akseptasi (Catatan 13)	154.462	433.708	*Acceptance receivable (Note 13)*
Tagihan lain-lain	269.797	418.004	*Other Receivables*
Total aset untuk pihak-pihak berelasi	**79.775.438**	**74.945.538**	***Total assets to related parties***
Cadangan kerugian penurunan nilai dari pihak-pihak berelasi	(1.517.864)	(835.954)	*Allowance for impairment losses for related parties*
Total dari aset pihak-pihak berelasi - neto	**78.257.574**	**74.109.584**	***Total assets from related parties - net***
Persentase total aset pihak berelasi terhadap total aset	**14,83%**	**15,78%**	***Percentage of total assets from related parties to total assets***

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Liabilitas			***Liabilities***
Simpanan dari nasabah (Catatan 20, 21, dan 22)	92.499.557	129.719.962	*Deposits from customers (Note 20, 21, and 22)*
Liabilitas Akseptasi (Catatan 25)	406.421	690.475	*Acceptance payable (Note 25)*
Surat-surat berharga yang diterbitkan (Catatan 26)	1.509.069	2.536.783	*Securities issued (Note 26)*
Pinjaman yang diterima (Catatan 27)	27.751.154	23.352.225	*Fund borrowings (Note 27)*
Efek efek yang dijual dengan janji dijual kembali (Catatan 24)	-	963.042	*Securities sell under agreement to repurchased (Note 24)*
Pinjaman subordinasi dan efek-efek subordinasi (Catatan 28)	3.696.275	1.500.000	*Subordinated loan and securities (Note 28)*
Total liabilitas untuk pihak-pihak berelasi	**125.862.476**	**158.762.487**	***Total liabilities to related parties***
Persentase total liabilitas pihak berelasi terhadap total liabilitas	**27,38%**	**38,93%**	***Percentage of total liabilities from related parties to total liabilities***

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

a. Transaksi dengan pihak berelasi karena hubungan kepemilikan dengan pemerintah Republik Indonesia: (lanjutan)

46. TRANSACTIONS WITH RELATED PARTIES (continued)

a. Transactions with related parties due to ownership relation with government of the Republic of Indonesia: (continued)

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Dana *Syirkah* Temporer			***Temporary Syirkah Funds***
Giro Mudharabah (Catatan 20)	749.717	11.985	*Mudharabah current accounts (Note 20)*
Tabungan Mudharabah (Catatan 21)	1.302.511	118.667	*Mudharabah savings deposits (Note 21)*
Deposito Mudharabah (Catatan 22)	4.948.916	6.845.833	*Mudharabah time deposits (Note 22)*
Total dana syirkah temporer untuk pihak-pihak berelasi	**7.037.144**	**6.976.485**	***Total temporary syirkah funds to related parties***
Persentase total dana *syirkah* temporer berelasi terhadap dana *syirkah* temporer	**22,09%**	**23,85%**	***Percentage of total temporary syirkah funds related parties to total temporary syirkah funds***

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Pendapatan bunga dan bagi hasil			***Interest income and income from profit sharing***
Penempatan pada Bank Indonesia dan bank lain	202.062	191.171	*Placements with Bank Indonesia and other banks*
Efek-efek	170.007	431.876	*Securities*
Obligasi pemerintah	1.233.239	1.187.847	*Government bonds*
Kredit yang diberikan dan pembiayaan/piutang syariah	547.450	1.875.653	*Loans and sharia financing/ receivables*
Tagihan lain - lain	21.400	-	*Others*
Total pendapatan bunga dan bagi hasil dari pihak - pihak berelasi	**2.174.158**	**3.686.547**	***Total interest income and income from profit sharing from related parties***
Persentase terhadap total pendapatan bunga dan bagi hasil	**5,98%**	**12,48%**	***Percentage to total interest income and income from profit sharing***

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

a. Transaksi dengan pihak berelasi karena hubungan kepemilikan dengan pemerintah Republik Indonesia: (lanjutan)

46. TRANSACTIONS WITH RELATED PARTIES (continued)

a. Transactions with related parties due to ownership relation with government of the Republic of Indonesia: (continued)

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31. 2024*	
Beban bunga, bagi hasil dan bonus			***Interest, profit sharing and bonus expenses***
Simpanan dari nasabah	2.150.670	3.431.600	*Deposits from customers*
Simpanan dari bank lain	3.173	4.142	*Deposits from other banks*
Surat-surat berharga yang diterbitkan	173.496	321.755	*Securities issued*
Pinjaman yang diterima	1.027.223	754.484	*Fund borrowings*
Efek- efek yang dijual dengan janji dibeli Kembali	6.449	19.314	*Securities sold under repurchase agreement*
Pinjaman subordinasi dan efek-efek subordinasi	122.139	286.327	*Subordinated loan and securities*
Giro *Mudharabah*	3.389	133	*Mudharabah current accounts*
Tabungan *Mudharabah*	37.817	973	*Mudharabah savings deposits*
Deposito *Mudharabah*	136.167	240.631	*Mudharabah time deposits*
Total beban bunga dan bonus dari pihak berelasi	**3.660.523**	**5.059.359**	***Total interest and bonus expenses from related parties***
Persentase terhadap total beban bunga, bagi hasil dan bonus	**20,20%**	**28,03%**	***Percentage to total interest, profit sharing and bonus expense***

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Komitmen dan Kontinjensi pada Rekening Administratif (Catatan 30)			*Commitments and Contingencies in Administrative Accounts (Note 30)*
Garansi yang diterbitkan	1.995.473	1.072.600	*Guarantees issued*
Irrevocable L/C yang masih Berjalan	187.436	52.513	*Outstanding irrevocable LCs*
Total komitmen dan kontinjensi pada rekening administratif dari pihak berelasi	2.182.909	1.125.113	*Total commitments and contingencies in administrative accounts*
Presentase terhadap total komitmen dan kontinjensi pada rekening administratif	**33,39%**	**35,52%**	***Percentage to total commitments and contingencies in administrative accounts***

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

46. TRANSACTIONS WITH RELATED PARTIES (continued)

b. Transaksi dengan manajemen kunci

b. Transactions with key management personnel

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Kredit yang diberikan dan piutang/ (Catatan 11)	98.339	83.781	*Loan and sharia financing/receivables (Note 11)*
Cadangan kerugian penurunan nilai dari pihak-pihak berelasi	(13.290)	(350)	*Allowance for impairment losses for related parties*
Total dari aset pihak-pihak berelasi - neto	**85.049**	**83.431**	***Total assets from related parties - net***
Persentase terhadap total aset	**0,01%**	**0,02%**	***Percentage to total assets***

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Liabilitas			***Liabilities***
Simpanan dari nasabah (Catatan 20, 21 dan 22)	115.359	44.387	*Deposits from customers (Note 20, 21 and 21)*
Liabilitas imbalan kerja	282.437	271.959	*Employee benefits liability*
Total liabilitas dari manajemen kunci	**397.796**	**316.346**	***Total liabilities from key management personnel***
Persentase terhadap total liabilitas	**0,08%**	**0,08%**	***Percentage to total liabilities***

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Dana *Syirkah* Temporer			***Temporary Syirkah Funds***
Tabungan Mudharabah (Catatan 21)	3.836	7.226	*Mudharabah savings deposits (Note 21)*
Deposito Mudharabah (Catatan 22)	9.689	11.575	*Mudharabah time deposits (Note 22)*
Total dana *syirkah* temporer untuk pihak-pihak berelasi	**13.525**	**18.801**	***Total temporary syirkah funds to related parties***
Persentase total dana *syirkah* temporer berelasi terhadap dana *syirkah* temporer	**0,04%**	**0,06%**	***Percentage of total temporary syirkah funds related parties to total temporary syirkah funds***

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Pendapatan bunga dan bagi hasil			***Interest income and income from profit sharing***
Kredit yang diberikan dan pembiayaan/piutang syariah	22.910	5.149	*Loans and sharia financing/ receivables*
Persentase terhadap total pendapatan bunga dan bagi hasil	**0,12%**	**0,02%**	***Percentage to total interest income and income from profit sharing***

46. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

b. Transaksi dengan manajemen kunci (lanjutan)

46. TRANSACTIONS WITH RELATED PARTIES (continued)

b. Transactions with key management personnel (continued)

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Beban bunga. bagi hasil dan bonus			***Interest. profit sharing and bonus expenses***
Simpanan dari nasabah	2.546	1.010	*Deposits from customers*
Dana Syirkah	863	336	*Mudharabah savings deposits*
Total beban bunga. bagi hasil. dan bonus	**3.409**	**1.346**	***Total interest. profit sharing and bonus expense***
Persentase terhadap total beban bunga. bagi hasil. dan bonus	**0,02%**	**0,01%**	***Percentage to total interest. profit sharing and bonus expense***

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Imbalan jangka pendek:			***Short-term employee benefits:***
Direksi (Catatan 1h)	84.434	199.832	*Board of directors (Note 1h)*
Dewan komisaris (Catatan 1h)	26.284	76.260	*Board of commissioners (Note 1h)*
Karyawan kunci lain	218.150	265.859	*Other key employees*
Imbalan pasca kerja:			***Post-employee benefits:***
Karyawan kunci lain	202.609	196.004	*Other key employees*
Imbalan jangka Panjang lainnya:			***Other long term benefits:***
Karyawan kunci lain	79.828	75.955	*Other key employees*
Total	**611.305**	**813.910**	***Total***
Persentase terhadap total beban gaji dan tunjangan karyawan	**12,21%**	**18,31%**	***Percentage to total salaries and employee benefits***

47. MANAJEMEN RISIKO

Risiko Kredit

Risiko Kredit adalah risiko kerugian yang timbul akibat kegagalan pihak lain dalam memenuhi kewajibannya. Risiko ini dapat muncul dari beberapa faktor, di antaranya: kegagalan debitur dalam melunasi hutangnya, konsentrasi penyediaan dana (*concentration risk*), kegagalan pihak lawan dalam memenuhi kewajibannya (*counterparty credit risk*), kegagalan dalam proses settlement (*settlement risk*), dan risiko kredit yang berkaitan dengan faktor-faktor negara tertentu (*country risk).*

Risiko Kredit dapat bersumber dari berbagai aktivitas bisnis Bank. Pemberian kredit merupakan sumber Risiko Kredit yang terbesar. Selain kredit, Bank menghadapi Risiko Kredit dari berbagai instrumen keuangan seperti surat berharga, akseptasi, transaksi antar Bank, transaksi pembiayaan perdagangan, transaksi nilai tukar dan derivatif serta kewajiban komitmen dan kontinjensi.

Sebagai bagian dari pengelolaan risiko kredit, Bank secara teratur meninjau dan memperbarui Pedoman Kebijakan Kredit dan Pembiayaan untuk kredit dan pembiayaan sebagai bagian dari proses penilaian risiko. Eksposur Risiko Kredit dipantau sejak proses pemberian kredit sampai dengan jatuh tempo kredit. Pemantauan dan pengendalian risiko kredit di antaranya dengan mengevaluasi eksposur risiko kredit terhadap limit risiko kredit (*Risk Appetite and Risk Tolerance*).

Pengelolaan kredit Bank diarahkan untuk melakukan ekspansi kredit dan mengelola kualitas setiap kredit sejak saat diberikan sampai dengan dilunasi oleh debitur dan untuk mencegah kredit tersebut menjadi kredit bermasalah (*Non Performing Loan*/NPL). Pengelolaan kredit yang efektif dapat meminimalkan kerugian dan mengoptimalkan penggunaan modal yang dialokasikan untuk risiko kredit.

Pada kredit konsumer, proses pengendalian risiko kredit dilakukan melalui sistem iLoan Konsumer yang dilengkapi dengan Credit Scoring Model (CSM) dan Decision Engine (DE) sebagai proses underwriting dan Early Warning System (EWS) sebagai proses pengelolaan debitur. Pengelolaan debitur kredit konsumer Kol-2 dan NPL dilakukan oleh Satuan Kerja *Consumer Collection, Recovery & Asset Sales.*

47. RISK MANAGEMENT

Credit Risk

Credit Risk is the risk of loss arising from the failure of another party to fulfill its obligations. This risk can arise from several factors, including: the failure of a debtor to repay their debt, concentration of funding (concentration risk), failure of a counterparty to meet its obligations (counterparty credit risk), failure in the settlement process (settlement risk), and credit risk associated with specific country factors (country risk).

Credit Risk can arise from various business activities of the Bank. Lending represents the largest source of Credit Risk. Besides loans, the Bank encounters Credit Risk from various financial instruments such as securities, acceptances, interbank transactions, trade finance transactions, foreign exchange and derivatives transactions, as well as commitment and contingency obligations.

As part of credit risk management, the Bank regularly reviews and updates the Credit and Financing Policy Guidelines for both credit and financing as part of the risk assessment process. Credit Risk Exposure is monitored from the issuance of credit through to its maturity. Credit risk monitoring and control involve assessing credit risk exposure relative to credit risk limits (Risk Appetite and Risk Tolerance).

The Bank's loan management is aimed to support the loan expansion and to manage the quality of each loan from the time the loan was granted until the loan is fully repaid by the debtors and to prevent the loan becoming a Non-Performing Loan (NPL). Effective loan management is intended to minimize the risk of losses and optimize the use of capital allocated for credit risk.

In consumer credit, credit risk management is carried out through the iLoan Consumer system, which includes a Credit Scoring Model (CSM) and Decision Engine (DE) as an underwriting process and Early Warning System (EWS) for credit quality management. The management of retail debtors classified as Kol-2 and NPL is handled by the Consumer Collection, Recovery & Asset Sales.

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

Dalam rangka pengelolaan risiko kredit, Bank telah mengimplementasikan *Four Eyes Principle* dengan memisahkan fungsi risiko kredit dan unit bisnis. Dalam pengambilan keputusan kredit untuk segmen komersial melibatkan *Wholesale Credit Risk Division* (mencakup *Commercial Risk pada CBC* dan *SME Risk* pada SPU) serta Unit Bisnis sebagai *Risk Taking Unit* dan *first line*. Sedangkan dalam pengambilan keputusan kredit untuk segmen konsumer melibatkan *Retail Credit Risk Division* (mencakup *Loan Factory*) serta Kantor Cabang maupun Kantor Wilayah.

Bank sudah mengimplementasikan *Commercial Banking Center* (CBC) dimana CBC berfungsi sebagai sentralisasi pemrosesan kredit komersial. Terhadap proses pengambilan keputusan pemberian kredit komersial, Bank juga melakukan pembentukan komite kredit melalui Rapat Komite Kredit. Selain itu telah dibentuk Departemen Monitoring pada Commercial Banking Division yang khusus memonitor eksposur kredit debitur-debitur besar (50 debitur inti) serta sudah diimplementasikan *Intelligence Credit Monitoring* (iCremo) yakni aplikasi untuk kredit komersial yang berfungsi untuk melakukan proses monitoring kredit komersial mencakup tiga pilar (Manajemen, Prospek Usaha dan Agunan). Bank melakukan beberapa pengembangan sistem model terkait pengelolaan risiko kredit seperti pada segment kredit UMKM dikembangkan sistem *Credit Scoring Model (CSM)* SME dan pada segment kredit UMKM, Komersial dan Korporasi dikembangkan *Early Warning System* (EWS). Pengelolaan debitur kredit komersial dilakukan oleh Satuan Kerja Commercial Asset Management.

Bank secara aktif melakukan *Forum Portfolio Quality Review* (PQR) Kredit UMKM dan Komersial bersama Direksi, Divisi, CBC, Kantor Cabang secara triwulan atau bila diminta sewaktu-waktu sebagai upaya memberikan gambaran terkini mengenai posisi dan kualitas kredit baik secara *bank-wide* maupun per segmentasi kredit.

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

In managing credit risk, the Bank has implemented the Four Eyes Principle by separating the credit risk function from the business units. In commercial credit decision-making, this involves the Wholesale Credit Risk Division (which includes Commercial Risk at CBC and SME Risk at SPU) as well as the Business Units as the Risk Taking Unit and first line. In consumer credit decision-making, this involves the Retail Credit Risk Division (which includes Loan Factory) as well as Branch Offices and Regional Offices.

The Bank has implemented a Commercial Banking Center (CBC), which serves as the central hub for processing commercial credit. For decision-making in commercial credit, the Bank has established a credit committee through Credit Committee Meetings. Additionally, a Monitoring Department has been set up within the Commercial Banking Division to specifically oversee the credit exposure of major debtors (50 core debtors). The Bank has also introduced the Intelligence Credit Monitoring (iCremo) application, designed to monitor commercial credit across three pillars (Management, Business Prospects, and Collateral). Furthermore, the Bank has developed several risk management system models related to credit risk management, including the Credit Scoring Model (CSM) for SME loans and the Early Warning System (EWS) for the SME, Commercial, and Corporate loan segments. Commercial debtors is managed by the Commercial Asset Management Unit.

The Bank actively conducts the Portfolio Quality Review (PQR) Forum for SME and Commercial Loans together with the Board of Directors, Divisions, Commercial Banking Centers (CBC), and Branch Offices on a quarterly basis or as requested from time to time. This is part of the Bank's efforts to provide updated insights on the position and quality of the loan portfolio both on a bank-wide basis and by credit segment.

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

Bank telah menerapkan *Portfolio Guideline* untuk Kredit Wholesale mencakup SME dan saat ini sedang dalam proses penetapan limit alokasi *Portfolio Guideline* 2026. Penerapan ini bertujuan mengendalikan risiko konsentrasi kredit melalui diversifikasi *portofolio* yang terukur, dengan tetap menjunjung prinsip kehati-hatian dan tata kelola yang baik, serta selaras dengan hasil riset industri prioritas, risiko ESG, dan analisis risiko sektor industri.

Sebagai bagian dari implementasi Pilar 1 Basel II, Bank telah menerapkan pengukuran risiko kredit menggunakan Pendekatan Standar sesuai dengan SEOJK No. 24/SEOJK.03/2021 tanggal 7 Oktober 2021 mengenai Perhitungan Aset Tertimbang Menurut Risiko (ATMR) untuk Risiko Kredit dengan menggunakan Pendekatan Standar bagi Bank Umum, baik secara individu maupun konsolidasi.

(i) Analisa eksposur maksimum terhadap risiko kredit setelah memperhitungkan dampak agunan dan mitigasi risiko kredit lainnya:

Nilai tercatat dari aset keuangan Bank selain kredit yang diberikan menggambarkan eksposur maksimum atas risiko kredit.

Bank menetapkan jenis dan nilai agunan yang dijaminkan sesuai skema kredit dan perkiraan tingkat risiko kredit dari *counterparty* sebagai *second way out* yang ditetapkan. Jenis dari agunan terdiri dari:

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

The Bank has implemented the Portfolio Guideline for Wholesale Credit, including SME, and is currently in the process of establishing the allocation limits for the 2026 Portfolio Guideline. This implementation aims to control credit concentration risk through a measured portfolio diversification strategy, while upholding the principles of prudence and good governance, and aligning with the results of priority industry research, ESG risks, and sector industry risk analysis.

As part of implementing Pillar 1 of Basel II, the Bank has implemented credit risk measurement using the Standardized Approach in accordance with SEOJK No. 24/SEOJK.03/2021 dated October 7, 2021, regarding the Calculation of Risk-Weighted Assets (RWA) for Credit Risk using the Standardized Approach for Commercial Banks, both individually and on a consolidated basis.

(i) Analysis on maximum exposures against credit risks considering the impact of collateral and other credit risks mitigation:

The carrying value of the Bank's financial assets other than loans represents its maximum exposure to credit risk.

The Bank determined the type and value of collateral according to the loan scheme as well as estimated credit risk level from the counterparty as a determined second way out. The types of collateral are as follows:

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(i) Analisa eksposur maksimum terhadap risiko kredit setelah memperhitungkan dampak agunan dan mitigasi risiko kredit lainnya:

Nilai tercatat dari aset keuangan Bank selain kredit yang diberikan menggambarkan eksposur maksimum atas risiko kredit.

Bank menetapkan jenis dan nilai agunan yang dijaminkan sesuai skema kredit dan perkiraan tingkat risiko kredit dari *counterparty* sebagai *second way out* yang ditetapkan. Jenis dari agunan terdiri dari:

a) *Physical collateral,* berupa tanah dan bangunan.

b) *Financial collateral,* berupa simpanan (tabungan, giro, dan deposito), surat berharga, dan lain-lain.

c) Lainnya berupa garansi, lembaga penjamin, dan lain-lain.

Pemberian kredit yang dilaksanakan oleh Bank diatur dalam kebijakan dan prosedur perkreditan dimana untuk setiap jenis atau skema kredit telah ditentukan agunan minimal yang harus dipenuhi.

Untuk segmen kredit komersial yang umumnya merupakan kredit yasa griya, sesuai ketentuan perkreditan wajib dijamin oleh agunan yang memadai. Agunan dapat berupa *physical collateral*, *financial collateral* atau lainnya berupa tagihan usaha atau garansi. Untuk seluruh agunan khususnya *physical collateral* akan dilakukan retaksasi dimana nilai likuidasi atas agunan tersebut yang akan dipergunakan dalam menentukan kecukupan nilai agunan *(coverage ratio)*.

Selain aspek agunan untuk meminimalkan risiko kredit, pemberian kredit oleh Bank selalu dilakukan berdasarkan evaluasi dan analisa kelayakan sehingga kemampuan pengembalian kredit *(first way out)* dapat dipastikan.

Adanya keharusan bagi debitur untuk memenuhi agunan yang dipersyaratkan, evaluasi atas kelayakan kredit, pengikatan kredit secara legal dan prosedur *pre screening* akan menurunkan eksposur risiko kredit Bank ke tingkat yang layak dan dapat diterima.

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(i) Analysis on maximum exposures against credit risks considering the impact of collateral and other credit risks mitigation:

The carrying value of the Bank's financial assets other than loans represents its maximum exposure to credit risk.

The Bank determined the type and value of collateral according to the loan scheme as well as estimated credit risk level from the counterparty as a determined second way out. The types of collateral are as follows:

a) Physical collateral, such as land and buildings.

b) Financial collateral, such as third party funds (saving deposits, demand deposits, and time deposits), securities, etc.

c) Others, such as guarantees, guarantee institution, etc.

The loan granting conducted by the Bank is stipulated in the loan policy and procedure in which every loan type or scheme has minimum determinable collaterals that should be fulfilled.

For commercial loans segment which generally represent yasa griya loan, according to the loan policy has to be collateralized adequately. The collaterals can be physical collateral, financial collateral or others such as accounts receivable or guarantees. All collaterals particularly for physical collateral will be assessed in which the collateral's liquidation value will be used in determining the coverage ratio.

In addition to collateral aspect to minimize credit risk, the Bank consistently grants credit based on evaluation and feasibility analysis to ensure the borrower's repayment capability (first way out).

The necessity for debtors to comply with collaterals requirement, loan feasibility evaluation, notarial agreement and pre screening procedures will decrease the Bank's credit risk exposure to the acceptable level.

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit

a) Sektor geografis

Tabel berikut menggambarkan rincian eksposur kredit Bank pada nilai tercatat, yang dikategorikan berdasarkan area geografis pada tanggal 31 Desember 2025 dan 2024. Untuk tabel ini, Bank telah mengalokasikan eksposur area berdasarkan wilayah geografis tempat mereka beroperasi.

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(ii) Concentration of risks of financial assets with credit risk exposure

a) Geographical sectors

The following tables provide details of the Bank's credit exposures at their carrying amounts, as categorized by geographical region as of December 31,2025 and 2024. For these tables, the Bank has allocated exposures to the regions based on the geographical area where activities are undertaken.

	31 Desember/*December 31, 2025*						
	Kantor Pusat/ *Head Office*	**Jabodetabek**	**Jawa selain Jabodetabek/ *Java other than Jabodetabek***	**Sumatera**	**Lain-lain/ *Others***)**	**Total**	
Giro pada Bank Indonesia	33.797.873	-	-	-	-	33.797.873	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.514.918	-	33	998	22	2.515.971	*with other banks*
Penempatan pada Bank Indonesia dan bank lain	12.929.938	-	-	-	-	12.929.938	*Placements with Bank Indonesia and other banks*
Efek-efek	22.053.021	-			-	22.053.021	*Securities*
Obligasi Pemerintah	38.106.638	-	-	-	-	38.106.638	*Government bonds*
Tagihan akseptasi	-	574.901	-	-	-	574.901	*Acceptance receivable*
Efek-efek yang dibeli dengan Janji dijual kembali	1.683.840	-	-	-	-	1.683.840	*Securities purchased under agreement to resell*
Tagihan derivatif	-	-	-	-	-		*Derivative receivable*
Kredit yang diberikan dan piutang/pembiayaan syariah							*Loans and sharia financing/ receivables*
Konsumer							*Consumer*
Pemilikan rumah	-	122.697.600	81.348.745	48.411.973	51.881.309	304.339.627	*Housing loan*
Non-kepemilikan rumah	-	5.069.296	5.119.043	1.773.690	3.331.206	15.293.235	*Non-housing loan*
Modal kerja	-	39.430.773	6.590.751	2.715.822	2.490.881	51.228.227	*Working capital*
Investasi	-	14.142.657	1.797.660	773.764	481.416	17.195.497	*Investment*
Sindikasi	-	9.295.242	-	-		9.295.242	*Syndicated*
Direksi dan karyawan							*Director and Employees*
- Pihak ketiga	-	760.100	532.110	241.920	304.481	1.838.611	*Third party -*
- Pihak berelasi	-	1.089.661	277.849	9.374	8.764	1.385.648	*Related party -*
Bunga yang masih akan diterima	723.964	6.037.125	3.073.987	1.203.038	1.184.710	12.222.824	*Interest receivable*
Aset lain-lain*)	548.857	264.187	10.042	2.065	3.720	828.871	*Other assets*)
Total kotor	**112.359.078**	**199.361.542**	**98.750.220**	**55.132.644**	**59.686.510**	**525.289.994**	***Total gross***
Cadangan kerugian penurunan nilai						(15.316.462)	*Allowances for impairment losses*
Neto						**509.973.532**	***Net***

*) Terdiri atas tagihan kepada pihak ketiga
**) Lain-lain terdiri atas Kalimantan, Sulawesi, Bali, Maluku dan Papua.

*) *Consists of third parties receivables*
**) *Others consists of Kalimantan, Sulawesi, Bali, Maluku and Papua.*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

a) Sektor geografis (lanjutan)

Tabel berikut menggambarkan rincian eksposur kredit Bank pada nilai tercatat, yang dikategorikan berdasarkan area geografis pada tanggal 31 Desember 2025 dan 2024. Untuk tabel ini, Bank telah mengalokasikan eksposur area berdasarkan wilayah geografis tempat mereka beroperasi. (lanjutan)

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(ii) Concentration of risks of financial assets with credit risk exposure (continued)

a) Geographical sectors (continued)

The following tables provide details of the Bank's credit exposures at their carrying amounts, as categorized by geographical region as of December 31,2025 and 2024. For these tables, the Bank has allocated exposures to the regions based on the geographical area where activities are undertaken. (continued)

	31 Desember/*December 31, 2024*						
	Kantor Pusat/ *Head Office*	**Jabodetabek**	**Jawa selain Jabodetabek/ *Java other than Jabodetabek***	**Sumatera**	**Lain-lain/ *Others**)***	**Total**	
Giro pada Bank Indonesia	22.739.920	-	-	-	-	22.739.920	*Current accounts with Bank Indonesia*
Giro pada bank lain	5.950.059	-	31	1.636	20	5.951.746	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	4.661.104	-	-	-	-	4.661.104	*Placements with Bank Indonesia and other banks*
Efek-efek	24.971.697	383.875	-	7.838	-	25.363.410	*Securities*
Obligasi Pemerintah	35.475.529	-	-	-	-	35.475.529	*Government bonds*
Tagihan akseptasi	-	941.898	-	-	-	941.898	*Acceptance receivable*
Efek-efek yang dibeli Janji dijual kembali	175.625	-	-	-	-	175.625	*Securities purchased under agreement to resell*
Tagihan derivatif	102.843	-	-	-	-	102.843	*Derivative receivable*
Kredit yang diberikan dan piutang/pembiayaan syariah							*Loans and sharia financing/ receivables*
Konsumer							*Consumer*
Pemilikan rumah	-	116.464.607	73.058.790	44.058.405	46.349.214	279.931.016	*Housing loan*
Non-kepemilikan rumah	-	4.637.889	4.708.817	1.836.661	3.340.846	14.524.213	*Non-housing loan*
Modal kerja	-	24.174.581	7.438.085	2.653.174	2.462.040	36.727.880	*Working capital*
Investasi	-	14.354.998	1.700.369	776.661	361.354	17.193.382	*Investment*
Sindikasi	-	7.785.728	-	-	-	7.785.728	*Syndicated*
Direksi dan karyawan							*Director and Employees*
- Pihak ketiga	-	736.962	490.660	229.176	282.410	1.739.208	*Third party -*
- Pihak berelasi	-	39.362	16.671	4.960	10.512	71.505	*Related party -*
Bunga yang masih akan diterima	723.964	6.037.125	3.073.987	1.203.038	1.184.710	12.222.824	*Interest receivable*
Aset lain-lain*)	1.000.199	765.978	8.716	2.238	4.753	1.781.884	*Other assets*)*
Total kotor	**95.684.220**	**175.876.989**	**90.435.884**	**50.713.260**	**53.975.112**	**466.685.465**	***Total gross***
Cadangan kerugian penurunan nilai						(13.062.532)	*Allowances for impairment losses*
Neto						**453.622.933**	***Net***

*) Terdiri atas tagihan kepada pihak ketiga
**) Lain-lain terdiri atas Kalimantan, Sulawesi, Bali, Maluku dan Papua.

**) Consists of third parties receivables*
***) Others consists of Kalimantan, Sulawesi, Bali, Maluku and Papua.*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

a) Sektor geografis (lanjutan)

Eksposur risiko kredit atas rekening administratif pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(ii) Concentration of risks of financial assets with credit risk exposure (continued)

a) Geographical sectors (continued)

Credit risk exposure related to administrative accounts as of December 31, 2025 and 2024 are as follows:

	31 Desember/*December 31, 2025*						
	Kantor Pusat/ *Head Office*	**Jabodetabek**	**Jawa selain Jabodetabek/ *Java other than Jabodetabek***	**Sumatera**	**Lain-lain/ *Others**)**	**Total**	
Fasilitas kredit yang belum ditarik **)	-	13.321	168.586	5.527	18.994	206.428	*Unused loan facilities**)*
Garansi yang diterbitkan	-	2.837.331	2.556.223	210.158	138.439	5.742.151	*Guarantees issued*
Irrevocable L/C Yang masih berjalan	-	176.060	34.957	-	-	211.017	*Outstanding irrevocable L/Cs*
Total	**-**	**3.026.712**	**2.759.766**	**215.685**	**157.433**	**6.159.596**	***Total***

	31 Desember/*December 31, 2024*						
	Kantor Pusat/ *Head Office*	**Jabodetabek**	**Jawa selain Jabodetabek/ *Java other than Jabodetabek***	**Sumatera**	**Lain-lain/ *Others**)**	**Total**	
Fasilitas kredit yang belum ditarik **)	-	30.170	43.227	11.408	1.379	86.184	*Unused loan facilities**)*
Garansi yang diterbitkan	-	1.720.973	1.019.953	154.606	228.471	3.124.003	*Guarantees issued*
Irrevocable L/C Yang masih berjalan	-	249.694	-	-	-	249.694	*Outstanding irrevocable L/Cs*
Total	**-**	**2.000.837**	**1.063.180**	**166.014**	**229.850**	**3.459.881**	***Total***

*) Lain-lain terdiri atas Kalimantan. Sulawesi. Bali. Maluku dan Papua
**) Hanya fasilitas kredit *committed* yang belum ditarik

**) Others consists of Kalimantan. Sulawesi. Bali. Maluku and Papua*
***) Only for committed unused loan facility*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

b) Sektor industri
Tabel berikut ini menggambarkan rincian eksposur kredit Bank pada nilai tercatat (tanpa memperhitungkan agunan atau pendukung kredit lainnya), yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2025 dan 2024:

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(ii) Concentration of risks of financial assets with credit risk exposure (continued)

b) Industry sectors
The following tables provide the details of the Bank's credit exposure at carrying amounts (without taking into account any collateral held or other credit tenhancements), categorized based on industry sectors as of December 31, 2025 and 2024:

	31 Desember/*December 31, 2025*						
	Pemerintah (termasuk Bank Indonesia)/ *Government (including Bank Indonesia)*	**Bank/ *Banks***	**Lembaga keuangan bukan bank/ *Non-bank financial institutions***	**Perusahaan lainnya/ *Other companies***)**	**Perseorangan/ *Individuals***	**Total**	
Giro pada Bank Indonesia	33.797.873	-	-	-	-	33.797.873	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	2.515.971	-	-	-	2.515.971	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	12.929.938	-	-	-	-	12.929.938	*Placements with Bank Indonesia and other banks*
Efek-efek	15.298.405	325.602	2.356.337	4.072.677	-	22.053.021	*Securities*
Obligasi Pemerintah	38.106.638	-	-	-	-	38.106.638	*Government bonds*
Efek-efek yang dibeli Janji dijual kembali	-	1.683.840	-	-	-	1.683.840	*Securities purchased under agreement to resell*
Tagihan Akseptasi	-	-	-	574.901	-	574.901	*Acceptance Receivable*
Tagihan Derivatif	-	-	-	-	-		*Derivative Receivable*
Kredit yang diberikan dan piutang/pembiayaan syariah	4.931.695	1.000.160	5.837.721	64.200.068	324.606.443	400.576.087	*Loans and sharia financing/ receivables*
Bunga yang masih akan diterima	764.762	3.703	25.641	1.744.599	9.684.119	12.222.824	*Interest receivable*
Aset lain-lain*)	62.612	11.066	58.400	652.219	44.603	828.900	*Other assets*)
Total kotor	**105.891.923**	**5.540.342**	**8.278.099**	**71.244.464**	**334.335.165**	**525.289.993**	***Total gross***
Cadangan kerugian penurunan nilai						(15.316.462)	*Allowances for impairment losses*
Neto						**509.973.531**	***Net***

*) Terdiri atas tagihan kepada pihak ketiga.
**) Termasuk perusahaan yang bergerak di industri perumahan, konstruksi, manufaktur, transportasi, pergudangan dan komunikasi, perdagangan, pertanian, pertambangan dan industri lainnya.

*) *Consists of third party receivables.*
**) *Includes other companies under real estate, construction, manufacturing, transportation, warehousing and communication, trading, farming, mining and other industries.*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

b) Sektor industri (lanjutan)
Tabel berikut ini menggambarkan rincian eksposur kredit Bank pada nilai tercatat (tanpa memperhitungkan agunan atau pendukung kredit lainnya), yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2025 dan 2024: (lanjutan)

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(ii) Concentration of risks of financial assets with credit risk exposure (continued)

b) Industry sectors (continued)
The following tables provide the details of the Bank's credit exposure at carrying amounts (without taking into account any collateral held or other credit enhancements), categorized based on industry sectors as of of December 31, 2025 and 2024: (continued)

	31 Desember/*December 31, 2024*						
	Pemerintah (termasuk Bank Indonesia)/ *Government (including Bank Indonesia)*	**Bank/ *Banks***	**Lembaga keuangan bukan bank/ *Non-bank financial institutions***	**Perusahaan lainnya/ *Other companies***)**	**Perseorangan/ *Individuals***	**Total**	
Giro pada Bank Indonesia	22.739.920	-	-	-	-	22.739.920	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	5.951.746	-	-	-	5.951.746	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	4.661.043	61	-	-	-	4.661.104	*Placements with Bank Indonesia and other banks*
Efek-efek	18.899.989	78.102	1.884.017	4.501.302	-	25.363.410	*Securities*
Obligasi Pemerintah	35.475.529	-	-	-	-	35.475.529	*Government bonds*
Efek-efek yang dibeli Janji dijual kembali	-	175.625	-	-	-	175.625	*Securities purchased under agreement to resell*
Tagihan Akseptasi	-	-	-	941.898	-	941.898	*Acceptance Receivable*
Tagihan Derivatif	-	102.843	-	-	-	102.843	*Derivative Receivable*
Kredit yang diberikan dan piutang/pembiayaan syariah	10.445.528	550.022	609.473	48.893.863	297.474.046	357.972.932	*Loans and sharia financing/ receivables*
Bunga yang masih akan diterima	731.559	1.894	4.059	1.661.468	9.119.594	11.518.574	*Interest receivable*
Aset lain-lain*)	194.296	2.383	73.893	1.230.420	280.892	1.781.884	*Other assets*)*
Total kotor	**93.147.864**	**6.862.676**	**2.571.442**	**57.228.951**	**306.874.532**	**466.685.465**	***Total gross***
Cadangan kerugian penurunan nilai						(13.062.532)	*Allowances for impairment losses*
Neto						**453.622.933**	***Net***

*) Terdiri atas tagihan kepada pihak ketiga.
**) Termasuk perusahaan yang bergerak di industri perumahan, konstruksi, manufaktur, transportasi, pergudangan dan komunikasi, perdagangan, pertanian, pertambangan dan industri lainnya.

*) *Consists of third party receivables.*
**) *Includes other companies under real estate, construction, manufacturing, transportation, warehousing and communication, trading, farming, mining and other industries.*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

b) Sektor industri (lanjutan)

Eksposur risiko kredit yang terkait dengan unsur rekening administratif adalah sebagai berikut pada tanggal-tanggal 31 Desember 2025 dan 2024: (lanjutan)

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(ii) Concentration of risks of financial assets with credit risk exposure (continued)

b) Industry sectors (continued)

Credit risk exposure relating to administrative account items as of December 31, 2025 and 2024. are as follows: (continued)

	31 Desember/*December 31, 2025*						
	Pemerintah (termasuk Bank Indonesia)/ *Government (including Bank Indonesia)*	**Bank/ *Banks***	**Lembaga keuangan bukan bank/ *Non-bank financial institutions***	**Perusahaan lainnya/ *Other companies**)**	**Perseorangan/ *Individuals***	**Total**	
Fasilitas kredit yang belum ditarik **)	-	-	-	190.878	15.550	206.428	*Unused loan facilities**)*
Garansi yang diterbitkan	-	-	-	5.740.911	1.240	5.742.151	*Guarantees issued*
Irrevocable L/C yang masih berjalan	-	-	-	211.017	-	211.017	*Outstanding irrevocable L/Cs*
Total	**-**	**-**	**-**	**6.142.806**	**16.790**	**6.159.596**	***Total***

*) Termasuk perusahaan yang bergerak di industri perumahan, konstruksi, manufaktur, transportasi, pergudangan dan komunikasi, perdagangan, pertanian, pertambangan dan industri lainnya.
**) Hanya fasilitas kredit komitmen yang belum ditarik

*) *Includes other companies under real estate, construction, manufacturing, transportation, warehousing and communication, trading, farming, mining and other industries.*
**) *Only for committed unused loan facility*

	31 Desember/*December 31, 2024*						
	Pemerintah (termasuk Bank Indonesia)/ *Government (including Bank Indonesia)*	**Bank/ *Banks***	**Lembaga keuangan bukan bank/ *Non-bank financial institutions***	**Perusahaan lainnya/ *Other companies**)**	**Perseorangan/ *Individuals***	**Total**	
Fasilitas kredit yang belum ditarik **)	-	-	-	54.766	31.418	86.184	*Unused loan facilities**)*
Garansi yang diterbitkan	-	-	-	3.122.286	1.717	3.124.003	*Guarantees issued*
Irrevocable L/C yang masih berjalan	-	-	-	249.694	-	249.694	*Outstanding irrevocable L/Cs*
Total	**-**	**-**	**-**	**3.426.746**	**33.135**	**3.459.881**	***Total***

*) Termasuk perusahaan yang bergerak di industri perumahan, konstruksi, manufaktur, transportasi, pergudangan dan komunikasi, perdagangan, pertanian, pertambangan dan industri lainnya.
**) Hanya fasilitas kredit komitmen yang belum ditarik

*) *Includes other companies under real estate, construction, manufacturing, transportation, warehousing and communication, trading, farming, mining and other industries.*
**) *Only for committed unused loan facility*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(iii) Informasi mengenai aset keuangan yang mengalami dan tidak mengalami penurunan nilai

1. Giro pada Bank Lain

   Per 31 Desember 2025 dan 2024, giro pada bank lain mengalami penurunan nilai secara sesuai ketentuan dalam PSAK No. 109 sebesar masing-masing Rp2.050 dan Rp2.571.

2. Penempatan pada Bank Indonesia dan bank lain.

   Per 31 Desember 2025 dan 2024, aset keuangan ini tidak mengalami penurunan nilai secara individual maupun kolektif.

3. Efek-efek

   Per 31 Desember 2025 dan 2024, aset keuangan ini tidak mengalami penurunan nilai secara individual maupun kolektif.

4. Rekening administratif

   Per 31 Desember 2025 dan 2024, rekening administratif mengalami penurunan nilai masing-masing sebesar Rp1.339 dan Rp3.385.

5. Efek-efek yang dibeli dengan janji dijual kembali

   Per 31 Desember 2025 dan 2024, efek-efek yang dibeli dengan janji dijual kembali tidak mengalami penurunan nilai.

6. Tagihan Akseptasi

   Per 31 Desember 2025 dan 2024, tagihan akseptasi tidak mengalami penurunan nilai.

7. Kredit yang diberikan dan pembiayaan/ piutang syariah

   Per 31 Desember 2025 dan 2024, aset keuangan ini mengalami penurunan nilai secara individual maupun kolektif sesuai ketentuan dalam PSAK No. 109 dan Peraturan Otoritas Jasa Keuangan (POJK).

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(iii) Information about impaired and not impaired financial assets

1. Current Accounts with Other Banks

As of December 31, 2025 and 2024, current account with other banks are impaired calculated according to SFAS No. 109 amounted to Rp2.050 and Rp2.571, respectively.

2. Placements with Bank Indonesia and other banks.

As of December 31, 2025 and 2024, these financial assets are not impaired individually as well as collectively.

3. Securities

As of December 31, 2025 and 2024, these financial assets are not impaired individually as well as collectively.

4. Administrative account

As of December 31, 2025 and 2024, administrative account which are impaired amounting to Rp1,339 and Rp3,385, respectively.

5. Securities Purchased Under Agreement to Resell

As of December 31, 2025 and 2024, securities purchased under agreement to resell are not impaired.

6. Acceptance Receivable

As of December 31, 2025 and 2024, acceptance receivable are not impaired.

7. Loans and sharia financing/receivables

As of December 31, 2025 and 2024, these financial assets are impaired calculated by individual and collective impairment according to SFAS No. 109 and Financial Service Authority Regulations (POJK).

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(iv) Tabel di bawah menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko kredit (di luar cadangan kerugian penurunan nilai bruto):

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(iv) The tables below shows the quality of financial assets by class of assets for all financial assets with credit risk (gross of allowance for impairment losses):

	31 Desember/*December 31, 2025*					
	Belum jatuh tempo dan tidak mengalami penurunan nilai/*neither past due nor impaired*		Jatuh tempo dan tidak mengalami penurunan nilai/ *Past due but not Impaired*	Mengalami penurunan nilai/ *Impaired****)	Total	
	Tingkat tinggi/ *High Grade***)	Tingkat standar/ *Standard grade***)				
Efek-efek						***Securities***
Diukur pada nilai wajar melalui laporan laba rugi	15.641.912	-	-	-	15.641.912	*Fair value through profit -or-loss*
Diukur pada nilai wajar melalui penghasilan komprehensif lain	2.461.187	100.000	-	-	2.561.187	*Financial assets held at fair value through other comprehensive income*
Diukur pada biaya perolehan amortisasi	3.849.922	-	-	-	3.849.922	*Amortized cost*
Obligasi pemerintah						***Government bonds***
Diukur pada nilai wajar melalui laba rugi	3.084.585	-	-	-	3.084.585	*Fair value through profit -or-loss*
Diukur pada nilai wajar melalui penghasilan komprehensif lain	23.038.781	-	-	-	23.038.781	*Financial assets held at fair value through other comprehensive income*
Diukur pada biaya perolehan amortisasi	11.983.272	-	-	-	11.983.272	*Amortized cost*
Lain-lain						***Others***
Giro pada bank Indonesia	33.797.873	-	-	-	33.797.873	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.515.971	-	-	2.050	2.513.921	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	12.929.938	-	-	-	12.929.938	*Placements with Bank Indonesia and other banks*
Tagihan Akseptasi	574.901	-	-	-	574.901	*Acceptance Receivable*
Kredit yang diberikan dan piutang/ pembiayaan syariah						*Loans and sharia financing/ receivables*
Konsumer						*Consumer*
Pemilikan rumah	96.515.765	177.083.557	22.532.590	8.207.715	304.339.627	*Housing loan*
Non kepemilikan rumah	1.152.305	12.861.133	796.543	483.254	15.293.235	*Non-housing loan*
Modal kerja	2.070.073	39.095.350	562.491	9.500.313	51.228.227	*Working capital*
Investasi	1.137.862	10.979.351	39.738	5.038.546	17.195.497	*Investment*
Sindikasi	2.022.765	7.272.477	-	-	9.295.242	*Syndicated*
Direksi dan karyawan						*Directors and employees*
- Pihak ketiga	823.420	1.001.806	6.845	6.540	1.838.611	*Third parties -*
- Pihak yang berelasi	1.349.855	35.793	-	-	1.385.648	*Related parties -*
Bunga yang masih akan diterima	12.222.824	-	-	-	12.222.824	*Interests receivable*
Aset lain-lain*)	828.871	-	-	-	828.871	*Other assets**)
Total	**228.002.082**	**248.429.467**	**23.938.207**	**23.238.418**	**523.604.074**	***Total***
Cadangan kerugian nilai					(15.316.462)	*Allowance for impairment losses*
Neto					**508.296.506**	***Net***

*) Terdiri atas tagihan kepada pihak ketiga
**) Tidak diaudit
***) Terdiri dari kolektibilitas 3, 4 dan 5 dan kredit yang cadangan kerugian penurunan nilainya dinilai secara individual, termasuk piutang/pembiayaan syariah dengan hari tunggakan diatas 270 hari

**) Consists of third party receivables*
***) Unaudited*
****) Consist of collectibility 3, 4, and 5 and credit with allowance for impairment losses individually assessed, including sharia financing/receivables with day past due 270 days*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(iv) Tabel di bawah menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko kredit (diluar cadangan kerugian penurunan nilai bruto): (lanjutan)

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(iv) The tables below shows the quality of financial assets by class of assets for all financial assets with credit risk (gross of allowance for impairment losses): (continued)

	31 Desember/*December 31, 2024*					
	Belum jatuh tempo dan tidak mengalami penurunan nilai/*neither past due nor impaired*		Jatuh tempo dan tidak mengalami penurunan nilai/ *Past due but not Impaired*	Mengalami penurunan nilai/ *Impaired****)	Total	
	Tingkat tinggi/ *High Grade***)	Tingkat standar/ *Standard grade***)				
Efek-efek						***Securities***
Diukur pada nilai wajar melalui laporan laba rugi	19.358.865	-	-	-	19.358.865	*Fair value through profit -or-loss*
Diukur pada nilai wajar melalui penghasilan komprehensif lain	1.964.907	-	-	-	1.964.907	*Financial assets held at fair value through other comprehensive income*
Diukur pada biaya perolehan amortisasi	4.038.851	-	-	787	4.039.638	*Amortized cost*
Obligasi pemerintah						***Government bonds***
Diukur pada nilai wajar melalui laba rugi	3.265.550	-	-	-	3.265.550	*Fair value through profit -or-loss*
Diukur pada nilai wajar melalui penghasilan komprehensif lain	14.109.049	-	-	-	14.109.049	*Financial assets held at fair value through other comprehensive income*
Diukur pada biaya perolehan amortisasi	18.100.930	-	-	-	18.100.930	*Amortized cost*
Lain-lain						***Others***
Giro pada bank Indonesia	22.739.920	-	-	-	22.739.920	*Current accounts with Bank Indonesia*
Giro pada bank lain	5.949.997	-	-	1.749	5.951.746	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	4.661.104	-	-	-	4.661.104	*Placements with Bank Indonesia and other banks*
Tagihan Akseptasi	941.898	-	-	-	941.898	*Acceptance Receivable*
Tagihan Derivatif	102.843	-	-	-	102.843	*Derivative Receivable*
Kredit yang diberikan dan piutang/ pembiayaan syariah						*Loans and sharia financing/ receivables*
Konsumer						*Consumer*
Pemilikan rumah	96.081.803	155.611.500	21.762.388	6.475.325	279.931.016	*Housing loan*
Non kepemilikan rumah	1.365.214	11.964.101	720.988	473.910	14.524.213	*Non-housing loan*
Modal kerja	2.584.151	23.334.976	392.359	10.416.394	36.727.880	*Working capital*
Investasi	2.295.722	9.663.097	28.177	5.206.386	17.193.382	*Investment*
Sindikasi	2.034.573	5.751.155	-	-	7.785.728	*Syndicated*
Direksi dan karyawan						*Directors and employees*
- Pihak ketiga	951.300	771.457	5.497	10.954	1.739.208	*Third parties -*
- Pihak yang berelasi	42.233	29.272	-	-	71.505	*Related parties -*
Bunga yang masih akan diterima	11.518.574	-	-	-	11.518.574	*Interests receivable*
Aset lain-lain*)	1.781.884	-	-	-	1.781.884	*Other assets**)
Total	**213.889.368**	**207.125.558**	**22.909.409**	**22.585.505**	**466.509.840**	***Total***
Cadangan kerugian nilai					(13.062.532)	*Allowance for impairment losses*
Neto					**453.447.308**	***Net***

*) Terdiri atas tagihan kepada pihak ketiga
**) Tidak diaudit
***) Terdiri dari kolektibilitas 3, 4 dan 5 dan kredit yang cadangan kerugian penurunan nilainya dinilai secara individual, termasuk piutang/pembiayaan syariah dengan hari tunggakan diatas 270 hari

**) Consists of third party receivables*
***) Unaudited*
****) Consist of collectibility 3, 4, and 5 and credit with allowance for impairment losses individually assessed, including sharia financing/receivables with day past due 270 days*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(iv) Tabel di bawah menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko kredit (cadangan kerugian penurunan nilai bruto): (lanjutan)

Kualitas kredit didefinisikan sebagai berikut:

Tingkat tinggi

(a) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yaitu giro atau penempatan pada institusi Pemerintah, transaksi dengan bank yang memiliki reputasi baik dengan tingkat kemungkinan gagal bayar atas kewajiban yang rendah.

(b) Kredit yang diberikan dan piutang/ pembiayaan syariah, bunga yang masih akan diterima, dan tagihan kepada pihak ketiga yaitu debitur dengan riwayat pembayaran yang sangat baik dan tidak pernah menunggak sepanjang jangka waktu kredit.

(c) Efek-efek dan obligasi pemerintah yaitu efek-efek yang dikeluarkan oleh Pemerintah RI, efek-efek dan obligasi yang termasuk dalam investment grade dengan rating minimal BBB- (Pefindo) atau Baa3 (Moody's).

Tingkat standar

(a) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yaitu giro atau penempatan pada bank lokal yang tidak terdaftar di bursa.

(b) Kredit yang diberikan dan piutang/ pembiayaan syariah, bunga yang masih akan diterima, dan tagihan kepada pihak ketiga yaitu debitur dengan riwayat pembayaran yang baik dan tidak pernah menunggak 90 hari atau lebih.

(c) Efek-efek dan obligasi Pemerintah yaitu efek-efek dan obligasi dengan rating antara idBB+ sampai dengan idB (Pefindo) atau Ba1 sampai dengan B2 (Moody's).

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(iv) The tables below shows the quality of financial assets by class of assets for all financial assets with credit risk (gross of allowance for impairment losses): (continued)

The credit quality is defined as follows:

High grade

(a) Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks are current accounts or placements with government institution, transaction with reputable banks with low probability of default for its liabilities.

(b) Loans and sharia financing/receivables, interests receivables and third party receivables are receivables from borrowers with very satisfactory track record of loan repayment and whose accounts did not turn past due during the term of the loan.

(c) Securities and government bonds are Sovereign securities issued by government of RI, investment grade securities and bonds with a rating of at least BBB- (Pefindo) or Baa3 (Moody's).

Standard grade

(a) Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks are current accounts or placements with the local banks not listed in the stock exchange.

(b) Loans and sharia financing/receivables, interests receivables and third party receivables are receivables from borrowers who have an average track record of loan repayment and whose account did not turn past due for 90 days.

(c) Securities and Government bonds with a rating between idBB+ to idB (Pefindo) or Ba1 to B2 (Moody's).

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(v) Analisis umur pinjaman yang jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2025 dan 2024, sebagai berikut:

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(v) The aging analysis of past due but not impaired loans as of December 31, 2025 and 2024 follows:

	31 Desember/*December 31, 2025*					
	1 sampai 90 hari/ *1 to 90 days*	**91 sampai 120 hari/ *91 to 120 days***	**121 sampai 180 hari/ *121 to 180 days***	**180 sampai 270 hari/ *180 to 270 days***	**Total**	
Konsumer						*Consumer*
Pemilikan rumah	19.020.929	524.344	1.426.185	1.561.132	22.532.590	*Housing Loan*
Non kepemilikan rumah	792.521	881	2.744	397	796.543	*Non housing loan*
Modal kerja	562.491	-	-	-	562.491	*Working capital*
Investasi	39.738	-	-	-	39.738	*Investment*
Direktur dan karyawan	6.845	-	-	-	6.845	*Directors and employees*
Total	**20.422.524**	**525.225**	**1.428.929**	**1.561.529**	**23.938.207**	***Total***
Cadangan kerugian nilai					(2.838.644)	*Allowance for impairment losses*
Neto					**21.099.563**	***Net***

	31 Desember/*December 31, 2024*					
	1 sampai 90 hari/ *1 to 90 days*	**91 sampai 120 hari/ *91 to 120 days***	**121 sampai 180 hari/ *121 to 180 days***	**180 sampai 270 hari/ *180 to 270 days***	**Total**	
Konsumer						*Consumer*
Pemilikan rumah	18.743.567	519.457	1.262.031	1.237.333	21.762.388	*Housing Loan*
Non kepemilikan rumah	718.859	886	1.243	-	720.988	*Non housing loan*
Modal kerja	392.359	-	-	-	392.359	*Working capital*
Investasi	28.177	-	-	-	28.177	*Investment*
Direktur dan karyawan	5.497	-	-	-	5.497	*Directors and employees*
Total	**19.888.459**	**520.343**	**1.263.274**	**1.237.333**	**22.909.409**	***Total***
Cadangan kerugian nilai					(2.059.095)	*Allowance for impairment losses*
Neto					**20.850.314**	***Net***

47. MANAJEMEN RISIKO (lanjutan)

Risiko Kredit (lanjutan)

(vi) Mutasi cadangan berdasarkan jenis kredit yang diberikan adalah sebagai berikut:

47. RISK MANAGEMENT (continued)

Credit Risk (continued)

(vi) Movements in allowance for imparment losses by type of loans are as follows:

31 Desember/*December 31, 2025*

	Konsumsi/Konsumer							
	Pemilikan Rumah/ *Housing Loan*	**Non-kepemilikan Rumah/ *Non-Housing Loan***	**Modal Kerja/ *Working Capital***	**Investasi/ *Investment***	**Sindikasi/ *Syndicated***	**Direksi dan Karyawan/ *Directors and Employee***	**Total**	
Saldo Awal	**7.401.676**	**311.079**	**4.343.811**	**910.621**	**68.016**	**21.984**	**13.057.187**	***Beginning balance***
Penyisihan kerugian penurunan nilai selama tahun berjalan	4.458.622	201.448	1.202.449	316.481	(13.964)	16.945	6.181.981	*Provision for impairment losses during the year*
Penerimaan kembali kredit yang telah dihapus-bukukan	27.660	2.079	46.529	8.570	-	-	84.838	*Recovery of loans written-off*
Penghapusbukuan kredit	(2.368.993)	(171.896)	(1.390.991)	(61.958)		(15.932)	(4.009.770)	*Loans written-off*
Saldo akhir tahun	**9.518.965**	**342.710**	**4.201.798**	**1.173.714**	**54.052**	**22.997**	**15.314.236**	***Balance at the end of year***
Penurunan nilai individual	25.378	9.086	2.695.268	1.005.802		9	3.735.543	*Individual impairment*
Penurunan nilai kolektif	9.493.587	333.624	1.506.530	167.912	54.052	22.988	11.578.693	*Collective impairment*
Jumlah kotor kredit yang secara individu ditentukan sebagai mengalami penurunan nilai sebelum dikurangi kerugian penurunan nilai atas penilaian secara individual	29.500	1.047.608	7.466.416	4.776.019	-	9	13.319.552	*Gross amount of loans individually determined to be impaired. before deducting any individually assessed impairment losses*

31 Desember/*December 31, 2024*

	Konsumsi/Konsumer							
	Pemilikan Rumah/ *Housing Loan*	**Non-kepemilikan Rumah/ *Non-Housing Loan***	**Modal Kerja/ *Working Capital***	**Investasi/ *Investment***	**Sindikasi/ *Syndicated***	**Direksi dan Karyawan/ *Directors and Employee***	**Total**	
Saldo Awal	**6.910.527**	**280.331**	**6.767.137**	**1.575.398**	**22.373**	**36.198**	**15.591.964**	***Beginning balance***
Penyisihan kerugian penurunan nilai selama tahun berjalan	2.234.326	224.249	(1.140.566)	(528.988)	45.643	12.853	847.517	*Provision for impairment losses during the year*
Penerimaan kembali kredit yang telah dihapus-bukukan	29.353	2.313	46.002	4.801	-	-	82.469	*Recovery of loans written-off*
Penghapusbukuan kredit	(1.772.530)	(195.814)	(1.328.762)	(140.590)	-	(27.067)	(3.464.763)	*Loans written-off*
Saldo akhir tahun	**7.401.676**	**311.079**	**4.343.811**	**910.621**	**68.016**	**21.984**	**13.057.187**	***Balance at the end of year***
Penurunan nilai individual	47.476	2.657	2.911.270	647.044	-	10.254	3.618.701	*Individual impairment*
Penurunan nilai kolektif	7.354.200	308.422	1.432.541	263.577	68.016	11.730	9.438.486	*Collective impairment*
Jumlah kotor kredit yang secara individu ditentukan sebagai mengalami penurunan nilai sebelum dikurangi kerugian penurunan nilai atas penilaian secara individual	50.090	2.688	8.492.193	4.910.647	-	8.924	13.464.542	*Gross amount of loans individually determined to be impaired. before deducting any individually assessed impairment losses*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Likuiditas

Risiko Likuiditas merupakan risiko akibat ketidakmampuan Bank untuk memenuhi kewajiban yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan Bank. Ketidakmampuan memperoleh sumber pendanaan arus kas sehingga menimbulkan risiko likuiditas dapat disebabkan antara lain oleh:

a. Ketidakmampuan menghasilkan arus kas yang berasal dari aset produktif maupun yang berasal dari penjualan aset termasuk aset likuid; dan/atau

b. Ketidakmampuan menghasilkan arus kas yang berasal dari penghimpunan dana, transaksi antar Bank, dan pinjaman yang diterima.

Secara umum, tujuan utama manajemen risiko untuk risiko likuiditas adalah untuk meminimalkan kemungkinan ketidakmampuan Bank dalam memperoleh sumber pendanaan arus kas. Dengan demikian Bank dapat memenuhi setiap kewajiban finansial yang sudah diperjanjikan secara tepat waktu, dan agar senantiasa dapat memelihara tingkat likuiditas yang memadai dan optimal. Kebijakan pengelolaan risiko likuiditas antara lain mencakup pengawasan aktif Dewan Komisaris dan Direksi, yang pada intinya mengatur penerapan Manajemen Risiko likuiditas pada Bank, Kebijakan, Prosedur dan Penetapan Limit yang secara umum mencakup strategi manajemen risiko likuiditas, tingkat risiko yang akan diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*) dan Sistem Informasi Manajemen Risiko serta Sistem Pengendalian Internal dengan menerapkan pengendalian internal dan kaji ulang independen yang memadai terhadap penerapan Manajemen Risiko untuk Risiko likuiditas yang dilaksanakan oleh *Internal Audit Division* (IAD) dan *Enterprise Risk Management Division* (ERMD).

47. RISK MANAGEMENT (continued)

Liquidity Risk

Liquidity risk is the risk arising from the inability of the Bank to meet the maturing obligations from cash flow funding sources and/or from high-quality liquid assets that can be pledged, without disturbing the activities and financial condition of the Bank. The inability to obtain funding for cash flows resulting to liquidity risk can be contributed, among others, by:

a. Inability to generate cash flows from productive assets as well as from the sale of assets, including liquid assets; and/or

b. Inability to generate cash flows from funding, inter-bank transactions and fund borrowings.

In general, the main objective of risk management for liquidity risk is to minimize the possibility of the Bank's inability to obtain source of cash flow funding. Thus, the Bank can meet some financial obligations that have been agreed upon in a timely manner, and to always be able to maintain adequate and optimal levels of liquidity. Liquidity risk management policies include the active supervision of the Board Of Commisioners and Board Of Directors who basically set the implementation of the Bank's liquidity risk management, policy, procedures and determination of limits, which generally includes the liquidity risk management strategy, level of risk to be taken (risk appetite) and risk tolerance, and risk management process, information systems and internal control systems by implementing internal controls and adequate independent review of the risk management implementation for liquidity risk which are being carried out by the Management and conducted by the Internal Audit Division (IAD) and Enterprise Risk Management Division (ERMD).

47. MANAJEMEN RISIKO (lanjutan)

Risiko Likuiditas (lanjutan)

Pengendalian risiko likuiditas melalui strategi pendanaan, pengelolaan posisi likuiditas dan pemantauan risiko likuiditas harian, pengelolaan aset likuid yang berkualitas tinggi, dan rencana pendanaan darurat serta penerapan sistem informasi manajemen risiko secara wajar untuk mendukung pelaksanaan proses identifikasi, pengukuran, pemantauan, dan pengendalian, serta pelaporan risiko likuiditas dalam kondisi normal dan kondisi krisis secara lengkap, akurat, terkini dan berkesinambungan.

Alat pengukuran yang digunakan dalam pengukuran Risiko Likuiditas antara lain adalah Rasio Likuiditas, Profil Maturitas, Proyeksi Arus Kas, dan *Stress Testing* (pengujian terhadap kemampuan Bank untuk memenuhi kebutuhan likuiditas pada kondisi krisis dengan menggunakan skenario *stress* secara spesifik pada Bank maupun skenario *stress* pada faktor pasar).

47. RISK MANAGEMENT (continued)

Liquidity Risk (continued)

Liquidity risk management is being carried out through funding strategy, liquidity positions and monitoring of daily liquidity, management of high quality liquid assets, planning the emergency funding as well as implementation of a sound risk management information system to support the process of identification, measurement, monitoring and control, as well as reporting of liquidity risk under normal and extreme conditions in a comprehensive, accurate, timely and sustainable manner.

The tools used in the measurement of liquidity risk among others are Liquidity Ratio, Maturity Profile, Cash Flow Projection, and Stress Testing (testing the Bank's ability to meet liquidity needs on a state of crisis by using the specific stress scenarios on the Bank as well as on the market factor).

47. MANAJEMEN RISIKO (lanjutan)

Risiko Likuiditas (lanjutan)

Tabel di bawah ini menunjukkan sisa jatuh tempo kontraktual dari liabilitas keuangan berdasarkan pada arus kas yang tidak didiskonto (pokok dan bunga):

47. RISK MANAGEMENT (continued)

Liquidity Risk (continued)

The tables below show the remaining contractual maturities of financial liabilities based on undiscounted cashflows (principal and interest):

	31 Desember/*December 31, 2025*						
	Total	***On demand***	**≤ 1 Bulan/ *Month***	**> 1 - 6 Bulan/ *Months***	**> 6 - 12 Bulan/ *Months***	**> 12 Bulan/ *Months***	
LIABILITAS							***LIABILITIES***
Liabilitas segera*)	1.865.471	-	1.865.471	-	-	-	*Liabilities due immediately*)*
Simpanan nasabah							*Deposits from customers*
Deposito berjangka	202.704.695	-	86.260.893	114.867.373	1.552.366	24.063	*Time deposits*
Tabungan	36.932.333	36.932.333	-	-	-	-	*Savings deposits*
Giro	167.445.865	147.491.246	-	-	-	19.954.619	*Demand deposits*
Simpanan dari bank lain	96.481	96.481		-	-	-	*Deposits from other banks*
Liabilitas akseptasi	574.901	-	574.901	-	-	-	*Acceptance payable*
Liabiltias derivatif		-	-	-	-	-	*Derivative Liabilities*
Efek-efek yang dijual							*Securities Purchased under*
Dengan janji dibeli Kembali	401.876	-	401.876	-	-	-	*Agreement to Resell*
Surat berharga yang diterbitkan	4.810.931	-	35.802	136.715	403.093	4.235.321	*Securities issued*
Pinjaman yang diterima	48.684.754	-	201.893	2.084.092	9.685.862	36.712.907	*Fund borrowings*
Bunga yang masih harus dibayar	497.893	-	497.893	-	-	-	*Interest payables*
Liabilitas lain-lain**)	310.923	-	310.923	-	-	-	*Other liabilities**)*
Pinjaman Subordinasi dan Efek-efek subordinasi	6.950.380	-	30.883	154.415	1.677.082	5.088.000	*Subordinated Loan and and securities*
Total	**471.276.503**	**184.520.060**	**90.180.535**	**117.242.595**	**13.318.403**	**66.014.910**	***Total***

	31 Desember/*December 31, 2024*						
	Total	***On demand***	**≤ 1 Bulan/ *Month***	**> 1 - 6 Bulan/ *Months***	**> 6 - 12 Bulan/ *Months***	**> 12 Bulan/ *Months***	
LIABILITAS							***LIABILITIES***
Liabilitas segera*)	2.258.154	-	2.258.154	-	-	-	*Liabilities due immediately*)*
Simpanan nasabah							*Deposits from customers*
Deposito berjangka	154.945.003	-	75.218.809	78.557.079	1.148.552	20.563	*Time deposits*
Tabungan	39.222.081	39.222.081	-	-	-	-	*Savings deposits*
Giro	159.906.028	82.236.528	-	-	-	77.488.018	*Demand deposits*
Simpanan dari bank lain	70.035	70.035	-	-	-	-	*Deposits from other banks*
Liabilitas akseptasi	941.898	-	941.898	-	-	-	*Acceptance payable*
Liabiltias derivatif	-	-	-	-	-	-	*Derivative Liabilities*
Surat berharga yang diterbitkan	6.169.672	-	56.873	775.969	2.546.485	2.790.345	*Securities issued*
Pinjaman yang diterima	50.269.914	-	131.032	4.703.048	9.176.495	36.259.339	*Fund borrowings*
Bunga yang masih harus dibayar	658.070	-	658.070	-	-	-	*Interest payables*
Liabilitas lain-lain**)	313.931	-	313.931	-	-	-	*Other liabilities**)*
Pinjaman Subordinasi dan Efek-efek subordinasi	6.926.880	-	5.284.948	-	-	1.641.932	*Subordinated Loan and and securities*
Total	**421.681.666**	**121.528.644**	**84.863.715**	**84.036.096**	**12.871.532**	**118.200.197**	***Total***

*) Terdiri atas kewajiban kepada pihak ketiga, bagi hasil yang belum dibagikan, deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.

**) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

*) *Consists of third party payables, undistributed profit sharing, matured time deposits and interest on time deposits not collected by customers.*

**) *Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

Risiko Pasar

Risiko Pasar merupakan risiko pada laporan posisi keuangan dan rekening administratif, akibat perubahan secara keseluruhan dari kondisi pasar.

Market Risk

Market risk is the risk on statement of financial position and administrative accounts, due to changes in overall market conditions.

47. MANAJEMEN RISIKO (lanjutan)

Risiko Pasar (lanjutan)

Sesuai Surat Edaran Otoritas Jasa Keuangan No.12/SEOJK.03/2018 tanggal 21 Agustus 2018 tentang Penerapan Manajemen Risiko dan Pengukuran Risiko Pendekatan Standar, Bank menggunakan perhitungan *Standardized Method* yang digunakan untuk menghitung Kewajiban Penyediaan Modal Minimum (KPMM) untuk risiko pasar. Risiko nilai tukar yang timbul dari fluktuasi nilai tukar dikelola dengan cara menjaga Posisi Devisa Neto sesuai dengan peraturan Bank Indonesia. Gejolak eksternal juga diakomodasi dengan dilakukan *stress testing* untuk melihat sejauh mana Bank dapat bertahan dengan beberapa skenario perubahan kondisi eksternal, khususnya perubahan suku bunga pasar.

Termasuk di dalam risiko pasar adalah risiko perubahan harga instrumen keuangan akibat perubahan faktor-faktor pasar, seperti perubahan suku bunga dan perubahan nilai tukar.

i. Risiko tingkat suku bunga

Risiko tingkat bunga timbul dari adanya kemungkinan bahwa perubahan tingkat suku bunga akan mempengaruhi arus kas di masa yang akan datang dari nilai wajar instrumen keuangan.

Tabel di bawah ini menyajikan informasi mengenai tingkat suku bunga rata-rata per tahun untuk aset dan liabilitas keuangan yang penting untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024:

47. RISK MANAGEMENT (continued)

Market Risk (continued)

In accordance with the Financial Services Authority Circular No.12 /SEOJK.03/2018 dated in August 21, 2018 regarding the Implementation of Risk Management and Measurement of Risk in the Standard Approach In measuring market risk, the Bank uses the Standardized Method in calculating minimum Capital Adequacy Ratio (CAR) for market risk. Exchange rate risk arises from fluctuations in exchange rates maintained by keeping the net open position in accordance with Bank Indonesia regulations. External shocks are also being considered by stress testing, which is done to measure the extent to which the Bank can survive some scenario changes in external conditions, particularly changes in market interest rates.

Market risk includes the risk of price changes of financial instruments due to changes in market factors, such as changes in interest rates and exchange rates.

i. Interest rate risk

Interest rate risks arise from the possibility that changes in interest rates will affect future cash flows from the fair values of financial instruments.

The following table presents information on the average annual interest rates for significant financial assets and liabilities for the year ended December 31, 2025 and 2024:

	31 Desember/*December 31, 2025*		31 Desember/*December 31, 2024*		
Aset	**Rupiah**	**Mata Uang Asing/ *Foreign currencies***	**Rupiah**	**Mata Uang Asing/ *Foreign currencies***	***Assets***
Giro pada bank lain	0,32%	0,00%	0,78%	0,00%	*Current accounts with other Bank*
Penempatan pada Bank Indonesia dan bank lain	4,72%	4,17%	5,47%	5,27%	*Placements with Bank Indonesia and other banks*
Efek-efek	3,40%	3,75%	2,96%	4,12%	*Securities*
Obligasi pemerintah					*Government bonds*
Tingkat bunga tetap	5,91%	4,33%	5,87%	4,02%	*Fixed interest rate*
Efek-efek yang dibeli dengan janji dijual kembali	4,76%	0,00%	6,18%	0,00%	*Securities purchased under agreement to resell*
Kredit yang diberikan dan Piutang syariah	9,11%	5,52%	8,18%	6,43%	*Loans and sharia financing/ receivables*
Liabilitas					***Liabilities***
Simpanan nasabah					*Deposits from customers*
Giro	1,69%	5,70%	1,86%	6,13%	*Demand deposits*
Tabungan	1,66%	0,47%	1,57%	0,27%	*Savings deposits*
Deposito berjangka	5,83%	5,17%	6,17%	5,76%	*Time deposits*
Simpanan dari Bank lain					*Deposits from other banks*
Giro	0,78%	0,00%	0,95%	0,00%	*Demand deposits*
Deposito Berjangka	0,00%	0,00%	5,02%	0,00%	*Time deposits*
Inter-bank call money	4,97%	4,32%	6,20%	5,25%	*Inter-bank call money*
Efek-efek yang dijual dengan janji dibeli kembali	5,25%	0,00%	6,24%	0,00%	*Securities sold under repurchase agreements*
Surat berharga yang yang diterbitkan	5,67%	0,00%	6,92%	0,00%	*Securities issued*
Pinjaman yang diterima	4,99%	1,38%	5,16%	1,39%	*Fund borrowing*
Pinjaman subordinasi dan efek-efek Subordinasi	7,65%	0,00%	8,28%	4,20%	*Subordinated loan and securities*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Pasar (lanjutan)

i. Risiko tingkat suku bunga (lanjutan)

Tabel di bawah ini mengikhtisarkan eksposur Bank terhadap risiko tingkat suku bunga *(gross):*

47. RISK MANAGEMENT (continued)

Market Risk (continued)

i. Interest rate risk (continued)

The tables below summarize the Bank's exposure to interest rate risk (gross):

	31 Desember/*December 31, 2025*						
	Suku bunga mengambang/*Variable interest rate*						
	Tidak lebih dari 3 bulan/ *Not more than 3 months*	Lebih dari 3 bulan tetapi tidak lebih dari 1 tahun/ *More than 3 months but less than 1 year*	Lebih dari 1 *tahun/ More than 1 year*	Suku bunga *tetap/ Fixed interest rate*	Tidak dikenakan bunga/syariah *Non-interest bearing/sharia*	Total	
Aset Keuangan							***Financial Assets***
Kas	-	-	-	-	2.154.839	2.154.839	*Cash*
Giro pada Bank Indonesia	-	-	-	30.830.098	2.967.775	33.797.873	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.515.779	-	-	-	192	2.515.971	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	-	-	-	12.929.938	-	12.929.938	*Placements with Bank Indonesia and other banks*
Efek-efek	-	-	15.641.912	6.359.332	51.777	22.053.021	*Securities*
Obligasi pemerintah	-	-	-	21.481.072	16.625.566	38.106.638	*Government bonds*
Tagihan Akseptasi	-	-	-	-	574.901	574.901	*Acceptance Receivable*
Efek-efek yang Dibeli dengan Janji Dijual Kembali	-	-	-	1.683.840	-	1.683.840	*Securities Purchased under Agreement to Resell*
Kredit yang diberikan dan piutang /pembiayaan syariah	12.261.000	14.802.248	159.069.141	159.570.535	54.873.163	400.576.087	*Loans and sharia financing/ receivable*
Penyertaan Saham	-	-	-	-	29	29	*Equity Participation*
Bunga yang masih akan diterima	-	-	-	-	12.222.824	12.222.824	*Interest receivable*
Aset lain-lain*)	-	-	-	-	828.871	828.871	*Other assets*)
Total aset keuangan	**14.776.779**	**14.802.248**	**174.711.053**	**232.854.815**	**90.299.937**	**527.444.832**	*Total financial assets*
Liabilitas Keuangan							***Financial Liabilities***
Liabilitas segera**)	-	-	-	-	1.865.471	1.865.471	*Liabilities due immediately**)*
Simpanan dari nasabah							*Deposits from customers*
Giro	66.881.673	-	-	75.416.589	25.147.603	167.445.865	*Demand deposits*
Tabungan	35.205.257	-	-	-	1.727.076	36.932.333	*Savings deposits*
Deposito berjangka	-	-	-	201.121.533	-	201.121.533	*Time deposits*
Simpanan dari bank lain	-	-	-	96.481	-	96.481	*Deposits from other banks*
Liabilitas akseptasi	-	-	-	-	574.901	574.901	*Acceptance payable*
Liabilitas derivatif	-	-	-	-	-	-	*Acceptance payable*
Surat-surat berharga diterbitkan	-	-	-	3.985.083	-	3.985.083	*Securities issued*
Efek-efek yang dijual dengan Janji dibeli Kembali	349.076	-	-	-	-	349.076	*Securities sold under repurchase agreements*
Pinjaman yang diterima	-	-	-	37.991.851	-	37.991.851	*Fund Borrowings*
Bunga yang masih harus dibayar	-	-	-	-	497.893	497.893	*Interest payables*
Liabilitas lain-lain***)	-	-	-	-	310.923	310.923	*Other liabilities***)*
Pinjaman subordinasi dan Efek-efek subordinasi	-	-	-	5.492.133	-	5.492.133	*Subordinated Loan and Securities*
Total liabilitas keuangan	102.436 .006	-	-	324.103.671	30.123.867	456.663.543	*Total financial liabilities*
Gap *repricing* suku bunga-kotor	**(87.659.227)**	**14.802.248**	**174.711.053**	**(91.248.855)**	**60.176.070**	**70.781.289**	***Gross interest repricing gap***

*) Terdiri dari tagihan kepada pihak ketiga.

**) Terdiri dari kewajiban kepada pihak ketiga. bagi hasil yang belum dibagikan. deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.

***) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

*) *Consists of third party receivables.*

**) *Consists of third party payables. undistributed profit sharing. matured time deposits and interest on time deposits not collected by customers.*

***) *Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Pasar (lanjutan)

i. Risiko tingkat suku bunga (lanjutan)

Tabel di bawah ini mengikhtisarkan eksposur Bank terhadap risiko tingkat suku bunga *(gross)* (lanjutan):

47. RISK MANAGEMENT (continued)

Market Risk (continued)

i. Interest rate risk (continued)

The tables below summarize the Bank's exposure to interest rate risk (gross) (continued):

	31 Desember/*December 31, 2024*						
	Suku bunga mengambang/*Variable interest rate*						
	Tidak lebih dari 3 bulan/ *Not more than 3 months*	Lebih dari 3 bulan tetapi tidak lebih dari 1 tahun/ *More than 3 months but less than 1 year*	Lebih dari 1 *tahun/ More than 1 year*	Suku bunga *tetap/ Fixed interest rate*	Tidak dikenakan bunga/syariah *Non-interest bearing/sharia*	Total	
Aset Keuangan							***Financial Assets***
Kas	-	-	-	-	2.105.620	2.105.620	*Cash*
Giro pada Bank Indonesia	-	-	-	18.413.686	4.326.234	22.739.920	*Current accounts with Bank Indonesia*
Giro pada bank lain	5.951.545	-	-	-	201	5.951.746	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	-	-	-	- 2.851.104	1.810.000	4.661.104	*Placements with Bank Indonesia and other banks*
Efek-efek	-	-	3.580.141	1.262.479	20.520.790	25.363.410	*Securities*
Obligasi pemerintah	-	-	-	25.408.237	10.067.293	35.475.530	*Government bonds*
Tagihan Akseptasi	-	-	-	-	941.898	941.898	*Acceptance Receivable*
Efek-efek yang Dibeli dengan Janji Dijual Kembali	-	-	-	175.625	-	175.625	*Securities Purchased under Agreement to Resell*
Tagihan Derivatif	-	-	-	-	102.843	102.843	*Derivative receivabless*
Kredit yang diberikan dan piutang /pembiayaan syariah	5.645.341	9.111.795	149.632.739	149.690.230	43.892.827	357.972.932	*Loans and sharia financing/ receivable*
Bunga yang masih akan diterima	-	-	-	-	11.518.574	11.518.574	*Interest receivable*
Aset lain-lain*)	-	-	-	-	1.781.884	1.781.884	*Other assets*)
Total aset keuangan	**11.596.886**	**9.111.795**	**153.212.880**	**197.801.361**	**97.068.164**	**468.791.086**	*Total financial assets*
Liabilitas Keuangan							***Financial Liabilities***
Liabilitas segera**)	-	-	-	-	2.258.154	2.258.154	*Liabilities due immediately**)*
Simpanan dari nasabah							*Deposits from customers*
Giro	63.535.244	-	-	77.488.018	18.882.765	159.906.027	*Demand deposits*
Tabungan	37.700.149	-	-	-	1.521.932	39.222.081	*Savings deposits*
Deposito berjangka	-	-	-	153.309.371	-	153.309.371	*Time deposits*
Simpanan dari bank lain	-	-	-	-	70.035	70.035	*Deposits from other banks*
Liabilitas akseptasi	-	-	-	-	941.898	941.898	*Acceptance payable*
Liabilitas derivatif	-	-	-	-	-	-	*Acceptance payable*
Surat-surat berharga diterbitkan	-	-	-	5.444.524	-	5.444.524	*Securities issued*
Pinjaman yang diterima	-	-	-	33.485.084	-	33.485.084	*Fund Borrowings*
Bunga yang masih harus dibayar	-	-	-	-	658.070	658.070	*Interest payables*
Liabilitas lain-lain***)	-	-	-	-	313.931	313.931	*Other liabilities***)*
Pinjaman subordinasi dan Efek-efek subordinasi	-	-	-	6.328.105	-	6.328.105	*Subordinated Loan and Securities*
Total liabilitas keuangan	102.436.006	-	-	324.103.670	29.673.868	456.213.544	*Total financial liabilities*
Gap *repricing* suku bunga-kotor	**(89.638.507)**	**9.111.795**	**153.212.880**	**(78.253.741)**	**72.421.379**	**66.853.806**	***Gross interest repricing gap***

*) Terdiri dari tagihan kepada pihak ketiga.

**) Terdiri dari kewajiban kepada pihak ketiga. bagi hasil yang belum dibagikan. deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.

***) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

*) *Consists of third party receivables.*

**) *Consists of third party payables. undistributed profit sharing. matured time deposits and interest on time deposits not collected by customers.*

***) *Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

47. MANAJEMEN RISIKO (lanjutan)

Risiko Pasar (lanjutan)

i. Risiko tingkat suku bunga (lanjutan)

Analisis sensitivitas untuk beberapa faktor pasar menunjukkan bagaimana laba atau rugi dan ekuitas dapat dipengaruhi oleh perubahan dari beberapa faktor risiko sesuai dengan tabel dibawah ini. Secara umum, sensitivitas diestimasi dengan membandingkan suatu nilai awal ke nilai tertentu setelah perubahan tertentu dari faktor pasar, dengan mengasumsikan seluruh variabel lainnya tetap. Sensitivitas atas laporan laba rugi dan penghasilan komprehensif lain merupakan efek atas perubahan estimasi suku bunga atas laba rugi untuk suatu periode, berdasarkan nilai suku bunga mengambang atas aset dan liabilitas yang diperdagangkan dan tidak diperdagangkan yang dimiliki Bank pada tanggal-tanggal 31 Desember 2025 dan 2024. Analisis sensitivitas atas ekuitas dihitung dengan menilai kembali perubahan estimasi suku bunga tetap atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan nilai wajar melalui laba rugi pada tanggal-tanggal 31 Desember 2025 dan 2024. Jumlah sensitivitas atas ekuitas didasarkan pada asumsi bahwa terdapat perubahan paralel dalam kurva imbal hasil.

Tabel dibawah ini menunjukkan sensitivitas dari laporan laba rugi dan penghasilan komprehensif lain dan ekuitas Bank terhadap kemungkinan perubahan wajar atas suku bunga untuk aset dan liabilitas keuangan dengan suku bunga tetap (tidak diaudit) pada tanggal-tanggal 31 Desember 2025 dan 2024:

47. RISK MANAGEMENT (continued)

Market Risk (continued)

i. Interest rate risk (continued)

Sensitivity analyses for several market factors showing how profit or loss and equity could be affected by changes in the relevant risk factor are shown in the tables below. In general, sensitivity is estimated by comparing an initial value to the value derived after a specified change in the market factor, assuming all other variables are constant. The sensitivity of the statement of profit or loss and other comprehensive income is the effect of the assumed changes in interest rates on the profit or loss for a period, based on the variable rate trading and non-trading financial assets and liabilities held by the Bank as of December 31, 2025 and 2024. The sensitivity of equity is calculated by revaluing fixed interest rate fair value through other comprehensive income and fair value to profit or loss financial assets as of December 31, 2025 and 2024 for the effects of the assumed changes in interest rates. The total sensitivity of equity is based on the assumption that there are parallel shifts in the yield curve.

The tables below demonstrate the sensitivity of the Bank's statement of profit or loss and other comprehensive income and equity to reasonably possible changes in interest rates for fixed rate financial assets and liabilities (unaudited) as of December 31, 2025, and 2024:

	31 Desember/*December 31, 2025*			
	Perubahan basis poin/*Change in basis point*	**Dampak ke laporan laba rugi komprehensif sebelum pajak/ *Impact to Statement of Comprehensive Income before tax***	**Dampak ke ekuitas/ *Impact to Equity***	
Rupiah	+125	(185.789)	(743.709)	*Rupiah*
	+50	(76.084)	(303.471)	
	-50	77.759	311.766	
	-125	183.024	795.585	
Dolar Amerika Serikat	+125	(14.794)	(539.251)	*United States Dollar*
	+50	(6.057)	(228.691)	
	-50	6.026	247.981	
	-125	15.456	660.308	

47. MANAJEMEN RISIKO (lanjutan)

Risiko Pasar (lanjutan)

i. Risiko tingkat suku bunga (lanjutan)

Tabel dibawah ini menunjukkan sensitivitas dari laporan laba rugi dan penghasilan komprehensif lain dan ekuitas Bank terhadap kemungkinan perubahan wajar atas suku bunga untuk aset dan liabilitas keuangan dengan suku bunga tetap (tidak diaudit) pada tanggal-tanggal 31 Desember 2025 dan 2024: (lanjutan)

47. RISK MANAGEMENT (continued)

Market Risk (continued)

i. Interest rate risk (continued)

The tables below demonstrate the sensitivity of the Bank's statement of profit or loss and other comprehensive income and equity to reasonably possible changes in interest rates for fixed rate financial assets and liabilities (unaudited) as of December 31, 2025, and 2024: (continued)

	31 Desember/*December 31, 2024*			
	Perubahan basis poin/*Change in basis point*	**Dampak ke laporan laba rugi komprehensif sebelum pajak/ *Impact to Statement of Comprehensive Income before tax***	**Dampak ke ekuitas/ *Impact to Equity***	
Rupiah	+125	(261.744)	(315.892)	*Rupiah*
	+50	(109.241)	(129.741)	
	-50	108.854	133.279	
	-125	293.444	337.962	
Dolar Amerika Serikat	+125	(11.242)	(509.350)	*United States Dollar*
	+50	(4.502)	(216.369)	
	-50	4.509	235.193	
	-125	11.286	627.522	

Tabel dibawah ini menunjukkan sensitivitas dari laporan laba rugi terhadap kemungkinan perubahan suku bunga untuk aset dan liabilitas keuangan dengan suku bunga *variable* (tidak diaudit) pada tanggal-tanggal 31 Desember 2025 dan 2024:

The tables below demonstrate the sensitivity of profit or loss to reasonably possible changes in interest rates for variable rate financial assets and liabilities (unaudited) as of December 31, 2025, and 2024:

	31 Desember/*December 31, 2025*		
	Perubahan basis poin/ *Change in basis point*	**Pengaruh ke laporan laba rugi komprehensif/ *Impact to Statement of comprehensive income***	
Rupiah	±125	±481.090	*Rupiah*
	±50	±192.442	

47. MANAJEMEN RISIKO (lanjutan)

Risiko Pasar (lanjutan)

i. Risiko tingkat suku bunga (lanjutan)

Tabel dibawah ini menunjukkan sensitivitas dari laporan laba rugi terhadap kemungkinan perubahan suku bunga untuk aset dan liabilitas keuangan dengan suku bunga *variable* (tidak diaudit) pada tanggal-tanggal 31 Desember 2025 dan 2024:

47. RISK MANAGEMENT (continued)

Market Risk (continued)

i. Interest rate risk (continued)

The tables below demonstrate the sensitivity of profit or loss to reasonably possible changes in interest rates for variable rate financial assets and liabilities (unaudited) as of December 31, 2025, and 2024:

	31 Desember/*December 31, 2024*		
	Perubahan basis poin/ *Change in basis point*	**Pengaruh ke laporan laba rugi komprehensif/ *Impact to Statement of comprehensive income***	
Rupiah	±125	±432.964	*Rupiah*
	±50	±173.186	

ii. Risiko Nilai Tukar

Risiko nilai tukar adalah kemungkinan kerugian yang timbul dari perubahan kurs valuta asing. Bank mengelola paparan terhadap pengaruh fluktuasi nilai tukar dengan Posisi Devisa Neto sesuai dengan peraturan OJK (tidak diaudit).

ii. Exchange rate risk

Exchange rate risk is the probability of loss to earnings arising from changes in foreign exchange rates. The Bank manages exposure to effects of fluctuations in exchange rates with Net Open Position based on OJK regulations (unaudited).

	31 Desember/*December 31, 2025*		
	Perubahan persentase nilai tukar mata uang asing/ *Percentage change in foreign currency rate*	**Pengaruh ke laporan laba rugi komprehensif/ *Impact to Statement of comprehensive income***	
Dolar Amerika Serikat	±0.30%	±1.333	*United States Dollar*
	±0.35%	±1.555	

47. MANAJEMEN RISIKO (lanjutan)

Risiko Pasar (lanjutan)

ii. Risiko Nilai Tukar (lanjutan)

Risiko nilai tukar adalah kemungkinan kerugian yang timbul dari perubahan kurs valuta asing. Bank mengelola paparan terhadap pengaruh fluktuasi nilai tukar dengan Posisi Devisa Neto sesuai dengan peraturan OJK (tidak diaudit): (lanjutan)

47. RISK MANAGEMENT (continued)

Market Risk (continued)

ii. Exchange rate risk (continued)

Exchange rate risk is the probability of loss to earnings arising from changes in foreign exchange rates. The Bank manages exposure to effects of fluctuations in exchange rates with Net Open Position based on OJK regulations (unaudited): (continued)

	31 Desember/*December 31, 2024*		
	Perubahan persentase nilai tukar mata uang asing/ *Percentage change in foreign currency rate*	**Pengaruh ke laporan laba rugi komprehensif/ *Impact to Statement of comprehensive income***	
Dolar Amerika Serikat	±0.30%	±4.804	*United States Dollar*
	±0.35%	±5.604	

Sensitivitas atas laporan laba rugi dan penghasilan komprehensif lain merupakan dampak yang diestimasi atas perubahan yang diasumsikan atas perubahan nilai tukar berdasarkan aset dan liabilitas keuangan dalam mata uang asing.

Pada tanggal 31 Desember 2025 dan 2024, dampak atas perubahan nilai tukar mata uang lainnya seperti Pound Sterling Inggris, Euro Eropa, Yen Jepang, Dolar Singapura, Dolar Australia dan Dolar Hongkong tidak material.

The sensitivity of the statement of profit or loss and other comprehensive income is the estimated effect of the assumed change in foreign currency exchange rates on income, based on foreign currency denominated assets and liabilities.

As of December 31, 2025 and 2024, the effect of fluctuations in exchange rates of other currencies, such as British Pound Sterling, European Euro, Japanese Yen, Singapore Dollar, Australian Dollar and Hongkong Dollar, is not material.

48. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari semua aset dan liabilitas keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2025 dan 2024, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

48. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

The table below summarizes the comparison between the carrying amounts and fair values of all financial assets and liabilities of the Bank. The fair values disclosed are based on relevant information available as of December 31, 2025 and 2024, and are not updated to reflect changes in market conditions which have occurred after these dates.

	31 Desember/*December 31, 2025*		31 Desember/*December 31, 2024*		
	Nilai Tercatat/ *Carrying Value*	**Nilai wajar/ *Fair value***	**Nilai Tercatat/ *Carrying Value***	**Nilai wajar/ *Fair value***	
Aset Keuangan					*Financial Assets*
Kas	2.154.839	2.154.839	2.105.620	2.105.620	*Cash*
Nilai wajar melalui laba rugi					*Fair value through profit or loss*
Efek-efek	15.641.912	15.641.912	19.358.865	19.358.865	Securities
Obligasi Pemerintah	3.084.585	3.084.585	3.265.550	3.265.550	*Government bonds*
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Financial asset held at fair value through other comprehensive income*
Efek-efek	2.561.187	2.561.187	1.964.907	1.964.907	*Securities*
Obligasi Pemerintah	23.038.781	23.038.781	14.109.049	14.109.049	*Government bonds*
Diukur pada biaya perolehan amortisasi					*Amortized cost*
Efek-efek	3.849.870	3.849.870	4.039.638	4.039.638	*Securities*
Obligasi pemerintah	11.983.272	11.983.272	18.100.930	18.100.930	*Government bonds*
Efek-efek yang Dibeli dengan Janji Dijual Kembali	1.683.840	1.683.840	175.625	175.625	*Securities purchased under agreement to resell*
Tagihan Derivatif	-	-	102.843	102.843	*Derivative receivable*
Tagihan Akseptasi	574.777	574.777	941.898	941.898	*Acceptance Receivable*
Giro pada Bank Indonesia	33.797.873	33.797.873	22.739.920	22.739.920	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.515.971	2.515.971	5.951.746	5.951.746	*Current accounts with other Bank*
Penempatan pada Bank Indonesia dan Bank Lain	12.929.938	12.929.938	4.661.104	4.661.104	*Placements with Bank Indonesia and other Banks*
Kredit yang diberikan dan Piutang Syariah					*Loans and sharia financing/ receivables*
Konsumsi					*Consumer*
Pemilikan rumah	294.869.916	294.442.434	272.529.340	265.489.178	*Housing loan*
Non-kepemilikan Rumah	14.951.403	14.951.403	14.213.133	14.213.133	*Non-housing loan*
Modal kerja	46.917.137	46.917.137	32.384.070	32.384.070	*Working capital*
Investasi	16.021.990	16.021.990	16.282.762	16.282.762	*Investment*
Sindikasi	9.297.365	9.297.365	7.717.712	7.717.712	*Syndicated*
Direksi dan karyawan	3.201.262	3.201.262	1.788.728	1.788.728	*Directors and employees*
Bunga yang masih akan diterima	12.222.824	12.222.824	11.518.574	11.518.574	*Interest receivable*
Aset lain-lain*)	828.871	828.871	1.781.884	1.781.884	*Other assets*)*
Total aset keuangan	**512.127.613**	**511.700.131**	**455.733.898**	**448.693.736**	***Total financial assets***
Liabilitas Keuangan					*Financial Liabilities*
Nilai wajar melalui laba rugi					*Fair value through profit or loss*
Liabilitas segera**)	1.865.471	1.865.471	2.258.154	2.258.154	*Current liabilities***)*
Simpanan nasabah					*Deposits from customers*
Giro	167.445.865	167.445.865	159.906.028	159.906.028	*Demand deposits*
Tabungan	36.932.333	36.932.333	39.222.081	39.222.081	*Savings deposits*
Deposito Berjangka	201.121.533	201.121.533	153.309.371	153.309.371	*Time deposits*
Simpanan dari Bank Lain					*Deposits from other banks*
Giro	96.481	96.481	70.035	70.035	*Demand deposits*
Surat berharga yang Diterbitkan	3.985.083	4.061.208	5.444.524	5.518.386	*Securities issued*
Liabilitas akseptasi	574.901	574.901	941.898	941.898	*Acceptance Paybale*
Pinjaman yang diterima	37.991.851	32.321.177	33.485.084	29.739.959	*Fund Borrowings*
Bunga yang masih harus dibayar	497.893	497.893	658.070	658.070	*Interest payables*
Liabilitas lain-lain***)	310.923	310.923	313.931	313.931	*Other liabilities***)*
Pinjaman Subordinasi dan efek-efek subordinasi	5.492.133	6.199.185	6.328.105	6.322.658	*Subordinated Loan and securities*
Total liabilitas keuangan	**456.314.467**	**451.426.970**	**401.937.281**	**398.260.571**	***Total financial liablities***

*) Terdiri dari tagihan pihak ketiga.
**) Terdiri dari kewajiban kepada pihak ketiga. bagi hasil yang belum dibagikan. deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.
***) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

**) Consists of third party receivables.*
***) Consists of third party payables. undistributed profit sharing. matured time deposits and interest on time deposits not collected by customers.*
****) Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

48. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hirarki yang digunakan Bank untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan:

(i) Tingkat 1: harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liablitas yang identik yang dapat diakses pada tanggal pengukuran;

(ii) Tingkat 2: input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas. baik secara langsung atau tidak langsung;

(iii) Tingkat 3: input yang tidak dapat diobservasi untuk aset dan liabilitas.

48. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The tables below show the financial instruments recognized at fair value based on the hierarchy used by the Bank in determining and disclosing the fair value of financial instruments:

(i) Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities which are accessible at the measurement date;

(ii) Level 2: inputs other than quoted prices included in level 1 that are observable for the assets and liabilities. either directly or indirectly;

(iii) Level 3: inputs that are not observable for the assets and liabilities.

	31 Desember/*December 31, 2025*				
	Nilai Wajar/ *Fair Value*	**Tingkat/ *Level 1***	**Tingkat/ *Level 2***	**Tingkat/ *Level 3***	
Aset Keuangan					***Financial Assets***
Nilai wajar melalui laba rugi					*Fair value through profit or loss*
Efek-efek	15.641.912	15.409.157	232.755	-	*Securities*
Obligasi pemerintah	3.084.585	3.084.585	-	-	*Government bonds*
Total nilai wajar laba rugi	18.726.497	18.493.742	232.755	-	*Total fair value through profit or loss*
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Financial asset held at fair value through other comprehensive income*
Efek-efek	2.561.187	2.561.187	-	-	*Securities*
Obligasi pemerintah	23.038.781	23.038.781	-	-	*Government bonds*
Total Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain	25.599.968	25.599.968	-	-	*Total financial asset held at fair value through other comprehensive income*
Diukur pada biaya perolehan amortisasi					*Amortized cost*
Efek-efek	3.849.922	50.000	-	3.799.922	*Securities*
Obligasi pemerintah	11.983.272	11.983.272	-	-	*Government bonds*
Efek-efek yang dibeli dengan janji dijual kembali	1.683.840	-	1.683.840	-	*Securities purchased under agreement to resell*
Total diukur pada biaya perolehan amortisasi	17.517.034	12.033.272	1.683.840	3.799.922	*Total Amortized cost*
Tagihan Derivatif	-	-	-	-	*Derivative Receivable*
Kredit yang diberikan piutang dan pembiayaan Syariah - Neto	385.261.851	-	376.677.842	8.584.009	*Loan and sharia financing receivables - Net*
Liabilitas Keuangan					***Financial Liabilities***
Liabilitas Derivatif					*Derivative payable*
Surat berharga yang diterbitkan	3.799.922	-	3.799.922	-	*Securities issued*
Pinjaman yang diterima	37.991.851	-	37.991.851	-	*Fund borrowing*
Pinjaman subordinasi dan efek-efek subordinasi	6.199.185	-	6.199.185	-	*Subordinated loan and securities*

48. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hirarki yang digunakan Bank untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan: (lanjutan)

48. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The tables below show the financial instruments recognized at fair value based on the hierarchy used by the Bank in determining and disclosing the fair value of financial instruments: (continued)

	31 Desember/*December 31, 2024*				
	Nilai Wajar/ *Fair Value*	**Tingkat/ *Level 1***	**Tingkat/ *Level 2***	**Tingkat/ *Level 3***	
Aset Keuangan					***Financial Assets***
Nilai wajar melalui laba rugi					*Fair value through profit or loss*
Efek-efek	19.358.865	18.899.989	458.876	-	*Securities*
Obligasi pemerintah	3.265.550	3.265.550	-	-	*Government bonds*
Total nilai wajar laba rugi	22.624.415	22.165.539	458.876	-	*Total fair value through profit or loss*
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Financial asset held at fair value through other comprehensive income*
Efek-efek	1.964.907	1.964.907	-	-	*Securities*
Obligasi pemerintah	14.109.949	14.109.949	-	-	*Government bonds*
Total Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain	16.074.856	16.074.856	-	-	*Total financial asset held at fair value through other comprehensive income*
Diukur pada biaya perolehan amortisasi					*Amortized cost*
Efek-efek	4.039.638	50.000	-	3.989.638	*Securities*
Obligasi pemerintah	18.100.930	18.100.930	-	-	*Government bonds*
Efek-efek yang dibeli dengan janji dijual kembali	175.625	-	175.625	-	*Securities purchased under agreement to resell*
Total diukur pada biaya perolehan amortisasi	22.316.193	18.150.930	175.625	-	*Total Amortized cost*
Tagihan Derivatif	102.843	-	102.843	-	*Derivative Receivable*
Kredit yang diberikan dan piutang					*Loan and receivables*
Kredit yang diberikan. piutang dan pembiayaan Syariah - neto	337.875.583	-	331.276.899	6.598.684	*Loan and sharia financing receivables - net*
Liabilitas Keuangan					***Financial Liabilities***
Liabilitas Derivatif	-				*Derivative payable*
Surat berharga yang diterbitkan	5.518.386	-	5.518.386	-	*Securities issued*
Pinjaman yang diterima	29.739.959	-	29.739.959	-	*Fund borrowing*
Pinjaman subordinasi dan efek-efek subordinasi	6.322.658	-	6.322.658	-	*Subordinated loan and securities*

48. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hirarki yang digunakan Bank untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan: (lanjutan)

a. Nilai wajar aset dan kewajiban keuangan tertentu. kecuali efek-efek dan Obligasi Pemerintah yang dimiliki hingga jatuh tempo. kredit yang diberikan. pinjaman yang diterima. dan surat berharga yang diterbitkan. mendekati nilai tercatatnya karena mempunyai jangka waktu jatuh tempo yang singkat.

Estimasi nilai wajar terhadap aset keuangan tertentu ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga pasar uang yang berlaku untuk utang dengan risiko kredit dan sisa jatuh tempo yang serupa.

b. Kredit yang diberikan

Portofolio kredit Bank secara umum terdiri dari kredit yang diberikan dengan suku bunga mengambang dan kredit yang diberikan dengan jangka pendek dengan suku bunga tetap. Kredit yang diberikan dinyatakan berdasarkan *amortized cost*. Nilai wajar dari kredit yang diberikan menunjukkan nilai diskon dari perkiraan arus kas masa depan yang diharapkan akan diterima oleh Bank dengan menggunakan suku bunga pasar saat ini.

Nilai tercatat dari kredit yang diberikan dengan suku bunga mengambang dan nilai tercatat atas kredit jangka pendek dengan suku bunga tetap adalah perkiraan yang layak atas nilai wajar.

c. Efek-efek dan Obligasi pemerintah

Nilai wajar untuk surat-surat berharga dan Obligasi pemerintah yang diukur pada biaya perolehan diamortisasi ditetapkan berdasarkan harga pasar atau harga kuotasi perantara *(broker)*/pedagang efek *(dealer)*. Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasi efek yang memiliki karakteristik kredit, jatuh tempo dan *yield* yang serupa atau dinilai dengan menggunakan metode penilaian internal.

d. Surat-surat berharga yang diterbitkan. pinjaman yang diterima dan pinjaman subordinasi dan efek-efek subordinasi

Nilai wajar agregat berdasarkan model diskonto arus kas menggunakan tingkat suku bunga pasar untuk sisa periode jatuh temponya.

48. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The tables below show the financial instruments recognized at fair value based on the hierarchy used by the Bank in determining and disclosing the fair value of financial instruments: (continued)

a. The fair values of certain financial assets and liabilities. except for securities and Government Bonds classified as held to maturity. loans. fund borrowings. and marketable securities issued approximate to their carrying values due to their short-term maturities.

The estimated fair values of certain financial assets are determined based on discounted cash flows using money market interest rates for debt instruments with similar credit risk and remaining maturities.

b. Loans

Generally. the Bank's loan portfolio consists of loans with variable interest rate and short-term loans with fixed interest rate. Loans are stated at amortized cost. The estimated fair value of loans represents the discounted amount of estimated future cash flows expected to be received by the Bank using the current market rates.

The carrying amounts of variable rate loans and short-term fixed rate loans are the reasonable approximation of their fair values.

c. Securities and Government bonds

The fair values of amortized cost marketable securities and Government bonds are based on the market prices or broker/dealer price quotations. When this information is not available, the fair value is estimated using quoted market prices for securities with similar credit, maturity and yield characteristics or using internal valuation model.

d. Securities issued. fund borrowings and subordinated loan and securities

The aggregate fair values are based on discounted cash flow model using current market rate for the remaining term to maturity.

49. LABA PER SAHAM DASAR

Rekonsiliasi faktor-faktor penentu perhitungan laba per saham dasar untuk tahun yang berakhir tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

49. BASIC EARNINGS PER SHARE

The reconciliation of the factors used in calculating the basic earnings per share, for the year ended December 31, 2025 and 2024 are as follows:

	31 Desember/ *December 31, 2025*		
(i) Laba tahun berjalan	3.501.154	(a)	*Income for the year (i)*
(ii) Rata-rata tertimbang saham biasa yang beredar	14.034	(b)	*Weighted average (ii) number of shares outstanding*
(iii) Laba per saham dasar	249	(a/b)	*Basic earnings per share (iii)*

	31 Desember/ *December 31.* 2024		
(i) Laba tahun berjalan	3.007.328	(a)	*Income for the year (i)*
(ii) Rata-rata tertimbang saham biasa yang beredar	14.034	(b)	*Weighted average (ii) number of shares outstanding*
(iii) Laba per saham dasar	214	(a/b)	*Basic earnings per share (iii)*

Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat opsi saham yang beredar, sehingga tidak ada saham dilusian yang perlu diperhitungkan.

On December 31, 2025 and 2024, there were no outstanding stock options; therefore, there are no diluted shares to be considered.

50. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN

a. Perjanjian Signifikan

Pada tanggal 31 Desember 2025, Bank mengadakan perjanjian dengan PT Mitra Niaga Madani sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCPS Kelapa Gading dengan nilai kontrak sebesar Rp3.520.

Pada tanggal 23 Desember 2025, Bank mengadakan perjanjian dengan PT Metro Alam Selaras sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi dan Relokasi KCP Leuwiliangi dengan nilai kontrak sebesar Rp2.590.

Pada tanggal 19 Desember 2025, Bank mengadakan perjanjian dengan PT Jasun Putra Pandawa sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCP Unnes dan Digital Branch KC Semarang dengan nilai kontrak sebesar Rp2.475.

50. SIGNIFICANT AGREEMENTS AND CONTINGENCIES

a. Significant Agreements

On December 31, 2025, the Bank signed an agreement with PT Mitra Niaga Madani regarding Renovation Work Contractor Services for Sharia sub-branch office Kelapa Gading with a contract value of Rp3,520.

On December 23, 2025, the Bank signed an agreement with PT Metro Alam Selaras regarding Renovation Work Contractor Services for sub-branch office Leuwiliangi with a contract value of Rp2,590.

On December 19, 2025, the Bank signed an agreement with PT Jasun Putra Pandawa regarding Renovation Work Contractor Services for sub-branch office Unnes and Digital Branch of Branch Office Semarang with a contract value of Rp2,475.

50. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN

a. Perjanjian Signifikan (lanjutan)

Pada tanggal 15 Desember 2025, Bank mengadakan perjanjian dengan PT Bank Syariah Nasional sehubungan dengan Sinergi Perbankan Bidang SDI (*Human Capital*) dengan nilai kontrak sebesar RpNihil.

Pada tanggal 15 Desember 2025, Bank mengadakan perjanjian dengan PT Bank Syariah Nasional sehubungan dengan Sinergi Layanan Syariah Bank Umum dengan nilai kontrak sebesar RpNihil.

Pada tanggal 15 Desember 2025, Bank mengadakan perjanjian dengan PT Bank Syariah Nasional sehubungan dengan Sinergi Aktivitas Pada Ekosistem Bisnis BTN *Group* dengan nilai kontrak sebesar RpNihil.

Pada tanggal 15 Desember 2025, Bank mengadakan perjanjian dengan PT Bank Syariah Nasional sehubungan dengan Sinergi Aktivitas Operasional dengan nilai kontrak sebesar RpNihil.

Pada tanggal 28 November 2025, Bank mengadakan perjanjian dengan PT Mitra Niaga Madani sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi Ruang Kerja DBSD Lantai 28 Menara 2 BTN dengan nilai kontrak sebesar Rp2.730.

Pada tanggal 28 November 2025, Bank mengadakan perjanjian dengan PT Metro Alam Selaras sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KC Menteng dengan nilai kontrak sebesar Rp3.295.

Pada tanggal 26 November 2025, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCP Mendalo dengan nilai kontrak sebesar Rp2.331.

Pada tanggal 26 November 2025, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCP Selincah dengan nilai kontrak sebesar Rp2.690.

Pada tanggal 24 November 2025, Bank mengadakan perjanjian dengan PT Taruna Bangun Bersama sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCP Karangayu dengan nilai kontrak sebesar Rp2.700.

50. SIGNIFICANT AGREEMENTS AND CONTINGENCIES

a. Significant Agreements (continued)

On December 15, 2025, the Bank signed an agreement with PT Bank Syariah Nasional regarding Banking SDI Synergy (Human Capital) with a contract value of RpNil.

On December 15, 2025, the Bank signed an agreement with PT Bank Syariah Nasional regarding General Syariah Banking Synergy with a contract value of RpNil.

On December 15, 2025, the Bank signed an agreement with PT Bank Syariah Nasional regarding Business Ecosystem on BTN Group Synergy with a contract value of RpNil.

On December 15, 2025, the Bank signed an agreement with PT Bank Syariah Nasional regarding Business Operation Synergy with a contract value of RpNil.

On November 28, 2025, the Bank signed an agreement with PT Mitra Niaga Madani regarding Renovation Work Contractor Services for the Renovation of the DBSD Workspace 28th Floor Tower 2 BTN with a contract value of Rp2,730.

On November 28, 2025, the Bank signed an agreement with PT Metro Alam Selaras regarding Renovation Work Contractor Services for Branch Office Menteng, with a contract value of Rp3,295.

On November 26, 2025, the Bank signed an agreement with PT Casa Prima Indonesia regarding Renovation Work Contractor Services for Sub-branch office Mendalo, with a contract value of Rp2,331.

On November 26, 2025, the Bank signed an agreement with PT Casa Prima Indonesia regarding Renovation Work Contractor Services for Sub-branch office Selincah, with a contract value of Rp2,690.

On November 24, 2025, the Bank signed an agreement with PT Taruna Bangun Bersama regarding Renovation Work Contractor Services for Sub-branch office Karangayu, with a contract value of Rp2,700.

50. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (lanjutan)

a. Perjanjian Signifikan (lanjutan)

Pada tanggal 14 November 2025, Bank mengadakan perjanjian dengan PT Pembangunan Perumahan (Persero) Tbk sehubungan dengan Jasa Kontraktor Pekerjaan Pembangunan Fasilitas Olahraga serta Foodcourt di Kawasan BTN Eco Park Gandul dengan nilai kontrak sebesar Rp16.300.

Pada tanggal 21 November 2025, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi Relokasi KCS Tangerang dengan nilai kontrak sebesar Rp8.340.

Pada tanggal 24 Oktober 2025, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Pekerjaan Lanjutan Pembangunan Learning Center di Lahan Ciburial, Dago Pakar, Bandung dengan nilai kontrak sebesar Rp33.500.

Pada tanggal 20 Oktober 2025, Bank mengadakan perjanjian dengan PT Bank Syariah Nasional sehubungan dengan Sinergi Perbankan Pemanfaatan Gedung Kantor.

Pada tanggal 15 Oktober 2025, Bank mengadakan perjanjian dengan PT Bank Syariah Nasional sehubungan dengan Sinergi Penyediaan Jasa Teknologi Informasi dengan nilai kontrak sebesar Rp40.473.

Pada tanggal 8 Oktober 2025, Bank mengadakan perjanjian dengan PT Neocelindo Intibeton sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi Ruang Kerja Direksi Lantai 22 Menara BTN dengan nilai kontrak sebesar Rp10.380.

Pada tanggal 6 Oktober 2025, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi dan Relayout Ruang Kerja Bank Umum Syariah (BUS) di Tanah Abang dengan nilai kontrak sebesar Rp9.300.

50. SIGNIFICANT AGREEMENTS AND CONTINGENCIES (continued)

a. Significant Agreements (continued)

On November 14, 2025, the Bank signed an agreement with PT Pembangunan Perumahan (Persero) Tbk regarding Renovation Work Contractor Services of Construction Sports Facilities and a Food Court at the BTN Eco Park Gandul Area, with a contract value of Rp16,300.

On November 21, 2025, the Bank signed an agreement with PT Casa Prima Indonesia regarding Renovation and Relocation Work Contractor Services for Sharia Sub-branch office Tangerang, with a contract value of Rp8,340.

On October 24, 2025, the Bank signed an agreement with PT Binayasa Putrabatara regarding for the Procurement of Continuation Work of Learning Center at Ciburial Land, Dago Pakar, Bandung, with a contract value of Rp33,500.

On October 20, 2025, the Bank signed an agreement with PT Bank Syariah Nasional regarding Banking Office Building Utilization Synergy.

On October 15, 2025, the Bank signed an agreement with PT Bank Syariah Nasional regarding Synergy in the Provision of Information Technology Services with a contract value of Rp40,473.

On October 8, 2025, the Bank signed an agreement with PT Neocelindo Intibeton regarding Renovation Work Contractor Services for Director's Workspace 22th Floor Tower 2 BTN with a contract value of Rp10,380.

On October 6, 2025, the Bank signed an agreement with PT Binayasa Putrabatara regarding Renovation and Relayout Work Contractor Services for Sharia Commercial Bank (BUS) Workspaces at Tanah Abang, with a contract value of Rp9,300.

50. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (lanjutan)

a. Perjanjian Signifikan (lanjutan)

Pada tanggal 1 Oktober 2025, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Pekerjaan Lanjutan Pembangunan Gedung KC Pematangsiantar dengan nilai kontrak sebesar Rp8.180.

Pada tanggal 22 September 2025, Bank mengadakan perjanjian dengan PT Gunnebo Indonesia Distribution sehubungan dengan Pengadaan Roll O Pack Peruntukan Records Center Medan dengan nilai kontrak sebesar Rp8.961.

Pada tanggal 8 September 2025, Bank mengadakan perjanjian dengan PT Kharismacipta Lugas sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCP Alam Sutera dengan nilai kontrak sebesar Rp2.540.

Pada tanggal 8 September 2025, Bank mengadakan perjanjian dengan PT Usaha Gedung Mandiri sehubungan dengan Pengadaan Pekerjaan Lanjutan Renovasi dan Relayout KC Depok dengan nilai kontrak sebesar Rp4.670.

Pada tanggal 8 September 2025, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Renovasi Ruang Kerja Bank Umum Syariah (BUS) di Menara BTN dengan nilai kontrak sebesar Rp13.975.

Pada tanggal 8 September 2025, Bank mengadakan perjanjian dengan PT Kharismacipta Lugas sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCP Hang Tuah dengan nilai kontrak sebesar Rp2.550.

50. SIGNIFICANT AGREEMENTS AND CONTINGENCIES (continued)

a. Significant Agreements (continued)

On October 1, 2025, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Procurement of Continuation Work of Pematangsiantar Branch Office Building, with a contract value of Rp8,180.

On September 22, 2025, the Bank signed an agreement with PT Gunnebo Indonesia Distribution regarding the Procurement of a Roll O Pack designated for the Medan Records Center, with a contract value of Rp8,961.

On September 8, 2025, the Bank signed an agreement with PT Kharismacipta Lugas regarding Renovation Work Contractor Services for Sub-branch office Alam Sutra, with a contract value of Rp2,540.

On September 8, 2025, the Bank signed an agreement with PT Usaha Gedung Mandiri regarding the Procurement of Continuation Work for the Renovation and Relayout of Depok Branch Office, with a contract value of Rp4,670.

On September 8, 2025, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Renovation of the Sharia Commercial Bank (BUS) Workspaces at Menara BTN, with a contract value of Rp13,975.

On September 8, 2025, the Bank signed an agreement with PT Kharismacipta Lugas regarding Renovation Work Contractor Services for Sub-branch office Hang Tuah, with a contract value of Rp2,550.

50. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (lanjutan)

a. Perjanjian Signifikan (lanjutan)

Pada tanggal 2 September 2025, Bank mengadakan perjanjian dengan PT Ciriajasa Cipta Mandiri sehubungan dengan Jasa Konsultan Manajemen Konstruksi (MK) Pekerjaan Pembangunan KC Kendari dan KC Parepare dengan nilai kontrak sebesar Rp4.655.

Pada tanggal 29 Agustus 2025, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCPS Binjai dengan nilai kontrak sebesar Rp2.325.

Pada tanggal 29 Agustus 2025, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCPS Tenggarong dengan nilai kontrak sebesar Rp2.220.

Pada tanggal 25 Agustus 2025, Bank mengadakan perjanjian dengan PT Usaha Gedung Mandiri sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KC Jambi dengan nilai kontrak sebesar Rp9.395.

Pada tanggal 11 Agustus 2025, Bank mengadakan perjanjian dengan PT Usaha Gedung Mandiri sehubungan dengan Jasa Kontraktor Renovasi KCPS Bungo dengan nilai kontrak sebesar Rp2.438.

Pada tanggal 11 Agustus 2025, Bank mengadakan perjanjian dengan PT Soludia sehubungan dengan Pengadaan Roll O Pack Gedung Records Center BTN Ecopark Gandul dengan nilai kontrak sebesar Rp43.624.

Pada tanggal 6 Agustus 2025, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Jasa Kontraktor Pergantian Chiller Menara BTN dengan nilai kontrak sebesar Rp35.600.

Pada tanggal 6 Agustus 2025, Bank mengadakan perjanjian dengan PT Mitra Niaga Madani sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCS Tanah Abang dengan nilai kontrak sebesar Rp6.150.

Pada tanggal 31 Juli 2025, Bank mengadakan perjanjian dengan PT Nuanza Karya Selaras sehubungan dengan Jasa Kontraktor Renovasi KCPS Batoh dengan nilai kontrak sebesar Rp2.254.

50. SIGNIFICANT AGREEMENTS AND CONTINGENCIES (continued)

a. Significant Agreements (continued)

On September 2, 2025, the Bank signed an agreement with PT Ciriajasa Cipta Mandiri regarding for Construction Management Consulting Services for Kendari Branch Office Building and Parepare Branch Office Building, with a contract value of Rp4,655.

On August 29, 2025, the Bank signed an agreement with PT Casa Prima Indonesia regarding Renovation Work Contractor Services for Sharia Sub-branch office Binjai, with a contract value of Rp2,325.

On August 29, 2025, the Bank signed an agreement with PT Casa Prima Indonesia regarding Renovation Work Contractor Services for Sharia Sub-branch office Tenggarong, with a contract value of Rp2,220.

On August 25, 2025, the Bank signed an agreement with PT Usaha Gedung Mandiri regarding Renovation Work Contractor Services for Jambi Branch Office Building, with a contract value of Rp9,395.

On August 11, 2025, the Bank signed an agreement with PT Usaha Gedung Mandiri regarding Renovation Work Contractor Services for Sharia Sub-branch office Bungo, with a contract value of Rp2,438

On August 11, 2025, the Bank signed an agreement with PT Soludia regarding Procurement of a Roll O Pack for the BTN Ecopark Gandul Records Center Building, with a contract value of Rp43,624.

On August 6, 2025, the Bank signed an agreement with PT Binayasa Putrabatara regarding Contractor Services for Replace The Chiller at Menara BTN, with a contract value of Rp35,600.

On August 6, 2025, the Bank signed an agreement with PT Mitra Niaga Madani regarding Renovation Work Contractor Services for Sharia Sub-branch office Tanah Abang, with a contract value of Rp6,150.

On July 31, 2025, the Bank signed an agreement with PT Nuanza Karya Selaras regarding Renovation Work Contractor Services for Sharia Sub-branch office Batoh, with a contract value of Rp2,254.

50. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (lanjutan)

a. Perjanjian Signifikan (lanjutan)

Pada tanggal 25 Juli 2025, Bank mengadakan perjanjian dengan PT Mitra Niaga Madani sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi Records Center Medan dengan nilai kontrak sebesar Rp9.918.

Pada tanggal 23 Juli 2025, Bank mengadakan perjanjian dengan PT Kanta Karya Utama sehubungan dengan Jasa Konsultan Manajemen Konstruksi (MK) Pembangunan Gedung KC Panakkukang dengan nilai kontrak sebesar Rp2.410.

Pada tanggal 11 Juli 2025, Bank mengadakan perjanjian dengan PT Primega Saniyya Lestari sehubungan dengan Jasa Konsultan Manajemen Konstruksi (MK) Pembangunan Gedung KC Jababeka dengan nilai kontrak sebesar Rp2.050.

Pada tanggal 7 Juli 2025, Bank mengadakan perjanjian dengan PT Metro Alam Selaras sehubungan dengan Jasa Kontraktor Renovasi CBC Jakarta Raya dengan nilai kontrak sebesar Rp2.384.

Pada tanggal 18 Juni 2025, Bank mengadakan perjanjian dengan PT Bank Victoria Syariah sehubungan dengan Sinergi Perbankan.

Pada tanggal 17 Juni 2025, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Pekerjaan Jasa Kontraktor Pekerjaan Renovasi KCP Way Halim dengan nilai kontrak sebesar Rp5.100.

Pada tanggal 19 Mei 2025, Bank mengadakan perjanjian dengan PT Neoceindo Intibeton sehubungan dengan Pekerjaan Lanjutan Jasa Kontraktor Pekerjaan Renovasi dan Relayout Seluruh Lantai Gedung KC Bekasi dengan nilai kontrak sebesar Rp9.050.

Pada tanggal 29 April 2025, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCP Rawalumbu dengan nilai kontrak sebesar Rp7.200.

Pada tanggal 21 April 2025, Bank mengadakan perjanjian dengan PT Neoceindo Intibeton sehubungan dengan Jasa Kontraktor Pekerjaan Lanjutan Pembangunan Gedung KC Cibubur dengan nilai kontrak sebesar Rp9.198.

50. SIGNIFICANT AGREEMENTS AND CONTINGENCIES (continued)

a. Significant Agreements (continued)

On July 25, 2025, the Bank signed an agreement with PT Mitra Niaga Madani regarding Renovation Work for Record Center Building in Medan, with a contract value of Rp9,918.

On July 23, 2025, the Bank signed an agreement with PT Kanta Karya Utama regarding Construction Management Consulting Services for Panakkukang Branch Office Building, with a contract value of Rp2,410.

On July 11, 2025, the Bank signed an agreement with PT Primega Saniyya Lestari regarding Construction Management Consulting Services of Jababeka Branch Office Building, with a contract value of Rp2,050.

On July 7, 2025, the Bank signed an agreement with PT Metro Alam Selaras regarding Renovation Work Contractor Services for Sub-branch office of CBC Jakarta Raya, with a contract value of Rp2,384.

On June 18, 2025 the Bank signed an agreement with PT Bank Victoria Syariah regarding Banking Synergy.

On June 17, 2025, the Bank signed an agreement with PT Binayasa Putrabatara regarding Renovation Work Contractor Services for Sub-branch office Way Halim, with a contract value of Rp5,100.

On May 19, 2025, the Bank signed an agreement with PT Neoceindo Intibeton regarding the Continuation Work for Renovation and Relayout Contractor Services for the Entire Floor of the Bekasi Branch Office Building, with a contract value of Rp9,050.

On April 29, 2025, the Bank signed an agreement with PT Casa Prima Indonesia regarding Renovation Work Contractor Services for Sub-branch office Rawalumbu, with a contract value of Rp7,200.

On April 21, 2025, the Bank the Bank signed an agreement with PT Neoceindo Intibeton regarding Continuation Work Contractor Services for the Construction of the Cibubur Branch Office Building, with a contract value of Rp9,198.

50. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (lanjutan)

a. Perjanjian Signifikan (lanjutan)

Pada tanggal 19 Februari 2025, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Jasa Kontraktor Renovasi Ruang Kerja TRSD Lantai 25 Menara 2 BTN dengan nilai kontrak sebesar Rp10.495.

Pada tanggal 11 Februari 2025, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Pengadaan Building Management Menara 2 BTN dengan nilai kontrak sebesar Rp49.500.

Pada tanggal 22 Januari 2025, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Jasa Kontraktor Pekerjaan Pembangunan Gedung Bank BTN KC Pondok Indah dengan nilai kontrak sebesar Rp40.700.

Pada tanggal 7 Januari 2025, Bank mengadakan perjanjian dengan PT Usaha Gedung Mandiri sehubungan dengan Jasa Kontraktor Renovasi KC Tangerang dengan nilai kontrak sebesar Rp7.395.

Pada tanggal 12 Desember 2024, Bank mengadakan perjanjian dengan PT Nindya Karya sehubungan dengan Jasa Kontraktor Pembangunan Gedung Bank BTN KC Kelapa Gading Square dengan nilai kontrak sebesar Rp132.001.

Pada tanggal 20 November 2024, Bank mengadakan perjanjian dengan PT Brantas Abipraya sehubungan dengan Jasa Kontraktor Pembangunan KC Kebon Jeruk dengan nilai kontrak sebesar Rp121.500.

Pada tanggal 5 November 2024, Bank mengadakan perjanjian dengan PT Pembangunan Perumahan sehubungan dengan Jasa Kontraktor Pekerjaan Pembangunan BTN Eco Park Gandul (tahap 1) dengan nilai kontrak sebesar Rp322.899.

Pada tanggal 29 Oktober 2024, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi Menara 2 BTN Kuningan dengan nilai kontrak sebesar Rp22.700.

50. SIGNIFICANT AGREEMENTS AND CONTINGENCIES (continued)

a. Significant Agreements (continued)

On February 19, 2025 the Bank signed an agreement with PT Binayasa Putrabatara regarding the Contractor Services for the Renovation of the TRSD Workspace 25th Floor. Tower 2 BTN with a contract value of Rp10,495.

On February 11, 2025 the Bank signed an agreement with PT Binayasa Putrabatara regarding the Procurement of Building Management for Menara 2 BTN with a contract value of Rp49,500.

On January 22, 2025 the Bank signed an agreement with PT Binayasa Putrabatara regarding Contractor Services for the Construction of the BTN Bank Building Pondok Indah Branch Office with a contract value of Rp40,700.

On January 7, 2025 the Bank signed an agreement with PT Usaha Gedung Mandiri regarding the Tangerang Branch Office Renovation Contractor Services with a contract value of Rp7,395.

On December 12, 2024, the Bank signed an agreement with PT Nindya Karya regarding the Construction Contractor Services of Branch Kelapa Gading Square with a contract value of Rp132,001.

On November 20, 2024, the Bank signed an agreement with PT Brantas Abipraya regarding the Construction Contractor Services of Branch Kebon Jeruk with a contract value of Rp121,500.

On November 5, 2024, the Bank signed an agreement with PT Pembangunan Perumahan regarding the Construction Contractor Services of BTN Eco Park Gandul (phase 1) with a contract value of Rp322,899.

On October 29, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Renovation Work Contractor Services of Menara 2 Kuningan with a contract value of Rp22,700.

50. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (lanjutan)

a. Perjanjian Signifikan (lanjutan)

Pada tanggal 28 Oktober 2024, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Renovasi Kantor KC Tanjungpinang dengan nilai kontrak sebesar Rp13.280.

Pada tanggal 14 Oktober 2024, Bank mengadakan perjanjian dengan PT Brantas Abipraya sehubungan dengan Jasa Kontraktor Pekerjaan Pembangunan Learning Center Bandung (Tahap 1) dengan nilai kontrak sebesar Rp100.500.

Pada tanggal 2 Oktober 2024, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Renovasi Kantor KC Surabaya dengan nilai kontrak sebesar Rp13.700.

Pada tanggal 24 September 2024, Bank mengadakan perjanjian dengan PT Neocelindo Intibeton sehubungan dengan Jasa Kontraktor Pembangunan Kantor Wilayah 6 dengan nilai kontrak sebesar Rp61.500.

Pada tanggal 26 Juli 2024, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi Relayout KC Banjarmasin dengan nilai kontrak sebesar Rp11.100.

Pada tanggal 8 Juli 2024, Bank mengadakan perjanjian dengan PT Patroon Arsindo sehubungan dengan Jasa Konsultan Perencana *Detail Engineering Design* (DED), RAB, BQ dan RKS Pembangunan Fase 1 BTN Eco Park Gandul dengan nilai kontrak sebesar Rp17.700.

Pada tanggal 24 Juni 2024, Bank mengadakan perjanjian dengan PT Victory Utama Karya sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi Ruang Kerja Divisi Menara 2 BTN dengan nilai kontrak sebesar Rp26.930.

Pada tanggal 24 Juni 2024, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KC Jakarta Kuningan dan Kantor Wilayah II di Menara 2 BTN dengan nilai kontrak sebesar Rp18.000.

50. SIGNIFICANT AGREEMENTS AND CONTINGENCIES (continued)

a. Significant Agreements (continued)

On October 28, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding the Relayout Renovation Work Contractor Services of Tanjungpinang Branch Office with a contract value of Rp13,280.

On October 14, 2024, the Bank signed an agreement with PT Brantas Abipraya regarding the Construction Contractor Services of BTN Learning Center Bandung (fase 1) with a contract value of Rp100,500.

On October 2, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding the Relayout Renovation Work Contractor Services of Surabaya Branch Office with a contract value of Rp13,700.

On September 24, 2024, the Bank signed an agreement with PT Neocelindo Intibeton regarding the Construction Contractor Services of Regional Office 6 with a contract value of Rp61,500.

On July 26, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding the Relayout Renovation Work Contractor Services of Banjarmasin Branch Office with a contract value of Rp11,100.

On July 8, 2024, the Bank signed an agreement with PT Patroon Arsindo regarding the Detail Engineering Design (DED), RAB, BQ and RKS Planning Consultant Services for Phase 1 Development of BTN Eco Park Gandul with a contract value of Rp17,700.

On June 24, 2024, the Bank signed an agreement with PT Victory Utama Karya regarding BTN Tower 2 Division Workspace Renovation Contractor Services with a contract value of Rp26,930.

On June 24, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Renovation Work Contractor Services for the Jakarta Kuningan Branch Office and Regional Office II at Menara 2 BTN with a contract value of Rp18,000.

50. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (lanjutan)

a. Perjanjian Signifikan (lanjutan)

Pada tanggal 31 Mei 2024, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Pembangunan Gedung BTN KC Kupang dengan nilai kontrak sebesar Rp47.550.

Pada tanggal 23 Mei 2024, Bank mengadakan perjanjian dengan PT Usaha Gedung Mandiri sehubungan dengan Jasa Kontraktor Pekerjaan Ruang Rapat Lantai 30 dan 32 menara 2 BTN dengan nilai kontrak sebesar Rp11.785.

Pada tanggal 14 Mei 2024, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCS Lhokseumawe dengan nilai kontrak sebesar Rp10.500.

Pada tanggal 2 Mei 2024, Bank mengadakan perjanjian dengan PT Integra Dayacipta Grahatama sehubungan dengan Jasa Kontraktor Pekerjaan Pembangunan Kantor Wilayah I dengan nilai kontrak sebesar Rp53.500.

Pada tanggal 20 Februari 2024, Bank mengadakan perjanjian dengan PT Neocelindo Intibeton sehubungan dengan Jasa Kontraktor Pekerjaan Pembangunan Gedung Bank BTN KC Cibubur dengan nilai kontrak sebesar Rp47.280.

Pada tanggal 12 Januari 2024, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Pembangunan Gedung Record Center, KCP dan Rumah Dinas Di Lahan Soekarno Hatta Bandung dengan nilai kontrak sebesar Rp41.150.

Pada tanggal 11 Januari 2024, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Jasa Kontraktor Pekerjaan Pembangunan Gedung Bank BTN KC Pematangsiantar dengan nilai kontrak sebesar Rp42.300.

Pada tanggal 10 Januari 2024, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Sentralisasi Pengadaan Building Management Kantor Wilayah VI dengan nilai kontrak sebesar Rp56.850.

50. SIGNIFICANT AGREEMENTS AND CONTINGENCIES (continued)

a. Significant Agreements (continued)

On May 31, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding BTN Branch Office Kupang Building Construction Work Contractor Services with a contract value of Rp47,550.

On May 23, 2024, the Bank signed an agreement with PT Usaha Gedung Mandiri regarding Contractor Services for Meeting Room Work on Floors 30 and 32 of Tower 2 BTN with a contract value of Rp11,785.

On May 14, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding Sharia Branch Office Lhokseumawe Renovation Work Contractor Services with a contract value of Rp10,500.

On May 2, 2024, the Bank signed an agreement with PT Integra Dayabuat Grahatama regarding Regional Office I Construction Work Contractor Services with a contract value of Rp53,500.

On February 20 2024, the Bank signed an agreement with PT Neocelindo Intibeton regarding Bank BTN Branch Office Cibubur Building Construction Work Contractor Services with contract value of Rp47,280.

On January 12 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding Contractor Services for the Construction of the Record Center Building, Sub-branch Office and Official Homes on Soekarno Hatta Land, Bandung with contract value of Rp41,150.

On January 11, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding Bank BTN Branch Office Pematangsiantar Building Construction Work Contractor Services with contract value of Rp42,300.

On January 10, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Centralization of Procurement of Building Management for Region VI Office with contract value of Rp56,850.

50. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (lanjutan)

a. Perjanjian Signifikan (lanjutan)

Pada tanggal 10 Januari 2024, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Sentralisasi Pengadaan Building Management Kantor Wilayah IV dengan nilai kontrak sebesar Rp91.500.

Pada tanggal 10 Januari 2024, Bank mengadakan perjanjian dengan PT Binayasa Putrabatara sehubungan dengan Sentralisasi Pengadaan Building Management Kantor Wilayah I dengan nilai kontrak sebesar Rp176.246.

b. Liabilitas Kontinjensi

Dalam melakukan usahanya, Bank menghadapi berbagai perkara hukum dan tuntutan di mana Bank sebagai tergugat, terutama sehubungan dengan kepatuhan dengan kontrak. Walaupun belum ada kepastian yang jelas, Bank berpendapat bahwa berdasarkan informasi yang ada dan keputusan terakhir dari perkara bahwa tuntutan hukum ini tidak akan berdampak secara material pada operasi, posisi keuangan atau tingkat likuiditas Bank.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, Bank telah membentuk cadangan (disajikan dalam akun "Liabilitas lain-lain") untuk sejumlah tuntutan hukum yang belum diputuskan masing-masing adalah sebesar Rp67.942 dan Rp66.205. Selain pembentukan cadangan tersebut, Bank juga telah membentuk cadangan atas dugaan pemalsuan bilyet deposito yang telah dilaporkan kepada pihak berwajib dan saat ini sedang dalam proses penyidikan (Catatan 31).

50. SIGNIFICANT AGREEMENTS AND CONTINGENCIES (continued)

a. Significant Agreements (continued)

On January 10, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Centralization of Procurement of Building Management for Region IV Office with contract value of Rp91,500.

On January 10, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Centralization of Procurement of Building Management for Region I Office with contract value of Rp176,246.

b. Contingent Liabilities

In conducting its business, the Bank is a defendant with various litigation proceedings and legal claims mainly with respect to matters of contractual compliance. Although there is no clear assurance yet, the Bank believes that based on information currently available, the ultimate resolution of these legal proceedings and legal claims will not likely have a material effect on the operations, financial position or liquidity level of Bank.

As of December 31, 2025 and 2024, the Bank has established an allowance (included in "Other Liabilities") for several pending lawsuits filed against Bank amounted to Rp67,942 and Rp66,205. In addition to these allowance provided, the Bank has also provided allowance for an indication of forged transaction in the Bank's certificate of time deposits which have been reported to the authority and currently it is in the process of investigation (Note 31).

51. PERNYATAAN STANDAR AKUNTANSI KEUANGAN YANG DIKELUARKAN DAN DIREVISI

Amandemen dan Penyesuaian Pernyataan Standar Akuntansi Keuangan (PSAK) baru yang telah disahkan oleh Dewan Standar Akuntansi Keuangan (DSAK) - Ikatan Akuntan Indonesia (IAI), tetapi belum berlaku efektif untuk laporan keuangan selama tahun berjalan diungkapkan di bawah ini.

Bank bermaksud untuk menerapkan amendemen dan penyesuaian PSAK tersebut, jika dipandang relevan, saat telah menjadi efektif. Berlaku efektif setelah tanggal 1 Januari 2026:

Berlaku efektif pada atau setelah tanggal 1 Januari 2026:

1. PSAK 109, “Instrumen Keuangan” dan PSAK 107 “Instrumen Keuangan Pengungkapan tentang Klasifikasi dan Pengukuran Instrumen Keuangan”.

   Amendemen ini menambahkan dan mengklarifikasi ketentuan dalam PSAK 109 terkait penghentian pengakuan liabilitas keuangan, serta mengklarifikasi penilaian karakteristik arus kas untuk aset keuangan dengan fitur *ESG-linked*, aset keuangan dengan fitur *non-recourse*, dan instrumen yang terikat secara kontraktual seperti *tranche*. Amendemen ini juga mengubah ketentuan dalam PSAK 107 terkait persyaratan pengungkapan investasi pada instrumen ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan menambah ketentuan terkait instrumen keuangan dengan persyaratan kontraktual yang mengubah waktu atau jumlah arus kas kontraktual.

51. REVISED AND ISSUED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS

The amendments and adjustments to Statement of Financial Accounting Standards (SFAS) that have been approved by the Financial Accounting Standards Board (IFAS) - Indonesian Institute of Accountants (IAI), but have not been effective for financial statements during the year are disclosed below.

The Bank intends to implement the amendments and adjustments to the SFAS, if it is deemed relevant, when they become effective. Effective after January 1, 2026:

Effective on or after January 1, 2026:

1. *SFAS 109, "Financial Instruments," and SFAS 107, "Financial Instruments: Disclosures about the Classification and Measurement of Financial Instruments."*

   These amendments adding and clarify statement in SFAS 109 regarding derecognition of financial liabilities, as well as clarify the assessment of cash flow characteristics for financial assets with ESG-linked features, financial assets with non-recourse features, and contractually bound instruments such as tranches. The amendments also revise the statement in SFAS 107 regarding the disclosure requirements for investments in equity instruments measured at fair value through other comprehensive income and adding statament related to financial instruments with contractual terms that alter the timing or amount of contractual cash flows.

51. PERNYATAAN STANDAR AKUNTANSI KEUANGAN YANG DIKELUARKAN DAN DIREVISI (lanjutan)

Berlaku efektif pada atau setelah tanggal 1 Januari 2027

2. PSAK 118 "Penyajian dan Pengungkapan dalam dalam Laporan Keuangan".

   PSAK ini akan menggantikan PSAK 201 "Penyajian Laporan Keuangan" yang menyebabkan perubahan pada struktur penyajian laporan laba rugi dimana mensyaratkan penyajian subtotal laba/(rugi) operasi, laba/(rugi) sebelum pendanaan dan pajak penghasilan, serta laba/(rugi). Selanjutnya, penghasilan dan beban untuk diklasifikasikan ke dalam kategori operasi, investasi, dan pendanaan, serta pajak penghasilan dan operasi yang dihentikan. Selain itu, PSAK ini juga mengatur mengenai pengungkapan ukuran kinerja tetapan manajemen (UKTM) dengan tujuan mengomunikasikan pandangan manajemen atas aspek kinerja keuangan perusahaan secara keseluruhan.

Pada saat penerbitan laporan keuangan, Bank masih mempelajari dampak yang mungkin timbul dari penerapan standar revisi tersebut serta pengaruhnya pada laporan keuangan Bank.

51. REVISED AND ISSUED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (continued)

Effective on or after January 1, 2027

2. SFAS 118 "Presentation and Disclosure in Financial Statements".

   This SFAS will replace SFAS 201 "Presentation in Financial Statements" resulting in changes to the presentation structure of the income statement, requiring the presentation of subtotal profit/(loss) from operations, profit/(loss) before financing and income tax, as well as profit/(loss). Moreover, income and expenses to be classified into operating, investing and financing categories, as well as income tax and discontinued operations. In addition, this SFAS also regulates the disclosure of management-defined performance measures (MPMs) with the aim of communicating management's views on the overall financial performance of the company.

As at the authorization date of this financial statements, the Bank is still evaluating the potential impact of these revised standards to the Bank's financial statements.

52. TAMBAHAN INFORMASI ARUS KAS

52. SUPPLEMENTARY CASH FLOW INFORMATION

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut:

Changes in liabilities arising from financing activities in the cash flow statement are as follows:

		Arus Kas/*Cash Flow*				
	1 Januari/ *January 1*, 2025	**Penerimaan/ *Receipts***	**Pembayaran/ *Payment***	**Perubahan Non-Kas/ *Non-Cash Changes***	**31 Desember/ *December 31, 2025***	
Surat berharga yang diterbitkan	5.444.524	300.000	(1.754.979)	(4.462)	3.985.083	*Securities issued*
Efek-efek yang dijual dengan janji dibeli kembali	3.409.426	51.431.824	(54.544.966)	52.792	349.076	*Securities Sold Under Repurchase Agreements*
Pinjaman yang diterima	33.485.084	7.499.533	(3.020.603)	27.837	37.991.851	*Fund Borrowings*
Pinjaman Subordinasi dan efek-efek subordinasi	6.328.105	4.000.000	(4.828.500)	(7.472)	5.492.133	*Subordinated loans and securities*
Pembayaran Liabilitas Sewa	165.706	-	(88.347)	73.325	150.684	*Payment of Lease liability*
Total	**48.832.845**	**63.231.357**	**(64.237.395)**	**142.020**	**47.968.827**	***Total***

		Arus Kas/*Cash Flow*				
	1 Januari/ *January 1*, 2024	**Penerimaan/ *Receipts***	**Pembayaran/ *Payment***	**Perubahan Non-Kas/ *Non-Cash Changes***	**31 Desember/ *December 31, 2024***	
Surat berharga yang diterbitkan	8.272.098	680.913	(3.572.500)	64.013	5.444.524	*Securities issued*
Efek-efek yang dijual dengan janji dibeli kembali	-	143.153.604	(139.744.766)	588	3.409.426	*Securities Sold Under Repurchase Agreements*
Pinjaman yang diterima	33.762.089	11.144.193	(11.385.262)	(35.936)	33.485.084	*Fund Borrowings*
Pinjaman Subordinasi dan efek-efek subordinasi	9.112.837	-	(3.000.000)	215.268	6.328.105	*Subordinated loans and securities*
Pembayaran Liabilitas Sewa	186.696	-	(93.408)	72.418	165.706	*Payment of* Lease liability
Total	**51.333.720**	**154.978.710**	**(157.795.936)**	**316.351**	**48.832.845**	***Total***

53. INFORMASI TAMBAHAN

Informasi tambahan berikut merupakan informasi yang tidak dipersyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. Informasi tersebut disusun sesuai dengan regulasi Otoritas Jasa Keuangan:

a. Giro Wajib Minimum (GWM)

Rasio GWM Bank pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

53. ADDITIONAL INFORMATION

The following additional information is information that is not required to be disclosed by Indonesian Accounting Standards. Such additional information mas prepared in accordance with regulations of Financial Service Authority:

a. Minimum Reserve Requirements (GWM)

The minimum reserve requirement ratios of the Bank as of December 31, 2025 and 2024. are as follows:

	31 Desember/ December 31, 2025	31 Desember/ December 31, 2024	
Konvensional			*Conventional*
Rupiah			*Rupiah*
Utama	9,39%	5,38%	*Primary*
Harian	2,69%	0,38%	*Daily*
Rata-rata	6,70%	5,00%	*Average*
PLM	12,93%	12,73%	*PLM*
Dolar Amerika Serikat	4,02%	4,18%	*United States Dollar*
Syariah			*Sharia*
Rupiah	4,35%	4,70%	*Rupiah*

Saldo giro pada Bank Indonesia disediakan untuk memenuhi persyaratan Giro Wajib Minimum (GWM) dari Bank Indonesia.

Rasio GWM pada tanggal 31 Desember 2025 dan 2024 dihitung berdasarkan Peraturan Bank Indonesia No. 20/3/PBI/2018 tanggal 29 Maret 2018 yang telah diubah beberapa kali, terakhir dengan PBI No. 24/4/PBI/2022 tanggal 25 Februari 2022. PBI tersebut dijelaskan oleh Peraturan Anggota Dewan Gubernur (PADG) No.20/10/PADG/2018 tanggal 31 Mei 2018 sebagaimana telah diubah beberapa kali dengan PADG No. 20/30/PADG/2018 tanggal 30 November 2018, PADG No. 21/14/PADG/2019 tanggal 26 Juni 2019 sebagaimana telah diubah beberapa kali dengan PADG No. 21/27/PADG/2019 tanggal 26 Desember 2019, PADG No. 22/2/PADG/2020 tanggal 13 Maret 2020, PADG No. 22/10/PADG/2020 tanggal 30 April 2020, PADG No. 22/19/PADG/2020 tanggal 29 Juli 2020, PADG No. 23/27/PADG/2021 tanggal 21 Desember 2021, PADG No. 24/3/PADG/2022 tanggal 1 Maret 2022, PADG No. 24/8/PADG/2022 tanggal 30 Juni 2022, PADG No. 2 Tahun 2023 tanggal 24 Maret 2023, PADG No. 12 Tahun 2023 tanggal 1 Oktober 2023, PADG No. 8 Tahun 2025 tanggal 27 Maret 2025, dan perubahan terakhir pada PADG No. 31 tahun 2025 tanggal 23 Desember 2025 tentang "Giro Wajib Minimum dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah".

Current accounts with Bank Indonesia are maintained to comply with Bank Indonesia's Minimum Legal Reserve Requirements (GWM).

The calculation of the GWM ratios as of December 31, 2025 and 2024 is based on Bank Indonesia regulation (PBI) No. 20/3/PBI/2018 dated March 29, 2018, which has been amended several times, the latest with PBI No. 24/4/PBI/2022 dated February 25, 2022. The PBI is explained by Regulations of Members of the Board of Governors (PADG) No. 20/10/PADG/2018 dated May 31, 2018 which has been amended several times with PADG No. 20/30/PADG/2018 dated November 30, 2018, PADG No. 21/14/PADG/2019 dated June 26, 2019 which has been amended several times with PADG No. 21/27/PADG/2019 dated December 26, 2019, PADG No. 22/2/PADG/2020 dated March 13 2020 PADG No. 22/10/PADG/2020 dated April 30, 2020, PADG No. 22/19/PADG/2020 dated July 29, 2020, PADG No.23/27/PADG/2021 dated December 21, 2021, PADG No. 24/3/PADG/2022 dated March 1, 2022, PADG No. 24/8/PADG/2022 dated June 30, 2022, PADG No. 2 year of 2023 dated March 24, 2023, PADG No. 12 year of 2023 dated October 1, 2023, PADG No. 8 year of 2025 dated March 27, 2025, and the latest amendment by PADG No. 31 year 2025 dated December 23, 2025 regarding "Minimum Statutory Reserve Requirements in Rupiah and Foreign Currencies of Conventional Commercial Banking, Sharia Commercial Banking and Sharia Business Units".

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut merupakan informasi yang tidak dipersyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. Informasi tersebut disusun sesuai dengan regulasi Otoritas Jasa Keuangan: (lanjutan)

a. Giro Wajib Minimum (GWM) (lanjutan)

Bank Indonesia melakukan penguatan kebijakan insentif untuk mendorong peranan perbankan dalam pembiayaan kepada sektor prioritas sesuai Peraturan Bank Indonesia (PBI) No. 24/5/PBI/2022 tentang Insentif bagi Bank yang Memberikan Penyediaan Dana untuk Kegiatan Ekonomi Tertentu dan Inklusif tanggal 25 Februari 2022, sebagaimana diatur lebih lanjut melalui PADG No. 24/4/PADG/2022 tanggal 1 Maret 2022 sebagaimana telah diubah dengan perubahan terakhir PADG No. 1 Tahun 2023 tanggal 15 Februari 2023 dan perubahan terakhir PADG No. 11 tahun 2023 tanggal 27 September 2023 tentang "Peraturan Pelaksanaan Kebijakan Insentif Likuiditas Makroprudensial" Bank Indonesia memberikan insentif berupa kelonggaran atas kewajiban pemenuhan GWM dalam rupiah yang wajib dipenuhi secara harian sebesar 3,20% (tiga koma dua persen) dan kewajiban pemenuhan GWM dalam rupiah berdasarkan prinsip syariah sebesar 2,50% (dua koma lima persen). Insentif bagi Bank yang melakukan penyediaan dana untuk kegiatan ekonomi tertentu dan inklusif ditetapkan oleh Bank Indonesia dan berlaku mulai 1 Desember 2023 sampai dengan 29 Februari 2024.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, sesuai dengan ketentuan Bank Indonesia tersebut di atas, Bank harus memenuhi persyaratan GWM Utama dalam Rupiah masing-masing sebesar 6,70% dan 5,00%, sedangkan untuk mata uang asing masing-masing sebesar 7,74% dan 4,18%. Untuk PLM adalah sebesar 14,18% dan 12,73% dalam Rupiah pada tanggal 31 Desember 2025 dan 2024.

53. ADDITIONAL INFORMATION (continued)

The following additional information is information that is not required to be disclosed by Indonesian Accounting Standards. Such additional information mas prepared in accordance with regulations of Financial Service Authority: (continued)

a. Minimum Reserve Requirements (GWM) (continued)

Bank Indonesia has strengthened incentive policy to stimulate the role of banks in financing priority sectors in accordance with Bank Indonesia Regulation (PBI) No. 24/5/PBI/2022 regarding Incentives for Banks Providing Funds for Certain and Inclusive Economic Activities dated February 25, 2022, as further regulated through PADG No. 24/4/PADG/2022 dated March 1, 2022 as amended by the latest amendment of PADG No. 1 of 2023 dated February 15, 2023, and the latest amendment by PADG No. 11 year of 2023 dated September 27, 2023 regarding "Regulations for Implementing Macroprudential Liquidity Incentive Policy" Bank Indonesia provides incentives in the form of leniency on the obligation to fulfil the statutory reserve in rupiah which must be fulfilled on a daily basis of 3.20% (three point two percent) and the obligation to fulfil the statutory reserve in rupiah based on sharia principles is 2.50% (two point five percent). This incentive is given to Banks that provide funds for certain and inclusive economic activities as stipulated by Bank Indonesia and are valid from December 1, 2023 to February 29, 2024.

As of December 31, 2025 and 2024, based on the above Bank Indonesia regulations, the Bank is required to maintain primary GWM in Rupiah amounting to 6.70%, and 5.00%, respectively, while GWM for foreign currency amounting to 7.74% and 4.18% respectively. PLM amounting to 14,18% and 12.73% in Rupiah as of December 31, 2025 and 2024.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut merupakan informasi yang tidak dipersyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. Informasi tersebut disusun sesuai dengan regulasi Otoritas Jasa Keuangan: (lanjutan)

a. Giro Wajib Minimum (GWM) (lanjutan)

Pada tanggal-tanggal 31 Desember 2025, dan 2024, sesuai dengan ketentuan Bank Indonesia tersebut berdasarkan prinsip syariah, Bank harus memenuhi persyaratan GWM dalam Rupiah masing-masing sebesar 7,50% dan 7,50% Untuk mata uang asing masing-masing sebesar 1,00% dan 1,00%

Pada tanggal-tanggal 31 Desember 2025 dan 2024, Bank juga harus memenuhi Peraturan Bank Indonesia (PBI) No. 20/4/PBI/2018 tanggal 29 Maret 2018 tentang "Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah" sebagaimana telah diubah dengan PBI No. 21/12/PBI/2019 tanggal 25 November 2019, PBI No. 22/17/PBI/2020 tanggal 31 Desember2020, dan PBI No.24/16/PBI/2022 tanggal 1 November 2022 yang dijelaskan melalui Peraturan Anggota Dewan Gubernur No.21/22/PADG/2019 tanggal 28 November 2019 yang telah diubah dengan PADG No. 21/11/PADG/2020 tanggal 29 April 2020, PADG 22/30/PADG/2020 tanggal 5 Oktober 2020, PADG No. 23/7/PADG/2021 tanggal 26 April 2021, PADG No. 23/31/PADG/2021 tanggal 31 Desember 2021 dan perubahan terakhir PADG No. 24/14/PADG/2022 tanggal 1 November 2022 tentang "Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah".

53. ADDITIONAL INFORMATION (continued)

The following additional information is information that is not required to be disclosed by Indonesian Accounting Standards. Such additional information mas prepared in accordance with regulations of Financial Service Authority: (continued)

a. Minimum Reserve Requirements (GWM) (continued)

As of December 31, 2025, and 2024, based on the Bank Indonesia regulations, for sharia principle, The Bank is required to maintain GWM in Rupiah of 7.50% and 7.50%. For foreign currencies of 1.00% and 1.00% respectively.

As of December 31, 2025 and 2024, The Bank must also comply with Bank Indonesia Regulation (PBI) No. 20/4/PBI/2018 dated March 29, 2018 regarding "Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Unit" which has been amended with PBI 21/12/PBI/2019 dated November 25, 2019, PBI No. 22/17/PBI/2020 dated December 31, 2020 and PBI 24/16/PBI/2022 dated November 1, 2022, which is explained through PADG No. 21/22/PADG/2019 dated November 28, 2019 which has been amended with PADG No. 21/11/PADG/2020 dated April 29, 2020, PADG No. 22/30/PADG/2020 dated October 5, 2020, PADG No. 23/7/PADG/2021 dated April 26, 2021, PADG No. 23/31/PADG/2021 dated December 31, 2021 and the latest amendment by PADG 24/14/PADG/2022 dated November 1, 2022 concerning "Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units".

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut merupakan informasi yang tidak dipersyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. Informasi tersebut disusun sesuai dengan regulasi Otoritas Jasa Keuangan: (lanjutan)

a. Giro Wajib Minimum (GWM) (lanjutan)

GWM Primer adalah simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia. GWM Sekunder dan Penyangga Likuiditas Makroprudensial (PLM) adalah cadangan minimum yang wajib dipelihara oleh Bank berupa Sertifikat Bank Indonesia (SBI). Surat Utang Negara (SUN). Surat Berharga Syariah Negara (SBSN) dan/atau excess reserve yang merupakan kelebihan saldo Rekening Giro Rupiah Bank dari GWM Primer. GWM LFR dan Rasio Intermediasi Makroprudensial (RIM).

GWM LFR dan RIM adalah tambahan simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia, jika LFR dan RIM target Bank Indonesia (84%) atau jika di atas maksimum LFR dan RIM target BI (94%) dan Kewajiban Penyediaan Modal Minimum (KPMM) Grup lebih kecil dari KPMM Insentif BI sebesar 14%.

Bank telah memenuhi ketentuan Bank Indonesia tentang Giro Wajib Minimum pada tanggal-tanggal 31 Desember 2025 dan 2024.

Sisa umur jatuh tempo atas giro pada Bank Indonesia dikategorikan sebagai kurang dari satu bulan (Catatan 45).

53. ADDITIONAL INFORMATION (continued)

The following additional information is information that is not required to be disclosed by Indonesian Accounting Standards. Such additional information mas prepared in accordance with regulations of Financial Service Authority: (continued)

a. Minimum Reserve Requirements (GWM) (continued)

Primary Minimum Statutory Reserve is a minimum reserve that should be maintained by the Bank in Current Accounts with Bank Indonesia. Secondary Minimum Statutory Reserve and Macroprudential Liquidity Buffer are the minimum reserves that should be maintained by the Bank which comprise of Certificates of Bank Indonesia (SBI). Government Debenture Debt (SUN). Sharia Government Securities (SBSN). and/or excess reserve which represents the excess reserve of the Bank's Current Accounts in Rupiah over the Primary Minimum Statutory Reserve. Minimum Statutory Reserve on LFR and Macroprudential Intermediation Ratio (RIM).

Minimum Statutory Reserve on LFR and RIM is the additional reserve that should be maintained by the Bank in the form of Current Accounts with Bank Indonesia, if the Group's LFR and RIM is below the minimum of LFR and RIM targeted by Bank Indonesia (84%) or if the Bank's LFR and RIM is above the maximum of LFR and RIM targeted by BI (94%) and the Capital Adequacy Ratio (CAR) is below BI requirement of 14%.

The Bank has complied with Bank Indonesia regulations concerning the minimum reserve requirements as of December 31, 2025, and 2024.

The remaining period of current accounts with Bank Indonesia is categorized as less than one month (Note 45).

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut merupakan informasi yang tidak dipersyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. Informasi tersebut disusun sesuai dengan regulasi Otoritas Jasa Keuangan: (lanjutan)

b. Klasifikasi Berdasarkan Kolektibilitas OJK

1) Giro Pada Bank Lain

Pada tanggal 31 Desember 2025 dan 2024. kolektibilitas giro pada bank lain sesuai Peraturan OJK adalah sebagai berikut:

53. ADDITIONAL INFORMATION (continued)

The following additional information is information that is not required to be disclosed by Indonesian Accounting Standards. Such additional information mas prepared in accordance with regulations of Financial Service Authority: (continued)

b. Classification Based on OJK Collectibility

1) Current accounts with Other Banks

As of December 31, 2025 and 2024. the collectibility of current accounts with other banks according to Financial Service Authority Rule collectibility are as follows:

	31 Desember/ *December 31, 2025*	**31 Desember/ *December 31, 2024***	
Lancar	2.514.104	5.949.997	*Current*
Macet	2.043	1.749	*Loss*
Total	2.516.147	5.951.746	*Total*
Dikurangi cadangan kerugian penurunan nilai	(2.050)	(2.571)	*Less allowance for impairment losses*
Neto	**2.514.097**	**5.949.175**	***Net***

2) Penempatan pada bank lain dan Bank Indonesia

Seluruh penempatan pada bank lain dan Bank Indonesia pada tanggal-tanggal 31 Desember 2025 dan 2024 sesuai Peraturan OJK diklasifikasikan sebagai lancar.

2) Placements with other banks and Bank Indonesia

All placements with other banks and Bank Indonesia as of December 31, 2025 and 2024, according to Financial Service Authority Rule collectibility are classified as current.

3) Efek-efek

Kolektibilitas efek-efek sesuai Peraturan OJK adalah sebagai berikut:

3) Securities

The collectibility of securities according to Financial Service Authority Rule collectibility are as follows:

	31 Desember/ *December 31, 2025*	**31 Desember/ *December 31, 2024***	
Lancar	21.962.104	25.260.713	*Current*
Dalam Perhatian Khusus	32.929	42.859	*Special Mention*
Kurang Lancar	2.869	4.360	*Substandard*
Diragukan	4.543	5.369	*Doubtful*
Macet	50.576	50.109	*Loss*
Total	22.053.021	25.363.410	*Total*
Cadangan kerugian penurunan nilai	(52)	(787)	*Allowance for impairment losses*
Neto	**22.052.969**	**25.362.623**	***Net***

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut merupakan informasi yang tidak dipersyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. Informasi tersebut disusun sesuai dengan regulasi Otoritas Jasa Keuangan: (lanjutan)

b. Klasifikasi Berdasarkan Kolektibilitas OJK (lanjutan)

4) Efek-efek yang Dibeli dengan Janji Dijual Kembali

Seluruh efek-efek yang Dibeli dengan Janji Dijual Kembali pada tanggal-tanggal 31 Desember 2025 dan 2024 sesuai Peraturan OJK diklasifikasikan sebagai lancar.

5) Tagihan akseptasi

Sesuai Peraturan OJK, pada tanggal-tanggal 31 Desember 2025 dan 2024 semua tagihan akseptasi diklasifikasikan sebagai lancar.

6) Tagihan dan liabilitas derivatif

Sesuai Peraturan OJK, pada tanggal-tanggal 31 Desember 2025 dan 2024 semua tagihan dan liabilitas derivatif diklasifikasikan sebagai lancar.

53. ADDITIONAL INFORMATION (continued)

The following additional information is information that is not required to be disclosed by Indonesian Accounting Standards. Such additional information mas prepared in accordance with regulations of Financial Service Authority: (continued)

b. Classification Based on OJK Collectibility (continued)

4) Securities Purchased under Agreement to Resell

All securities purchased under agreement to resell Indonesia as of December 31, 2025 and 2024. according to Financial Service Authority Rule collectibility are classified as current.

5) Acceptance receivables

According to Financial Service Authority Rule collectibility All acceptances receivables were classified as current as of December 31, 2025 and 2024.

6) Derivative receivable and payables

According to Financial Service Authority Rule collectability, all derivative receivable and payables were classified as current as of December 31, 2025 and 2024.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

b. Klasifikasi Berdasarkan Kolektibilitas OJK (lanjutan)

7) Kredit yang Diberikan dan Pembiayaan/ Piutang Syariah

Kolektibilitas kredit yang diberikan dan pembiayaan/piutang syariah sesuai Peraturan OJK adalah sebagai berikut:

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

b. Classification Based on OJK Collectibility (continued)

7) Loans and Sharia Financing/Receivables

The collectibility of loans and sharia financing/receivables according to Financial Service Authority Rule collectibility are as follows:

	31 Desember/*December 31, 2025*		31 Desember/*December 31, 2024*		
	Nilai tercatat/ *Carrying amount*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	Nilai tercatat/ *Carrying amount*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	
Konvensional					*Conventional*
Individual					*Individual*
Lancar	9.025.622	2.009.267	8.100.760	1.104.716	*Current*
Dalam perhatian khusus	2.573.396	1.431.868	3.747.701	1.405.247	*Special mention*
Kurang lancar	6.139	6.133	38.480	37.880	*Substandard*
Diragukan	1.406	1.406	-	-	*Doubtful*
Macet	712.989	286.869	1.577.601	1.070.858	*Loss*
	12.319.552	3.735.543	13.464.542	3.618.701	
Kolektif					*Collective*
Lancar	291.729.575	2.502.002	264.960.207	2.644.832	*Current*
Dalam perhatian khusus	31.431.946	3.486.569	27.214.026	2.529.447	*Special mention*
Kurang lancar	328.112	154.716	566.796	205.792	*Substandard*
Diragukan	648.783	318.924	1.748.284	555.970	*Doubtful*
Macet	9.244.956	3.761.803	6.126.250	2.173.192	*Loss*
	333.383.372	10.224.014	300.615.563	8.109.233	
Syariah					*Sharia*
Lancar	49.918.935	180.799	39.536.826	783.326	*Current*
Dalam perhatian khusus	3.539.306	143.437	3.095.410	35.624	*Special mention*
Kurang lancar	280.091	137.129	266.796	9.417	*Substandard*
Diragukan	218.665	124.854	191.485	15.356	*Doubtful*
Macet	916.166	768.460	802.310	485.530	*Loss*
	54.873.163	1.354.679	43.892.827	1.329.253	
Total	**400.576.087**	**15.314.236**	**357.972.932**	**13.057.187**	***Total***

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

b. Klasifikasi Berdasarkan Kolektibilitas OJK (lanjutan)

7) Kredit yang Diberikan dan Pembiayaan/ Piutang Syariah (lanjutan)

Rasio kredit dan pembiayaan/piutang syariah yang diklasifikasikan non-performing terhadap jumlah kredit dan pembiayaan/piutang syariah (metode gross dan neto) adalah seperti yang terlihat pada tabel berikut:

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

b. Classification Based on OJK Collectibility (continued)

7) Loans and Sharia Financing/Receivables (continued)

The ratios of non-performing loans and sharia financing/receivables to total loans and sharia financing/receivables (using the gross and net methods) are shown in the following table:

	31 Desember/*December 31*, 2025		31 Desember/*December 31*, 2024		
Kolektibilitas	**Konvensional/ *Conventional***	**Syariah/ *Sharia***	**Konvensional/ *Conventional***	**Syariah/ *Sharia***	***Collectibility***
Kurang Lancar	334.251	280.091	605.276	266.796	*Substandard*
Diragukan	650.189	218.664	1.748.284	191.485	*Doubtful*
Macet	9.957.945	916.166	7.703.851	802.309	*Loss*
	10.942.385	1.414.921	10.057.411	1.260.590	
Cadangan kerugian Penurunan nilai atas NPL/NPF	(4.529.851)	(1.030.443)	(4.043.692)	(510.303)	*Allowance for impairment losses for NPL/NPF*
	6.412.534	384.478	6.013.719	750.287	
Kredit yang diberikan dan pembiayaan/ piutang syariah	345.702.924	54.873.163	314.080.105	43.892.827	*Loans and sharia financing/ receivables*
% *Non-performing* kredit yang diberikan dan pembiayaan/ piutang syariah - *Gross* (Gross NPL/NPF)	3,17%	2,58%	3,20%	2,87%	*% of Non-performing loans and sharia financing/ receivables - Gross (Gross NPL/NPF)*
% *Non-performing* kredit yang diberikan dan pembiayaan/ piutang syariah - Neto (Neto NPL/NPF)	1,85%	0,70%	1,91%	1,71%	*% of Non-performing loans and sharia financing/ receivables - Net (Net NPL/NPF)*

Informasi pokok lainnya

NPL/NPF *Gross* dihitung dengan membagi antara jumlah kredit/ pembiayaan/piutang syariah bermasalah dengan jumlah kredit/pembiayaan/piutang syariah keseluruhan.

NPL/NPF Neto dihitung dengan membagi antara jumlah kredit/pembiayaan/piutang syariah bermasalah setelah dikurangi cadangan kerugian dan jumlah kredit/ pembiayaan/piutang syariah keseluruhan.

Other significant information

The Gross NPL/NPF are computed by dividing the total non-performing loans/ sharia financing/receivables by the total loans and sharia financing/receivables.

The Net NPL/NPF ratios are computed by dividing the total non-performing loans/sharia financing/receivables, net of allowance for possible losses, by the total loans and sharia financing/receivables.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

b. Klasifikasi Berdasarkan Kolektibilitas OJK (lanjutan)

7) Kredit yang Diberikan dan Pembiayaan/ Piutang Syariah (lanjutan)

Informasi pokok lainnya (lanjutan)

Rasio NPL/NPF *Gross* (total konvensional dan syariah) adalah 3,08% dan 3,16% masing-masing pada tanggal 31 Desember 2025 dan 2024

Rasio NPL/NPF Neto (total konvensional dan syariah) adalah 1,70% dan 1,89%. masing-masing pada tanggal 31 Desember 2025 dan 2024.

Kredit yang diberikan dan pembiayaan/ piutang syariah *non-performing* berdasarkan sektor ekonomi:

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

b. Classification Based on OJK Collectibility (continued)

7) Loans and Sharia Financing/Receivables (continued)

Other significant information (continued)

The Gross NPL/NPF Ratio (total conventional and sharia) is 3.08% and 3.16% as of December 31, 2025 and 2024, respectively.

The Net NPL/NPF Ratio (total conventional and sharia) is 1.70% and 1.89% of December 31, 2025 and 2024, respectively.

Non-performing loans and sharia financing/receivables by economic sectors:

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Konvensional			*Conventional*
Perumahan	9.886.058	8.608.669	*Property*
Konstruksi	602.570	1.044.179	*Construction*
Jasa Usaha	150.275	165.598	*Business service*
Perdagangan, restoran dan hotel	199.039	184.495	*Trading, restaurant and hotel*
Pertambangan	12.604	12.717	*Mining*
Jasa-jasa sosial	45.780	10.519	*Social service*
Transportasi, Pergudangan, dan Komunikasi	11.574	1.936	*Transportation, warehousing, and communication*
Manufaktur	22.057	17.363	*Manufacturing*
Listrik, gas dan air	3.196	2.812	*Electricity, gas and water*
Pertanian	572	767	*Farming*
Lain-lain*)	8.660	8.356	*Other*)
	10.942.385	10.057.411	
Syariah			*Sharia*
Perumahan	1.096.738	835.243	*Property*
Konstruksi	243.522	315.066	*Construction*
Jasa Usaha	74.661	110.281	*Business service*
	1.414.921	1.260.590	
Total	12.357.306	11.318.001	*Total*
Dikurangi cadangan kerugian penurunan nilai	(5.560.294)	(4.553.995)	*Less allowance for impairment losses*
Neto	**6.797.012**	**6.764.006**	***Net***

*) Terdiri dari rumah tangga dan sektor ekonomi lainnya

**) Consists of household and other economic sectors*

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

b. Klasifikasi Berdasarkan Kolektibilitas OJK (lanjutan)

7) Kredit yang Diberikan dan Pembiayaan/ Piutang Syariah (lanjutan)

Informasi pokok lainnya (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024 tidak terdapat pelanggaran maupun pelampauan Batas Maksimum Pemberian Kredit (BMPK) kepada pihak berelasi dan pihak ketiga sesuai dengan peraturan yang ditetapkan Otoritas Jasa Keuangan.

Kredit dan pembiayaan/piutang syariah yang direstrukturisasi berdasarkan kolektibilitas dan sektor ekonomi:

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

b. Classification Based on OJK Collectibility (continued)

7) Loans and Sharia Financing/Receivables (continued)

Other significant information (continued)

As of December 31, 2025 and 2024 there is neither any breach nor violation of Legal Lending Limit (LLL) to related parties and third parties as required by Regulation of Financial Services Authority.

Restructured loans and sharia financing/receivables by collectibility and economic sector:

31 Desember/*December 31, 2025*

	Lancar/ *Current*	Dalam perhatian khusus/ *Special mention*	Kurang lancar/ *Substandard*	Diragukan/ *Doutbful*	Macet/ *Loss*	Total	
Perumahan	18.774.985	24.938.168	191.450	218.149	6.273.433	50.396.185	*Property*
Konstruksi	2.610.913	1.020.730	689	9.242	201.924	3.843.498	*Construction*
Jasa usaha	1.523.726	4.761	-	-	23.257	1.551.744	*Business service*
Perdagangan. restoran dan hotel	11.040	185.311	-	-	4.565	200.916	*Trading. restaurant and hotel*
Jasa-jasa sosial	94.749	-	-		3.619	98.368	*Social services*
Manufaktur	-	-	-	-	767	767	*Manufacturing*
Transportasi, pergudangan dan komunikasi	2.868.568	126.922	-	-	-	2.995.490	*Transportation, warehousing and communication*
Pertambangan	-		-	-	3.078	3.078	*Mining*
Lain-lain*)	6.663	277	9	144	226	7.319	*Other*)
Total	**25.890.644**	**26.276.169**	192.148	**227.535**	**6.510.869**	**59.097.365**	***Total***

31 Desember/*December 31, 2024*

	Lancar/ *Current*	Dalam perhatian khusus/ *Special mention*	Kurang lancar/ *Substandard*	Diragukan/ *Doutbful*	Macet/ *Loss*	Total	
Perumahan	18.051.594	20.524.730	470.260	1.254.079	4.391.996	44.692.659	*Property*
Konstruksi	2.256.373	1.389.119	5.796	15.962	1.009.420	4.676.670	*Construction*
Jasa usaha	1.579.420	794.705	175	5.156	89.365	2.468.821	*Business service*
Perdagangan. restoran dan hotel	168.286	656	38.334	-	12.418	219.694	*Trading. restaurant and hotel*
Jasa-jasa sosial	106.104	5.279	-	-	9.416	120.799	*Social services*
Manufaktur	-	816	-	-	-	816	*Manufacturing*
Transportasi. pergudangan dan komunikasi	2.992.876	126.982	-	-	-	3.119.858	*Transportation. warehousing and communication*
Pertambangan	-	-	-	-	3.078	3.078	*Mining*
Lain-lain*)	9.617	792	-	33	198	10.640	*Other*)
Total	**25.164.270**	**22.843.079**	**514.565**	**1.275.230**	**5.515.891**	**55.313.035**	***Total***

*) Terdiri dari rumah tangga dan sektor ekonomi lainnya

**) Consists of household and other economic sectors*

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

b. Klasifikasi Berdasarkan Kolektibilitas OJK (lanjutan)

7) Kredit yang Diberikan dan Pembiayaan/ Piutang Syariah (lanjutan)

Informasi pokok lainnya (lanjutan)

Kredit dan pembiayaan/piutang syariah yang direstrukturisasi berdasarkan kolektibilitas dan sektor ekonomi: (lanjutan)

Skema restrukturisasi yang disepakati oleh Bank dan debitur meliputi antara lain penjadwalan ulang pembayaran pokok kredit dan bunga, pembebasan tunggakan bunga, penurunan suku bunga, penambahan fasilitas kredit, novasi dan lain-lain.

Bank telah melakukan restrukturisasi kredit untuk debitur yang terdampak pandemi Covid-19 sesuai dengan POJK No. 11/POJK.03/2020 “Stimulus Perekonomian Nasional sebagai kebijakan countercyclical dampak penyebaran Corona Virus Disease 2019 tertanggal 13 Maret 2020 dan perubahan POJK No. 48/POJK.03/2020 “Perubahan atas Peraturan Otoritas Jasa Keuangan Nomor 11/POJK.03/2020 tentang Stimulus Perekonomian Nasional sebagai kebijakan countercyclical dampak penyebaran Corona Virus Disease 2019” tertanggal 1 Desember 2020 dan perubahan kedua POJK No. 17/POJK.03/2021 “Perubahan kedua atas Peraturan Otoritas Jasa Keuangan Nomor 11/POJK.03/2020 tentang Stimulus Perekonomian Nasional sebagai kebijakan countercyclical dampak penyebaran Corona Virus Disease 2019” tertanggal 10 September 2021.

Per tanggal 31 Desember 2025 dan 2024 total saldo kredit restrukturisasi Covid-19 masing-masing sebesar Rp6.839.651 dan Rp19.027.569.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

b. Classification Based on OJK Collectibility (continued)

7) Loans and Sharia Financing/ Receivables (continued)

Other significant information (continued)

Restructured loans and sharia financing/receivables by collectibility and economic sector: (continued)

Restructured loans scheme agreed by the Bank and its debtors include loans principal and interest rescheduling, overdue interest exemption, reduction of interest rates, additional loan facilities, novation and others.

Bank has restructured its credit for debtors affected by Covid-19 pandemic in accordance with POJK No.11/POJK.03/2020 “National Economic stimulus as countercyclical policy in the impact of the spread of Coronavirus Disease 2019” dated March 13, 2020 and amendment POJK No.48/POJK.03/2020 “Amendment of POJK No.11/POJK.03/2020 Regarding National Economic stimulus as countercyclical policy in the impact of the spread of Coronavirus Disease 2019” dated December 1, 2020 and second amendment POJK No.17/POJK.03/2021 “Second Amendment of POJK No.11/POJK.03/2020 Regarding National Economic stimulus as countercyclical policy in the impact of the spread of Coronavirus Disease 2019” dated September 10, 2021.

As of December 31, 2025 and 2024 the total balance of Covid-19 restructure loans amounted to Rp6,839,651 and Rp19,027,569, respectively.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

b. Klasifikasi Berdasarkan Kolektibilitas OJK (lanjutan)

7) Kredit yang Diberikan dan Pembiayaan/ Piutang Syariah (lanjutan)

Kredit dan pembiayaan/piutang syariah yang direstrukturisasi berdasarkan kolektibilitas dan sektor ekonomi: (lanjutan)

Dalam laporan Bank ke Otoritas Jasa Keuangan (OJK) disebutkan bahwa pada tanggal 31 Desember 2025 dan 2024, Bank telah mematuhi ketentuan Batas Maksimum Pemberian Kredit (BMPK), baik terhadap pihak-pihak berelasi maupun kepada pihak yang tidak berelasi.

Rasio kredit usaha kecil (KUK) terhadap total kredit adalah sebesar 1,04% dan 0,99% masing-masing pada tanggal 31 Desember 2025 dan 2024.

Jumlah minimum cadangan kerugian penurunan nilai kredit yang diberikan dan pembiayaan/piutang syariah, yang wajib dibentuk sesuai dengan ketentuan Otoritas Jasa Keuangan adalah sebesar Rp8.926.619 and Rp12.209.531 masing-masing pada tanggal 31 Desember 2025 dan 2024.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

b. Classification Based on OJK Collectibility (continued)

7) Loans and Sharia Financing/Receivables (continued)

Restructured loans and sharia financing/receivables by collectibility and economic sector: (continued)

Based on the report submitted by the Bank to Financial Services Authority (OJK) as of December 31, 2025 and 2024, the Bank is in compliance with the legal lending limit (BMPK) regulations, both for the related and non-related party borrowers.

The ratio of small-scale enterprise loans to total loans is 1.04% and 0.99% as of December 31, 2025 and 2024 respectively.

Minimum allowance for impairment losses for loans and sharia financing receivables required by Financial Services Authority amounted to Rp8,926,619 and Rp12,209,531 as of December 31, 2025 and 2024 respectively.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

b. Klasifikasi Berdasarkan Kolektibilitas OJK (lanjutan)

8) Komitmen dan Kontinjensi

Kolektibilitas garansi yang diterbitkan dan fasilitas kredit yang belum ditarik yang mempunyai risiko kredit adalah sebagai berikut:

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

b. Classification Based on OJK Collectibility (continued)

8) Commitments and Contingencies

The collectibility classification of guarantees issued and unused loan facility bearing credit risks are as follows:

	31 Desember/ *December 31, 2025*		31 Desember/ *December 31, 2024*		
	Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)	**Ekuivalen/ *Equivalent* Rupiah**	**Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)**	**Ekuivalen/ *Equivalent* Rupiah**	
Lancar					*Current*
Rupiah					*Rupiah*
Garansi yang diterbitkan (Catatan 42)		3.890.753		2.579.383	*Guarantees issued (Note 42)*
Fasilitas kredit yang belum ditarik (committed)		206.428		86.184	*Unused loan facility (committed)*
*Irrevocable L/*C yang masih berjalan (Catatan 42)		211.017		249.694	*Outstanding irrevocable L/Cs (Note 42)*
		4.308.198		**2.915.261**	
Mata uang asing					*Foreign currencies*
Garansi yang diterbitkan (Catatan 42)					*Guarantees issued (Note 42)*
Dolar Amerika Serikat	21.595.292	360.101	14.908.241	249.834	*United States Dollar*
Euro Eropa	76.189.526	1.491.139	18.315.405	294.786	*European Euro*
		1.851.240		544.620	
		6.159.438		**3.459.881**	***Total***

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

c. Aset dan liabilitas moneter dalam mata uang asing

Posisi Devisa Neto

Perhitungan Posisi Devisa Neto (PDN) didasarkan pada Peraturan Bank Indonesia No. 5/13/PBI/2003 tanggal 17 Juli 2003 sebagaimana telah diubah dengan perubahan keempat Peraturan Bank Indonesia No. 17/5/PBI/2015 tanggal 29 Mei 2015. Berdasarkan peraturan tersebut, Bank diwajibkan untuk menjaga rasio PDN laporan posisi keuangan dan secara keseluruhan maksimum 20% dari jumlah modal. PDN adalah penjumlahan nilai absolut yang dinyatakan dalam Rupiah dari selisih bersih antara aset dan liabilitas dalam mata uang asing dan selisih bersih dari tagihan dan liabilitas komitmen dan kontinjensi yang dicatat dalam rekening administratif yang didenominasi dalam setiap mata uang asing.

PDN Bank pada tanggal-tanggal 31 Desember 2025 dan 2024:

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

c. Assets and liabilities denominated in foreign currencies

Net Open Position

The Net Open Position (NOP) is calculated based on Bank Indonesia Regulation No. 5/13/PBI/2003 dated July 17, 2003 which was fourth amended by Bank Indonesia Regulation No. 17/5/PBI/2015 dated May 29, 2015. Based on this regulation, the Bank is required to maintain Net Open Position ratio of the overall statement of financial position at a maximum of 20% of the total capital. The NOP is the sum of the absolute values, which are stated in Rupiah, of the net difference between the assets and liabilities denominated in each foreign currency and the net difference of the receivables and payables of both commitments and contingencies recorded in the administrative accounts denominated in each foreign currency.

The Bank's NOP as of December 31, 2025 and 2024 are as follows:

	31 Desember/*December 31, 2025*			
	Aset/*Assets*	**Liabilitas/*Liabilities***	**Posisi Devisa Neto/ *Net Open Position***	
Laporan posisi keuangan dan Rekening administratif				*Statement of financial position and Administrative accounts*
Dolar Australia	2.088.494	(2.013.861)	74.633	*Australian Dollar*
Dolar Amerika Serikat	39.450.770	(39.198.835)	251.935	*United States Dollar*
Yen Jepang	1.105.611	(941.862)	163.749	*Japanese Yen*
Pound Sterling Inggris	57.841	(10.998)	46.843	*Great Britain Pound Sterling*
Euro Eropa	2.952.521	(2.883.611)	68.910	*European Euro*
Dolar Singapura	1.208.000	(1.209.315)	1.315	*Singapore Dollar*
Renminbi	32.941	(152)	32.789	*Renminbi*
Dolar Hong Kong	70.760	(70.572)	188	*Hong Kong Dollar*
Ringgit Malaysia	3.123	(2.401)	722	*Malaysian Ringgit*
Riyal Arab Saudi	1.572	(976)	596	*Saudi Arabian Riyal*
Dolar Canada	29.028	(29.028)	-	*Canada Dollar*
			641.680	
Modal (Catatan 53d)			**32.982.407**	***Capital (Note 53d)***
Rasio PDN			**1,95%**	***NOP ratio***

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

c. Aset dan liabilitas moneter dalam mata uang asing (lanjutan)

Posisi Devisa Neto (lanjutan)

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

c. Assets and liabilities denominated in foreign currencies (continued)

Net Open Position (continued)

	31 Desember/*December 31, 2024*			
	Aset/*Assets*	**Liabilitas/*Liabilities***	**Posisi Devisa Neto/ *Net Open Position***	
Laporan posisi keuangan dan Rekening administratif				*Statement of financial position and Administrative accounts*
Dolar Australia	1.916.596	(1.949.093)	32.497	*Australian Dollar*
Dolar Amerika Serikat	50.252.606	(50.177.699)	74.907	*United States Dollar*
Yen Jepang	738.224	(749.325)	11.101	*Japanese Yen*
Pound Sterling Inggris	198.004	(9.533)	188.471	*Great Britain Pound Sterling*
Euro Eropa	326.050	(429.071)	103.021	*European Euro*
Dolar Singapura	1.060.649	(1.058.974)	1.675	*Singapore Dollar*
Renminbi	4.075	(367)	3.708	*Renminbi*
Dolar Hong Kong	68.519	(68.415)	104	*Hong Kong Dollar*
Ringgit Malaysia	1.440	(1.136)	304	*Malaysian Ringgit*
Riyal Arab Saudi	922	(326)	596	*Saudi Arabian Riyal*
Dolar Canada	29.028	(29.028)	-	*Canada Dollar*
			416.384	
Modal (Catatan 53d)			**32.273.030**	***Capital (Note 53d)***
Rasio PDN			**1,29%**	***NOP ratio***

d. Rasio Kewajiban Penyediaan Modal Minimum (KPMM)

Bank secara aktif mengelola modalnya sesuai dengan peraturan yang berlaku. Tujuan utamanya adalah untuk memastikan bahwa setiap saat Bank dapat menjaga kecukupan modalnya untuk menutup risiko bawaan *(inherent risks)* pada kegiatan perbankan tanpa mengurangi optimalisasi nilai pemegang saham.

KPMM pada tanggal 31 Desember 2025 dan 2024 dihitung berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 27/POJK.03/2022, POJK No.34/POJK.03/2016 dan POJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum.

d. Minimum Required Capital Adequacy (CAR)

The Bank actively manages its capital in accordance with the regulatory requirements. The primary objective of which is to ensure that the Bank, at all times, maintains adequate capital to cover inherent risks to its banking activities without prejudice to optimizing shareholder's value.

CAR on December 31, 2025 and 2024 was calculated based on Otoritas Jasa Keuangan (OJK) No. 27/POJK.03/2022, POJK No. 34/POJK.03/2016 and POJK No. 11/POJK.03/2016 concerning the Minimum Capital Requirement for Commercial Banks.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

d. Rasio Kewajiban Penyediaan Modal Minimum (KPMM) (lanjutan)

Berdasarkan POJK No. 27/POJK.03/2022 tentang Perubahan Kedua atas POJK No.11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum, PBI No. 17/22/PBI/2015 tentang Kewajiban Pembentukan Countercyclical Buffer dan POJK No. 46/POJK.03/2015 tentang Penetapan Systemically Important Bank dan Capital Surcharge, Bank diwajibkan membentuk tambahan modal sebagai penyangga (buffer) yang berlaku secara bertahap mulai 1 Januari 2016. Pembentukan modal buffer yaitu Capital Conservation Buffer, Countercyclical Buffer dan Capital Surcharge untuk D-SIB yang wajib dibentuk berdasarkan persentase tertentu dari Aset Tertimbang Menurut Risiko (ATMR) masing-masing sebesar 2,50%, 0,00% dan 1,00%.

Berdasarkan POJK No 48/POJK.03/2020 tanggal 1 Desember 2020 tentang Perubahan atas POJK No.11/POJK.03/2020 tanggal 27 Mei 2020, untuk kebijakan relaksasi dalam rangka mendukung program pemulihan ekonomi nasional sektor perbankan, bahwa kewajiban pemenuhan Capital Conservation Buffer dalam komponen modal ditiadakan sampai dengan 31 Maret 2022.

Berdasarkan profil risiko Bank masing-masing per 31 Desember 2025 dan 2024, yaitu *low to moderate*, maka rasio kecukupan modal (KPMM) minimum per 31 Desember 2025 dan 2024 ditetapkan masing-masing sebesar 9% sampai dengan 9%.

Penentuan kepatuhan Bank terhadap peraturan dan rasio yang berlaku didasarkan pada peraturan praktik akuntansi yang berbeda dalam beberapa hal dengan Standar Akuntansi Keuangan di Indonesia.

Pada tanggal-tanggal 31 Desember 2025 dan 2024 Bank telah memenuhi rasio sesuai yang disyaratkan Bank Indonesia dan/atau Otoritas Jasa Keuangan untuk KPMM.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

d. Minimum Required Capital Adequacy (CAR) (continued)

Based on POJK No. 27/POJK.03/2022 concerning of Second Change Regulation No. 11/POJK.03/2016 concerning the Minimum Capital Requirement for Commercial Banks, PBI No. 17/22/PBI/2015 concerning the Establishment of Countercyclical Buffer Requirement, and POJK No. 46/POJK.03/2015 concerning the Determination of Systemically Important Bank and Capital Surcharge, the Bank is required to form additional capital as a buffer that apply in stages starting on January 1, 2016. The establishment of buffer capital consists of Capital Conservation Buffer, Countercyclical Buffer, and Capital Surcharge for D-SIB which shall be established based on a percentage of Risk Weighted Assets (RWA) of 2.50%, 0.00% and 1.00%, respectively.

Based on POJK No. 48/POJK.03/2020 as of December 1, 2020 concerning the amendments of POJK No.11/POJK.03/2020 dated May 27, 2020 for relaxation policy in order to support the national economic recovery program of the banking sector, that the obligation to fulfill the Capital Conservation Buffer in the capital component is removed until March 31, 2022.

Based on the risk profile as of December 31, 2025 and 2024, respectively, which are both low to moderate, the minimum CAR for December 31, 2025 and 2024 is set at 9% to less than 9%, respectively.

The determination of the Bank's compliance with regulations and applicable ratios are based on the accounting rules which is differ in several aspects with the Financial Accounting Standards in Indonesia.

As of December 31, 2025 and 2024 the Bank has fulfilled the required ratios of Bank Indonesia and/or Financial Services Authority for the CAR.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

d. Rasio Kewajiban Penyediaan Modal Minimum (KPMM) (lanjutan)

d. Minimum Required Capital Adequacy (CAR) (continued)

Perhitungan KPMM Bank (entitas induk) pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The computation of the Bank's CAR (parent entity) as of December 31, 2025 and 2024 follows:

		31 Desember/ *December 31,* 2025	**31 Desember/ *December 31, 2024***	
Modal inti	a	28.900.137	29.834.471	*Core Capital*
Modal pelengkap (Maksimal 100% dari modal inti)	b	4.082.270	2.438.559	*Supplementary Capital (Maximum of 100% of Core Capital)*
Modal pelengkap tambahan yang dialokasikan untuk mengantisipasi risiko pasar	c	-	-	*Additional supplementary capital allocated for anticipation of market risk*
Jumlah Modal Inti dan Modal Pelengkap	d=a+b	**32.982.407**	**32.273.030**	***Total Core Capital and Supplementary Capital***
Jumlah modal inti, modal pelengkap dan modal pelengkap tambahan yang dialokasikan untuk mengantisipasi risiko pasar	e=c+d	32.982.407	32.273.030	*Total core capital, supplementary capital and additional supplementary capital allocated for anticipation of market risk*
Penyertaan	f	-	-	*Investment*
Jumlah modal untuk risiko kredit	g=d-f	32.982.407	32.273.030	*Total capital for credit risk*
Jumlah modal untuk risiko kredit dan risiko pasar	h=e-f	32.982.407	32.273.030	*Total capital for credit risk and market risk*
Aset tertimbang menurut risiko kredit	i	148.080.382	149.287.750	*Risk weighted assets credit risk*
ATMR untuk risiko pasar	j	4.900.688	6.101.634	*RWA for market risk*
ATMR untuk risiko operasional	k	20.388.527	19.055.594	*RWA for operational risk*
Jumlah ATMR untuk risiko kredit dan risiko operasional	l=i+k	168.468.909	168.343.344	*Total RWA for credit risk and operational risk*
Jumlah ATMR untuk risiko Kredit, risiko operasional dan risiko pasar	m=i+j+k	173.369.597	174.444.978	*RWA for Credit Risk. Operational Risk and market risk*

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

d. Rasio Kewajiban Penyediaan Modal Minimum (KPMM) (lanjutan)

Penentuan kepatuhan Bank terhadap peraturan dan rasio yang berlaku didasarkan pada peraturan praktik akuntansi yang berbeda dalam beberapa hal dengan Standar Akuntansi Keuangan di Indonesia.

Pada tanggal 31 Desember 2025 dan 2024, Bank telah memenuhi rasio sesuai yang disyaratkan Bank Indonesia dan/atau Otoritas Jasa Keuangan untuk KPMM.

Perhitungan KPMM Bank (entitas induk) pada tanggal 31 Desember 2025 dan2024 adalah sebagai berikut:

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

d. Minimum Required Capital Adequacy (CAR) (continued)

The determination of the Bank's compliance with regulations and applicable ratios are based on the accounting rules which is differ in several aspects with the Financial Accounting Standards in Indonesia.

As of December 31, 2025 and 2024, the Bank has fulfilled the required ratios of Bank Indonesia and/or Financial Services Authority for the CAR.

The computation of the Bank's CAR (parent entity) as of December 31, 2025 and 2024 follows:

		31 Desember/ ***December 31, 2025***	**31 Desember/** ***December 31, 2024***	
CAR untuk risiko kredit dan risiko operasional	n=g/l	19,56%	19,17%	*CAR for credit risk and operational risk*
CAR untuk risiko kredit risiko operasional. dan risiko pasar	o=h/m	19,02%	18,50%	*CAR for credit risk Operational risk and market risk*
CAR Minimum yang Diwajibkan		9%	9%	*Minimum CAR*

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko

Dasar Penerapan Manajemen Risiko

Dalam penerapan manajemen risiko. BTN senantiasa patuh dan taat terhadap regulasi dan perundang-undangan yang berlaku di Indonesia dengan mengacu pada:

1. Peraturan OJK No. 21 Tahun 2023 tanggal 22 Desember 2023 tentang Layanan *Digital* Oleh Bank Umum.
2. Peraturan OJK No. 32/POJK.03/2018 tanggal 27 Desember 2018 tentang Batas Maksimum Pemberian Kredit Dan Penyediaan Dana Besar Bagi Bank Umum.
3. Peraturan OJK No. 11/ POJK.03/2019 tanggal 28 Maret 2019 tentang Prinsip Kehati-hatian Dalam Aktivitas Sekuritisasi Aset Bagi Bank Umum.
4. Peraturan OJK No. 31/POJK.03/2019 tanggal 2 Desember 2019 tentang Kewajiban Pemenuhan Rasio Pengungkit Bagi Bank Umum.
5. Peraturan OJK No. 37/POJK.03/2019 tanggal 19 Desember 2019 tentang Transparansi Dan Publikasi Laporan Bank.
6. Peraturan Bank Indonesia No. 23/17/PBI/2021 tanggal 17 Desember 2021 tentang Perubahan Ketiga atas Peraturan Bank Indonesia No.20/4/PBI/2018 Tentang Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial Bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah.
7. Peraturan Otoritas Jasa Keuangan No. 38/POJK.03/2017 tentang Penerapan Manajemen Risiko Konsolidasi Bagi Bank Yang Melakukan Pengendalian Terhadap Perusahaan Anak.
8. Surat Edaran OJK No.34/SEOJK.03/2016 tanggal 1 September 2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management

Basis for Risk Management Implementation

In the implementation of risk management. BTN consistently adheres to and complies with the regulations and laws applicable in Indonesia by referring to:

1. *OJK Regulation No. 21/2023 dated December 22, 2023, concerning Digital Services by Commercial Banks.*
2. *OJK Regulation No. 32/POJK.03/2018 dated December 27, 2018, concerning the Maximum Limit for Credit and Large Exposures for Commercial Banks.*
3. *OJK Regulation No. 11/POJK.03/2019 dated March 28, 2019, concerning the Principles of Prudence in Asset Securitization Activities for Commercial Banks.*
4. *OJK Regulation No. 31/POJK.03/2019 dated December 2, 2019, concerning the Obligation to Meet the Leverage Ratio for Commercial Banks.*
5. *OJK Regulation No. 37/POJK.03/2019 dated December 19, 2019, concerning Transparency and Publication of Bank Reports.*
6. *Bank Indonesia Regulation No. 23/17/PBI/2021 dated December 17, 2021, concerning the Third Amendment to Bank Indonesia Regulation No. 20/4/PBI/2018 on the Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.*
7. *OJK Regulation No. 38/POJK.03/2017 concerning the Implementation of Consolidated Risk Management for Banks Controlling Subsidiaries.*
8. *OJK Circular Letter No. 34/SEOJK.03/2016 dated September 1, 2016, concerning the Implementation of Risk Management for Commercial Banks.*

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Dasar Penerapan Manajemen Risiko (lanjutan)

Dalam penerapan manajemen risiko. BTN senantiasa patuh dan taat terhadap regulasi dan perundang-undangan yang berlaku di Indonesia dengan mengacu pada: (lanjutan)

9. Surat Edaran OJK No.13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola Bagi Bank Umum.
10. Surat Edaran OJK No.14/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penilaian Tingkat Kesehatan Bank Umum.
11. Surat Edaran OJK No.6/SEOJK.03/2020 tanggal 29 April 2020 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Operasional dengan Menggunakan Pendekatan Standar Bagi Bank Umum.
12. Surat Edaran OJK No.16/SEOJK.04/2021 tanggal 29 Juni 2021 tentang Bentuk dan Isi Laporan Tahunan Emiten Atau Perusahaan Publik
13. Undang Undang No.4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Jasa Keuangan (UU P2SK)
14. Peraturan Lembaga Penjamin Simpanan No. 2 Tahun 2024 tanggal 13 Agustus 2024 tentang Rencana Resolusi Bagi Bank Umum.
15. Peraturan Lembaga Penjamin Simpanan No.1 Tahun 2021 tanggal 30 Maret 2021 tentang Rencana Resolusi bagi Bank Umum.
16. Peraturan OJK No.22 Tahun 2023 perihal Perubahan Kedua Peraturan OJK No.11/POJK.03/2016 tanggal 2 Februari 2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum.
17. SEOJK No.24/SEOJK.03/2021 tanggal 7 Oktober 2021 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Kredit dengan menggunakan Pendekatan Standar Bagi Bank Umum

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Basis for Risk Management Implementation (continued)

In the implementation of risk management. BTN consistently adheres to and complies with the regulations and laws applicable in Indonesia by referring to: (continued)

9. OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017, concerning the Implementation of Governance for Commercial Banks.
10. OJK Circular Letter No. 14/SEOJK.03/2017 dated March 17, 2017, concerning the Assessment of the Health Level of Commercial Banks.
11. OJK Circular Letter No. 6/SEOJK.03/2020 dated April 29, 2020, concerning the Calculation of Risk-Weighted Assets for Operational Risk Using the Standardized Approach for Commercial Banks.
12. OJK Circular Letter No. 16/SEOJK.04/2021 dated June 29, 2021, concerning the Format and Content of the Annual Report for Issuers or Public Companies.
13. Law No. 4 of 2023 concerning the Development and Strengthening of the Financial Services Sector (P2SK Law).
14. Deposit Insurance Corporation (LPS) Regulation No. 2 of 2024 dated August 13, 2024, concerning Resolution Plans for Commercial Banks.
15. LPS Regulation No. 1 of 2021 dated March 30, 2021, concerning Resolution Plans for Commercial Banks.
16. OJK Regulation No. 22 of 2023 concerning the Second Amendment to OJK Regulation No. 11/POJK.03/2016 dated February 2, 2016, concerning the Minimum Capital Requirement for Commercial Banks
17. OJK Circular Letter No. 24/SEOJK.03/2021 dated October 7, 2021, concerning the Calculation of Risk-Weighted Assets for Credit Risk Using the Standardized Approach for Commercial Banks.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Dasar Penerapan Manajemen Risiko (lanjutan)

Dalam penerapan manajemen risiko. BTN senantiasa patuh dan taat terhadap regulasi dan perundang-undangan yang berlaku di Indonesia dengan mengacu pada: (lanjutan)

18. SEOJK No.23/SEOJK.03/2022 tanggal 7 Desember 2022 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Pasar Bagi Bank Umum

19. Peraturan Menteri Badan Usaha Milik Negara No.PER-2/MBU/03/2023 Tahun 2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara

Bank melakukan manajemen risiko yang meliputi seluruh jenis risiko yang wajib dilakukan dan ditanamkan secara mendarah daging oleh seluruh jenjang organisasi melalui penerapan Budaya Risiko. Selain itu, BTN juga menerapkan pemantauan, tindak lanjut, serta penilaian indeks maturitas manajemen risiko secara terintegrasi menyeluruh di setiap level organisasi BTN yang menjadi bagian tidak terpisahkan dari manajemen Risiko BTN.

Manajemen Risiko dilaksanakan secara Individu dan konsolidasi dengan tetap memperhatikan regulasi dan karakteristik bisnis BTN. Pelaksanaan penerapan Manajemen Risiko Konsolidasi BTN diatur dalam ketentuan tersendiri sesuai ketentuan Regulator yang berlaku. Kebijakan Umum Manajemen Risiko dijadikan sebagai pedoman utama dalam melaksanakan pengelolaan Risiko secara operasional dan pengelolaan modal BTN, yang mencakup:

1. Prinsip kehati-hatian pada setiap aspek proses dan aktivitas bisnis BTN, antara lain: Management Portfolio, Kebijakan Perkreditan/Pembiayaan, Penyediaan Kecukupan Modal, *Early Warning System* untuk kredit UMKM dan *Wholesale,* Penetapan Limit, dan Diversifikasi Risiko.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Basis for Risk Management Implementation (continued)

In the implementation of risk management. BTN consistently adheres to and complies with the regulations and laws applicable in Indonesia by referring to: (continued)

18. OJK Circular Letter No. 23/SEOJK.03/2022 dated December 7, 2022, concerning the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks.
19. Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 24, 2023, concerning the Governance and Significant Corporate Activities Guidelines for State-Owned Enterprises

Bank conducts risk management, which encompasses all types of risks that must be undertaken and ingrained at all levels of the organisation through the implementation of a risk culture. In addition, BTN also implements monitoring, follow-up, and comprehensive integrated assessment of the risk management maturity index at every level of the BTN organisation, making it an integral part of BTN's risk management.

Risk Management is implemented both individually and in a consolidated manner, while still considering regulations and BTN's business characteristics. The implementation of BTN's Consolidated Risk Management is governed by separate provisions in accordance with the applicable regulatory requirements. The General Risk Management Policy serves as the primary guideline for operational risk management and capital management at BTN, which includes:

1. Principles of prudence in every aspect of BTN's business processes and activities, including: Management Portfolio, Credit/Financing Policies, Capital Adequacy, Early Warning System for SME and Wholesale credit, Limit Setting, and Risk Diversification.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Manajemen Risiko dilaksanakan secara Individu dan konsolidasi dengan tetap memperhatikan regulasi dan karakteristik bisnis BTN. Pelaksanaan penerapan Manajemen Risiko Konsolidasi BTN diatur dalam ketentuan tersendiri sesuai ketentuan Regulator yang berlaku. Kebijakan Umum Manajemen Risiko dijadikan sebagai pedoman utama dalam melaksanakan pengelolaan Risiko secara operasional dan pengelolaan modal BTN, yang mencakup: (lanjutan)

2. Manajemen Risiko, antara lain: *Risk Appetite, Risk Tolerance, Risk Profile, Stress Testing,* dan Manajemen Risiko Terintegrasi (apabila BTN telah memiliki Perusahaan Anak). Dalam penerapan Manajemen Risiko, BTN menerapkan 4 (empat) pilar Manajemen Risiko secara efektif sesuai dengan ketentuan Regulator yakni:
   a. Pengawasan aktif Direksi dan Dewan Komisaris;
   b. Kecukupan kebijakan & prosedur Manajemen Risiko dan penetapan limit;
   c. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian Risiko serta Sistem Informasi Manajemen Risiko; dan
   d. Sistem pengendalian internal yang menyeluruh.
3. Manajemen Risiko untuk masing-masing jenis Risiko, yang meliputi: proses identifikasi, pengukuran, pemantauan, dan pengendalian Risiko.
4. Pengawasan Risiko, yang meliputi: pemantauan penerapan aktivitas/metodologi pengelolaan Risiko Bank dan Sistem Pengendalian Internal.
5. Dalam penerapan Manajemen Risiko, Bank menetapkan klasifikasi risikoberdasarkan tingkat Intensitas Risiko dengan mempertimbangkan dimensi ukuran dan kompleksitas BTN sesuai dengan ketentuan Regulator yang berlaku pada industri perbankan.
6. *Climate Risk Management & Analysis* dalam rangka manajemen risiko iklim pada industri perbankan, khususnya terkait dampaknya terhadap risiko kredit, pasar, likuiditas, dan operasional Bank.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Risk Management is implemented both individually and in a consolidated manner, while still considering regulations and BTN's business characteristics. The implementation of BTN's Consolidated Risk Management is governed by separate provisions in accordance with the applicable regulatory requirements. The General Risk Management Policy serves as the primary guideline for operational risk management and capital management at BTN, which includes: (continued)

2. Risk Management, including: Risk Appetite, Risk Tolerance, Risk Profile, Stress Testing, and Integrated Risk Management (if BTN has subsidiaries). In implementing Risk Management, BTN applies the 4 (four) pillars of Risk Management effectively in accordance with regulatory requirements, namely:
   a. Active oversight by the Board of Directors and Board of Commissioners;
   b. Adequacy of Risk Management policies & procedures and limit setting;
   c. Adequacy of risk identification, measurement, monitoring, and control processes, as well as Risk Management Information Systems; and
   d. Comprehensive internal control systems.
3. Risk Management for each type of risk, which includes: processes for identifying, measuring, monitoring, and controlling risk.
4. Risk Oversight, which includes: monitoring the implementation of risk management activities/methodologies and Internal Control Systems.
5. In implementing Risk Management, the Bank classifies BUMN risks based on the level of Risk Intensity, considering the size and complexity dimensions of BTN in accordance with the applicable regulatory requirements in the banking industry.
6. Climate Risk Management & Analysis for managing climate risk in the banking industry, particularly concerning its impact on credit, market, liquidity, and operational risks of the Bank.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Dalam menjalankan penerapan manajemen risiko yang sehat diperlukan kecukupan kebijakan dan prosedur manajemen risiko yang baik. Pemetaan kebijakan umum manajemen risiko digambarkan mulai dari strategi manajemen risiko, pengelolaan risiko pada Bank dan output yang diharapkan adalah tingkat kesehatan bank yang sehat.

BTN telah mengembangkan strategi manajemen risiko yang sejalan dengan tujuan bisnisnya, dengan menerapkan *Risk Appetite Framework* untuk menetapkan batas risiko yang dapat diterima sesuai dengan *risk capacity Bank.*

BTN telah memiliki *Risk Appetite Statement* (*RAS*) yang merupakan pernyataan kualitatif serta ukuran kuantitatif dari risiko-risiko utama Bank. Pengungkapan RAS dilakukan secara tertulis dan didokumentasikan dengan baik oleh Satuan Kerja Manajemen Risiko. Penetapan Limit RAS dilakukan oleh Dewan Komisaris dan Direksi. Dalam penetapan RAS, telah memperhatikan keberlanjutan ekonomi, keberlanjutan lingkungan dan keberlanjutan sosial yang kemudian diselaraskan pada penyusunan Rencana Kerja Anggaran Perusahaan*, Risk Appetite, Risk Tolerance* dan *Recovery Plan.*

BTN telah menyusun rencana aksi pemulihan sebagaimana diatur pada Peraturan OJK No. 5 Tahun 2024 tentang Penetapan Status Pengawasan dan Penanganan Permasalahan Bank Umum. Recovery Plan merupakan rencana untuk mengatasi permasalahan keuangan yang mungkin terjadi di Bank. Bank juga telah Menyusun rencana resolusi (resolution plan) sesuai dengan aturan pada PLPS No. 2 Tahun 2024. Resolution plan merupakan rencana Tindakan resolusi dalam rangka menjaga keberlangsungan fungsi ekonomi penting (*critical economic function*) Bank tanpa menyebabkan gangguan pada stabilitas system keuangan.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

To implement sound risk management, adequate risk management policies and procedures are essential. The mapping of general risk management policies is outlined in the risk management strategy, risk management within the bank, and the expected output, which is a healthy bank health level.

BTN has developed a risk management strategy that aligns with its business objectives by implementing Risk Appetite Framework to establish acceptable risk limits in accordance with the Bank's risk capacity.

BTN has a Risk Appetite Statement (RAS) which provides both qualitative and quantitative measures of the Bank's key risks. The RAS is disclosed in writing and thoroughly documented by the Risk Management Unit. The limits for the RAS are established by the Board of Commissioners and the Board of Directors. When setting the RAS, considerations include economic sustainability, environmental sustainability, and social sustainability, which are then integrated into the development of the Company's Budget Work Plan, Risk Appetite, Risk Tolerance, and Recovery Plan.

BTN has prepared a recovery action plan as stipulated in OJK Regulation No. 5 of 2024 concerning the Determination of Supervision Status and Handling of Commercial Bank Issues. The Recovery Plan is a plan to address financial problems that may arise at the Bank. The Bank has also prepared a resolution plan in accordance with the provisions of PLPS No. 2 of 2024. The resolution plan is a plan of resolution actions to maintain the continuity of the Bank's critical economic functions without causing disruption to the stability of the financial system.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Guna melengkapi pengukuran risiko khususnya risiko pasar dan risiko likuiditas, Bank melakukan *stress test* dengan *worst case scenario*. Selain melakukan *scenario analysis* terhadap aktivitas bank secara keseluruhan, Bank juga melakukan *scenario analysis* terhadap aktivitas tertentu, khususnya aktivitas baru, yang berpotensi meningkatkan eksposur risiko suku bunga. *Stress Test* yang dilakukan oleh Bank fokus pada 3 (tiga) jenis risiko yaitu risiko kredit, risiko pasar dan risiko likuiditas. Untuk menyempurnakan pengukuran risiko khususnya risiko pasar, risiko likuiditas dan risiko kredit, Bank melakukan *stress test* terhadap *worst case scenario* sebagaimana diatur dalam PT.8-A.6 Pelaksanaan *Stress Test* perihal Petunjuk Pelaksanaan *Stress Testing* dengan frekuensi minimal 1 (satu) tahun sekali untuk risiko kredit dan risiko pasar serta per triwulan untuk risiko likuiditas.

Bank melakukan stress testing secara berkala untuk menilai kecukupan modal dalam hal terjadinya kejadian-kejadian risiko yang bersifat ekstrim atau catastrophe. Selama periode yang dimaksud, telah dilakukan 6 (lima) kali stress testing atas Risiko Likuiditas, Risiko Kredit, dan Risiko Pasar. Empat di antaranya merupakan stress testing internal yang mengacu pada based number Triwulan IV Tahun 2024, Triwulan I Tahun 2025, Triwulan II Tahun 2025, dan Triwulan III Tahun 2025. Sementara dua stress testing lainnya merupakan stress test BUST dengan based number Triwulan IV Tahun 2024 dan reverse stress test dengan based numer Juni 2025, yang telah disampaikan kepada Otoritas Jasa Keuangan (OJK) dan memperoleh persetujuan dari Direksi.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

In measuring risks, particularly market risk and liquidity risk, the Bank conducts stress testing using worst case scenario in addition to scenario analysis of the Bank's activities as a whole. The Bank also performs scenario analysis on specific activities, especially new activity, which could potentially increase the interest rate risk exposure. Currently, the stress tests conducted by the Bank is focused on 3 (three) types of risks, namely, credit risk, market risk (including interest rate risk) and liquidity risk. To improve the measurement of market risk, liquidity risk and credit risk, the Bank conduct stress test on worst case scenario as regulated in PT.8-A.6 Implementation for Stress Testing regarding The Guidelines of Implementation for Stress Testing with a minimum frequency of 1 (one) year for credit risk and market risk and quarterly for liquidity risk.

The bank conducts stress testing on a regular basis to assess capital adequacy in the event of extreme or catastrophic risk events. During the period in question, four stress tests were conducted on liquidity risk, credit risk, and market risk. Three of these were internal stress tests based on the fourth quarter of 2024, the first quarter of 2025, and the second quarter of 2025. The other stress test was a BUST stress test based on the fourth quarter of 2024, which was submitted to the Financial Services Authority (OJK) and approved by the Board of Directors.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Dalam melakukan proses penerapan Manajemen Risiko yang efektif, Bank melengkapi sistem pengendalian internal yang bertujuan untuk menjaga aset Bank, menjamin tersedianya pelaporan keuangan dan manajerial yang dapat dipercaya, meningkatkan kepatuhan terhadap ketentuan dan peraturan perundang-undangan, serta mengurangi risiko terjadinya kerugian, penyimpangan dan pelanggaran aspek kehati-hatian. Terselenggaranya sistem pengendalian internal yang handal dan efektif menjadi tanggung jawab dari seluruh satuan kerja operasional dan satuan kerja pendukung serta Satuan Kerja Audit Internal.

Dalam penguatan kebijakan dan prosedur manajemen risiko, dalam pelaksanaannya BTN juga memasukkan manajemen risiko sebagai salah satu pilar budaya perusahaan BTN, dimana salah satu pilar budaya perusahaan adalah *Governance & Risk Culture. Pilar Governance & Risk Culture* merupakan pilar yang krusial untuk diperkuat sehingga seluruh proses bisnis berjalan dengan *prudent* dan *comply*.

Dalam rangka meningkatkan dan mengoptimalkan pelayanan kepada masyarakat khususnya dalam bisnis *Commercial dan Corporate Loan* serta meningkatkan pendapatan Bank dapat melalui pemberian fasilitas *Credit Line* kepada Non Lembaga Keuangan. Dalam proses pemberian Fasilitas *Credit Line* kepada Non Lembaga Keuangan sudah melibatkan unit manajemen risiko kredit mulai dari pengumpulan data hingga proses keputusan pemberian Fasilitas *Credit Line* kepada Non Lembaga Keuangan. Hasil penetapan limit fasilitas *Credit Line* kepada *Counterparty* didasarkan atas analisa aspek legal, rating perusahaan, aspek manajemen, aspek keuangan, aspek industri, aspek pemasaran, dan aspek agunan. Manajemen Risiko Pasar juga melakukan pengawasan transaksi terhadap limit fasilitas *Credit Line* kepada Non Lembaga Keuangan secara harian.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

In carrying out an effective Risk Management process, the Bank supports its internal control system to protect the Bank's assets, ensure reliable financial and managerial reporting, enhance compliance with laws and regulations, and minimize the risk of losses, deviations, and breaches of prudence. The establishment of a reliable and effective internal control system is the responsibility of all operational units, supporting units, and the Internal Audit Unit.

In strengthening risk management policies and procedures, BTN also incorporates risk management as one of the pillars of BTN's corporate culture. One of these cultural pillars is Governance & Risk Culture. The Governance & Risk Culture pillar is crucial to reinforce, ensuring that all business processes are conducted prudently and in compliance.

In order to improve and optimize services to the public, especially in the Commercial and Corporate Loan business, as well as to increase Bank revenue through the provision of Credit Line facilities to Non-Financial Institutions. In the process of granting Credit Line Facilities for Non-Financial Institutions, the credit risk management unit has been involved, starting from data collection to the decision process for granting Credit Line Facilities for Non-Financial Institutions. The results of the limit determination of Credit Line facilities to Counterparties are based on analysis of legal aspects, company ratings, management aspects, financial aspects, industrial aspects, marketing aspects, and collateral aspects. Market Risk Management also monitors transactions on Credit Line facility limits for Non-Financial Institutions on a daily basis.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Struktur Manajemen Risiko

Tata kelola risiko Bank yang berlandaskan prinsip GCG terwujud dari terlibatnya seluruh organ Bank dalam pengelolaan manajemen risiko. Hal ini dapat dilihat dari susunan organisasi manajemen risiko Bank. Dewan Komisaris dan Direksi bertanggung jawab untuk memastikan penerapan Manajemen Risiko telah memadai sesuai dengan karakteristik, kompleksitas dan profil risiko Bank. Dewan Komisaris dan Direksi berperan aktif pada proses manajemen risiko dalam rangka memitigasi risiko Bank melalui Kualitas Penerapan Manajemen Risiko yang meliputi tata kelola risiko, kerangka manajemen risiko, proses manajemen risiko, kecukupan sumber daya manusia, dan kecukupan sistem informasi manajemen risiko, serta kecukupan sistem pengendalian risiko.

Komite Pemantau Risiko

Komite Pemantau Risiko bertugas dan bertanggung jawab dalam memberikan rekomendasi kepada Dewan Komisaris dengan melakukan evaluasi atas pedoman kebijakan manajemen risiko Bank (Risiko Kredit, Risiko Pasar, Risiko Likuiditas, Risiko Operasional, Risiko Hukum, Risiko Stratejik, Risiko Kepatuhan dan Risiko Reputasi), melakukan evaluasi kesesuaian antara pedoman kebijakan manajemen risiko dengan pelaksanaannya dan melakukan pemantauan serta mengevaluasi pelaksanaan tugas Komite Manajemen Risiko dan Komite Manajemen Risiko Terintegrasi. Dalam melaksanakan tugas dan tanggung jawabnya, Komite Pemantau Risiko mengadakan rapat dengan Enterprise & ESG Risk Management Division secara berkala membahas isu-isu terkini, Profil Risiko Triwulanan (Individu & Konsolidasi), Tingkat Kesehatan Bank (Individu & Konsolidasi), *Recovery Plan* dan hal-hal yang terkait dengan manajemen risiko Bank termasuk ikut mereview Pedoman Kebijakan Manajemen Risiko yang didalamnya terdapat *Risk Appetite* dan *Risk Tolerance* Bank.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Risk Management Structure

The Bank's risk governance, which is based on the principles of GCG, involves the entire Bank in managing risks. This can be seen in the composition of the Bank's risk management organizational structure. The Board of Commissioners (BOC) and Board of Directors (BOD) are responsible for ensuring the proper implementation of risk management in accordance to the characteristics, complexity and risk profile of the Bank. The BOC and BOD play an active role in the risk management process in order to mitigate the risk of the Bank through Quality of Risk Management Implementation which covers risk governance, risk management framework, risk management process, the adequacy of human resources and risk management information systems, as well as the adequacy of risk management systems.

Risk Monitoring Committee

The Risk Monitoring Committee is responsible for providing recommendations to the Board of Commissioners by evaluating the Bank's risk management policy guidelines (Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Strategic Risk, Compliance Risk and Reputational Risk), evaluating according to the policy guidelines and monitoring the duties of Risk Management Comittee. In carrying out its duties, the Risk Monitoring Committee with the Enterprise Risk Management Division regularly discuss issues about Risk Profile, Bank Soundness Level, Recovery Plan and other matters related to Bank risk management including reviewing the Risk Management Policy Guidelines in which there are Risk Appetite and Risk Tolerance Bank.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Struktur Manajemen Risiko (lanjutan)

Komite Manajemen Risiko

Komite Manajemen Risiko (KMR) berperan aktif dalam memberikan pertimbangan-pertimbangan terhadap risiko yang melekat pada kebijakan yang akan ditetapkan Direksi maupun memberikan evaluasi terhadap ketentuan-ketentuan yang dinilai kurang sesuai dengan perkembangan terkini dan perlu dilakukan penyesuaian. KMR terlibat secara aktif dalam melakukan penilaian risiko yang melekat pada setiap produk dan/atau jasa/aktivitas baru sehingga Bank dapat melakukan langkah-langkah mitigasi yang diperlukan. Selain itu apabila dipandang perlu, KMR dapat melakukan evaluasi terhadap Pedoman Kebijakan Manajemen Risiko (PKMR).

Komite Manajemen Risiko Terintegrasi

Komite Manajemen Risiko Terintegrasi memiliki peran yang sangat penting dalam memberikan pertimbangan terkait risiko yang dapat mempengaruhi eksposur Risiko Konglomerasi Keuangan, terutama yang terkait dengan kebijakan yang akan ditetapkan oleh Direksi. Komite ini juga bertugas mengevaluasi ketentuan-ketentuan yang dinilai sudah tidak sesuai dengan perkembangan terkini dan memerlukan penyesuaian. Komite Manajemen Risiko Terintegrasi terlibat langsung dalam penilaian risiko terintegrasi yang terkait dengan setiap produk, layanan, atau aktivitas baru, sehingga Bank dapat mengambil langkah-langkah mitigasi yang tepat. Apabila dianggap perlu, Komite ini juga dapat melakukan evaluasi terhadap Pedoman Kebijakan Manajemen Risiko Terintegrasi (PKMR).

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Risk Management Structure (continued)

Risk Management Committee

The Bank's Risk Management Committee (RMC) is actively involved in providing advice on the inherent risks associated to new policies to be established by the BOD and providing evaluation to the regulations that are considered to be outdated and require updating. The RMC is also actively involved in conducting risk measurement of the risks associated to new products and/or services to enable the Bank to take the necessary mitigating actions. The RMC may evaluate the Risk Management Policy Guidelines, if necessary.

Integrated Risk Management Committee

The Integrated Risk Management Committee plays a very important role in providing considerations related to risks that may affect Financial Conglomerate Risk exposure, especially those related to policies to be determined by the Board of Directors. This committee is also tasked with evaluating provisions that are deemed no longer in line with current developments and require adjustment. The Integrated Risk Management Committee is directly involved in the integrated risk assessment of each new product, service, or activity, enabling the Bank to take appropriate mitigation measures. If deemed necessary, this Committee may also evaluate the Integrated Risk Management Policy Guidelines (PKMR).

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Struktur Manajemen Risiko (lanjutan)

Komite ESG

Komite *ESG* berperan dalam memetakan dan menyusun kebijakan/strategi Program *ESG* dan TJSL serta melakukan monitoring dan evaluasi pelaksanaan Program *ESG* dan TJSL. Komite *ESG* menetapkan langkah-langkah perbaikan mengenai hal-hal yang berkaitan dengan Program *ESG* dan TJSL mencakupi Community Development, Pendanaan Usaha Mikro dan Kecil (PUMK), Rencana Aksi Keuangan Berkelanjutan, serta kegiatan bisnis dalam rangka tanggung jawab Bank kepada masyarakat atas risiko bisnis yang ditimbulkan oleh Bank dan melaporkannya kepada Direksi. Selain itu, Komite *ESG* juga memantau penerapan monitoring atas implementasi Strategi dan *Roadmap ESG Bank*.

Satuan Kerja Manajemen Risiko

Enterprise & ESG Risk Management Division (ERMD) merupakan Satuan Kerja Manajemen Risiko (SKMR) pada Bank, dipimpin oleh seorang Kepala Divisi yang bertanggung jawab langsung kepada Direktur *Risk Management*.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Risk Management Structure (continued)

ESG Committee

The ESG Committee plays a role in mapping and formulating policies/strategies for the ESG and SJSL Program as well as monitoring and evaluating the implementation of the ESG and SJSL Program. The ESG Committee determines corrective measures on matters relating to the ESG and CSR Programs including Community Development, Funding for Micro and Small Enterprises (PUMK), Sustainable Finance Action Plan, as well as business activities in the context of the Bank's responsibility to the community for business risks incurred by the Bank and reports them to the Board of Directors. In addition, the ESG Committee also monitors the implementation of the Bank's ESG Strategy and Roadmap.

Risk Management Division

Enterprise & ESG Risk Management Division (ERMD) is a Risk Management Working Unit (RMWU) at the Bank, led by a Division Head that is responsible directly to the Risk Management Director.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Struktur Manajemen Risiko (lanjutan)

Satuan Kerja Manajemen Risiko (lanjutan)

Struktur organisasi *Enterprise &* ESG *Risk Management Division* terdiri dari *Market & Liquidity Risk Management Department, Credit Portofolio Risk Management Department, Integrated Risk Management Department, Environmental, Social, & Governance (ESG) Department, Model Development Department* dan *Model Validation Department*.

Satuan Kerja Manajemen Risiko Operasional & Digital

Digital & Operations Risk Management Division (DORD) merupakan Satuan Kerja Manajemen Risiko (SKMR) pada Bank, dipimpin oleh seorang Kepala Divisi yang bertanggung jawab langsung kepada Direktur *Risk Management.* Struktur organisasi *Digital & Operations Risk Management Division* terdiri dari *Fraud Risk Management Department, Digital Risk Management Department, Operational Risk Management Department, Regional Operational Risk Control Department,* dan *Operational Risk Control (ORC) Departement* yang terdiri dari 4 Bidang Direktorat yaitu *ORC Retail Banking, ORC Wholesale Banking, ORC Risk & Assets Management,* dan *ORC Operation & Human Capital.*

Bank telah memiliki panduan kebijakan di bidang manajemen risiko yaitu Pedoman Kebijakan Manajemen Risiko (PKMR) di mana di dalamnya telah mencakup ketentuan-ketentuan minimal yang disyaratkan di dalam Peraturan Bank Indonesia. Pengkajian ulang terhadap kebijakan internal juga dilakukan agar sesuai dengan ketentuan terkini dari regulator dengan melakukan *gap analysis* serta mengakomodasi *best practices* yang lazim digunakan untuk meningkatkan kualitas penerapan manajemen risiko.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Risk Management Structure (continued)

Risk Management Division (continued)

The organizational structure of the Enterprise & ESG Risk Management Division consists of the Market & Liquidity Risk Management Department, Credit Portofolio Risk Management Department, Integrated Risk Management Department, Environmental, Social, & Governance (ESG) Department, Model Development Department and Model Validation Department.

Digital & Operations Risk Management Division

Digital & Operations Risk Management Division (DORD) is a Risk Management Work Unit (SKMR) at the Bank, led by a Division Head who is directly responsible to the Director of Risk Management. The organizational structure of the Digital & Operational Risk Management Division consists of the Fraud Risk Management Department, Digital Risk Management Department, Operational Risk Management Department, Regional Operational Risk Control Department, and Operational Risk Control Department (ORC) which consists of 4 Directorate Fields, namely ORC Retail Banking, ORC Wholesale Banking, ORC Risk & Assets Management, and ORC Operation & Human Capital.

The Bank's risk management policies are formalized in the RMPM. RMPM sets out the minimum requirements based on Bank Indonesia regulations. A regular review is conducted on internal policies to comply with the prevailing regulations from regulatory bodies. Gap analysis are performed and best practices are applied to enhance the quality of the risk management implementation.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Kebijakan dan Prosedur Pengelolaan Manajemen Risiko

Sistem informasi manajemen risiko pada tahap awal difokuskan pada pengumpulan dan perbaikan *database* risiko yang diharapkan dapat dikembangkan dan diaplikasikan ke dalam sistem teknologi informasi secara bertahap agar proses pengukuran risiko dan pemantauan risiko dapat dilakukan secara terintegrasi dan dapat disajikan secara tepat waktu.

Profil Risiko

Berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 38/POJK.03/2017 tentang Penerapan Manajemen Risiko secara Konsolidasi bagi Bank yang Melakukan Pengendalian terhadap Perusahaan Anak, ERMD memiliki kewajiban untuk menyampaikan laporan profil risiko secara konsolidasi maupun individual kepada Otoritas Jasa Keuangan setiap triwulan. Laporan tersebut mencakup eksposur terhadap berbagai jenis risiko, antara lain: risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko kepatuhan, risiko hukum, risiko reputasi, dan risiko strategis. Selain itu, peraturan tersebut juga mengatur kewajiban Bank untuk menyampaikan laporan tingkat kesehatan Bank baik secara konsolidasi maupun individual, yang disampaikan secara semesteran. Di samping itu, merujuk pada POJK No. 4/POJK.03/2016 tanggal 26 Januari 2016 dan SEOJK No. 14/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penilaian Tingkat Kesehatan Bank Umum, penilaian dilakukan terhadap faktor profil risiko, yang mencakup penilaian atas risiko inheren serta kualitas penerapan manajemen risiko dalam kegiatan operasional Bank.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Risk Management Policies and Procedures

The Bank also performs risk management on information systems which focuses on risk database collection and improvement. The data is gradually developed and applied in the information technology system so that risk measurement and monitoring can be integrated into the Bank's risk management on a timely basis.

Risk Profile

Based on Financial Services Authority Regulation (POJK) No. 38/POJK.03/2017 concerning the Implementation of Consolidated Risk Management for Bank Controlling Subsidiary Companies, the ERMD is obligated to submit consolidated and individual risk profile reports to the Financial Services Authority (OJK) on a quarterly basis. These reports cover exposures to various types of risks, including: credit risk, market risk, liquidity risk, operational risk, compliance risk, legal risk, reputational risk, and strategic risk. Additionally, the regulation also stipulates the Bank's obligation to submit consolidated and individual Bank Soundness Level reports, which are submitted semi-annually. Furthermore, referring to POJK No. 4/POJK.03/2016 dated January 26, 2016, and SEOJK No. 14/SEOJK.03/2017 dated March 17, 2017, concerning the Assessment of Commercial Banks' Soundness Level, the assessment evaluates the risk profile factor, which includes an assessment of inherent risks and the quality of risk management implementation in the Bank's operational activities

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Profil Risiko (lanjutan)

Secara umum, sesuai dengan penilaian secara *self assessment* Profil Risiko Bank Konsolidasi dan Individu triwulan III tahun 2025, diupayakan berada pada tingkat *Low to Moderate* yang tercermin dari tingkat risiko inherent moderate dan tingkat kualitas penerapan manajemen risiko dengan peringkat *satisfactory*. Risiko Inheren meliputi strategi bisnis, karakteristik bisnis, kompleksitas produk dan aktivitas Bank, industri dimana Bank melakukan kegiatan usaha, serta kondisi makro ekonomi. Kualitas Penerapan Manajemen Risiko meliputi tata kelola risiko, kerangka manajemen risiko, proses manajemen risiko, kecukupan sumber daya manusia, dan kecukupan sistem informasi manajemen risiko, serta kecukupan sistem pengendalian risiko.

Risiko Operasional

Risiko Operasional yang timbul harus segera diantisipasi. Pencadangan modal yang dilakukan Bank dihitung berdasarkan kebutuhan modal minimum (CAR) merupakan salah satu langkah antisipasi agar eksposur Risiko Operasional tidak sampai mengganggu permodalan.

Dalam rangka menghitung kebutuhan modal minimum (CAR) untuk risiko operasional, Bank menerapkan Pendekatan Standar *(Standardized Approach),* sesuai Surat Edaran Otoritas Jasa Keuangan Nomor 6/SEOJK.03/2020 tanggal 29 April 2020 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Operasional dengan Menggunakan Pendekatan Standar Bagi Bank Umum.

Dalam penerapan manajemen risiko operasional, *Digital and Operations Risk Management Division* (DORD) berfungsi memastikan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko berjalan dengan efektif pada setiap aktivitas fungsional, produk atau layanan baru.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Risk Profile (continued)

In general, the Bank's composite risk profile during the third quarter of 2025 is low to moderate, which is reflected in the moderate inherent risk level and satisfactory level of quality of risk management implementation. Inherent risks include business strategy, business characteristics, complexity of products and activities of the Bank, the industry in which the Bank conducts business, as well as macroeconomic conditions. The quality of risk management implementation covers risk governance, risk management framework, risk management process, the adequacy of human resources and risk management information systems, as well as the adequacy of the risk management system.

Operational Risk

Operational risk arising should be anticipated. Provision of capital held by bank is calculated based on minimum Capital Adequacy Ratio (CAR) which is one of anticipatory measures in order the operational risk exposure not interfere Bank's capital structure.

In order to calculate the minimum Capital Adequacy Ratio (CAR) for operational risk, the Bank applies the Standardized Approach, in accordance with Financial Services Autority Circular Letter No. 6/SEOJK.03/2020 dated April 29, 2020 regarding the calculation of Risk Weighted Assets (RWA) for Operational Risk Calculated using Standardized Approach (SA).

In implementing operational risk management, the Digital and Operations Risk Management Division (DORD) functions to ensure that the process of identifying, measuring, monitoring and controlling risks runs effectively in every functional activity, new product or service.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Risiko Operasional (lanjutan)

Dalam rangka melakukan proses identifikasi risiko, saat ini Bank sedang mengembangkan aplikasi *Operational Risk Management Information System* (ORMIS). Aplikasi ORMIS ini terdiri dari tiga modul utama yang terintegrasi yaitu LED, RCSA, dan KRI.

Modul LED (*Loss Event* Database) dirancang terhubung dengan Kantor Wilayah dan Kantor Cabang. Dengan demikian Kantor Wilayah dan Kantor Cabang dapat secara periodik mengirimkan data *loss event* masing-masing kantor secara online melalui ORMIS.

Data yang terkumpul selanjutnya akan diolah dan dianalisis. Dari hasil pengolahan dan analisis tersebut diharapkan akan teridentifikasi peta eksposur risiko yang diperoleh, selanjutnya akan dilakukan langkah mitigasi terhadap eksposur risiko yang teridentifikasi tersebut.

Modul RCSA (*Risk and Control Self-Assessment*) digunakan dalam proses identifikasi dan pengukuran risiko operasional yang melekat pada seluruh aktivitas unit kerja Bank. Oleh karena itu dalam mengisi RCSA seluruh unit kerja dituntut untuk dapat mengidentifikasi dan mengukur risiko-risiko operasional yang melekat pada aktivitas sehari-hari dan berdampak pencapaian sasaran unit kerja termasuk menetapkan jenis kontrol dalam rangka memastikan seluruh potensi risiko pada masing-masing unit kerja dapat dikendalikan.

Sedangkan modul KRI merupakan perangkat untuk memantau tren risiko berdasarkan indikator risiko yang ditetapkan. Atas indikator risiko tersebut akan menjadi dasar untuk penyusunan langkah antisipasi maupun perbaikan di masa yang akan datang.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Operational Risk (continued)

In order to make the process of identifying risks, the Bank is currently developing applications Operations Risk Management Information System (ORMIS). The ORMIS application consists of three main integrated modules, namely LED, RCSA, and KRI.

The LED (Loss Event Database) module is designed to be connected to Regional Offices and Branch Offices. In this way, Regional Offices and Branch Offices can periodically send loss event data for each office online via ORMIS.

The Data collected will be processed and analyzed. Processing and analysis of the results are expected to be identified as a risk exposure maps are obtained, further mitigation measures will be performed against the identified risk exposures.

The RCSA (Risk and Control Self-Assessment) module is used in the process of identifying and measuring operational risks inherent in all Bank work unit activities. Therefore, in completing the RCSA, all work units are required to be able to identify and measure operational risks that are inherent in daily activities and have an impact on achieving work unit targets, including determining the type of control in order to ensure that all potential risks in each work unit can be controlled.

Meanwhile, the KRI module is a tool for monitoring risk trends based on established risk indicators. These risk indicators will become the basis for preparing anticipatory and corrective steps in the future.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Risiko Operasional (lanjutan)

Pengendalian dan mitigasi risiko operasional dilaksanakan oleh seluruh satuan kerja Bank. *Digital and Operations Risk Management Division* bertugas untuk memastikan bahwa Bank telah memiliki kebijakan dan prosedur pengendalian dan mitigasi risiko operasional yang memadai yang wajib dipatuhi dan dilaksanakan oleh setiap satuan kerja dalam melaksanakan transaksi dan aktivitas dengan akurat, efisien dan tepat waktu.

Dalam pengendalian risiko operasional, pelaksanaan kaji ulang manajemen risiko operasional dilakukan oleh *Internal Audit Division* (IAD) yang mencakup keandalan kerangka manajemen risiko operasional dan penerapan manajemen risiko operasional oleh unit bisnis/aktivitas pendukung.

Risiko Hukum

Pengukuran risiko hukum dilaksanakan oleh *Enterprise Risk Management Division* bersama-sama *Legal Division* berdasarkan laporan hasil evaluasi atas analisis kasus-kasus hukum secara individual terhadap liabilitas kontinjensi yang timbul dari tuntutan hukum yang terjadi.

Pemantauan risiko hukum dilaksanakan oleh *Legal Division* untuk mengevaluasi efektivitas dari implementasi kebijakan. prosedur dan kepatuhan terhadap kebijakan. regulasi hukum serta batas ketentuan Bank. Pemantauan dilaksanakan secara berkala terhadap seluruh posisi risiko hukum.

Dalam melaksanakan pengendalian risiko hukum. *Legal Division* memberi masukan hukum dan rekomendasi kepada setiap divisi dan satuan kerja serta melakukan *review* secara berkala terhadap perjanjian dan kontrak kerjasama dengan *counterparty.*

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Operational Risk (continued)

Controlling and mitigating operational risk is conducted by risk taking units within the Bank. The Digital and Operations Risk Management Division ensures that the Bank has adequate policies and procedures, which must be complied and carried out by each risk taking unit in conducting its daily transactions and activities accurately, efficiently and in a timely manner.

In operational risk control, the implementation of operational risk management reviews is carried out by the Internal Audit Division (IAD) which includes the reliability of the operational risk management framework and the implementation of operational risk management by business units/supporting activities.

Legal Risk

Legal risk measurement is conducted together by Enterprise Risk Management Division and Legal Division based on the evaluation report resulting from the analysis of individual legal cases on contingent liabilities arising from legal litigation.

Legal risk monitoring is conducted by Legal Division to evaluate the effectiveness of policies. procedures and compliance with the Bank's policies and prevailing laws and regulations. Periodic monitoring is conducted on all legal risk exposures.

To mitigate legal risk. Legal Division provides legal advice and recommendation to each division and risk taking units and also conducts a regular review of agreements and partnership contracts with counterparty.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Risiko Reputasi

Identifikasi risiko reputasi dilakukan pada faktor-faktor risiko yang melekat pada aktivitas fungsional yang mencakup keterbukaan *(disclosure requirement)*, keluhan nasabah terhadap pelayanan Bank, perilaku karyawan Bank dalam melayani nasabah, dan sistem komunikasi Bank.

Pengukuran risiko reputasi dilakukan berdasarkan hasil assesment terhadap faktor-faktor risiko reputasi. Risiko reputasi Bank dikelola oleh *Corporate Secretary Division* (CSD) dan *Customer Experience Division* (CXD) serta dilaporkan ke OJK oleh ERMD dalam laporan profil risiko.

Dalam rangka pemantauan risiko reputasi. dikembangkan aplikasi Sistem Pengaduan Nasabah (SPN) untuk mendukung layanan dan penanganan pengaduan nasabah yang memungkinkan proses penanganan pengaduan secara online antar pihak-pihak yang terkait dengan permasalahan di Kantor Cabang dan Kantor Pusat. Hal ini berguna untuk memastikan terjaganya kepuasan nasabah.

Dalam pengendalian risiko reputasi, satuan kerja yang berfungsi sebagai *corporate secretary* bertanggung jawab dalam penerapan kebijakan yang berkaitan dengan penanganan dan penyelesaian berita negatif atau menghindari informasi kontra produktif serta untuk menjalankan fungsi *Public Service Obligation* (PSO) dalam rangka melaksanakan tanggung jawab sosial perusahaan *(corporate social responsibility).*

Kegiatan *corporate social responsibility* tidak terfokus kepada kegiatan *charity* saja, tetapi juga dalam bentuk program yang berkesinambungan. Hal ini dapat diwujudkan dalam bentuk pemberian kredit subsidi dan pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL).

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Reputational Risk

Reputational risk is identified an inherent risk factors associated to functional activities including disclosure requirements, customer complaints against the Bank, employee attitude when providing services to customers, and the Bank's communication systems.

Reputation risk measurement is based on the results of assessment on the reputation risk factors. Bank reputation risk is managed by Corporate Secretary Division (CSD) and Costumer Experience Division and reported to OJK by ERMD in the risk profile report.

In order to monitor reputational risk. the Bank developed an application called Customer Complaint System (CCS) to support customer service and complaint handling that allows online complaints handling process between the parties related to the issues at branch offices and head office. This will be useful to ensure sustained customer satisfaction.

Corporate Secretary Division is responsible for implementing policies related to managing and settling negative issues or avoiding counter-productive information and performs the Public Service Obligation (PSO) function in connection with carrying out corporate social responsibility.

Corporate social responsibility is not focused only on charity, but also in the form of a sustainable program. This can be realized in the form of credit subsidies and implementation of the Social and Environmental Responsibility Program (SERP).

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Risiko Stratejik

Risiko stratejik merupakan risiko akibat ketidaktepatan Bank dalam pengambilan dan/atau pelaksanaan suatu keputusan stratejik serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Identifikasi risiko stratejik dilakukan berdasarkan atas faktor-faktor risiko stratejik pada aktivitas fungsional tertentu, seperti aktivitas perkreditan, treasuri dan investasi, serta operasional dan jasa melalui business plan yang disusun oleh satuan kerja stratejik sebagaimana yang dijabarkan dalam Kebijakan Umum Direksi.

Pengukuran Risiko Stratejik dan parameter pengukurannya dilakukan berdasarkan kinerja Bank yaitu dengan membandingkan hasil aktual dengan target yang telah ditetapkan. Pemantauan risiko stratejik dilakukan oleh CSPD secara berkala dengan memonitor pencapaian *Key Perfomance Indicato*r dan *risk exposure* dibandingkan dengan risk appetite bank.

Selanjutnya, Dewan Komisaris, Direksi, Divisi dan Kantor Cabang mereviu strategi dasar yang fokus pada perubahan-perubahan antara lain struktur organisasi Bank, perkreditan komersial, pembiayaan perdagangan, treasuri, operasional dan kekuatan serta kelemahan sistem teknologi informasi.

Dalam pengendalian risiko stratejik, *Corporate Strategy and Planning Division* (CSPD) berfungsi menganalisa laporan aktual dan target rencana bisnis dan menyampaikannya kepada Direksi secara berkala.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Strategic Risk

Strategic risk is the risk arising from the inaccuracies in the decision making and/or the execution of a strategic decision and failure to anticipate changes in the business environment. Strategic risk identification is based on the strategic risk factors on specific functional activities, such as lending, treasury and investment activities, as well as operations and services through a business plan prepared by the strategic working unit as elaborated in the General Policy of the BOD.

Strategic risk and parameter measurement are based on the Bank's performance by comparing actual results with targets that have been set. Strategic risk monitoring is carried out by CSPD periodically to monitor the achievement of Key Performance Indicator and risk exposure compared to the Bank's risk appetite.

Furthermore, the BOC, BOD, Divisions and Branch Offices are reviewing the basic strategy that focuses on changes in among others, the organizational structure of the Bank, commercial lending, trade finance, treasury, operations and the strengths and weaknesses of information technology systems.

In controlling strategic risk, the Corporate Strategy and Planning Division (CSPD) analyzes actual results against target and periodically reports to the BOD.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Risiko Kepatuhan

Risiko Kepatuhan merupakan risiko yang timbul akibat Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku. Dalam mengidentifikasi risiko kepatuhan, *Compliance Division* (CMGD) melakukan kajian terkait dengan eksposur Risiko Kepatuhan terhadap ketentuan eksternal yang melekat pada ketentuan internal. Di samping itu, CMGD menganalisis kejadian yang menyebabkan timbulnya risiko kepatuhan dan menginformasikan hal tersebut ke DORD dan KOMAR untuk direviu.

Dalam rangka meminimalkan timbulnya Risiko Kepatuhan, *Compliance Division* (CMGD) telah menyediakan portal khusus yang bernama Compliance Regulatory Management System (CRMS) untuk memudahkan seluruh unit bisnis melakukan akses terhadap ketentuan Regulator. Di samping itu, CRMS juga digunakan oleh CMGD untuk melakukan monitoring serta *reminder* terhadap komitmen kewajiban pelaporan Bank dan menginformasikan hal tersebut ke seluruh satuan kerja terkait.

Pengukuran risiko kepatuhan dilakukan untuk mengukur potensi kerugian yang disebabkan oleh ketidakpatuhan dan ketidakmampuan Bank dalam memenuhi ketentuan yang berlaku. Besarnya risiko kepatuhan diestimasi berdasarkan kemampuan Bank untuk memenuhi seluruh peraturan pada waktu yang lampau dan yang akan datang. Kegiatan-kegiatan ini termasuk mereviu semua penalti, litigasi, dan keluhan yang pernah diterima Bank.

Dalam pemantauan risiko kepatuhan, DORD dan CMGD bertugas untuk mengevaluasi efektivitas implementasi manajemen risiko dengan memantau secara berkala seluruh jenis kegiatan yang berpotensi menimbulkan risiko kepatuhan.

Secara berkala, IAD melakukan pemantauan terhadap hasil tindak lanjut audit baik dari intern maupun ekstern.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Compliance Risk

Compliance Risk is a risk that arises as a result of the Bank not complying with and/or not implementing applicable laws and regulations. In identifying compliance risks, the Compliance Division (CMGD) conducts studies related to Compliance Risk exposure to external provisions that are attached to internal regulations. In addition, CMGD analyzes events that cause compliance risks and informs DORD and KOMAR for review.

In order to minimize the Compliance Risk, Compliance Division (CMGD) has provided a special access called Compliance Regulatory Management System (CRMS) for easy access to the Government regulations for the entire business units. In addition, CRMS is also used by CMGD to monitor and remind the Bank's reporting obligations and inform to all relevant work units.

Compliance risk is assessed by measuring the potential loss caused by the Bank's non-compliance or inability to comply with prevailing regulations. The level of compliance risk is estimated based on the Bank's ability to comply with prevailing and upcoming regulations. These activities include reviewing all penalties, litigations and complaints received by the Bank.

In monitoring compliance risk, DORD and CMGD are responsible to evaluate the effectiveness of the implementation of risk management by monitoring regularly all kinds of activities that could potentially pose a compliance risk.

Periodically, IAD monitors and follow-up results of both internal and external audits.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Manajemen Risiko (lanjutan)

e. Risk Management (continued)

Risiko Likuiditas

Tabel jatuh tempo berikut menyajikan informasi mengenai perkiraan sisa jatuh tempo dari aset dan liabilitas keuangan:

Liquidity Risk

The following maturity tables provide information about the expected maturities of the Bank's financial assets and liabilities:

	31 Desember/*December 31, 2025*						
	Total	**Lainnya/ *Others *)***	**≤ 1 Bulan/ *≤ 1 Month***	**> 1 - 6 Bulan/ *Months***	**> 6 - 12 Bulan/ *>6 - 12 Months***	**> 12 Bulan/ *>12 Months***	
ASET							***ASSETS***
Kas	2.154.839	-	2.154.839	-	-	-	*Cash*
Giro pada Bank Indonesia	33.797.873	-	33.797.873	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.513.921	(2.050)	2.515.971	-	-	-	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	12.929.938	-	12.929.938	-	-	-	*Placements with Bank Indonesia and other banks*
Efek-efek	22.052.969	(52)	4.950.061	5.571.734	4.947.093	6.584.133	*Securities*
Obligasi Pemerintah	38.106.638	-	5.065.121	25.592.719	690.400	6.758.398	*Government bonds*
Efek-efek yang Dibeli Dengan Janji Dijual Kembali	1.683.840	-	1.683.840	-	-	-	*Securities Purchased under Agreement to Resell*
Tagihan Akseptasi	574.777	(124)	574.901	-	-	-	*Acceptance Receivable*
Tagihan Derivatif	-	-	-	-	-	-	*Derivative Receivables*
Penyertaan Saham	-	-	-	-	-	29	Equity Participation
Kredit yang diberikan dan pembiayaan/piutang syariah	385.261.851	(15.314.236)	7.409.930	16.515.256	4.695.218	371.955.682	*Loans and sharia financing/receivables*
Bunga yang masih akan diterima	12.222.824	-	12.222.824	-	-	-	*Interest receivable*
Aset lain-lain**)	828.871	-	828.871	-	-	-	*Other assets**)*
Total	**512.128.341**	**(15.316.462)**	**84.134.169**	**47.679.709**	**10.332.711**	**385.298.242**	***Total***
LIABILITAS							***LIABILITIES***
Liabilitas segera ***)	1.865.471	-	1.865.471	-	-	-	*Liabilities due immediately***)*
Simpanan nasabah	405.499.731	-	290.451.143	113.471.332	1.554.294	22.962	*Deposits from customers*
Simpanan dari bank lain	96.481	-	96.481		-	-	*Deposits from other banks*
Surat berharga yang diterbitkan	3.985.083	-	-	-	-	3.985.083	*Securities issued*
Liabilitas akseptasi	574.901	-	574.901	-	-	-	*Acceptance payable*
Efek-efek yang Dijual dengan Janji Dibeli Kembali	349.076	-	349.076	-	-	-	*Securites sold under repurchase agreements*
Pinjaman yang diterima	37.991.851	-	-	1.000.000	8.500.000	28.491.851	*Fund borrowings*
Bunga yang masih harus dibayar	497.893	-	497.893	-	-	-	*Interest payables*
Liabilitas lain-lain****)	310.923	-	310.923	-	-	-	*Other liabilities*****)*
Pinjaman dan efek-efek subordinasi	5.492.133	-	-	-	1.500.000	3.992.133	*Subordinated Loan and Securities*
Total	**456.663.543**	**-**	**294.145.888**	**114.471.332**	**11.554.294**	**36.492.029**	***Total***
Perbedaan jatuh tempo	**55.464.798**	**(15.316.462)**	**(210.011.719)**	**(66.791.623)**	**(1.221.583)**	**348.806.213**	***Maturity gap***

*) Cadangan kerugian penurunan nilai atas aset keuangan.
**) Terdiri atas tagihan pihak ketiga.
***) Terdiri atas kewajiban kepada pihak ketiga. bagi hasil yang belum dibagikan. deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.
****) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

**) Allowance for impairment losses on financial assets.*
***) Consists of third party receivables.*
****) Consists of third party payables. undistributed profit sharing. matured time deposits and interest on time deposits not collected by customers.*
*****) Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

e. Manajemen Risiko (lanjutan)

Risiko Likuiditas (lanjutan)

Tabel jatuh tempo berikut menyajikan informasi mengenai perkiraan sisa jatuh tempo dari aset dan liabilitas keuangan: (lanjutan)

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

e. Risk Management (continued)

Liquidity Risk (continued)

The following maturity tables provide information about the expected maturities of the Bank's financial assets and liabilities: (continued)

	31 Desember/*December 31, 2024*						
	Total	**Lainnya/ *Others *)***	**≤ 1 Bulan/ *≤ 1 Month***	**> 1 - 6 Bulan/ *Months***	**> 6 - 12 Bulan/ *>6 - 12 Months***	**> 12 Bulan/ *>12 Months***	
ASET							***ASSETS***
Kas	2.105.620	-	2.105.620	-	-	-	*Cash*
Giro pada Bank Indonesia	22.739.920	-	22.739.920	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain	5.949.175	(2.571)	5.951.746	-	-	-	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	4.661.104	-	4.661.104	-	-	-	*Placements with Bank Indonesia and other banks*
Efek-efek	25.362.623	(787)	6.858.084	7.992.795	4.516.767	5.995.764	*Securities*
Obligasi Pemerintah	35.475.529	-	9.056.220	3.379.524	1.294.839	21.744.946	*Government bonds*
Efek-efek yang Dibeli Dengan Janji Dijual Kembali	175.625	-	175.625	-	-	-	*Securities Purchased under Agreement to Resell*
Tagihan Akseptasi	939.911	(1.987)	941.898	-	-	-	*Acceptance Receivable*
Tagihan Derivatif	102.843	-	102.843	-	-	-	*Derivative Receivables*
Kredit yang diberikan dan pembiayaan/piutang syariah	344.915.745	(13.057.187)	2.209.265	7.280.870	6.193.238	342.289.559	*Loans and sharia financing/receivables*
Bunga yang masih akan diterima	11.518.574	-	11.518.574	-	-	-	*Interest receivable*
Aset lain-lain**)	1.781.884	-	1.781.884	-	-	-	*Other assets**)*
Total	**455.728.553**	**(13.062.532)**	**68.102.783**	**18.653.189**	**12.004.844**	**370.030.269**	***Total***
LIABILITAS							***LIABILITIES***
Liabilitas segera ***)	2.258.154	-	2.258.154	-	-	-	*Liabilities due immediately***)*
Simpanan nasabah	352.437.480	-	244.316.185	104.484.549	3.588.478	48.268	*Deposits from customers*
Simpanan dari bank lain	70.035	-	70.035		-	-	*Deposits from other banks*
Surat berharga yang diterbitkan	5.444.524	-		599.620	995.934	3.848.970	*Securities issued*
Liabilitas akseptasi	941.898	-	941.898	-	-	-	*Acceptance payable*
Liabilitas Derivatif		-		-	-	-	*Derivative payable*
Pinjaman yang diterima	33.485.084	-		4.419.676	7.000.000	22.065.408	*Fund borrowings*
Bunga yang masih harus dibayar	658.070	-	658.070	-	-	-	*Interest payables*
Liabilitas lain-lain****)	313.931	-	313.931	-	-	-	*Other liabilities****)*
Pinjaman dan efek-efek subordinasi	6.328.105	-	4.828.105	-	-	1.500.000	*Subordinated Loan and Securities*
Total	**401.937.281**	**-**	**253.386.378**	**109.503.845**	**11.584.412**	**27.462.646**	***Total***
Perbedaan jatuh tempo	**53.791.272**	**(13.062.532)**	**(185.283.595)**	**(90.850.656)**	**(420.432)**	**342.567.623**	***Maturity gap***

*) Cadangan kerugian penurunan nilai atas aset keuangan.
**) Terdiri atas tagihan pihak ketiga.
***) Terdiri atas kewajiban kepada pihak ketiga. bagi hasil yang belum dibagikan. deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.
****) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

**) Allowance for impairment losses on financial assets.*
***) Consists of third party receivables.*
****) Consists of third party payables. undistributed profit sharing. matured time deposits and interest on time deposits not collected by customers.*
*****) Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

f. Informasi Lainnya

1. Pada tanggal 31 Desember 2025 dan 31 Desember 2024 rasio aset produktif yang diklasifikasikan *non-performing* terhadap jumlah aset produktif (*non-performing ratio*) masing-masing adalah sebesar 2,59% dan 2,60%.

2. Pada tanggal 31 Desember 2025 dan 31 Desember 2024 jumlah cadangan kerugian penurunan nilai aset keuangan yang telah dibentuk berdasarkan PSAK No. 109 terhadap jumlah minimum cadangan kerugian penurunan nilai aset keuangan sesuai ketentuan Otoritas Jasa Keuangan masing-masing sebesar 140,33% dan 104,73%.

3. Kegiatan Jasa Kustodian

   PT Bank Tabungan Negara (Persero) Tbk menyelenggarakan Jasa Kustodian (bank kustodian) sejak tahun 2023 berdasarkan Surat Keputusan Dewan Komisioner Otoritas Jasa Keuangan No. KEP-37/PM.2/2022 tanggal 17 November 2022.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

f. Other Information

1. As of December 31, 2025 and December 31, 2024, the Bank's non-performing assets to total earning assets (non-performing ratio) are 2.59% dan 2.60%, respectively.

2. As of December 31, 2025 and December 31, 2024 the ratio of allowance for impairment losses on financial assets based on SFAS No. 109 to minimum allowance for impairment losses based on Financial Service Authorithy regulation is 140.33% and 104.73%, respectively.

3. Custodian Services Activities

   PT Bank Tabungan Negara (Persero) Tbk provides Custodian Services (custodian bank) since 2023 based on Decree of the Board of Commissioners of the Financial Services Authority No. KEP-37/PM.2/2022 dated November 17, 2022.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

f. Informasi Lainnya (lanjutan)

3. Kegiatan Jasa Kustodian (lanjutan)

Jasa kustodian yang diselenggarakan berada dibawah Divisi *Financial Institution and Capital Market*. Jasa yang diselenggarakan meliputi sebagai berikut :

a. Jasa penyimpanan dan pengadministrasian (*safe keeping services*);
b. Jasa Penyelesaian transaksi efek (*settlement handling*);
c. Jasa pengurusan hak nasabah terkait dengan efek yang disimpan di kustodian (*corporate action*)
d. Jasa perwalian/ mewakili nasabah untuk menghadiri dan meneruskan suara dalam RUPS, RUPSLB, RUPO (*proxy services*);
e. Jasa Informasi dan pelaporan; (*Information & Reporting*, antara lain : *Portfolio Valuation Report, Settlement Report, Corporate Action Report*).
f. Jasa *Custody* untuk kontrak pengelolaan dana, reksa dana yang diterbitkan oleh manajer investasi

Aset milik nasabah yang diadministrasikan oleh kustodian BTN per 31 Desember 2025 dan 2024 sebesar ekuivalen Rp11.795.555 dan Rp12.077.710 juta yang terdiri dari saham, surat berharga Negara (SBN), obligasi koorporasi baik dalam mata uang rupiah maupun USD.

Asset yang diadministrasikan jasa kustodian tidak termasuk dalam laporan posisi keuangan konsolidasian.

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

f. Other Information (continued)

3. Custodian Services Activities (continued)

Custodian services provided are under the Financial Institution and Capital Market Division. Services provided include the following:

a. Storage and administration services (safe keeping services);
b. Securities transaction settlement services (Settlement Handling);
c. Customer rights management services related to securities held at the custodian (corporate action)
d. Trustee services/representing customers to attend and transmit votes at the GMS, EGMS, RUPO (proxy services);
e. Information and reporting services; (Information & Reporting, including: Portfolio Valuation Report, Settlement Report, Corporate Action Report).
f. Custody services for fund management contracts, mutual funds issued by investment managers

Customer-owned assets administered by BTN custodian as of December 31, 2025 and 2024 amount to the equivalent of Rp11,795,555 and Rp12,077,710 million consisting of shares. government securities (SBN), corporate bonds both in rupiah and USD.

Assets administered by custodian services are not included in the consolidated statement of consolidated financial position.

53. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (lanjutan)

f. Informasi Lainnya (lanjutan)

4. Kontribusi Pendapatan Pajak dan PNBP

Pada tanggal 31 Desember 2025 dan 2024 kontribusi BTN rhadap Pendapatan Pajak dan PNBP adalah sebagai berikut (tidak diaudit):

53. ADDITIONAL INFORMATION (continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (continued)

f. *Other Information (continued)*

4. Contribution of Tax and Non Tax Revenue

As of December 31, 2025 and 2024 BTN's contribution to tax and non tax revenue are as follows (unaudited):

Jenis Kontribusi	**31 Desember/*December 31, 2025***	**31 Desember/*December 31, 2024***	***Type of Contribution***
Pajak			*Tax*
Pajak Penghasilan	3.584.869	3.715.115	*Income Tax*
Pajak Pertambahan Nilai dan Pajak Penjualan atas Barang Mewah	16.172	25.904	*Added Value Tax and Luxury Good Sales Tax*
Bea Masuk/Keluar, Bea dan Cukai, dan Bea Materai	3.946	9.353	*Import/Export Duty, Customs, and Stamp Duty*
Pajak Bumi dan Bangunan. P3 (Perkebunan, Perhutanan, Pertambangan)	14.831	13.434	*Land and Building Tax. Estate, Forestry, Mining Tax*
Pajak Pemerintah Pusat Lainnya (Pajak Karbon)	-	-	*Other Central Government Tax (Carbon Tax)*
Pajak Daerah dan Retribusi Daerah	-	-	*Regional Government Tax and Levies*
Total Kontribusi Pajak	3.619.819	3.763.806	*Total of Tax Contribution*
Penerimaan Negara Bukan Pajak			*Non Tax Revenue*
Dividen	451.099	420.119	*Dividend*
Penerimaan Negara Bukan Pajak Lainnya	-	-	*Other Non Tax Revenue*
Total Kontribusi Penerimaan Negara Bukan Pajak	451.099	420.119	*Total of Non Tax Revenue*
Total Kontribusi kepada Negara	**4.070.918**	**4.183.925**	***Total of Contribution to Nation***

*Pajak Penghasilan terdiri dari PPh Badan, PPh Pasal 21 Perorangan, PPh Pasal 22, PPh Pasal 23, PPh Pasal 26, dan PPh Pasal 4 ayat 2

**Income Tax consists of Corporate Income Tax, PPh Pasal 21, PPh Pasal 22, PPh Pasal 23, PPh Pasal 26, and PPh Pasal 4 ayat 2*

54. PERISTIWA SETELAH TANGGAL PERIODE PELAPORAN

Melalui surat dari PT Danantara Asset Management (Persero) (selanjutnya disebut DAM) nomor SR.001/DI-DAM/DO/2026 tanggal 6 Januari 2026, disampaikan bahwa telah dilakukan penandatanganan perjanjian pengalihan sebagian Saham Seri B milik DAM pada Bank kepada Badan Pengaturan BUMN (selanjutnya disebut BP BUMN) yang selanjutnya saham dimaksud akan diklasifikasikan menjadi Saham Seri A Dwiwarna.

Pelaksanaan transaksi pengalihan kepemilikan saham telah dilakukan dengan penandatanganan Perjanjian Pengalihan Saham Milik Negara Republik Indonesia Berupa Saham Seri B Pada BUMN Kepada Badan Pengaturan Badan Usaha Milik Negara Nomor PERJ-1/BPU/01/2026 dan Nomor LGL1.001/PERJ/DI-DAM.DO/2026 tanggal 5 Januari 2026 antara Kepala BP BUMN dan DAM, dimana DAM telah menyerahkan saham BBTN kepada BP BUMN dengan demikian BP BUMN memiliki saham sebesar 1% (satu persen) dari jumlah kepemilikan Negara melalui BP BUMN dan DAM dalam BBTN.

Sehingga jumlah saham pada Bank menjadi:

- 1 (satu) lembar saham Seri A Dwiwarna milik BP BUMN.
- 84.206.665 (delapan puluh empat juta dua ratus enam ribu enam ratus enam puluh lima) lembar saham Seri B milik BP BUMN.
- 8.336.459.982 (delapan miliar tiga ratus tiga puluh enam juta empat ratus lima puluh sembilan ribu sembilan ratus delapan puluh dua) lembar saham seri B milik DAM.

Persentase Hak Suara:

- BP BUMN : 0,60% (nol koma enam nol persen)
- DAM : 59,40% (lima puluh sembilan koma empat nol persen)

54. EVENT AFTER THE REPORTING DATE

Through a letter from PT Danantara Asset Management (Persero) (hereinafter referred to as DAM) number SR.001/DI-DAM/DO/2026 dated January 6, 2026, it is hereby informed that an agreement has been signed regarding the transfer of a portion of DAM's Series B Shares in the Bank to the State-Owned Enterprises Regulatory Body (hereinafter referred to as BP BUMN), following which the said shares shall be classified as Series A Dwiwarna Shares.

The execution of the share ownership transfer was carried out through the signing of the Agreement on the Transfer of State-Owned Shares of the Republic of Indonesia in the Form of Series B Shares in SOEs to the State-Owned Enterprises Regulatory Body, Number PERJ-1/BPU/01/2026 and Number LGL1.001/PERJ/DI-DAM.DO/2026, dated January 5, 2026, between the Head of BP BUMN and DAM. Under this agreement, DAM has transferred BBTN shares to BP BUMN; consequently, BP BUMN now holds a 1% (one percent) stake of the total State ownership in BBTN held through BP BUMN and DAM.

Consequently, the shareholding composition in the Bank is as follows:

- *1 (one) Series A Dwiwarna share owned by BP BUMN.*
- *84,206,665 (eighty-four million two hundred six thousand six hundred sixty-five) Series B shares owned by BP BUMN.*
- *8,336,459,982 (eight billion three hundred thirty-six million four hundred fifty-nine thousand nine hundred eighty-two) Series B shares owned by DAM.*

Voting Rights Percentage:

- *BP BUMN: 0.60% (zero point six zero percent)*
- *DAM: 59.40% (fifty-nine point four zero percent)*

54. PERISTIWA SETELAH TANGGAL PERIODE PELAPORAN (lanjutan)

Pada tanggal 7 Januari 2026, bertempat pada Menara BTN Jl Gajah Mada No.1, Jakarta Pusat telah dilaksanakan Rapat Umum Pemegang Saham Luara Biasa (RUPSLB). Selanjutnya, terdapat 3 (tiga) mata acara yang disepakati dalam agenda RUPSLB yang terdiri dari:

- Perubahan Anggaran Dasar Perseroan
- Pendelegasian Kewenangan Pesetujuan Rencana Kerja dan Anggaran Perusahan Tahun 2026
- Perubahan Susunan Pengurus Perseroan, dengan mengangkat Sdr. Didyk Choiroel sebagai Komisaris perseroan.

Bahwa keputusan dalam Rapat tersebut telah dituangkan dalam Akta “Risalah Rapat Umum Pemegang Saham Luar Biasa PT Bank Tabungan Negara Tbk Nomor 9 tanggal 7 Januari 2026, yang dibuat oleh Notaris Ashoya Ratam, S.H., M.Kn.

54. EVENT AFTER THE REPORTING DATE (continued)

On January 7, 2026, an Extraordinary General Meeting of Shareholders (EGMS) was held at Menara BTN, Jl. Gajah Mada No. 1, Central Jakarta. Consequently, three (3) resolutions were approved during the EGMS agenda, consisting of:

- *Amendments to the Company’s Articles of Association;*
- *Delegation of Authority for the Approval of the Company’s Business Plan and Budget for the Year 2026;*
- *Changes to the Composition of the Company’s Management, through the appointment of Mr. Didyk Choiroel as Commissioner of the Company.*

The resolutions of said Meeting have been incorporated into the Deed of "Minutes of the Extraordinary General Meeting of Shareholders of PT Bank Tabungan Negara Tbk" No. 9, dated January 7, 2026, executed before Notary Ashoya Ratam, S.H., M.Kn

55. PENYELESAIAN LAPORAN KEUANGAN KONSOLIDASIAN

Manajemen BTN bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang diselesaikan dan diotorisasi untuk diterbitkan oleh Direksi BTN pada tanggal 10 Februari 2026.

55. COMPLETION OF THE CONSOLIDATED FINANCIAL STATEMENTS

The management of BTN is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, which were completed and authorized for issuance by the Board of Directors of BTN on February 10, 2026.

56. INFORMASI KEUANGAN TERSENDIRI ENTITAS INDUK

Informasi keuangan tersendiri Entitas Induk hanya menyajikan informasi laporan posisi keuangan tanggal 31 Desember 2025 dan 2024 dan laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 dan catatan atas investasi pada entitas anak disajikan dengan metode biaya.

Laporan keuangan tersendiri Entitas Induk disajikan pada halaman 345 - 357.

56. PARENT ENTITY'S SEPARATE FINANCIAL INFORMATION

The Parent Entity's separate financial information only presents information on the statement of financial position as of December 31, 2025, and 2024 and the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flow for the year ended December 31, 2025 and 2024 and notes on investments in subsidiaries presented using the cost method.

The Parent Entity's separate financial statements are presented on pages 345 - 357.

LAPORAN POSISI KEUANGAN - ENTITAS INDUK

STATEMENTS OF FINANCIAL POSITION - PARENT ENTITY

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
ASET				***ASSETS***
KAS	2.032.540	2a,2e	2.105.620	***CASH***
GIRO PADA BANK INDONESIA	30.830.097	2a,2e, 2g	22.739.920	***CURRENT ACCOUNTS WITH BANK INDONESIA***
GIRO PADA BANK LAIN		2a,2f, 2e,2g		***CURRENT ACCOUNTS WITH OTHER BANKS***
Pihak ketiga	1.355.571		886.415	*Third parties*
Pihak berelasi	1.160.208		5.065.331	*Related parties*
	2.515.779		5.951.746	
Cadangan kerugian penurunan nilai	(2.047)	2f	(2.571)	*Allowance for impairment losses*
	2.513.732		5.949.175	
PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN		2a,2e 2h,2g		***PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS***
Pihak ketiga	4.669.528	2d	4.661.043	*Third parties*
Pihak berelasi	-		61	*Related parties*
	4.669.528		4.661.104	
EFEK-EFEK		2a,		***SECURITIES***
Pihak ketiga	16.588.867	2e,2i,	19.874.205	*Third parties*
Pihak berelasi	5.412.377	2d	5.489.205	*Related parties*
	22.001.244		25.363.410	
Cadangan kerugian penurunan nilai	(52)		(787)	*Allowance for impairment losses*
	22.001.192		25.362.623	
OBLIGASI PEMERINTAH		2a,2d,		***GOVERNMENT BONDS***
Pihak berelasi	31.732.429	2i	35.475.529	*Related parties*
EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI		2e,2w		***SECURITIES PURCHASED UNDER AGREEMENT TO RESELL***
Pihak ketiga	1.412.420		175.625	*Third parties*
Pihak Berelasi	271.420		-	*Related parties*
	1.683.840		175.625	
KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH		2d,2e,2f 2j,2k		***LOANS AND SHARIA FINANCING/RECEIVABLES***
Kredit yang diberikan				*Loans*
Pihak ketiga	312.576.503		286.144.106	*Third parties*
Pihak berelasi	33.126.421		27.935.999	*Related parties*
	345.702.924		314.080.105	
Cadangan kerugian penurunan nilai	(13.959.557)	2f	(11.727.934)	*Allowance for impairment losses*
	331.743.367		302.352.171	

LAPORAN POSISI KEUANGAN - ENTITAS INDUK (lanjutan)

STATEMENTS OF FINANCIAL POSITION - PARENT ENTITY (continued)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
ASET (lanjutan)				***ASSETS (continued)***
KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)		2d,2e,2f 2j,2k		***LOANS AND SHARIA FINANCING/RECEIVABLES***
Pembiayaan/piutang syariah				*Loans*
Pihak ketiga	-		43.681.345	*Third parties*
Pihak berelasi	-		211.482	*Related parties*
	-		43.892.827	
Cadangan kerugian penurunan nilai	-	2f	(1.329.253)	*Allowance for impairment losses*
	-		42.563.574	
	331.743.367		344.915.745	
TAGIHAN DERIVATIF		2e,2ap		***DERIVATIVE RECEIVABLES***
Pihak ketiga	-		102.843	*Third parties*
Pihak berelasi	-		-	*Related parties*
	-		102.843	
TAGIHAN AKSEPTASI		2d,2e		***ACCEPTANCES RECEIVABLES***
Pihak ketiga	420.439	2f,2l	508.190	*Third parties*
Pihak berelasi	154.462		433.708	*Related parties*
	574.901		941.898	
Cadangan kerugian penurunan nilai	(124)	2f	(1.987)	*Allowance for impairment losses*
	574.777		939.911	
PENYERTAAN SAHAM	7.188.001		-	***INVESTMENT IN SHARES***
ASET TETAP		2n,2p		***PREMISES AND EQUIPMENT***
Biaya perolehan/nilai revaluasi	15.714.662		14.059.957	*Cost/revaluation value*
Akumulasi penyusutan	(5.253.682)		(4.883.826)	*Accumulated depreciation*
	10.460.980		9.176.131	
BUNGA YANG MASIH AKAN DITERIMA	11.960.177	2e	11.518.574	***INTEREST RECEIVABLES***
ASET PAJAK TANGGUHAN - NETO	1.209.688	2ag	2.286.038	***DEFERRED TAX ASSETS - NET***
BIAYA DIBAYAR DIMUKA	575.603	2r	985.821	***PREPAID EXPENSE***
PAJAK DIBAYAR DIMUKA	981.970		754.095	***PREPAID TAXES***
ASET TIDAK BERWUJUD				***INTANGIBLE ASSET***
Biaya perolehan	782.364	2o	137.531	*Cost value*
Akumulasi penyusutan	(58.290)		(15.523)	*Accumulated depreciation*
	724.074		122.009	
ASET LAIN-LAIN	1.580.656	2e,2p,2o,2s 2q,2am	2.343.739	***OTHER ASSETS***
TOTAL ASET	**462.462.651**		**469.614.502**	***TOTAL ASSETS***

LAPORAN POSISI KEUANGAN - ENTITAS INDUK (lanjutan)

STATEMENTS OF FINANCIAL POSITION - PARENT ENTITY (continued)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS				***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS SEGERA	2.128.213	2e,2t	2.275.949	***LIABILITIES DUE IMMEDIATELY***
SIMPANAN DARI NASABAH		2d,2e,2u		***DEPOSITS FROM CUSTOMERS***
Giro				*Demand deposits*
Pihak ketiga	113.526.347		89.112.534	*Third parties*
Pihak berelasi	28.817.269		51.910.728	*Related parties*
	142.343.616		141.023.262	
Giro Wadiah				*Wadiah demand deposits*
Pihak ketiga	-		15.853.349	*Third parties*
Pihak berelasi	-		3.029.417	*Related parties*
	-		18.882.766	
	142.343.616		159.906.028	
Tabungan				*Saving deposits*
Pihak ketiga	34.562.225		36.825.185	*Third parties*
Pihak berelasi	643.032		874.964	*Related parties*
	35.205.257		37.700.149	
Tabungan Wadiah				*Wadiah saving deposits*
Pihak ketiga	-		1.520.491	*Third parties*
Pihak berelasi	-		1.441	*Related parties*
	-		1.521.932	
	35.205.257		39.222.081	
Deposito berjangka				*Time deposits*
Pihak ketiga	139.829.959		92.959.773	*Third parties*
Pihak berelasi	61.291.574		60.349.598	*Related parties*
	201.121.533		153.309.371	
Total simpanan dari nasabah	378.670.406		352.437.480	*Total deposits from customers*

LAPORAN POSISI KEUANGAN - ENTITAS INDUK (lanjutan)

STATEMENTS OF FINANCIAL POSITION - PARENT ENTITY (continued)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS (lanjutan)				***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)***
SIMPANAN DARI BANK LAIN		2e,2v		***DEPOSITS FROM OTHER BANKS***
Pihak ketiga	96.481		70.035	*Third parties*
EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI		2d,2e 2w,2u		***SECURITIES SELL UNDER AGREEMENT TO REPURCHASED***
Pihak ketiga	349.076		2.446.384	*Third parties*
Pihak berelasi	-		963.042	*Related parties*
	349.076		3.409.426	
LIABILITAS AKSEPTASI		2d,2e,2l		***ACCEPTANCES PAYABLE***
Pihak ketiga	168.480		251.423	*Third parties*
Pihak berelasi	406.421		690.475	*Related parties*
	574.901		941.898	
UTANG PAJAK	105.943	2e,2p	368.473	***TAXES PAYABLE***
SURAT-SURAT BERHARGA YANG DITERBITKAN		1c,2d, 2e,2x		***SECURITIES ISSUED***
Pihak ketiga	2.129.119		2.880.741	*Third parties*
Pihak berelasi	1.509.069		2.563.783	*Related parties*
	3.638.188		5.444.524	
PINJAMAN YANG DITERIMA		2d,2e,2y		***FUND BORROWINGS***
Pihak ketiga	10.240.697		10.132.859	*Third parties*
Pihak berelasi	21.440.869		23.352.225	*Related parties*
	31.681.566		33.485.084	
BUNGA YANG MASIH HARUS DIBAYAR	497.893	2e	658.070	***INTEREST PAYABLE***
ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI	438	2b,2e	3.385	***ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES***
LIABILITAS IMBALAN KERJA	2.299.789	2d, 2ag	1.745.282	***EMPLOYEE BENEFITS***
PINJAMAN SUBORDINASI DAN EFEK-EFEK SUBORDINASI		2d,2e,2z		***SUBORDINATED LOAN AND SECURITIES***
Pihak ketiga	1.795.858		4.828.105	*Third parties*
Pihak berelasi	3.696.275		1.500.000	*Related parties*
	5.492.133		6.328.105	
LIABILITAS LAIN-LAIN	561.717	2e,2p	626.886	***OTHER LIABILITIES***
TOTAL LIABILITAS	**426.096.744**		**407.794.597**	***TOTAL LIABILITIES***

LAPORAN POSISI KEUANGAN - ENTITAS INDUK (lanjutan)

STATEMENTS OF FINANCIAL POSITION - PARENT ENTITY (continued)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS (lanjutan)				***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)***
DANA SYIRKAH TEMPORER				***TEMPORARY SYIRKAH FUNDS***
SIMPANAN NASABAH		2d,2e,2ac		***DEPOSITS FROM CUSTOMERS***
Giro Mudharabah				*Mudharabah current accounts*
Pihak ketiga	-		929.940	*Third parties*
Pihak berelasi	-		11.985	*Related parties*
	-		941.925	
Tabungan Mudharabah				*Mudharabah saving deposits*
Pihak ketiga	-		6.161.887	*Third parties*
Pihak berelasi	-		125.893	*Related parties*
	-		6.287.780	
Deposito berjangka Mudharabah				*Mudharabah time deposits*
Pihak ketiga	-		15.129.659	*Third parties*
Pihak berelasi	-		6.857.408	*Related parties*
	-		21.987.067	
Total simpanan nasabah	-		29.216.772	*Total deposits from customers*
SIMPANAN DARI BANK LAIN		2e,2ac		***DEPOSITS FROM OTHER BANKS***
Giro Mudharabah				*Mudharabah current accounts*
Pihak ketiga	-		9.214	*Third parties*
Tabungan Mudharabah				*Mudharabah saving deposits*
Pihak ketiga	-		21.730	*Third parties*
Deposito berjangka Mudharabah				*Mudharabah time deposits*
Pihak ketiga	-		300	*Third parties*
Total simpanan dari bank lain	-		31.244	*Total deposits from other banks*
TOTAL DANA SYIRKAH TEMPORER	**-**		**29.248.016**	***TOTAL TEMPORARY SYIRKAH FUNDS***

LAPORAN POSISI KEUANGAN - ENTITAS INDUK (lanjutan)

STATEMENTS OF FINANCIAL POSITION - PARENT ENTITY (continued)

	31 Desember 2025/ *December 31, 2025*	Catatan/ *Notes*	31 Desember 2024/ *December 31, 2024*	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS (lanjutan)				***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)***
EKUITAS				***EQUITY***
Modal saham - nominal Rp500 (Rupiah penuh) per saham masing-masing pada tanggal 31 Desember 2025 dan 2024				*Capital stock - Rp500 par value per share (full amount) as of December 31, 2025 and 2024, respectively*
Modal dasar 20.478.432.000 saham (nilai penuh) (terdiri dari 1 lembar saham seri A Dwiwarna dan 20.478.431.999 lembar saham seri B) masing-masing pada tanggal 31 Desember dan 2024				*Authorized capital 20,478,432,000 shares (full amount) (consisting of 1 share of Series A Dwiwarna and 20,478,431,999 shares of series B) as of December 31, 2025 and 2024 , respectively*
Modal ditempatkan dan disetor penuh 14.034.444.413 saham (nilai penuh) (terdiri dari 1 lembar saham seri A Dwiwarna dan 14.034.444.412 lembar Saham seri B) masing-masing pada tanggal 31 Desember 2025 dan 2024.	7.017.222	2a	7.017.222	*Issued and fully paid capital 14,034,444,413 shares (full amount) (consisting of 1 share of series A Dwiwarna and 14,034,444,412 shares of series B) as of December 31, 2025 and 2024*
Tambahan modal disetor	4.712.307		4.418.900	*Additonal paid-in capital*
Dana setoran modal				*Capital deposit fund*
Kerugian neto yang belum direalisasi dan cadangan kerugian penurunan nilai atas efek-efek dan obligasi pemerintah diukur pada nilai wajar melalui penghasilan komprehensif lain- setelah pajak tangguhan	(591.702)	2i	(1.107.982)	*Net unrealized loss allowance for and impairment losses on securities and government at fair value through other comprehensive income net of deferred tax*
Pengukuran kembali program imbalan pasti - setelah pajak tangguhan	(579.209)	2ag	(424.015)	*Remeasurement of defined benefit plan - net of deferred tax*
Bagian efektif lindung nilai arus kas		2ah	(44.082)	*Effective portion of cash flow hedge*
Surplus revaluasi aset tetap	3.988.158	2n	3.565.773	*Revaluation surplus of premises and equipment*
Saldo laba*)				*Retained earnings*)
Telah ditentukan penggunaannya	18.237.500		15.982.004	*Appropriated*
Belum ditentukan penggunaannya	3.581.631	2c,2ab	3.164.069	*Unappropriated*
Total Saldo Laba	21.819.131		19.146.073	*Total Retained Earning*
TOTAL EKUITAS	**36.365.907**		**32.571.889**	***TOTAL EQUITY***
TOTAL LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS	**462.462.651**		**469.614.502**	***TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY***

*) Saldo defisit sebesar Rp14.226.290 telah dieliminasi akibat kuasi-reorganisasi pada tanggal 31 Mei 2007.

*) *Accumulated losses amounted to Rp14,226,290 was eliminated as a result of quasireorganization on May 31, 2007.*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN - ENTITAS INDUK

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME - PARENT ENTITY

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
PENDAPATAN DAN BEBAN OPERASIONAL				***INCOME AND EXPENSES FROM OPERATIONS***
Pendapatan Bunga dan Bagi Hasil		2ad,2ae		*Interest Income and Income from Profit Sharing*
Bunga	31.879.842		25.472.625	*Interest*
Bagi hasil dan marjin unit syariah	4.132.105	2af	4.068.967	*Profit sharing and margin from sharia unit*
Total Pendapatan Bunga dan Bagi Hasil	36.011.947		29.541.592	*Total Interest Income and Income from Profit Sharing*
Beban Bunga, Bagi Hasil dan Bonus				*Interest, Profit Sharing and Bonus Expenses*
Bunga	(15.702.025)	2ad	(15.913.459)	*Interest*
Beban pendanaan lainnya	(208.578)		(200.476)	*Other financing expenses*
Bonus simpanan *Wadiah*	(263.041)	2af	(153.446)	*Wadiah Bonus*
Hak pihak ketiga atas bagi hasil *Mudharabah*	(1.855.904)	2af	(1.781.559)	*Third parties' share on return of Mudharabah*
Total Beban Bunga, Bagi Hasil dan Bonus	(18.029.548)		(18.048.940)	*Total Interest, Profit Sharing and Bonus Expenses*
Pendapatan Bunga dan Bagi Hasil - Neto	17.982.399		11.492.652	*Interest Income and Income from Profit Sharing - Net*
Pendapatan Operasional Lainnya				*Other Operating Income*
Pungutan administrasi dan denda atas simpanan dan kredit yang diberikan	1.067.127		1.072.304	*Administration fees and penalties on deposits and loans*
Pendapatan dari penerimaan kredit yang dihapusbukukan	1.020.140		1.338.753	*Income from recovery of loans written-off*
Keuntungan dari penjualan efek-efek - neto	1.118.772	2i	932.900	*Gain on sale of securities - net*
Keuntungan dari penjualan obligasi pemerintah - neto	178.270	2i	49.049	*Gain on sale of government bonds – net*
Keuntungan yang belum direalisasi dari perubahan nilai wajar efek-efek - neto	46.906	2i	30.175	*Unrealized gain on changes in fair value of securities - net*
Lain-lain	666.348		1.152.738	*Others*
Total Pendapatan Operasional Lainnya	4.097.563		4.575.919	*Total Other Operating Income*
Penyisihan Kerugian Penurunan Nilai Aset Keuangan dan Aset Non Keuangan	(6.155.526)	2e,2g	(1.981.495)	*Provision for Impairment Losses on Financial and Non-financial Assets*
Pembalikan Estimasi Kerugian Penurunan Nilai Komitmen dan Kontinjensi	2.947		195	*Reversal of Estimated losses on Comitment and Contingencies*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN - ENTITAS INDUK (lanjutan)

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME - PARENT ENTITY (continued)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
PENDAPATAN DAN BEBAN OPERASIONAL (lanjutan)				***INCOME AND EXPENSES FROM OPERATIONS (continued)***
Beban Operasional Lainnya				*Other Operating Expenses*
Umum dan administrasi	(5.156.320)		(4.456.861)	*General and administrative*
Gaji karyawan	(4.974.305)	2ag, 2d	(4.445.575)	*Salaries and employee benefits*
Premi program penjaminan pemerintah	(846.280)		(729.685)	*Premium on government's guarantee program*
Kerugian yang belum direalisasi dari perubahan nilai wajar obligasi pemerintah - neto	(6.893)		(40.444)	*Unrealized losses on changes in fair value of government bonds - net*
Lain-lain	(683.223)		(589.993)	*Others*
Total Beban Operasional Lainnya	(11.667.021)		(10.262.558)	*Total Other Operating Expenses*
LABA OPERASIONAL	**4.260.362**		**3.842.713**	***INCOME FROM OPERATIONS***
Pendapatan (Beban) Bukan Operasional - neto	27.908		(51.872)	*Non-Operating Income (Expenses) - net*
LABA SEBELUM BEBAN PAJAK	**4.288.270**		**3.772.841**	***INCOME BEFORE TAX EXPENSE***
BEBAN PAJAK	**(863.379)**	2ai	**(765.513)**	***TAX EXPENSE***
LABA TAHUN BERJALAN	**3.424.891**		**3.007.328**	***INCOME FOR THE YEAR***
Penghasilan Komprehensif Lain:				*Other Comprehensive Income:*
Akun-akun yang tidak akan direklasifikasi ke laba rugi				***Items that will not be reclassified to profit or loss***
Surplus revaluasi aset tetap	422.385	2n	-	*Surplus revaluation of fixed asset*
Pengukuran kembali program imbalan pasti	(191.598)	2ag	168.301	*Remeasurement of defined benefit plan*
Pajak penghasilan terkait akun-akun yang tidak akan direklasifikasi ke laba rugi	36.404		(31.977)	*Income tax related to items that will not be reclassified to profit or loss*
Akun-akun yang akan direklasifikasi ke laba rugi				***Items that will be reclassified to profit or loss***
Bagian efektif lindung nilai arus kas	54.423		(14.490)	*Effective part of hedging-cash flow*
Keuntungan (kerugian) neto yang belum direalisasi atas perubahan nilai efek-efek dan obligasi pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain	631.965	2i	(421.538)	*Net unrealized gain (loss) on changes in value of fair value through other comprehensive income securities and government bonds*
Pajak penghasilan terkait akun-akun yang akan direklasifikasi ke laba rugi	(126.026)		85.311	*Income tax related to items that will be reclassified to profit or loss*
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN	**4.252.444**		**2.792.935**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA PER SAHAM				***EARNINGS PER SHARE***
Dasar (nilai penuh)	**244**	**2ak**	**214**	*Basic (full Amount)*

LAPORAN PERUBAHAN EKUITAS - ENTITAS INDUK

STATEMENTS OF CHANGES IN EQUITY - PARENT ENTITY

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid-up capital*	Tambahan modal disetor/ *Additional paid-in capital*	Dana setoran modal/ *Deposit capital fund*	Keuntungan (Kerugian) yang belum direalisasi dan cadangan kerugian penurunan nilai atas efek-efek dan obligasi pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain-neto/ (loss) *Unrealized gain and allowance for impaiment losses on FVTOCI securities and government bonds - net*	Pengukuran kembali program imbalan pasti - neto/ *remeasurement of defined benefit plan - net*	Surplus revaluasi aset tetap/ *Surplus of premises and equipment*	Bagian efektif lindung nilai arus kas/ *Efective portion of cash flow hedges*	Saldo laba/*Retained earnings*		Total ekuitas/ *Total equity*	
								Telah ditentukan penggunaannya/ *Appropriated*	*Belum* ditentukan penggunaannya/ *Unappropriated*		
Saldo per 31 Desember 2023		**7.017.222**	**4.418.900**	**-**	**(769.001)**	**(560.339)**	**3.565.773**	**(32.346)**	**13.181.214**	**3.657.729**	**30.479.152**	***Balance as of December 31, 2023***
Total laba (rugi) komprehensif tahun berjalan	2h	-	-	-	(338.981)	136.324	-	(11.736)	-	3.007.328	2.792.935	*Total comprehensive income for the year*
Penerbitan saham		-	-	-	-	-	-	-	-	-	-	*Shares issuance*
Dana setoran modal		-	-	-	-	-	-	-	-	-	-	*Capital deposit fund*
Dividen		-	-	-	-	-	-	-	-	(700.198)	(700.198)	*Dividend*
Pembentukan cadangan umum dan cadangan tujuan		-	-	-	-	-	-	-	2.800.790	(2.800.790)	-	*Appropriation for general and special reserves*
Saldo per 31 Desember 2024		**7.017.222**	**4.418.900**	**-**	**(1.107.982)**	**(424.015)**	**3.565.773**	**(44.082)**	**15.982.004**	**3.164.069**	**32.571.889**	***Balance as of December 31, 2024***

*) Saldo defisit sebesar Rp14.226.290 telah dieliminasi akibat kuasi-reorganisasi pada tanggal 31 Mei 2007.

*) *Accumulated losses amounted to Rp14,226,290 had been eliminated as a result of quasi-reorganization as of May 31, 2007.*

LAPORAN PERUBAHAN EKUITAS - ENTITAS INDUK

STATEMENTS OF CHANGES IN EQUITY - PARENT ENTITY

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid-up capital*	Tambahan modal disetor/ *Additional paid-in capital*	Dana setoran modal/ *Deposit capital fund*	Keuntungan (Kerugian) yang belum direalisasi dan cadangan kerugian penurunan nilai atas efek-efek dan obligasi pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain-neto/ (loss) *Unrealized gain and allowance for impairment losses on FVTOCI securities and government bonds - net*	Pengukuran kembali program imbalan pasti – neto/ *remeasurement of defined benefit plan - net*	Surplus revaluasi aset tetap/ *Surplus of premises and equipment*	Bagian efektif lindung nilai arus kas/ *Efective portion of cash flow hedges*	Saldo laba/*Retained earnings*		Total ekuitas/ *Total equity*	
								Telah ditentukan penggunaannya/ *Appropriated*	*Belum* ditentukan penggunaannya/ *Unappropriated*		
Saldo per 31 Desember 2024		**7.017.222**	**4.418.900**	**-**	**(1.107.982)**	**(424.015)**	**3.565.773**	**(44.082)**	**15.982.004**	**3.164.069**	**32.571.889**	***Balance as of December 31, 2024***
Total laba (rugi) komprehensif tahun berjalan	2h	-	-	-	516.280	(155.194)	422.385	44.082	-	3.424.891	4.252.444	*Total comprehensive income for the year*
Penerbitan saham		-	-	-	-	-	-	-	-	-	-	*Shares issuance*
Dana setoran modal		-	293.407	-	-	-	-	-	-	-	293.407	*Capital deposit fund*
Dividen		-	-	-	-	-	-	-	-	(751.833)	(751.833)	*Dividend*
Pembentukan cadangan umum dan cadangan tujuan		-	-	-	-	-	-	-	2.255.496	(2.255.496)	-	*Appropriation for general and special reserves*
Saldo per 31 Desember 2025		**7.017.222**	**4.712.307**	**-**	**(591.702)**	**(579.209)**	**3.988.158**	**-**	**18.237.500**	**3.581.631**	**36.365.907**	***Balance as of December 31, 2025***

*) Saldo defisit sebesar Rp14.226.290 telah dieliminasi akibat kuasi-reorganisasi pada tanggal 31 Mei 2007.

*) *Accumulated losses amounted to Rp14,226,290 had been eliminated as a result of quasi-reorganization as of May 31, 2007.*

LAPORAN ARUS KAS - ENTITAS INDUK

STATEMENTS OF CASH FLOWS - PARENT ENTITY

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan bunga, bagi hasil, dan marjin	31.350.408		29.689.639	*Interest, profit sharing, and margin*
Pembayaran bunga dan bonus, provisi dan komisi	(18.141.395)		(17.973.763)	*Interest and bonus, fees and commissions paid*
Penerimaan kredit yang telah dihapusbukukan	1.020.140		1.421.221	*Recoveries from loan debts written-off*
Pembayaran pajak penghasilan badan	(391.358)		(912.208)	*Corporate income tax paid*
Pendapatan operasional lainnya	3.152.907		3.213.023	*Other Operating Income*
Beban operasional lainnya	(14.974.627)		(9.585.564)	*Other operating expense*
Pendapatan (Beban) bukan operasional lainnya - neto	27.931		(63.538)	*Other non-operating income (expenses) - net*
Penerimaan kas sebelum perubahan aset dan liabilitas operasi	2.044.006		5.788.810	*Cash receipts before changes in operating assets and liabilities*
Perubahan dalam aset dan liabilitas operasi:				***Changes in operating assets and liabilities:***
Penurunan (kenaikan) dalam aset operasi:				*Decrease (increase) in operating assets:*
Efek-efek yang diukur pada nilai wajar Melalui laba rugi	3.763.859		(18.286.677)	*Fair value through profit or loss securities*
Obligasi pemerintah yang diukur pada nilai wajar melalui laba rugi	174.072		490.445	*Fair value through profit or loss government bonds*
Tagihan akseptasi	366.997		(397.331)	*Acceptance receivable*
Tagihan derivatif	146.925		(70.666)	*Derivative receivable*
Kredit yang diberikan dan pembiayaan/ piutang syariah	11.302.381		(27.739.554)	*Loans and sharia financing/ receivables*
Aset lain-lain	216.831		(136.021)	*Other assets*
Kenaikan (penurunan) dalam Liabilitas operasi:				*Increase (decrease) in operating liabilities:*
Liabilitas segera	(255.922)		(441.930)	*Liabilites due immediately*
Simpanan dari nasabah				*Deposits from customer*
Giro	1.320.356		11.653.971	*Demand deposits*
Giro *Wadiah*	(18.882.765)		5.443.299	*Wadiah demand deposits*
Tabungan	(2.494.892)		(22.012)	*Savings deposits*
Tabungan *Wadiah*	(1.521.932)		245.340	*Savings deposits Wadiah*
Deposito berjangka	47.812.161		12.615.733	*Time deposits*
Simpanan dari bank lain	26.445		(21.277)	*Deposits from other banks*
Liabilitas akseptasi	(366.997)		397.331	*Acceptance payables*
Liabilitas lain-lain	587.600		(416.997)	*Other liabilities*
Dana *syirkah* temporer	(29.248.017)		2.141.920	*Temporary syirkah funds*
Kas Neto Diperoleh/(Digunakan Untuk) dari Aktivitas Operasi	**14.991.108**		**(8.755.616)**	***Net Cash Provided/(Used in) by Operating Activities***

LAPORAN ARUS KAS - ENTITAS INDUK (lanjutan)

STATEMENTS OF CASH FLOWS - PARENT ENTITY (continued)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan aset tetap	(1.845.754)		(1.634.521)	*Acquisitions of premises and equipment*
Penyertaan saham	(7.188.001)		-	*Investmnent in shares*
(Pembelian) penerimaan efek-efek diukur pada nilai wajar melalui penghasilan komprehensif lain	(527.841)		(31.199)	*(Purchase) receipt in fair value through other comprehensive income securities*
Pembelian obligasi pemerintah diukur pada nilai wajar melalui penghasilan komprehensif lain	(6.405.458)		(1.163.910)	*Purchase in fair value through other comprehensive income government bonds*
Penerimaan (Pembelian) saat jatuh tempo dari efek-efek biaya perolehan diamortisasi	189.716		(2.878.561)	*Receipt (Purchase) from matured amortized cost securities*
Penerimaan obligasi pemerintah pada biaya perolehan diamortisasi	10.389.053		562.232	*Receipt of amortized cost government bonds*
Penempatan efek-efek yang dibeli dengan janji dijual kembali	(152.522.635)		(20.867.689)	*Placement of securities purchased under agreement to resell*
Penerimaan efek-efek yang dibeli dibeli dengan janji dijual kembali	51.039.138		20.704.263	*Receipt from securities purchased under agreement to resell*
Penjualan aset tetap	1.155		3.045	*Sales of premises and equipment*
Kas Neto Diperoleh/(Digunakan untuk) dari Aktivitas Investasi	**(6.870.627)**		**(5.306.340)**	***Net Cash Provided/(Used in) by Investing Activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan atas surat Berharga yang diterbitkan	300.000		680.913	*Proceeds of securities issued*
Pembayaran atas surat-surat berharga yang diterbitkan jatuh tempo	(1.724.605)		(3.572.500)	*Payment of matured securities issued*
Pembayaran atas pinjaman subordinasi yang jatuh tempo	(4.828.500)		(3.000.000)	*Payment of matured subordinated borrowing*
Penerimaan dari pinjaman subordinasi	4.000.000		-	*Proceeds from subordinated borrowings*
Penerimaan atas efek-efek yang dijual dengan janji dibeli kembali	51.431.824		143.153.604	*Proceeds from securities sold under repurchase agreements*
Pembayaran atas efek-efek yang dijual dengan janji dibeli kembali yang jatuh tempo	(54.544.966)		(139.744.766)	*Payments of matured securities sold under repurchase agreements*
Pembayaran dividen	(751.833)		(700.198)	*Payments of dividends*
Penerimaan dari pinjaman yang diterima	5.402.696		11.144.193	*Payment of fund borrowings*
Pembayaran dari pinjaman yang diterima	(3.020.603)		(11.385.262)	*Payment of fund borrowings*
Penerbitan saham	293.407			*Issuance of shares*
Pembayaran liabilitas sewa	(88.347)		(93.408)	*Payment of lease liabilities*
Kas Neto Digunakan untuk Aktivitas Pendanaan	**(3.530.927)**		**(3.517.424)**	***Net Cash Used in Financing Activities***
KENAIKAN/(PENURUNAN) NETO KAS DAN SETARA KAS	**4.589.554**		**(17.579.380)**	***NET INCREASE/(DECREASE) CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS AWAL TAHUN	**35.458.390**		**53.037.770**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**40.047.944**		**35.458.390**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

LAPORAN ARUS KAS - ENTITAS INDUK (lanjutan)

STATEMENTS OF CASH FLOWS - PARENT ENTITY (continued)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
Rincian kas dan setara kas akhir tahun adalah sebagai berikut:				*The details of cash and cash equivalents at end of year are as follows:*
Kas	2.032.540	2a	2.105.620	*Cash*
Giro pada Bank Indonesia	30.830.097	2g	22.739.920	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.515.779	2g	5.951.746	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	4.669.528	2h	4.661.104	*Placements with Bank Indonesia and other banks - maturing within three months or less since the acquisition date*
Total	**40.047.944**		**35.458.390**	***Total***

Program Pendanaan Usaha Mikro dan Usaha Kecil
PT Bank Tabungan Negara (Persero) Tbk

Laporan keuangan tanggal 31 Desember 2025
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen

Danantara Indonesia

btn

SURAT PERNYATAAN PENGELOLA
TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL
PT BANK TABUNGAN NEGARA (PERSERO) Tbk

Kami, yang bertanda tangan di bawah ini:

1. Nama : Nixon L.P. Napitupulu
   Alamat Kantor : Jl. H. Rasuna Said No. 1 Jakarta 12980
   Alamat domisili atau sesuai KTP : Jl. Teladan No. 82
   Kel. Gandaria Selatan, Kec. Cilandak
   Jakarta Selatan
   Nomor telepon : 021-6336789
   Jabatan : Direktur Utama

2. Nama : Hermita
   Alamat Kantor : Jl. H. Rasuna Said No. 1 Jakarta 12980
   Alamat domisili atau sesuai KTP : Jl Gandaria tengah VI No. 5
   Kel. Kramat Pela, Kec. Kebayoran Baru
   Jakarta Selatan
   Nomor telepon : 021-6336789
   Jabatan : Direktur

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk;

2. Laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan Entitas Privat ("SAK-EP") dan Interpretasi Standar Akuntansi 35 ("ISAK 35") di Indonesia;

3. a. Semua informasi dalam laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk telah dimuat secara lengkap dan benar; dan

   b. Laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material;

4. Kami bertanggung jawab atas sistem pengendalian internal dalam Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 12 Maret 2026

METERAI TEMPEL
87B9AANX109989725

Nixon L.P. Napitupulu
Direktur Utama

Hermita
Direktur

Paraf :

PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL
PT BANK TABUNGAN NEGARA (PERSERO) Tbk
LAPORAN KEUANGAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

Daftar Isi

	Halaman
Laporan Auditor Independen	
Laporan Posisi Keuangan	1
Laporan Penghasilan Komprehensif	2
Laporan Perubahan Aset Neto	3
Laporan Arus Kas	4
Catatan atas Laporan Keuangan	5-17

****

KAP Purwanto Susanti dan Surja

Indonesia Stock Exchange Building
Tower 2, 7th Floor
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia

Tel : +62 21 5289 5000
Fax: +62 21 5289 4100
ey.com/id

Laporan Auditor Independen

Laporan No. 00147/2.1505/AU.2/10/1681-3/1/III/2026

Pengelola Program Pendanaan Usaha Mikro dan Usaha Kecil
PT Bank Tabungan Negara (Persero) Tbk.

Opini

Kami telah mengaudit laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk. ("PUMK") terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2025, serta laporan penghasilan komprehensif, laporan perubahan aset neto, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan catatan atas laporan keuangan, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PUMK tanggal 31 Desember 2025, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Entitas Privat di Indonesia.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami. Kami independen terhadap PUMK berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

KAP Purwanto Susanti dan Surja
Registered Public Accountants KMK No. 69/MK/SK/2025
A member firm of Ernst & Young Global Limited

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan Entitas Privat di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan PUMK dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi PUMK atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan PUMK.

Tanggung jawab auditor terhadap audit atas laporan keuangan

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

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Shape the future
with confidence

Laporan Auditor Independen (lanjutan)

Laporan No. 00147/2.1505/AU.2/10/1681-3/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga (lanjutan):

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal PUMK.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan PUMK untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan PUMK tidak dapat mempertahankan kelangsungan usaha.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

KAP Purwanto Susanti dan Surja

Christophorus Alvin Kossim
Registrasi Akuntan Publik No. AP.1681

12 Maret 2026

00147

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PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL
PT BANK TABUNGAN NEGARA (PERSERO) Tbk
LAPORAN POSISI KEUANGAN
Tanggal 31 Desember 2025
(Disajikan dalam Rupiah)

	Catatan	31 Desember 2025	31 Desember 2024*)
ASET			
Kas dan Setara Kas	2b,2j,4,11	4.545.603.135	11.036.287.064
Piutang Pinjaman Mitra Binaan – neto (Setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp36.061.047.896 dan Rp36.675.501.169 Masing-Masing Pada Tanggal 31 Desember 2025 dan 2024)	2c,2e,5	361.849.483	4.193.604.781
Piutang Kerjasama PUMK Kepada mitra binaan – neto (Setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp657.385.193 dan Rp34.878.957 Masing-Masing Pada Tanggal 31 Desember 2025 dan 2024)	2c,2e,6	11.134.098.076	13.676.060.027
Piutang Kerjasama PUMK kepada BRI	7,11,12	17.740.010.163	4.415.454.240
TOTAL ASET		**33.781.560.857**	**33.321.406.112**
LIABILITAS DAN ASET NETO			
ASET NETO			
Aset Neto Tidak Terikat	2f,8	**33.781.560.857**	**33.321.406.112**
TOTAL LIABILITAS DAN ASET NETO		**33.781.560.857**	**33.321.406.112**

*) setelah reklasifikasi (Catatan 12)

PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL
PT BANK TABUNGAN NEGARA (PERSERO) Tbk
LAPORAN PENGHASILAN KOMPREHENSIF
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2025
(Disajikan dalam Rupiah)

		Tahun yang berakhir pada tanggal	
	Catatan	**31 Desember 2025**	**31 Desember 2024**
PENDAPATAN			
Pendapatan Jasa Administrasi Pinjaman	2g,9	467.838.014	1.501.968.937
Pendapatan Lain-Lain	2h,10	369.694	113.765.972
TOTAL PENDAPATAN		**468.207.708**	**1.615.734.909**
BEBAN LAIN-LAIN			
(Beban) / pembalikan cadangan kerugian penurunan nilai	2i,5c,6c	(8.052.963)	183.476.964
TOTAL (BEBAN) PENDAPATAN LAIN-LAIN		**(8.052.963)**	**183.476.964**
LABA BERSIH		**460.154.745**	**1.799.211.873**
PENGHASILAN KOMPREHENSIF LAIN		**-**	**-**
TOTAL PENGHASILAN KOMPREHENSIF		**460.154.745**	**1.799.211.873**

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL
PT BANK TABUNGAN NEGARA (PERSERO) Tbk
LAPORAN PERUBAHAN ASET NETO
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2025
(Disajikan dalam Rupiah)

		Tahun yang berakhir pada tanggal	
	Catatan	**31 Desember 2025**	**31 Desember 2024**
PERUBAHAN ASET NETO			
Saldo awal	2f,8	33.321.406.112	31.522.194.239
Kenaikan tahun berjalan	2f,8	460.154.745	1.799.211.873
Saldo akhir		**33.781.560.857**	**33.321.406.112**
Penghasilan komprehensif lain		-	-
TOTAL ASET NETO		**33.781.560.857**	**33.321.406.112**

PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL
PT BANK TABUNGAN NEGARA (PERSERO) Tbk
LAPORAN ARUS KAS
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2025
(Disajikan dalam Rupiah)

		Tahun yang berakhir pada tanggal	
	Catatan	**31 Desember 2025**	**31 Desember 2024**
ARUS KAS DARI AKTIVITAS OPERASI			
Pengalihan Pengelolaan Dana Mitra Binaan	7	(11.000.000.000)	(10.000.000.000)
Penerimaan Pokok Angsuran		4.407.074.564	8.501.789.249
Pendapatan Jasa Administrasi Pinjaman	9b	62.737.806	1.450.172.764
Penerimaan Piutang Pinjaman Mitra Binaan	5d	39.134.007	-
Pendapatan Lain-Lain	10	369.694	113.765.071
KAS NETO YANG (DIGUNAKAN UNTUK)/ DIPEROLEH DARI		**(6.490.683.929)**	**65.727.084**
(PENURUNAN) KENAIKAN NETO DALAM KAS DAN SETARA KAS		**(6.490.683.929)**	**65.727.084**
KAS DAN SETARA KAS AWAL TAHUN		**11.036.287.064**	**10.970.559.980**
KAS DAN SETARA KAS AKHIR TAHUN		**4.545.603.135**	**11.036.287.064**

1. PENJELASAN UMUM

a. Pendirian dan Informasi Umum

Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara PT Bank Tabungan Negara (Persero) Tbk ("Perusahaan") dilaksanakan sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-1/MBU/03/2023 tanggal 3 Maret 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, yang antara lain mengatur bahwa, sebagaimana disebut dalam Pasal 23 ayat (3), laporan keuangan dan pelaksanaan Program TJSL BUMN dilaporkan menjadi satu kesatuan dalam laporan berkala dan laporan tahunan kinerja BUMN Pembina.

Selain hal di atas, antara lain, sebagaimana diatur dalam Pasal 23 ayat (4), untuk laporan keuangan dan pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil tahunan tetap dilaporkan tersendiri dan harus diaudit oleh Kantor Akuntan Publik secara terpisah dari audit laporan keuangan BUMN Pembina.

Definisi Program Pendanaan Usaha Mikro dan Usaha Kecil mengacu kepada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-1/MBU/03/2023 tanggal 3 Maret 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara dan ketentuan-ketentuan peraturan pelaksanaannya adalah tentang Program Pendanaan UMK yang bertujuan untuk meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri melalui pemanfaatan dana BUMN.

b. Kegiatan Utama

Kegiatan utama Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) adalah penyaluran pinjaman dan penyaluran dana pembinaan. Dana Program Pendanaan UMK kepada Mitra Binaan disalurkan dalam bentuk:

a. Berdasarkan Surat Menteri Badan Usaha Milik Negara No. S-721/MBU/11/2022 tanggal 10 November 2022 (Poin 3), kementerian merekomendasikan PT Bank Rakyat Indonesia (Persero) Tbk sebagai pengelola Kerja Sama Program PUMK, sehingga sejak tahun 2023, Perusahaan sudah tidak melakukan penyaluran pinjaman.
b. Pinjaman untuk membiayai modal kerja dalam rangka meningkatkan produksi dan penjualan.
c. Pinjaman khusus untuk membiayai kebutuhan yang bersifat jangka pendek dalam rangka memenuhi pesanan dari rekanan usaha mitra binaan.
d. Beban pembinaan:
   1) Untuk membiayai pendidikan, pelatihan, penelitian, pemagangan, pemasaran, promosi, yang menyangkut peningkatan kualitas sumber daya manusia dan kemampuan pengelolaan usahanya;
   2) Beban pembinaan hanya dapat diberikan kepada atau untuk kepentingan Mitra Binaan.

c. Struktur Organisasi dan Susunan Pengelola

Susunan pengelola Program Pendanaan UMK BTN pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025	2024
Pembina	Nixon L.P. Napitupulu Hermita*	Nixon L.P. Napitupulu Muhammad Iqbal*
Program Pendanaan UMK		
Pimpinan	Bramantyo Tri Adi Nugroho**	Roganda S. Mangapul**
Pelaksana	Royansyah Putra Ginting***	Ardi Darmawan***
Pelaksana	Agusri Naufal****	Mayang Shafira S****
Pelaksana	-	Diandary Denovari****

1. PENJELASAN UMUM (lanjutan)

c. Struktur Organisasi dan Susunan Pengelola (lanjutan)

Tahun 2025
*) Menjadi Pembina Program Pendanaan UMK sejak Maret 2025
**) Menjadi Pimpinan Program Pendanaan UMK sejak Maret 2025
***) Menjadi Pelaksana Program Pendanaan UMK sejak April 2025
****) Menjadi Pelaksana Program Pendanaan UMK sejak September 2025

Tahun 2024
*) Menjadi Pembina Program Pendanaan UMK s.d. Maret 2025
**) Menjadi Pimpinan Program Pendanaan UMK s.d. Maret 2025
***) Menjadi Pelaksana Program Pendanaan UMK s.d. April 2025
****) Menjadi Pelaksana Program Pendanaan UMK s.d. September 2025

Mulai tahun 2023, struktur pengelola Program TJSL BUMN mengikuti peraturan terbaru dari Menteri BUMN No. PER-1/MBU/03/2023 dimana Program TJSL BUMN dilaporkan terpisah dan menjadi satu kesatuan dari laporan keuangan BUMN Pembina.

d. Ketentuan Program Pendanaan UMK Mengacu kepada Peraturan Menteri BUMN No. PER-1/MBU/03/2023 tanggal 3 Maret 2023

1) Program Pendanaan UMK adalah program untuk meningkatkan kemampuan usaha mikro dan usaha kecil agar menjadi tangguh dan mandiri.

2) Dalam peraturan di atas diatur tentang kriteria usaha mikro dan usaha kecil yang berhak menjadi mitra binaan BUMN, antara lain, sebagai berikut:
   i) Dimiliki oleh warga negara Indonesia.
   ii) Belum memenuhi kriteria atau memiliki akses pinjaman kepada lembaga pendanaan atau perbankan.
   iii) Diutamakan usaha mikro dan usaha kecil dengan jenis usaha yang sejalan dengan bidang dan/atau mendukung bisnis BUMN.
   iv) Diutamakan usaha mikro dan usaha kecil yang berlokasi di wilayah kerja BUMN.
   v) Berdiri sendiri, bukan merupakan anak perusahaan atau cabang perusahaan yang dimiliki, dikuasai, atau berafiliasi secara langsung maupun tidak langsung, dengan usaha menengah atau usaha besar.
   vi) Berbentuk usaha orang perseorangan dan/atau sekelompok orang, badan usaha yang tidak berbadan hukum, atau badan usaha yang berbadan hukum.
   vii) Mempunyai potensi dan prospek usaha untuk dikembangkan.

3) Bentuk dan maksimum pendanaannya adalah sebagai berikut:
   a. Pemberian modal kerja dalam bentuk pinjaman dan/atau pembiayaan syariah dengan jumlah pinjaman dan/atau pembiayaan syariah untuk setiap usaha mikro dan usaha kecil paling banyak Rp250.000.000.
   b. Pendanaan tambahan dalam bentuk pinjaman dan/atau pembiayaan syariah untuk membiayai kebutuhan yang bersifat jangka pendek maksimal 1 tahun untuk memenuhi pesanan dari rekanan usaha mikro dan usaha kecil dengan jumlah paling banyak Rp100.000.000.
   c. Modal kerja dalam bentuk pinjaman sebagaimana dimaksud pada huruf a dikenakan jasa administrasi sebesar:
      - 3% (tiga persen) efektif per tahun;
      - suku bunga flat (tetap) yang setara dengan 3% (tiga persen) efektif per tahun; atau
      - ketentuan lain yang ditetapkan Menteri,

      dengan jangka waktu/tenor pinjaman paling lama 3 (tiga) tahun.
   d. Pembiayaan syariah sebagaimana dimaksud pada huruf a diberikan berdasarkan:
      - Prinsip jual beli, maka proyeksi margin yang dihasilkan disetarakan dengan margin sebesar jasa administrasi sebagaimana dimaksud pada huruf 3c; atau
      - Prinsip bagi hasil, maka rasio bagi hasil yang diterima BUMN mulai dari 10% (sepuluh persen) sampai dengan paling banyak 50% (lima puluh persen) berdasarkan perjanjian.

1. PENJELASAN UMUM (lanjutan)

d. Ketentuan Program Pendanaan UMK Mengacu kepada Peraturan Menteri BUMN No. PER-1/MBU/03/2023 tanggal 3 Maret 2023 (lanjutan)

4) Syarat dan kondisi:

Untuk tata cara penyaluran pinjaman dan/atau pembiayaan syariah dalam Program Pendanaan UMK diatur syarat dan kondisi yang harus dipenuhi calon usaha binaan, antara lain, harus menyampaikan rencana dan/atau proposal kegiatan usaha kepada BUMN Pembina yang nanti akan dilakukan seleksi dan evaluasi atas permohonan yang diajukan oleh calon usaha mikro dan usaha kecil.

BUMN Pembina yang nanti akan dilakukan seleksi dan evaluasi atas permohonan yang diajukan oleh calon usaha mikro dan usaha kecil.

Bagi calon binaan yang memenuhi syarat dan terpilih akan dibuatkan surat perjanjian dan/atau kontrak yang berisi syarat dan kondisi tentang hak dan kewajiban yang harus dipenuhi para pihak. Namun, sebelum dilakukan perjanjian, calon usaha mikro dan usaha kecil binaan tersebut harus terlebih dahulu menyelesaikan proses administrasi terkait dengan rencana pemberian modal kerja oleh perusahaan/BUMN bersangkutan.

5) Teknis pelaksanaan penyaluran Program Pendanaan UMK:

Dalam pelaksanaan penyaluran Program Pendanaan UMK, BUMN Pembina dapat bekerjasama dengan BUMN lain, Anak perusahaan BUMN atau Perusahaan terafiliasi BUMN yang memiliki bisnis sebagai lembaga pembiayaan dan perbankan atau memiliki kemampuan dalam menyalurkan pinjaman.

Ketentuan pelaksanaan kerja sama dimaksud di atas dituangkan dalam surat perjanjian dan/atau kontrak yang paling sedikit memuat hak dan kewajiban serta tugas dan tanggung jawab masing-masing pihak.

6) Sumber dana Program TJSL BUMN berasal dari:

i) Anggaran kegiatan yang diperhitungkan sebagai biaya pada BUMN Pembina dalam tahun anggaran berjalan.
ii) Penyisihan sebagian laba bersih BUMN Pembina pada tahun anggaran sebelumnya dan/atau.
iii) Sumber lain yang sah sesuai dengan ketentuan peraturan perundang-undangan.

7) Sumber dana untuk Program Pendanaan UMK, selain sumber dana sebagaimana dimaksud pada angka 6) di atas, dapat berasal dari:

i) Saldo dana Program Pendanaan UMK yang teralokasi sampai dengan akhir tahun 2015; dan/atau;
ii) Jasa administrasi pinjaman/marjin/bagi hasil, bunga deposito dan/atau jasa giro dari dana Program Pendanaan UMK

8) Besaran dana Program TJSL BUMN sebagaimana dijelaskan pada angka 6.i dan angka 6.ii di atas, ditetapkan dalam Rencana Kerja Anggaran Perusahaan yang disahkan oleh RUPS/Menteri.

9) Pembebanan beban operasional Program TJSL BUMN:

- Pembebanan beban operasional Program TJSL BUMN menjadi beban BUMN Pembina.
- Pembebanan beban kepada usaha mikro dan usaha kecil menjadi bagian dari biaya Program TJSL BUMN.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

a. Dasar Penyajian Laporan Keuangan

Laporan keuangan disusun berdasarkan Standar Akuntansi Keuangan Entitas Privat (SAK-EP) yang berlaku efektif pada tanggal 1 Januari 2025 menggantikan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik (SAK-ETAP) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan - Ikatan Akuntan Indonesia dan mempertimbangkan Surat Edaran Menteri Negara BUMN RI No. 1 Tahun 2026 tanggal 7 Januari 2026 tentang Pedoman Akuntansi Program Pendanaan Usaha Mikro dan Usaha Kecil Badan Usaha Milik Negara yang mulai berlaku sejak penyusunan Laporan Keuangan Program PUMK Tahun Buku 2025 menggantikan Surat Edaran Kementerian BUMN No. SE-02/MBU/WK/2012 yang dikeluarkan tanggal 23 Februari 2012 perihal penetapan pedoman akuntansi Program Kemitraan dan Bina Lingkungan. Sehubungan dengan dicabutnya PSAK No. 45 tentang Penyajian Laporan Keuangan Entitas Nirlaba oleh Dewan Standar Akuntansi Keuangan, selanjutnya penyajian laporan keuangan menggunakan Interpretasi Standar Akuntansi Keuangan (ISAK 35) tentang Penyajian Laporan Keuangan Entitas Berorientasi Nonlaba.

Perubahan yang timbul dari penerapan SAK-EP tersebut tidak berdampak material terhadap laporan keuangan Program PUMK yang berakhir pada 31 Desember 2024, sehingga tidak memerlukan penyajian kembali.

Laporan keuangan disusun menggunakan dasar akrual kecuali untuk Laporan Arus Kas disusun menggunakan dasar kas. Laporan Arus Kas menyajikan penerimaan dan pengeluaran kas yang diklasifikasikan dalam aktivitas operasi, investasi dan pendanaan yang disusun dengan menggunakan metode langsung (*direct method*). Tahun buku Program Pendanaan UMK BTN adalah 1 Januari 2025 sampai 31 Desember 2025 dan mata uang penyajian yang digunakan dalam laporan keuangan adalah Rupiah yang juga merupakan mata uang fungsional Program Pendanaan UMK BTN.

b. Kas dan Setara Kas

Kas dan setara kas adalah saldo kas dan bank yang dapat dipergunakan secara bebas untuk membiayai kegiatan Program Pendanaan UMK tidak digunakan sebagai jaminan. Saldo kas dan setara kas dicatat sebesar nilai nominalnya.

c. Piutang Pinjaman Mitra Binaan

Piutang pinjaman mitra binaan adalah pinjaman yang disalurkan oleh PT Bank Tabungan Negara (Persero) Tbk kepada mitra binaan, sesuai dengan ketentuan yang berlaku. Saldo piutang pinjaman mitra binaan termasuk piutang pinjaman mitra binaan yang disalurkan oleh Perusahaan dan piutang pinjaman mitra binaan yang disalurkan melalui PT Bank Rakyat Indonesia (Persero) Tbk sesuai dengan Surat Menteri Badan Usaha Milik Negara No.S-721/MBU/11/2022 tanggal 10 November 2022 (Poin 3), kementerian merokemendasikan PT Bank Rakyat Indonesia (Persero) Tbk sebagai pengelola Kerja Sama Program PUMK.

Piutang pinjaman mitra binaan diakui pada saat pinjaman disalurkan kepada mitra binaan dan diukur serta dicatat sebesar jumlah bersih yang diharapkan dapat ditagih dari mitra binaan.

Penggolongan kualitas piutang pinjaman mitra binaan dilakukan berdasarkan Peraturan Menteri BUMN serta dengan ketentuan sebagai berikut:

i) Lancar, dalam hal pembayaran angsuran pokok dan jasa administrasi pinjaman tepat waktu atau terjadi keterlambatan pembayaran angsuran pokok dan/atau jasa administrasi pinjaman paling lambat 30 hari dari tanggal jatuh tempo pembayaran angsuran, sesuai dengan perjanjian yang telah disetujui bersama,
ii) Kurang lancar, dalam hal terjadi keterlambatan pembayaran angsuran pokok dan/atau jasa administrasi pinjaman yang telah melampaui 30 hari sampai dengan 180 hari dari tanggal jatuh tempo pembayaran angsuran, sesuai dengan perjanjian yang telah disetujui bersama,

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Piutang Pinjaman Mitra Binaan (lanjutan)

Penggolongan kualitas piutang pinjaman mitra binaan dilakukan berdasarkan Peraturan Menteri BUMN serta dengan ketentuan sebagai berikut: (lanjutan)

iii) Diragukan, dalam hal terjadi keterlambatan pembayaran angsuran pokok dan/atau jasa administrasi pinjaman yang telah melampaui 180 hari sampai dengan 270 hari dari tanggal jatuh tempo pembayaran angsuran, sesuai dengan perjanjian yang telah disetujui bersama,

iv) Macet, dalam hal terjadi keterlambatan pembayaran angsuran pokok dan/atau jasa administrasi pinjaman yang telah melampaui 270 hari dari tanggal jatuh tempo pembayaran angsuran, sesuai dengan perjanjian yang telah disetujui bersama.

d. Piutang Jasa Administrasi Pinjaman

Piutang bunga/jasa administrasi pinjaman mitra binaan terkait dengan piutang bunga jasa administrasi atas pinjaman yang dicatat secara akrual untuk piutang pinjaman mitra binaan yang disalurkan oleh Perusahaan dan piutang pinjaman mitra binaan yang disalurkan melalui PT Bank Rakyat Indonesia (Persero) Tbk yang dibentuk oleh Perusahaan pada akhir periode akuntansi.

e. Cadangan Kerugian Penurunan Nilai

Cadangan kerugian penurunan nilai piutang pinjaman adalah besarnya cadangan atas piutang pinjaman yang mungkin tidak tertagih dihitung berdasarkan estimasi kerugian yang tidak dapat ditagih.

Cadangan kerugian penurunan nilai piutang pinjaman diakui saat akhir periode akuntansi dan diukur dan dicatat sebesar estimasi kerugian yang tidak dapat ditagih. Penyisihan penurunan nilai piutang pinjaman dihitung secara kolektif berdasarkan persentase tertentu tingkat ketertagihan (*collection*) data historis yang ada.

f. Aset Neto

Aset neto adalah aset dikurangi dengan liabilitas. Aset neto diklasifikasikan menjadi Aset Neto Terikat (ANT) dan Aset Neto Tidak Terikat (ANTT).

ANT adalah sumber daya yang penggunaannya dibatasi untuk tujuan tertentu atau tidak dapat digunakan untuk kegiatan operasi normal. ANTT adalah sumber daya yang penggunaannya tidak dibatasi untuk tujuan tertentu.

g. Pendapatan Jasa Administrasi Pinjaman

Pendapatan jasa administrasi pinjaman adalah pendapatan jasa yang dipungut atas pinjaman dana Program Pendanaan UMK yang disalurkan kepada mitra binaan. Akrual pendapatan jasa administrasi pinjaman diakui hanya untuk piutang dengan status lancar dan kurang lancar dan diukur serta dicatat berdasarkan nilai yang telah jatuh tempo sesuai dengan kontrak.

h. Pendapatan Lain-lain

Pendapatan lain-lain adalah pendapatan yang tidak dapat digolongkan menurut klasifikasi pendapatan yang telah disebutkan di atas dan diakui pada saat diterima. Pendapatan lain-lain diukur dan dicatat sebesar nilai yang diterima Program Pendanaan UMK BTN.

i. Beban (Pembalikan) Penyisihan Penurunan Nilai Piutang Pinjaman

Beban (pembalikan) cadangan kerugian penurunan nilai piutang pinjaman adalah beban (pendapatan) yang timbul akibat pembentukan (pembalikan) cadangan kerugian penurunan nilai atas piutang pinjaman yang mungkin tidak tertagih.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Transaksi dengan pihak berelasi

Program Pendanaan UMK BTN melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam SAK tentang "Pengungkapan Transaksi Pihak Berelasi", yang didefinisikan antara lain:

a. Pihak yang memiliki pengendalian, pengendalian bersama atau pengaruh signifikan atas entitas;
b. Entitas dimana entitas tersebut mempunyai pengendalian, pengendalian bersama, atas pengaruh signifikan;
c. Personel manajemen kunci dari entitas dan entitas induknya (secara agregat); dan
d. Pihak berelasi.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI

a. Pertimbangan

Sesuai Peraturan Menteri BUMN, beban operasional Program Pendanaan UMK menjadi beban PT Bank Tabungan Negara (Persero) Tbk selaku BUMN Pembina.

Mata uang fungsional Program Pendanaan UMK BTN adalah mata uang dari lingkungan ekonomi primer dimana Program Pendanaan UMK BTN beroperasi. Mata uang tersebut adalah mata uang yang mempengaruhi pendapatan dan beban dari jasa yang diberikan. Program Pendanaan UMK BTN menentukan bahwa mata uang fungsionalnya adalah Rupiah.

b. Estimasi dan asumsi

Setiap akhir periode pelaporan, Program Pendanaan UMK BTN menelaah cadangan kerugian penurunan nilai secara kolektif terhadap risiko kredit mitra binaan yang dikelompokkan berdasarkan karakteristik kredit yang sama, yang meskipun tidak diidentifikasi secara spesifik memerlukan penyisihan tertentu, memiliki risiko yang lebih besar tidak tertagih dibandingkan dengan piutang yang diberikan kepada mitra binaan. Cadangan kerugian penurunan nilai piutang pinjaman mitra binaan dihitung berdasarkan kajian nilai terkini dan historis tingkat ketertagihan dari piutang.

Cadangan kerugian penurunan nilai piutang mitra binaan dihitung berdasarkan estimasi kerugian yang tidak dapat ditagih yaitu secara kolektif berdasarkan persentase tertentu tingkat ketertagihan (*collection*) data historis yang ada (minimal 2 tahun). Cadangan kerugian ini disesuaikan secara berkala untuk mencerminkan hasil aktual dan estimasi.

4. KAS DAN SETARA KAS

Kas dan Setara Kas merupakan penempatan dana Program Pendanaan UMK pada rekening giro di PT Bank Tabungan Negara (Persero) Tbk yang terdiri dari:

	31 Desember 2025	31 Desember 2024
Program Pendanaan UMK yaitu:		
- Rekening Giro Kantor Pusat	4.545.603.135	11.036.287.064
Total Kas dan Setara Kas	**4.545.603.135**	**11.036.287.064**

5. PIUTANG PINJAMAN MITRA BINAAN

a. Rincian Piutang Pinjaman Mitra Binaan Berdasarkan Wilayah

	31 Desember 2025	31 Desember 2024
Wilayah DKI Jakarta dan Banten	10.703.684.465	13.130.145.743
Wilayah Kalimantan, Sulawersi, Maluku dan Papua	8.011.135.635	8.759.471.702
Wilayah Jawa Timur, Bali, NTB dan NTT	5.285.132.312	4.837.619.646
Wilayah Jawa Barat	4.788.434.868	5.084.263.634
Wilayah Sumatera	4.613.485.693	5.152.579.970
Wilayah D.I Yogyakarta dan Jawa Tengah	3.011.375.213	3.856.242.055
Total Piutang Pinjaman	**36.413.248.186**	**40.820.322.750**
Dikurangi penyisihan penurunan nilai piutang pinjaman	(36.061.047.896)	(36.675.501.169)
	352.200.290	**4.144.821.581**
Piutang pendapatan jasa administrasi	9.649.193	48.783.200
Neto	**361.849.483**	**4.193.604.781**

b. Rincian Piutang Pinjaman Mitra Binaan Berdasarkan Kualitas Pinjaman

	31 Desember 2025		
	Saldo Piutang	**Cadangan Kerugian Penurunan NIlai Piutang Pinjaman**	**Saldo Piutang - Neto**
Lancar	10.692.663	491.312	10.201.351
Kurang Lancar	89.014.817	16.248.304	72.766.513
Diragukan	467.636.517	198.404.091	269.232.426
Macet	35.845.904.189	35.845.904.189	-
Total Piutang Pinjaman	**36.413.248.186**	**36.061.047.896**	**352.200.290**

	31 Desember 2024		
	Saldo Piutang	**Cadangan Kerugian Penurunan Nilai Piutang Pinjaman**	**Saldo Piutang - Neto**
Lancar	388.990.786	17.595.221	371.395.565
Kurang Lancar	1.633.765.518	422.831.115	1.210.934.403
Diragukan	3.483.833.821	921.342.208	2.562.491.613
Macet	35.313.732.625	35.313.732.625	-
Total Piutang Pinjaman	**40.820.322.750**	**36.675.501.169**	**4.144.821.581**

5. PIUTANG PINJAMAN MITRA BINAAN (lanjutan)

c. Perubahan Cadangan Kerugian Penurunan Nilai Piutang Pinjaman (lanjutan)

Perubahan cadangan kerugian penurunan nilai piutang pinjaman kepada mitra binaan pada tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	31 Desember 2025	31 Desember 2024
Saldo awal tahun	36.675.501.169	36.893.857.090
Beban cadangan kerugian penurunan nilai piutang pinjaman selama tahun berjalan	(614.453.273)	(218.355.921)
Saldo akhir tahun	**36.061.047.896**	**36.675.501.169**

Manajemen berkeyakinan bahwa cadangan kerugian penurunan nilai piutang yang telah dibentuk telah memadai untuk menutupi kemungkinan kerugian atas tidak tertagihnya piutang pinjaman mitra binaan.

d. Rincian Piutang Pinjaman Mitra Binaan Berdasarkan Sektor Ekonomi

	31 Desember 2025	31 Desember 2024
Perdagangan	19.834.828.023	23.018.799.642
Jasa	4.315.112.607	5.205.772.661
Peternakan	3.831.629.158	3.857.289.615
Pertanian	3.357.699.913	3.407.007.234
Industri	2.836.490.735	3.039.535.211
Perikanan	805.251.542	834.495.525
Perkebunan	243.517.861	265.287.847
Industri Kreatif	88.559.395	91.976.063
Usaha Lainnya	1.100.158.952	1.100.158.952
Total Piutang Pinjaman	**36.413.248.186**	**40.820.322.750**
Dikurangi cadangan kerugian penurunan nilai piutang pinjaman	(36.061.047.896)	(36.675.501.169)
	352.200.290	**4.144.821.581**
Piutang pendapatan jasa administrasi	9.649.193	48.783.200
Neto	**361.849.483**	**4.193.604.781**

6. PIUTANG KERJASAMA PUMK MITRA BINAAN

a. Piutang kerjasama PUMK kepada mitra binaan merupakan penyaluran PUMK kepada Mitra Binaan yang dilakukan melalui PT Bank Rakyat Indonesia (Persero) Tbk sesuai dengan Perjanjan Kerjasama No. 03/PKS/SMBDX/2023 pada tanggal 13 Oktober 2023. PT Bank Tabungan Negara (Persero) Tbk bekerjasama dengan PT Bank Rakyat Indonesia (Persero) Tbk dalam rangka pelaksanaan penyaluran program PUMK dengan jangka waktu perjanjian kerjasama selama 5 (lima) tahun. Pada saat perjanjian kerjasama telah selesai dilakukan, PT Bank Rakyat Indonesia (Persero) Tbk akan mengembalikan dana program PUMK yang dikerjasamakan secara bertahap kepada PT Bank Tabungan Negara (Persero) Tbk.

6. PIUTANG KERJASAMA PUMK MITRA BINAAN (lanjutan)

b. Rincian Piutang Kerjasama Mitra Binaan Berdasarkan Sektor Ekonomi

	31 Desember 2025	31 Desember 2024
Perdagangan	7.077.102.552	5.208.034.422
Jasa	2.408.890.928	2.170.845.917
Industri	1.057.502.038	549.553.070
Pertanian	346.613.124	60.681.610
Perikanan	246.560.026	186.340.858
Peternakan	222.142.980	188.193.474
Perkebunan	50.000.000	-
Usaha Lainnya	382.671.621	5.347.289.633
Total piutang pinjaman	**11.791.483.269**	**13.710.938.984**
Dikurangi cadangan kerugian penurunan nilai piutang pinjaman	(657.385.193)	(34.878.957)
Neto	**11.134.098.076**	**13.676.060.027**

c. Mutasi cadangan kerugian penurunan nilai

	2025	2024
Saldo awal	34.878.957	-
Pembentukan cadangan kerugian penurunan nilai	622.506.236	34.878.957
Saldo akhir	**657.385.193**	**34.878.957**

d. Rincian Piutang Kerjasama Mitra Binaan Berdasarkan Wilayah

	31 Desember 2025	31 Desember 2024
Wilayah D.I Yogyakarta dan Jawa Tengah	4.648.320.278	2.553.683.655
Wilayah Kalimantan, Sulawesi, Maluku dan Papua	3.375.961.614	6.475.955.305
Wilayah Jawa Timur, Bali, NTB dan NTT	1.934.968.271	1.867.636.532
Wilayah Jawa Barat	1.331.730.821	2.583.663.492
Wilayah DKI Jakarta dan Banten	353.567.629	-
Wilayah Sumatera	146.934.656	230.000.000
Total piutang pinjaman	**11.791.483.269**	**13.710.938.984**
Dikurangi cadangan kerugian penurunan nilai piutang pinjaman	(657.385.193)	(34.878.957)
Neto	**11.134.098.076**	**13.676.060.027**

6. PIUTANG KERJASAMA PUMK MITRA BINAAN (lanjutan)

e. Rincian Piutang Kerjasama Mitra Binaan Berdasarkan Kualitas Pinjaman

	31 Desember 2025		
	Saldo Piutang	**Cadangan Kerugian Penurunan Nilai Piutang Pinjaman**	**Saldo Piutang - Neto**
Lancar	10.712.435.669	65.098.141	10.647.337.528
Kurang Lancar	525.183.338	125.137.538	400.045.800
Diragukan	183.304.944	96.590.196	86.714.748
Macet	370.559.318	370.559.318	-
Total Piutang Pinjaman	**11.791.483.269**	**657.385.193**	**11.134.098.076**

	31 Desember 2024		
	Saldo Piutang	**Cadangan Kerugian Penurunan Nilai Piutang Pinjaman**	**Saldo Piutang - Neto**
Lancar	13.520.127.798	17.518.878	13.502.608.920
Kurang Lancar	176.209.886	17.360.079	158.849.807
Diragukan	14.601.300	-	14.601.300
Macet	-	-	-
Total Piutang Pinjaman	**13.710.938.984**	**34.878.957**	**13.676.060.027**

7. PIUTANG KERJASAMA PUMK KEPADA BRI

Berdasarkan Perjanjan Kerjasama No. 03/PKS/SMBDX/2023 pada tanggal 13 Oktober 2023, PT Bank Tabungan Negara (Persero) Tbk bekerjasama dengan PT Bank Rakyat Indonesia (Persero) Tbk dalam rangka pelaksanaan penyaluran program PUMK dengan jangka waktu perjanjian kerjasama selama 5 (lima) tahun. Pada saat perjanjian kerjasama telah selesai dilakukan, PT Bank Rakyat Indonesia (Persero) Tbk akan mengembalikan dana program PUMK yang dikerjasamakan secara bertahap kepada PT Bank Tabungan Negara (Persero) Tbk. Piutang ini merupakan piutang pihak berelasi (Catatan 11).

	31 Desember 2025	**31 Desember 2024**
Piutang BUMN Penyaluran BRI	17.334.909.955	4.289.061.016
Piutang Jasa Administrasi BUMN Penyaluran BRI	405.100.208	126.393.224
Total	**17.740.010.163**	**4.415.454.240**

Rincian piutang kerjasama PUMK kepada BRI sebagai berikut:

31 Desember 2025

Saldo Awal Dana PUMK Kepada BRI	Tambahan Dana PUMK kepada BRI	Penerimaan Pokok dari Mitra Binaan	Penerimaan Jasa Administrasi Pinjaman dari Mitra Binaan	Dana yang Dipinjamkan kepada Mitra Binaan	Saldo Akhir Dana PUMK Kepada BRI
4.415.454.240	11.000.000.000	8.473.755.715	405.100.208	(6.554.300.000)	17.740.010.163

31 Desember 2024

Saldo Awal Dana PUMK Kepada BRI	Tambahan Dana PUMK Kepada BRI	Penerimaan Pokok dari Mitra Binaan	Penerimaan Jasa Administrasi Pinjaman dari Mitra Binaan	Dana yang Dipinjamkan kepada Mitra Binaan	Saldo Akhir Dana PUMK Kepada BRI
7.214.000.000	10.000.000.000	1.924.861.016	126.393.224	(14.849.800.000)	4.415.454.240

8. ASET NETO

	31 Desember 2025	31 Desember 2024
Aset Neto Tidak Terikat		
Saldo awal	33.321.406.112	31.522.194.239
Kenaikan aset neto tidak terikat	460.154.745	1.799.211.873
Saldo Akhir	**33.781.560.857**	**33.321.406.112**

9. PENDAPATAN JASA ADMINISTRASI PINJAMAN

a. Rincian Pendapatan Jasa Administrasi Berdasarkan Wilayah

	Tahun yang berakhir pada tanggal	
	31 Desember 2025	31 Desember 2024
Wilayah Kalimantan, Sulawesi, Maluku dan Papua	162.647.791	185.837.468
Wilayah D.I Yogyakarta dan Jawa tengah	133.816.866	53.061.590
Wilayah Jawa Timur, Bali, NTB dan NTT	82.526.281	90.650.486
Wilayah Jawa Barat	65.935.257	55.963.900
Wilayah DKI Jakarta dan Banten	12.488.123	1.075.880.797
Wilayah Sumatera	10.423.696	40.574.696
Total	**467.838.014**	**1.501.968.937**

b. Rincian Pendapatan Jasa Administrasi Berdasarkan Penyaluran Kerjasama

	Tahun yang berakhir pada tanggal	
	31 Desember 2025	31 Desember 2024
Pendapatan jasa administrasi atas pinjaman Mitra Binaan – penyaluran BTN	62.737.806	1.375.575.713
Pendapatan jasa administrasi atas pinjaman Mitra Binaan – penyaluran BRI	405.100.208	126.393.224
Total	**467.838.014**	**1.501.968.937**

10. PENDAPATAN LAIN-LAIN

Pendapatan lain-lain merupakan pendapatan yang berasal dari sumber di luar kegiatan utama Program Pendanaan UMK dan tidak bersifat rutin yakni berupa denda keterlambatan pembayaran angsuran oleh debitur. Pendapatan lain-lain pada tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024, masing-masing sebesar Rp369.694 dan Rp113.765.972.

11. TRANSAKSI DENGAN PIHAK BERELASI

a. Jenis hubungan dan unsur transaksi dengan pihak berelasi

Pihak berelasi	Jenis hubungan	Unsur transaksi pihak berelasi
PT Bank Tabungan Negara (Persero) Tbk	BUMN Pembina	Penempatan Dana
PT Bank Rakyat Indonesia (Persero) Tbk	Pengendalian melalui Pemerintah Pusat Republik Indonesia	Piutang kepada BUMN Pembina Lain/Lembaga penyalur

11. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

	31 Desember 2025	31 Desember 2024
Aset		
Kas di bank	4.545.603.135	11.036.287.064
Piutang kerjasama PUMK kepada BRI	17.740.010.163	4.415.454.240
Total	**22.285.613.298**	**15.451.741.304**
Persentase total aset pada pihak berelasi terhadap total aset	**65,96%**	**46,37%**

	Tahun yang berakhir pada tanggal 31 Desember	
	2025	**2024**
Pendapatan		
Pendapatan jasa administrasi (Catatan 9)	405.100.208	126.393.224
	405.100.208	**126.393.224**
Persentase total pendapatan kepada pihak berelasi terhadap total pendapatan	**86,52%**	**7,82%**

	Tahun yang berakhir pada tanggal 31 Desember	
	2025	**2024**
Beban		
Beban cadangan kerugian penurunan nilai piutang pinjaman	622.506.236	34.878.957
	622.506.236	**34.878.957**
Persentase total beban kepada pihak berelasi terhadap total beban	**7.730,15%**	**(19,00%)**

12. REKLASIFIKASI AKUN LAPORAN KEUANGAN

Beberapa akun dalam laporan posisi keuangan pada tanggal 31 Desember 2024 telah direklasifikasi sehingga sesuai dengan penyajian laporan keuangan pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut. Ringkasan dari akun-akun tersebut adalah sebagai berikut:

	31 Desember 2024		
	Sebelum Reklasifikasi	**Reklasifikasi**	**Setelah Reklasifikasi**
ASET			
ASET LANCAR			
Kas dan setara kas	11.036.287.064	11.036.287.064	-
Piutang Pinjaman Mitra Binaan - neto (Setelah dikurangi cadangan kerugian Penurunan Nilai Piutang Pinjaman sebesar Rp36.675.501.169)	4.193.604.781	4.193.604.781	-
TOTAL ASET LANCAR	**15.229.891.845**	**15.229.891.845**	-

12. REKLASIFIKASI AKUN LAPORAN KEUANGAN (lanjutan)

Beberapa akun dalam laporan posisi keuangan pada tanggal 31 Desember 2024 telah direklasifikasi sehingga sesuai dengan penyajian laporan keuangan pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut. Ringkasan dari akun-akun tersebut adalah sebagai berikut: (lanjutan)

	31 Desember 2024		
	Sebelum Reklasifikasi	**Reklasifikasi**	**Setelah Reklasifikasi**
ASET TIDAK LANCAR			
Piutang Pinjaman Mitra Binaan - neto (Setelah dikurangi cadangan kerugian Penurunan Nilai Piutang Pinjaman sebesar Rp34.878.957)	13.676.060.027	13.676.060.027	-
Piutang Kerjasama PUMK kepada BRI	4.415.454.240	4.415.454.240	-
TOTAL ASET TIDAK LANCAR	**18.091.514.267**	**18.091.514.267**	**-**
TOTAL ASET	**33.321.406.112**	**33.321.406.112**	**-**

	31 Desember 2024		
	Sebelum Reklasifikasi	**Reklasifikasi**	**Setelah Reklasifikasi**
ASET			
Kas dan setara kas	-	11.036.287.064	11.036.287.064
Piutang Pinjaman Mitra Binaan - neto (Setelah dikurangi cadangan kerugian penurunan nilai piutang pinjaman sebesar Rp36.675.501.169)	-	4.193.604.781	4.193.604.781
Piutang Pinjaman Mitra Binaan - neto (Setelah dikurangi cadangan kerugian penurunan nilai piutang pinjaman sebesar Rp34.878.957)	-	13.676.060.027	13.676.060.027
Piutang Kerjasama PUMK kepada BRI	-	4.415.454.240	4.415.454.240
TOTAL ASET	-	**33.321.406.112**	**33.321.406.112**

13. PENYELESAIAN LAPORAN KEUANGAN

Laporan keuangan ini diselesaikan dan disetujui untuk diterbitkan oleh pengelola pada tanggal 12 Maret 2026.

Danantara Indonesia

btn

LAPORAN TINGKAT KESEHATAN

Peringkat (rating) yang disampaikan dalam rangka penilaian tingkat kesehatan adalah pemeringkatan yang dilakukan oleh PT Pemeringkat Efek Indonesia (PEFINDO) yang ditandatangani pada tanggal 19 Februari 2026 dengan hasil sebagai berikut:

a. Peringkat Berdiri Sendiri (*Stand Alone Rating*): A+
b. Peringkat Akhir *(Final Rating)*: AAA/*Stable*

Dengan demikian, Tingkat Kesehatan untuk PT Bank Tabungan Negara (Persero) Tbk pada Tahun Buku 2025 adalah Sangat Sehat (AAA) sebagaimana diatur dalam Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Adapun hasil lengkap pemeringkatan adalah sebagaimana terlampir.

PT BANK TABUNGAN NEGARA (PERSERO) TBK
DIREKSI

Nixon L.P. Napitupulu
Direktur Utama

PT Bank Tabungan Negara (Persero) Tbk
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Peringkat oleh Pefindo berdasarkan data dan informasi dari Perusahaan serta Laporan Keuangan Audit per 31 Desember 2025.

Peringkat Berdiri Sendiri (*Standalone Rating*)	Peringkat Akhir (*Final Rating*)	Tingkat Kesehatan
idA+(sa) ***(Single A Plus; Standalone)*** Obligor dengan peringkat **idA** memiliki kemampuan yang **kuat** dibandingkan obligor Indonesia lainnya untuk memenuhi komitmen keuangan jangka panjangnya. Walaupun demikian, kemampuan obligor mungkin akan mudah terpengaruh oleh perubahan buruk keadaan dan kondisi ekonomi dibandingkan obligor dengan peringkat lebih tinggi. Tanda tambah (+) menunjukkan bahwa peringkat yang diberikan relatif kuat dan di atas rata-rata kategori yang bersangkutan. Tanda (sa) menunjukkan bahwa peringkat adalah peringkat berdiri sendiri (*standalone rating*).	**idAAA/*Stable*** ***(Triple A; Stable Outlook)*** Obligor berperingkat **idAAA** merupakan peringkat tertinggi yang diberikan oleh PEFINDO. Kemampuan obligor untuk memenuhi komitmen keuangan jangka panjangnya, relatif terhadap obligor Indonesia lainnya, adalah **superior**.	**Sangat Sehat** (sesuai Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 pasal 81)

2025

ANNUAL REPORT

PT Bank Tabungan Negara (Persero) Tbk

Menara BTN

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