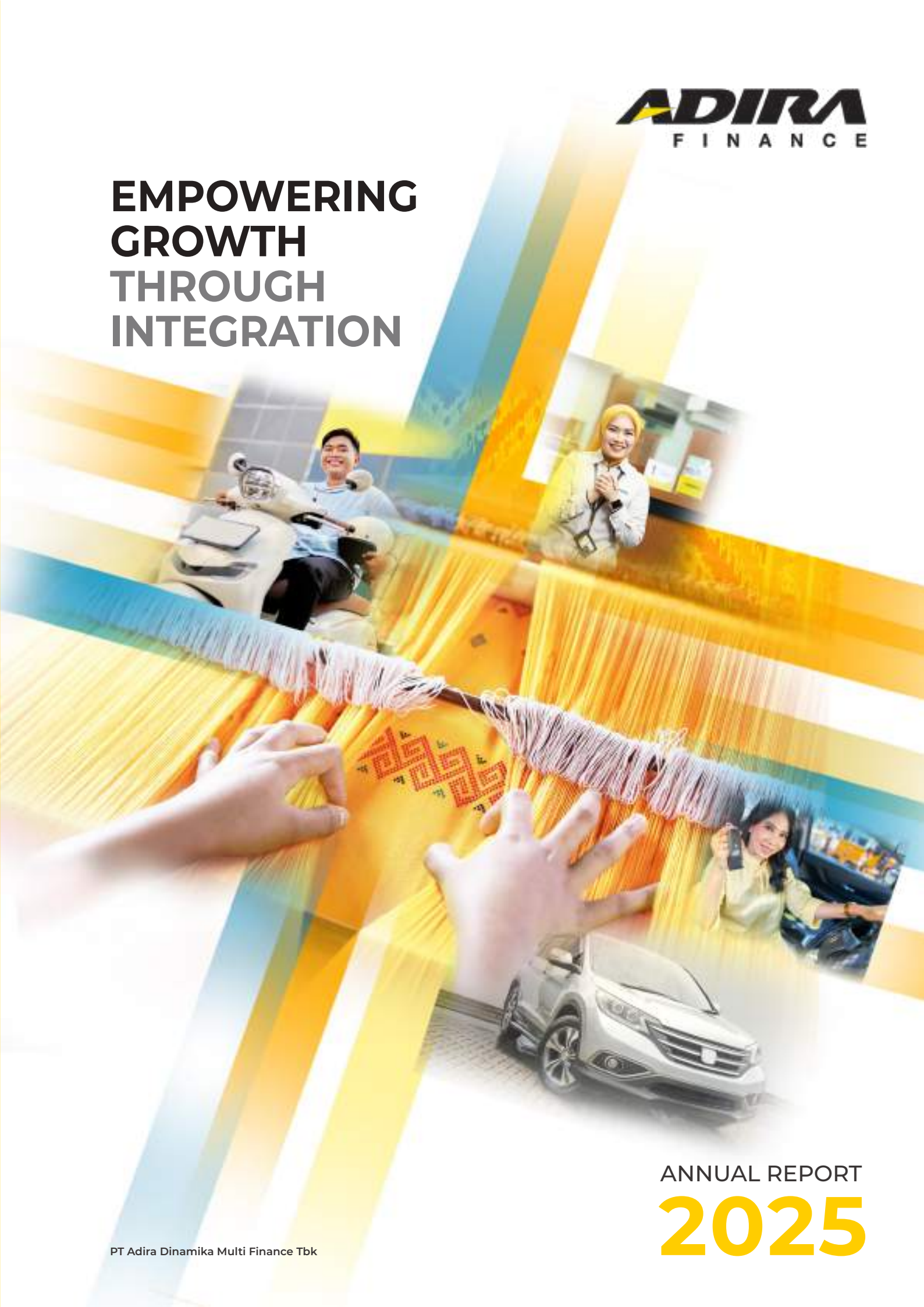
ADIRA FINANCE

EMPOWERING GROWTH THROUGH INTEGRATION



ANNUAL REPORT

2025

PT Adira Dinamika Multi Finance Tbk

EMPOWERING GROWTH THROUGH INTEGRATION

In 2025, Adira Finance embarked on a strategic initiative to strengthen the fundamentals of sustainable growth. As industry dynamics evolved and consumer behavior shifted, the Company prioritized cross-business line synergies, distribution channel integration, and deeper collaboration within the MUFG Group ecosystem. The proposed merger between Adira Finance and Mandala Finance represents a pivotal initiative to strengthen the Company's business platform, with expected benefits including improved portfolio quality, expanded service reach, and enhanced competitiveness across multiple market segments.

Through the integration of processes, technology, and human capital, Adira Finance is strengthening a more resilient and agile organization with greater responsiveness to evolving market demands. The alignment of business strategy with risk management, reinforced governance, and optimized data utilization are central to delivering sustainable value for customers, business partners, and shareholders. Guided by the spirit of Empowering Growth through Integration, the Company continues to enhance performance and expand its contribution to Indonesia's economic development.

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MERGER OF ADIRA FINANCE AND MANDALA FINANCE:

WEAVING SYNERGY, STRENGTHENING OUR STEPS, TO ACCELERATE SUSTAINABLE GROWTH

The merger of Adira Finance and Mandala Finance, effective on 1 October 2025, marks a strategic milestone in the Company's position in Indonesia's financing industry. This integration brings together the strengths of both companies' extensive networks, longstanding experience, and broad customer bases that have served communities across Indonesia for decades. Supported by MUFG and Bank Danamon as the controlling shareholders of Adira Finance, the synergy created through this merger is expected to expand service reach and further strengthen the Company's capabilities in delivering financing solutions that meet the evolving needs of the community.

This momentum strengthen Adira Finance foundation to accelerate growth and create added value for customers, business partners, employees, and all stakeholders, while contributing positively to the development of Indonesia's financing industry and the national economy.

IDR

63.4

trillion

Total managed receivables reflect the Company's stronger portfolio scale following the merger of Adira Finance and Mandala Finance.



POST-MERGER CHALLENGES

In its post-merger strategic direction, Adira Finance will leverage Mandala Finance's strengths to expand market penetration in high-potential regions. The Company will harness Mandala Finance's strong regional presence, particularly in Eastern Indonesia, while continuing to reinforce Adira Finance's core strengths in consumer financing across automotive and non-automotive financing segments.

Nevertheless, Adira Finance also faces several strategic challenges that require special attention. These challenges include the need to ensure operational effectiveness, strengthen corporate governance, and align business strategies and processes. Therefore, Adira Finance will continue to undertake consolidation efforts to ensure continuity of services to customers, foster employee engagement, and maintain effective communication with all stakeholders. Adira Finance will focus on strengthening operational excellence and aligning business strategies to ensure that the integration process runs effectively and delivers sustainable added value.

TARGETS AND FUTURE DIRECTION

This corporate action not only expand the network and customer base, but also strengthen portfolio diversification and operational scale efficiency. This strategic initiative is expected to further solidify Adira Finance's position as a leading multifinance company in Indonesia, underpinned by broader service coverage, stronger financial solidity, and superior digital capabilities.

Leveraging this momentum, the Company targets an increase in its national financing market share, particularly within the non-automotive segment and in regions that previously constituted Mandala Finance's core markets. In line with this, Adira Finance will continue to accelerate its digital transformation to enhance business process efficiency, expand access to technology-based services, and strengthen the quality of customer experience.

With the support of the MUFG Group entities and strong internal synergy, Adira Finance is optimistic that it will be able to strengthen its competitiveness within the industry, expand access to financing for a broader segment of society, drive product and service innovation, and achieve sustainable business growth in the long term.

877

Total number of business network following the merger with Mandala Finance, serving 2.6 million active customers across Indonesia.



5YEARS

2021



Driving Customer-centric and Digitalization for Business Transformation

The performance of the financing industry is starting to recover after previously being faced with extraordinary challenges as a result of the COVID-19 pandemic. Adira Finance is taking advantage of this recovery as a platform to continue growing and developing faster. For this reason, Adira Finance is carrying out business transformation that focuses on customer-centricity and continues to develop digitalization.

Through this transformation, Adira Finance is optimistic that it can improve performance, expand market share, and strengthen competitive advantages.

At the same time, Adira Finance continues to strive to provide the best service to improve customer experience, strengthen customer engagement, and increase efficiency and effectiveness in the Company's business operations.

With business transformation that focuses on customer-centricity and digitalization, Adira Finance continues to present new services to meet consumer needs now and in the future.

2022

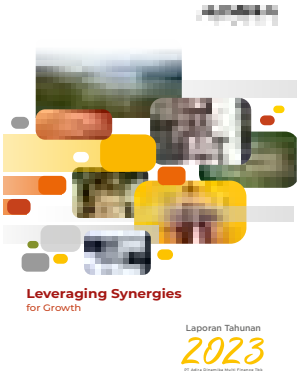


Building Resilience for Accelerating Growth

In line with the national economic recovery, the automotive and financing industries recorded good performance in 2022. Taking advantage of this growth, Adira Finance continues to build the Company's internal resilience foundation to accelerate its business growth while maintaining its position in the financing market.

By focusing on customer centricity, Adira Finance continues to strive to strengthen and increase its market share through innovation and diversification of its financing products and services. In addition, Adira Finance is also accelerating digitalization throughout the Company's organization and ecosystem to provide simpler, faster, and leaner processes so as to provide a better customer experience.

2023



Leveraging Synergies Synergies for Growth

In 2023, Adira Finance managed to record strong asset growth and profitability against the backdrop of a continuously improving automotive and financing industry landscape. Utilizing synergies internally and with Bank Danamon as the parent company and other MUFG group entities, the Company is able to expand product offerings and customer reach to drive growth.

This synergy also allows the Company to expand and strengthen its ecosystem, which ultimately increases customer engagement. Together with ongoing human resource transformation and digitalization, as well as prudent risk management to ensure business health and continuity, the Company's increased synergy has strengthened its market share and positioned Adira Finance for future growth.

2024



Balancing Growth: Strategic Adaptations in a Dynamic Market

Adira Finance's balanced growth strategy in 2024 amidst a dynamic market focuses on strengthening its core automotive business while diversifying into non-automotive financing. This dual approach mitigates market risks and unlocks new growth avenues. Developing innovative products like multipurpose loans and heavy equipment financing reflects a proactive response to evolving consumer needs, driving sustainable growth and customer retention.

Operationally, Adira leverages synergies with Bank Danamon and the MUFG ecosystem to enhance competitiveness and stakeholder value. A commitment to prudent risk management, business continuity, and high asset quality reinforces stability. The Company's strategic pillars, spanning automotive penetration and non-automotive expansion to digitalization and liquidity, underscore this commitment to balanced growth through strategic adaptation.

2025



EMPOWERING GROWTH THROUGH INTEGRATION

In 2025, Adira Finance embarked on a strategic initiative to strengthen the fundamentals of sustainable growth. As industry dynamics evolved and consumer behavior shifted, the Company prioritized cross-business line synergies, distribution channel integration, and deeper collaboration within the MUFG Group ecosystem. The proposed merger between Adira Finance and Mandala Finance represents a pivotal initiative to strengthen the Company's business platform, with expected benefits including improved portfolio quality, expanded service reach, and enhanced competitiveness across multiple market segments.

Through the integration of processes, technology, and human capital, Adira Finance is strengthening a more resilient and agile organization with greater responsiveness to evolving market demands. The alignment of business strategy with risk management, reinforced governance, and optimized data utilization are central to delivering sustainable value for customers, business partners, and shareholders. Guided by the spirit of Empowering Growth through Integration, the Company continues to enhance performance and expand its contribution to Indonesia's economic development.

Adira Finance will continue to optimize its penetration in the automotive business through product diversification, offering various attractive sales programs for customers, strengthening good relations with dealers, and enhancing collaboration within the MUFG Group to support the growth of the automotive ecosystem.

Adira Finance expands networks to non automotive businesses by continuing to diversify the products offered to support business growth such as multipurpose financing, heavy equipment, and others.

Adira Finance focus to increase customer retention by offering loyalty and referral programs, as well as conducting cross-selling based on needs to existing consumers. Thus, providing a better customer experience to support the growth of the Company's financing.

STRATEGY 2025

Adira Finance accelerate digitalization within the Company and its ecosystem to improve business efficiency and effectiveness, as well as investing in digital businesses by platform Adiraku, Danadira, momobil.id, momotor.id, and dicicilaja.com.

Adira Finance will continue to manage its asset quality in order to keep the NPF ratio under control by applying prudent risk management principles.

Adira Finance secure sufficient liquidity to fund business requirement and to meet all financial obligations.

In the midst of rapid digital transformation and the shift in people's consumption behavior towards digital transactions, Adira Finance faces various business challenges that require innovation and rapid adaptation.

Facing these challenges, Adira Finance continues to carry out digital development initiatives in the company's ecosystem with the aim of strengthening competitiveness in the financing industry. Adira Finance also focuses on accelerating the digitization and automation process, and investing in digital platforms such as Adiraku, Danadira, momobil. id, momotor. id, and dicicilaja.com, which can make it easier for customers to finance with Adira Finance.

DIGITALINITIATIVES

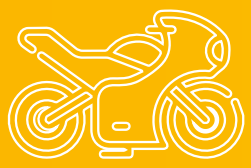
By leveraging digital innovation, Adira Finance is confident in improving business performance and productivity, both from customer acquisition to payment processes. Moving forward, the company aims to further enhance its relationships with both existing and new customers.

2025 KEY PERFORMANCE



New car industry sales growth (wholesales)

(7.0%)



New motorcycle industry sales growth (wholesales)

1.3%



ADMF New Financing

IDR 43.2 trillion

ADMF New Financing Growth	ADMF Car Financing Growth	ADMF Motorcycle Financing Growth	ADMF Non Automotive Financing Growth
17.8% (yoy)	(2.2%) (yoy)	(25.7%) (yoy)	(32.6%) (yoy)

Managed Receivables	Total Asset	Total Liabilities	Total Equity
IDR 63.4 trillion	IDR 38.5 trillion	IDR 23.5 trillion	IDR 15.0 trillion

NPF (including joint financing)	Net Interest Margin	Return on Asset (ROA)	Return on Equity (ROE)
2.0%	25.1%	5.2%	10.4%

Income

IDR 12.1 trillion

Net Profit for the Year

IDR 1.5 trillion

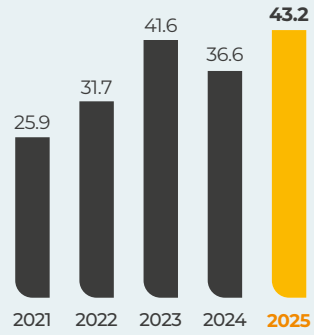
Managed Financing Receivables by Funding Source

	Total	Self-Financing	Joint Financing
2025	63.4 Trillion	IDR 37.1 Trillion	IDR 26.3 Trillion
2024*	56.0 Trillion	IDR 29.5 Trillion	IDR 26.5 Trillion
2023	55.7 Trillion	IDR 29.3 Trillion	IDR 26.4 Trillion
2022	44.6 Trillion	IDR 23.7 Trillion	IDR 20.9 Trillion
2021	40.4 Trillion	IDR 21.6 Trillion	IDR 18.8 Trillion

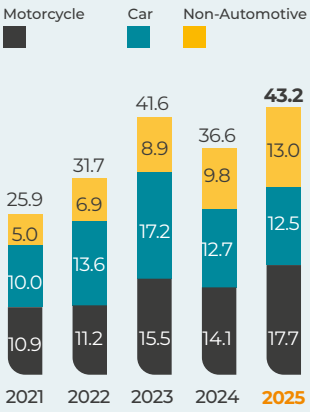
Number of Active Contracts Nationwide	Total Employee	Total Networks	New Motorcycle Market Share	New Car Market Share
2.6 million	20.8 thousand	877	10.0 %	4.1 %

2025 PERFORMANCE HIGHLIGHTS

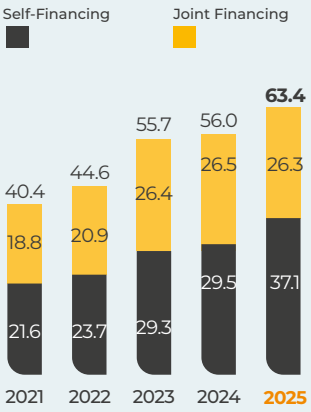
Total New Financing
(IDR Trillion)



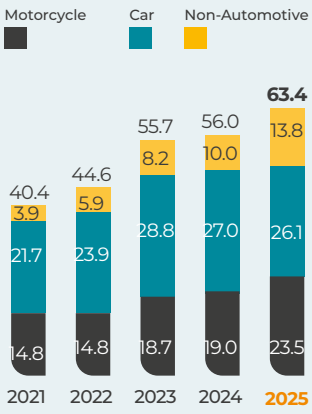
New Financing by Segment
(IDR Trillion)



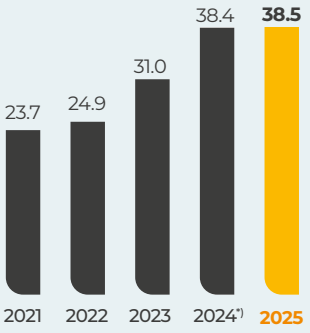
Managed Receivables by Source of Funding
(IDR Trillion)



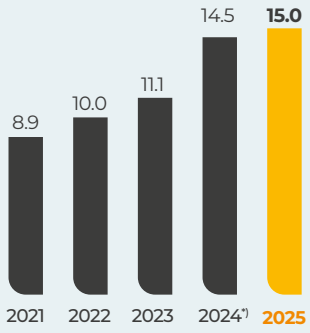
Managed Receivables by Segment
(IDR Trillion)



Total Asset
(IDR Trillion)



Equity - Net
(IDR Trillion)



*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

KEY FINANCIAL HIGHLIGHTS

STATEMENT OF FINANCIAL POSITION [SEOJK F.2]

Description (In Billion Rupiah)	2021	2022	2023	2024*)	2025
Asset					
Cash and cash equivalents	1,637.6	1,286.4	1,435.5	1,959.2	820.9
Consumer financing receivables – net of allowance for impairment losses	16,906.9	17,204.7	20,680.6	23,921.6	25,753.6
Murabahah financing receivables – net of allowance for impairment losses	3,051.3	4,033.4	5,520.1	6,518.7	5,535.4
Musyarakah mutanaqisah financing receivables – net of allowance for impairment losses	-	-	-	1,151.4	743.5
Finance lease receivables – net of allowance for impairment losses	280.6	918.0	1,444.3	2,235.4	3,111.8
Investment in shares, related party	0.7	0.7	386.4	396.9	420.7
Fixed assets – net of accumulated depreciation	209.4	161.8	229.7	463.9	461.2
Intangible assets – net of accumulated amortization	169.3	128.7	120.7	345.3	334.4
Others	1,453.3	1,163.5	1,189.9	1,380.5	1,347.7
Total asset	23,709.1	24,897.2	31,007.2	38,372.9	38,529.2
Liabilities					
Borrowings	4,954.7	5,073.1	9,313.0	12,638.2	9,885.0
Bonds Payable – net	5,573.3	4,999.2	5,885.1	6,377.8	8,596.0
Mudharabah Bonds	402.0	441.0	859.0	1,228.3	1,643.9
Others	3,832.7	4,351.5	3,837.9	3,579.6	3,373.9
Total Liabilities	14,762.7	14,864.8	19,895.0	23,823.9	23,498.8
Equity					
Share capital (Issued and fully paid) and additional paid-in capital	106.8	106.8	106.8	106.8	2,971.5
Treasury shares	-	-	-	-	(88.7)
Equity of the merging entity	-	-	-	2,993.2	-
Retained earnings and accumulated other comprehensive income	8,839.6	9,925.6	11,005.4	11,449.0	12,147.6
Equity – net	**8,946.4**	**10,032.4**	**11,112.2**	**14,549.0**	**15,030.4**
Total Liabilities and Equity	**23,709.1**	**24,897.2**	**31,007.2**	**38,372.9**	**38,529.2**

Notes:
*)Comparative information has been restated as a result of the business combination in accordance with the Audited Financial Statements.

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Description (In IDR billion)	2021	2022	2023	2024*)	2025
Income					
Consumer financing	5,795.0	5,373.7	6,041.7	7,155.5	7,557.0
Murabahah margin	862.1	1,195.2	1,482.9	1,938.9	1,710.2
Musyarakah mutanaqisah profit distribution	-	-	-	350.1	394.3
Finance leases	31.6	68.2	147.9	266.5	421.5
Others	1,964.4	1,703.3	1,835.4	2,076.9	2,046.0
Total income	**8,653.1**	**8,340.4**	**9,507.9**	**11,787.9**	**12,129.0**
Expenses					
Salaries and benefits	(2,098.2)	(2,304.4)	(2,419.7)	(2,908.0)	(3,338.4)
Interest expense and financing charges	(1,073.5)	(700.2)	(982.2)	(1,422.4)	(1,371.7)
Provision for impairment losses	(1,790.6)	(1,255.7)	(1,647.7)	(2,615.8)	(2,648.3)
General and administrative	(1,643.5)	(1,320.9)	(1,338.9)	(1,773.9)	(1,976.9)
Revenue sharing for mudharabah bonds	(30.4)	(29.1)	(30.0)	(92.8)	(79.1)
Marketing and others	(415.0)	(690.4)	(616.8)	(688.6)	(725.8)
Total expenses	**(7,051.2)**	**(6,300.7)**	**(7,035.3)**	**(9,501.5)**	**(10,140.2)**
Income before income tax expense	**1,601.9**	**2,039.7**	**2,472.6**	**2,286.4**	**1,988.8**
Income tax expense	(388.6)	(434.2)	(528.6)	(475.6)	(443.9)
Net income for the year	**1,213.3**	**1,605.5**	**1,944.0**	**1,810.8**	**1,544.9**
Other comprehensive income/(loss) – net of tax	235.6	87.5	(61.2)	(8.8)	12.7
Total comprehensive income for the year	**1,448.9**	**1,693.0**	**1,882.8**	**1,802.0**	**1,557.6**
Earnings per share – basic (expressed in full Rupiah)	1,213	1,606	1,944	1,538	1,253
Net income attributable to:					
Owners of the parent entity	1,213.3	1,605.5	1,944.0	1,810.8	1,544.9
Non-controlling interests	-	-	-	-	-
Total	**1,213.3**	**1,605.5**	**1,944.0**	**1,810.8**	**1,544.9**
Total comprehensive income attributable to:					
Owners of the parent entity	1,448.9	1,693.0	1,882.8	1,802.0	1,557.6
Non-controlling interests	-	-	-	-	-
Total	**1,448.9**	**1,693.0**	**1,882.8**	**1,802.0**	**1,557.6**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

SUMMARY OF REVENUE DETAILS [SEOJK F.3]

Description (In IDR billion)	2021	2022	2023	2024*)	2025
Details of Revenue					
Consumer financing	5,795.0	5,373.7	6,041.7	7,155.5	7,557.0
Murabahah margin	862.1	1,195.2	1,482.9	1,938.9	1,710.2
Musyarakah mutanaqisah profit distribution	-	-	-	350.1	394.3
Finance leases	31.6	68.2	147.9	266.5	421.5
Others	1,964.4	1,703.3	1,835.4	2,076.9	2,046.0
Total income	**8,653.1**	**8,340.4**	**9,507.9**	**11,787.9**	**12,129.0**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

KEY FINANCIAL RATIOS AND OTHER RELEVANT INFORMATION

Description	2021	2022	2023	2024*)	2025
Financial Ratios					
Return on Assets (ROA)**)	6.3%	8.6%	8.6%	6.6%	5.2%
Return on Equity (ROE)**)	14.7%	17.4%	18.7%	14.1%	10.4%
Net profit (loss) to revenue ratio	14.0%	19.3%	20.4%	15.4%	12.7%
Non-Performing Financing (NPF) (including joint financing)	2.3%	1.7%	1.9%	2.2%	2.0%
Borrowings, bonds payable – net & mudharabah bonds to total assets (x)	0.5	0.4	0.5	0.5	0.5
Loan to equity ratio (gearing ratio) (x)**)	1.2	1.0	1.5	1.4	1.4
Net financing receivables to total assets ratio	85.4%	89.0%	89.2%	88.2%	91.2%
Current ratio (x)	1.4	1.3	1.3	1.3	1.3
Liabilities to equity ratio (x)	1.7	1.5	1.8	1.6	1.6
Liabilities to assets ratio (x)	0.6	0.6	0.6	0.6	0.6
Other Information					
Net working capital (IDR billion)	8,946.4	10,032.4	11,112.2	14,549.0	15,030.4
Number of outstanding shares (million shares)	1,000.0	1,000.0	1,000.0	1,000.0	1,235.8
Cash dividend per share (full Rupiah amount on prior year's profit	513.0	607.0	803.0	972.0	703.0
Number of active customers (thousand)	1,892.0	1,743.0	1,986.1	2,000.1	2,574.4
Number of business networks (including Sharia branches)	440	459	466	508	877
Number of employees***)	17,093	17,301	17,243	17,098	20,816

Notes:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.
**) Ratios are calculated in accordance with the regulations of the Financial Services Authority (OJK).
***) Including members of the Board of Directors.

2025

KEY PERFORMANCE



STOCK HIGHLIGHTS

ADIRA FINANCE STOCK HIGHLIGHTS

PT Adira Dinamika Multi Finance Tbk has listed its shares on the Indonesia Stock Exchange (IDX) (formerly known as the Jakarta Stock Exchange and the Surabaya Stock Exchange) under the ticker symbol ADMF. In 2025, the total number of issued shares was recorded at 1,235,803,109 and 1,000,000,000 shares, with the share price ranging from a low of IDR8,275 per share to a high of IDR10,400 per share.

The average monthly trading volume during 2025 was recorded at 1.8 million shares per month. This trading volume was relatively small compared to that of other listed companies. This was due to the fact that only 67.1 million ADMF shares were publicly available, while the remaining shares were largely held by investors or shareholders with a longer-term investment orientation.

The monthly trading transactions of ADMF shares during 2025 were as follows:

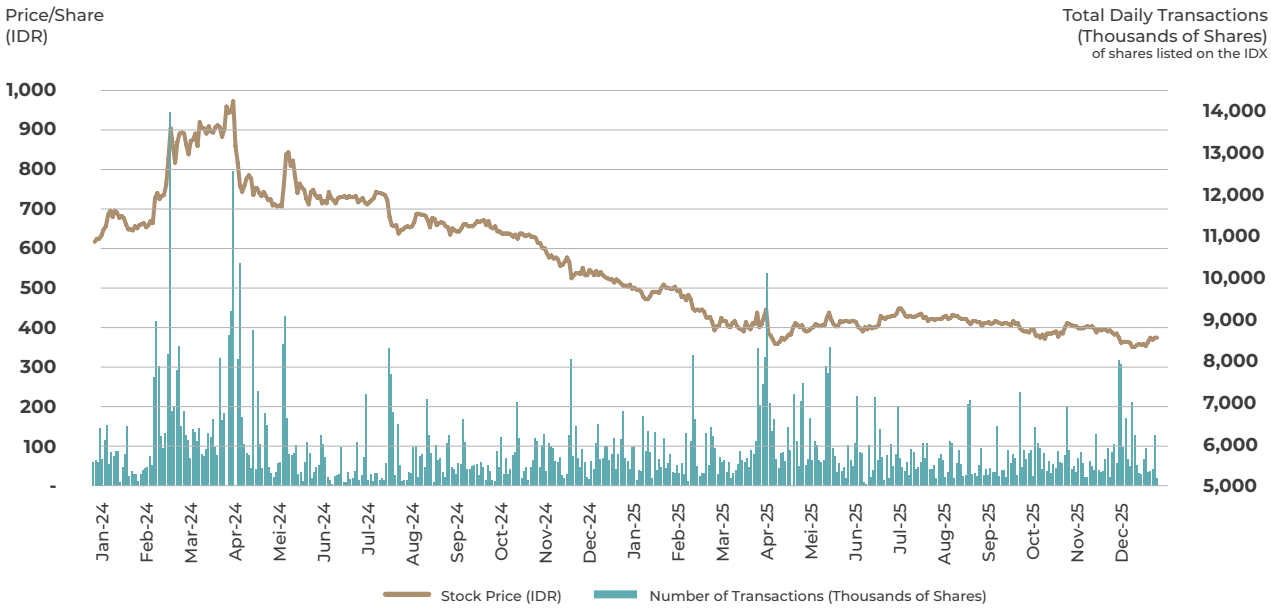
Month	Price/Share (IDR)				Outstanding Share in Regular Market			Total Listed Share (Number of Shares)	Market Capitalization Opening (IDR Billion)
	Opening (IDR)	Highest (IDR)	Lowest (IDR)	Closing (IDR)	Transaction Volume (Thousand Unit Share)	Value (IDR Million)	Frequency (x)		
January	9,850	10,000	9,475	9,800	1,409	13,663	2,452	1,000,000,000	9,800
February	9,800	9,900	8,725	8,775	1,673	15,630	2,916	1,000,000,000	8,775
March	8,775	9,225	8,600	9,200	1,167	10,400	2,074	1,000,000,000	9,200
April	9,200	10,400	8,400	8,850	4,351	38,926	6,294	1,000,000,000	8,850
May	8,850	9,200	8,725	9,025	2,564	22,951	3,277	1,000,000,000	9,025
June	9,025	9,125	8,650	8,825	1,222	10,866	1,745	1,000,000,000	8,825
July	8,825	9,350	8,775	9,075	1,765	16,056	2,097	1,000,000,000	9,075
August	9,075	9,175	8,925	8,975	1,296	11,740	1,725	1,000,000,000	8,975
September	8,975	9,075	8,775	8,925	1,220	10,900	1,583	1,000,000,000	8,925
October	8,925	9,075	8,550	8,950	1,853	16,210	4,206	1,235,803,109	11,060
November	8,950	9,025	8,650	8,725	1,128	9,948	2,342	1,235,803,109	10,782
December	8,725	8,750	8,275	8,600	2,045	17,428	3,414	1,235,803,109	10,628

SUMMARY OF QUARTERLY STOCK TRADING 2021-2025

Year	Quarterly	Price/Share (IDR)				Total Outstanding Share (number of share)	Transaction Volume (Thousand Units Share)	Kapitalisasi Pasar (IDR Billion)
		Opening (IDR)	Highest (IDR)	Lowest (IDR)	Closing (IDR)			
2021	I	8,975	8,900	8,300	8,325	1,000,000,000	11,282	8,325
	II	8,325	9,150	7,875	8,175	1,000,000,000	16,679	8,175
	III	8,175	9,150	7,500	7,700	1,000,000,000	25,520	7,700
	IV	7,700	9,150	7,500	7,700	1,000,000,000	34,618	7,700
2022	I	7,700	8,650	7,525	8,575	1,000,000,000	10,254	8,575
	II	8,575	8,875	7,525	8,025	1,000,000,000	24,952	8,025
	III	8,025	8,875	7,525	8,300	1,000,000,000	31,235	8,300
	IV	8,300	9,850	7,525	9,000	1,000,000,000	37,795	9,000
2023	I	9,000	10,500	8,700	10,250	1,000,000,000	4,406	10,250
	II	10,250	12,400	8,700	11,375	1,000,000,000	8,212	11,375
	III	11,375	11,250	8,700	10,525	1,000,000,000	23,069	10,525

Year	Quarterly	Price/Share (IDR)				Total Outstanding Share (number of share)	Transaction Volume (Thousand Units Share)	Kapitalisasi Pasar (IDR Billion)
		Opening (IDR)	Highest (IDR)	Lowest (IDR)	Closing (IDR)			
	IV	10,525	11,475	10,175	10,950	1,000,000,000	29,083	10,950
2024	I	10,950	14,100	10,850	13,425	1,000,000,000	9,020	13,425
	II	13,425	14,300	11,300	11,975	1,000,000,000	9,879	11,975
	III	11,975	12,250	10,950	11,300	1,000,000,000	4,338	11,300
	IV	11,300	14,300	9,775	9,850	1,000,000,000	4,835	9,850
2025	I	9,850	10,000	8,600	9,200	1,000,000,000	4,249	9,200
	II	9,200	10,400	8,400	8,825	1,000,000,000	12,385	8,825
	III	8,825	9,350	8,775	8,925	1,000,000,000	16,665	8,925
	IV	8,925	9,075	8,275	8,600	1,235,803,109	21,692	10,628

ADMF STOCK TRADING CHARTS FOR 2024 AND 2025



CORPORATE ACTIONS

During 2025 and 2024, the Company did not undertake any corporate actions such as a stock split, a reverse stock split, bonus shares, or changes to the nominal value of its shares. On 1 October 2025, Mandala Finance was legally merged into Adira Finance, with Adira Finance acting as the surviving entity. The merger was completed following the approvals obtained from the shareholders of both companies as well as the Financial Services Authority (Otoritas Jasa Keuangan/OJK) on 30 June 2025.

SUSPENSION AND/OR DELISTING

In 2025 and 2024, Adira Finance did not experience a temporary suspension of share trading (suspension) and/or delisting of shares on the Exchange.

SUMMARY OF BONDS AND MUDHARABAH BONDS

Adira Finance actively issues bonds and mudharabah bonds on the Indonesia Stock Exchange as one of the Company's funding sources. The following is a summary table of outstanding bonds and mudharabah bonds at the end of 2023, 2024, and 2025.

OUTSTANDING BONDS AND MUDHARABAH BONDS AS OF DECEMBER 31, 2023

Name of Bonds and Mudharabah Bonds	Series	Principal Amount (IDR Billion)	Interest Rate/ Profit Sharing Ratio	Term	Effective Date	Principal Settlement Maturity Date	Coupon/ Profit Sharing Payment (IDR Billion)	Outstanding Principal (IDR Billion)	Bonds Rating	
									2022	2023
Adira Finance Continuing Bonds IV Phase IV	C	328	9.50%	60 months	December 4, 2017	January 23, 2024	31	328	idAAA	idAAA
Adira Finance Continuing Bonds IV Phase V	C	608	9.15%	60 months	December 4, 2017	April 16, 2024	56	608	idAAA	idAAA
Adira Finance Continuing Bonds IV Phase VI	C	190	8.10%	60 months	December 4, 2017	October 4, 2024	15	190	idAAA	idAAA
Adira Finance Continuing Bonds V Phase II	B	741	5.50%	36 months	June 30, 2020	July 23, 2024	41	741	idAAA	idAAA
Adira Finance Continuing Bonds V Phase III	B	830	5.60%	36 months	June 30, 2020	March 22, 2025	46	830	idAAA	idAAA
	C	250	6.25%	60 months	June 30, 2020	March 22, 2027	16	250	idAAA	idAAA
Adira Finance Continuing Bonds VI Phase I	A	405	5.50%	370 days	June 27, 2023	July 17, 2024	6	405	-	idAAA
	B	410	6.00%	36 months	June 27, 2023	July 7, 2026	6	410	-	idAAA
	C	885	6.25%	60 months	June 27, 2023	July 7, 2028	14	885	-	idAAA
Adira Finance Continuing Bonds VI Phase II	A	835	6.15%	370 days	June 27, 2023	November 19, 2024	-	835	-	idAAA
	B	385	6.50%	36 months	June 27, 2023	November 9, 2026	-	385	-	idAAA
	C	30	6.55%	60 months	June 27, 2023	November 9, 2028	-	30	-	idAAA
Adira Finance Continuing Mudharabah Bonds III Phase III	C	32	79.17% (equivalent to 9.50% per annum)	60 months	December 4, 2017	January 23, 2024	3	32	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds III Phase IV	C	14	76.25% (equivalent to 9.15% per annum)	60 months	December 4, 2017	April 16, 2024	1	14	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds IV Phase II	B	66	45.83% (equivalent to 5.50% per annum)	36 months	June 30, 2020	July 23, 2024	4	66	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds IV Phase III	B	49	46.67% (equivalent to 5.60% per annum)	36 months	June 30, 2020	March 22, 2025	3	49	idAAA(sy)	idAAA(sy)
	C	98	52.08% (equivalent to 6.25% per annum)	60 months	June 30, 2020	March 22, 2027	6	98	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds V Phase I	A	64	45.83% (equivalent to 5.50% per annum)	370 days	June 27, 2023	July 17, 2024	1	64	-	idAAA(sy)
	B	141	50.00% (equivalent to 6.00% per annum)	36 months	June 27, 2023	July 7, 2026	2	141	-	idAAA(sy)

Name of Bonds and Mudharabah Bonds	Series	Principal Amount (IDR Billion)	Interest Rate/ Profit Sharing Ratio	Term	Effective Date	Principal Settlement Maturity Date	Coupon/ Profit Sharing Payment (IDR Billion)	Outstanding Principal (IDR Billion)	Bonds Rating	
									2022	2023
	C	95	52.08% (equivalent to 6.25% per annum)	60 months	June 27, 2023	July 7, 2028	1	95	-	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds V Phase II	A	251	51.25% (equivalent to 6.15% per annum)	370 days	June 27, 2023	November 19, 2024	-	251	-	idAAA(sy)
	B	94	54.17% (equivalent to 6.50% per annum)	36 months	June 27, 2023	November 9, 2026	-	49	-	idAAA(sy)
	C	0,10	54.58% (equivalent to 6.55% per annum)	60 months	June 27, 2023	November 9, 2028	-	0,10	-	idAAA(sy)
The total outstanding bonds and Mudharabah bonds as of December 31, 2023								**6,756**		

OUTSTANDING BONDS AND MUDHARABAH BONDS AS OF DECEMBER 31, 2024

Name of Bonds and Mudharabah Bonds	Series	Principal Amount (IDR Billion)	Interest Rate/ Profit Sharing Ratio	Term	Effective Date	Principal Settlement Maturity Date	Coupon/ Profit Sharing Payment (IDR Billion)	Outstanding Principal (IDR Billion)	Bonds Rating	
									2023	2024
Adira Finance Continuing Bonds V Phase III	B	830	5.60%	36 months	June 30, 2020	March 22, 2025	46	830	idAAA	idAAA
	C	250	6.25%	60 months	June 30, 2020	March 22, 2027	16	250	idAAA	idAAA
Adira Finance Continuing Bonds VI Phase I	B	410	6.00%	36 months	June 27, 2023	July 7, 2026	25	410	idAAA	idAAA
	C	885	6.25%	60 months	June 27, 2023	July 7, 2028	55	885	idAAA	idAAA
Adira Finance Continuing Bonds VI Phase II	B	385	6.50%	36 months	June 27, 2023	November 9, 2026	25	385	idAAA	idAAA
	C	30	6.55%	60 months	June 27, 2023	November 9, 2028	2	30	idAAA	idAAA
Adira Finance Continuing Bonds VI Phase III	A	1.079	6.40%	370 days	June 27, 2023	May 13, 2025	35	1.079	-	idAAA
	B	391	6.55%	36 months	June 27, 2023	May 3, 2027	13	392	-	idAAA
	C	129	6.65%	60 months	June 27, 2023	May 3, 2029	4	129	-	idAAA
Adira Finance Continuing Bonds VI Phase IV	A	785	6.45%	370 days	June 27, 2023	October 20, 2025	-	785	-	idAAA
	B	815	6.70%	36 months	June 27, 2023	October 10, 2027	-	815	-	idAAA
	C	400	6.80%	60 months	June 27, 2023	October 10, 2029	-	400	-	idAAA
Adira Finance Mudharabah Bonds IV Phase III	B	49	46.67% (equivalent to 5.60% per annum)	36 months	June 30, 2020	March 22, 2025	3	49	idAAA(sy)	idAAA(sy)
	C	98	52.08% (equivalent to 6.25% per annum)	60 months	June 30, 2020	March 22, 2027	6	98	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds V Phase I	B	141	50.00% (equivalent to 6.00% per annum)	36 months	June 27, 2023	July 7, 2026	8	141	idAAA(sy)	idAAA(sy)
	C	95	52.08% (equivalent to 6.25% per annum)	60 months	June 27, 2023	July 7, 2028	6	95	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds V Phase II	B	49	54.17% (equivalent to 6.50% per annum)	36 months	June 27, 2023	November 9, 2026	3	49	idAAA(sy)	idAAA(sy)

Name of Bonds and Mudharabah Bonds	Series	Principal Amount (IDR Billion)	Interest Rate/ Profit Sharing Ratio	Term	Effective Date	Principal Settlement Maturity Date	Coupon/ Profit Sharing Payment (IDR Billion)	Outstanding Principal (IDR Billion)	Bonds Rating	
									2023	2024
	C	0	54.58% (equivalent to 6.55% per annum)	60 months	June 27, 2023	November 9, 2028	0	0	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds V Phase III	A	339	53.33% (equivalent to 6.40% per annum)	370 days	June 27, 2023	May 13, 2025	11	339	-	idAAA(sy)
	B	39	54.58% (equivalent to 6.55% per annum)	36 months	June 27, 2023	May 3, 2027	1	39	-	idAAA(sy)
	C	22	55.42% (equivalent to 6.65% per annum)	60 months	June 27, 2023	May 3, 2029	1	22	-	idAAA(sy)
The total outstanding bonds and Mudharabah bonds as of December 31, 2024								**7,222**		

OUTSTANDING BONDS AND MUDHARABAH BONDS AS OF DECEMBER 31, 2025

Name of Bonds and Mudharabah Bonds	Series	Principal Amount (IDR Billion)	Interest Rate/ Profit Sharing Ratio	Term	Effective Date	Principal Settlement Maturity Date	Coupon/ Profit Sharing Payment (IDR Billion)	Outstanding Principal (IDR Billion)	Bonds Rating	
									2024	2025
Adira Finance Continuing Bonds V Phase III	C	250	6.25%	60 months	June 30, 2020	March 22, 2027	16	250	idAAA	idAAA
Adira Finance Continuing Bonds VI Phase I	B	410	6.00%	36 months	June 27, 2023	July 7, 2026	25	410	idAAA	idAAA
	C	885	6.25%	60 months	June 27, 2023	July 7, 2028	55	885	idAAA	idAAA
Adira Finance Continuing Bonds VI Phase II	B	385	6.50%	36 months	June 27, 2023	November 9, 2026	25	385	idAAA	idAAA
	C	30	6.55%	60 months	June 27, 2023	November 9, 2028	2	30	idAAA	idAAA
Adira Finance Continuing Bonds VI Phase III	B	391	6.55%	36 months	June 27, 2023	May 3, 2027	26	392	idAAA	idAAA
	C	129	6.65%	60 months	June 27, 2023	May 3, 2029	9	129	idAAA	idAAA
Adira Finance Continuing Bonds VI Phase IV	B	815	6.70%	36 months	June 27, 2023	October 10, 2027	55	815	idAAA	idAAA
	C	400	6.80%	60 months	June 27, 2023	October 10, 2029	27	400	idAAA	idAAA
Adira Finance Continuing Bonds VI Phase V	A	997	6.75%	370 days	June 27, 2023	February 24, 2026	50	997	-	idAAA
	B	856	6.95%	36 months	June 27, 2023	February 12, 2028	45	856	-	idAAA
	C	214	7.05%	60 months	June 27, 2023	February 12, 2030	11	214	-	idAAA
Adira Finance Continuing Bonds VII Phase I	A	725	6.20%	370 days	June 26, 2025	July 18, 2026	11	725	-	idAAA
	B	235	6.60%	36 months	June 26, 2025	July 8, 2028	4	235	-	idAAA
	C	240	6.70%	60 months	June 26, 2025	July 8, 2030	4	240	-	idAAA
Adira Finance Continuing Bonds VII Phase II	A	900	5.50%	370 days	June 26, 2025	October 31, 2026	-	900	-	idAAA
	B	750	5.65%	36 months	June 26, 2025	October 21, 2028	-	750	-	idAAA
Adira Finance Mudharabah Bonds IV Phase III	C	98	52.08% (equivalent to 6.25% per annum)	60 months	June 30, 2020	March 22, 2027	6	98	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds V Phase I	B	141	50.00% (equivalent to 6.00% per annum)	36 months	June 27, 2023	July 7, 2026	8	141	idAAA(sy)	idAAA(sy)

Name of Bonds and Mudharabah Bonds	Series	Principal Amount (IDR Billion)	Interest Rate/ Profit Sharing Ratio	Term	Effective Date	Principal Settlement Maturity Date	Coupon/ Profit Sharing Payment (IDR Billion)	Outstanding Principal (IDR Billion)	Bonds Rating	
									2024	2025
	C	95	52.08% (equivalent to 6.25% per annum)	60 months	June 27, 2023	July 7, 2028	6	95	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds V Phase II	B	49	54.17% (equivalent to 6.50% per annum)	36 months	June 27, 2023	November 9, 2026	3	49	idAAA(sy)	idAAA(sy)
	C	0	54.58% (equivalent to 6.55% per annum)	60 months	June 27, 2023	November 9, 2028	0	0	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds V Phase III	B	39	54.58% (equivalent to 6.55% per annum)	36 months	June 27, 2023	May 3, 2027	3	39	idAAA(sy)	idAAA(sy)
	C	22	55.42% (equivalent to 6.65% per annum)	60 months	June 27, 2023	May 3, 2029	1	22	idAAA(sy)	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds VI Phase I	A	206	51.67% (equivalent to 6.20% per annum)	370 days	June 26, 2025	July 18, 2026	3	206	-	idAAA(sy)
	B	60	55.00% (equivalent to 6.60% per annum)	36 months	June 26, 2025	July 8, 2028	1	60	-	idAAA(sy)
	C	34	55.83% (equivalent to 6.70% per annum)	60 months	June 26, 2025	July 8, 2030	1	34	-	idAAA(sy)
Adira Finance Continuing Mudharabah Bonds VI Phase II	A	400	45.83% (equivalent to 5.50% per annum)	370 days	June 26, 2025	October 31, 2026	-	400	-	idAAA(sy)
	B	300	47.08% (equivalent to 5.65% per annum)	36 months	June 26, 2025	October 21, 2028	-	300	-	idAAA(sy)
Mandala Finance Continuing Mudharabah Bonds I Phase III	B	200	27.42% (equivalent to 8.50% per annum)	36 months	June 22, 2023	June 22, 2026	17	200	-	idAAA(sy)
The total outstanding bonds and Mudharabah bonds as of December 31, 2025								**10,257**		

CONVERTIBLE BOND HIGHLIGHTS

Until the end of 2024 and 2023, Adira Finance did not issue convertible bonds; thus, the Company has no information regarding convertible bonds.

SUSTAINABILITY ASPECTS PERFORMANCE HIGHLIGHTS [SEOJK B.1] [SEOJK B.2] [SEOJK B.3]

SOCIAL ASPECT

Number of Adira Finance employees	New employees	Number of training and development participants	Overall weighted score for governance implementation practices	Training and development investment
20,816 people	6,108 people	147,183 people	95.84	Rp67.9 Billion

ECONOMIC ASPECT

Total Registered Consumers at AdiraKu
178.9 thousand

Weighted overall score for Corporate Governance implementation practices
95.84

New Motorcycle Market Share
10.0%

New Car Market Share
4.1%

Business Network (including sharia branches)
877

ENVIRONMENTAL ASPECT

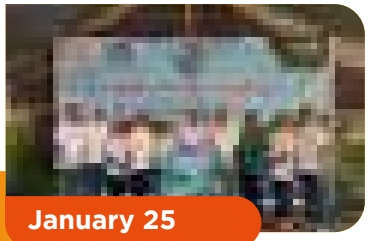
Reduction in Paper Use
960 rim (Head Office)

CO_2 Emissions Produced by the Company
1,597,089.69 Kg CO_2 eq

Total Energy Used
7,258,273.2 megajoule (Head Office)

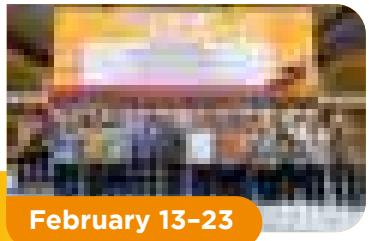
Number of trees planted
4,050 mangroves
2,000 strong roots

EVENT HIGHLIGHT 2025



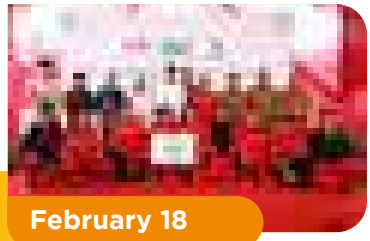
January 25

Planting 3,500 Mangroves in Likupang, Sulawesi
An initiative by Adira Finance aimed at reducing carbon emissions, supporting environmental management, and contributing to the government's efforts to achieve Net Zero Emission (NZE) by 2050.



February 13–23

IIMS 2025
An automotive exhibition event organized by Dyandra Promosindo, where Adira Finance served as the Official Multifinance Partner and Official Trade-in Partner.



February 18

BAZNAS RI and Adira Finance Syariah Launch Z-Auto Program
The National Amil Zakat Agency (BAZNAS) of the Republic of Indonesia collaborated with Adira Finance Syariah to launch the Z-Auto program to improve the welfare of underprivileged communities with expertise in the automotive sector.



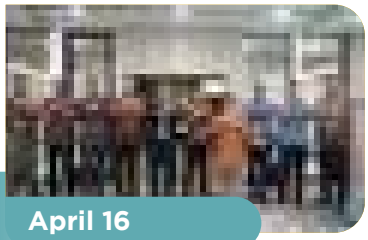
March 25

Annual General Meeting of Shareholders (AGMS)
Discussion of the AGMS resolutions, including Dividend Distribution and Changes in Management Structure.



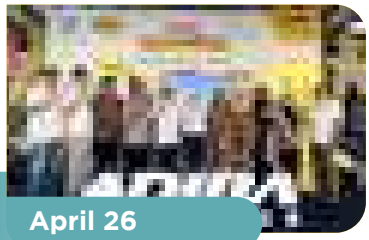
March 27

KURMA Mudik 2025
Kembali Seru Bersama – Free homecoming trip with 500 selected participants organized by Adira Finance in collaboration with Tribunnews and tvOne Mudik Post.



April 16

Adira Finance Market Update Vol. 3 – Macroeconomy & Nickel Industry
A seminar for dealers organized by Adira Finance aimed at providing information on current economic conditions, future economic outlook, and updates on specific sectors.



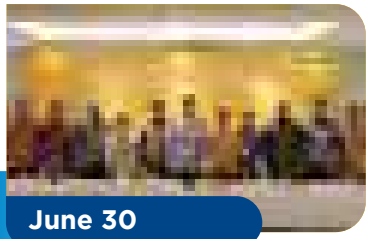
April 26

Umrah Untuk Sahabat Draw – Phase 1
A draw event announcing the winners of the Umrah Untuk Sahabat program.



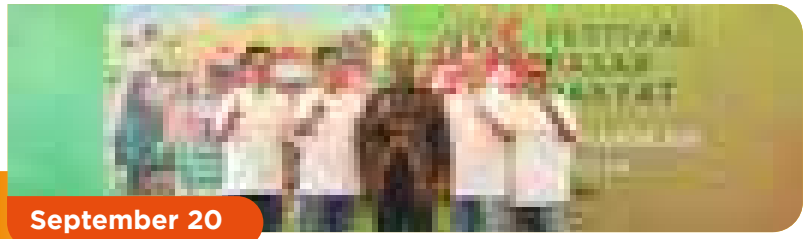
May 28 – June 1

IIMS Surabaya 2025
An automotive exhibition event organized by Dyandra Promosindo, where Adira Finance served as the Official Multifinance Partner and Official Trade-in Partner.



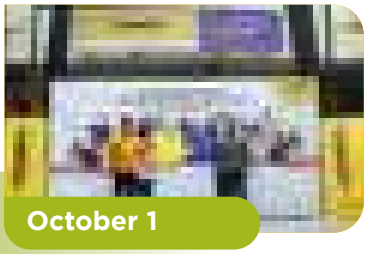
June 30

Extraordinary General Meeting of Shareholders (EGMS)
Discussion of the EGMS resolutions regarding the proposed merger of Adira Finance and Mandala Finance.



September 20

Aceh People's Market Festival 2025
A series of activities supporting the transformation of SEJAHTERA traditional markets in four cities.



October 1

Effective Merger Ceremony of Adira Finance & Mandala Finance
A ceremonial event marking the official merger of Adira Finance and Mandala Finance.



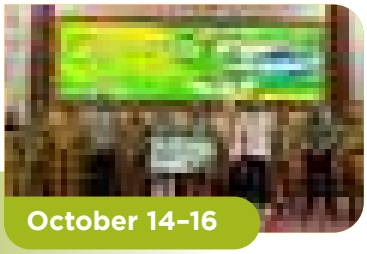
October 9

Adira Finance Market Update Vol. 4 – Navigating the Future: Macroeconomic Update & Leveraging Digital Marketing
A seminar for dealers organized by Adira Finance aimed at providing information on current economic conditions, future economic outlook, and updates on specific sectors.



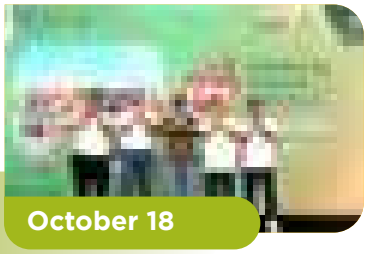
October 13–19

Adira Experience Day – Dealer Vaganza Arista Expo
A series of Dealer Vaganza activities, a collaborative program between Adira Finance and dealer partners in various cities aimed at strengthening business relationships, delivering a comprehensive automotive experience, and expanding access to financing services for the public.



October 14–16

Collaboration Between Adira Finance Syariah and doctorSHARE in Free Medical Services
Adira Finance Syariah collaborated with Yayasan Dokter Peduli (doctorSHARE) in providing free medical services aboard the hospital ship (RSK) dr. Lie A. Dharmawan III – Putra Tomia in Melak, West Kutai, East Kalimantan.



October 18

Bengkulu People's Market Festival 2025
A series of activities supporting the transformation of SEJAHTERA traditional markets in four cities.



October 26

Customer & Media Gathering – Umrah Untuk Sahabat
A send-off event for the winners of the Umrah Untuk Sahabat program.



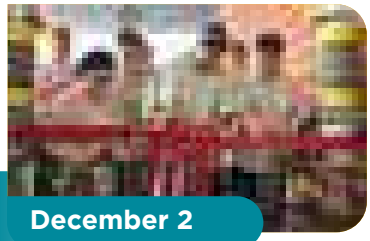
November 7

Portfolio Transfer of Arthaasia Finance
Adira Finance officially completed the transfer of the financing portfolio of PT Arthaasia Finance, as part of the Company's strategic initiative to expand its customer base and strengthen its productive financing portfolio, particularly in the commercial vehicle segment.



November 15

35th Anniversary & Medan People's Market Festival 2025
A celebration of Adira Finance's 35th anniversary, along with the implementation of the FPR CSR program in Medan City.



December 2

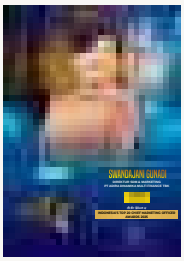
Inauguration of Grha Adira BNT
An inauguration event for Grha Adira in the BNT region.

AWARDS



31 Jan

5th Anniversary Indonesia Top Syariah Awards 2025 – Indonesia Top Syariah Award 2025. Category: Best Sharia Business Unit – Multifinance
The Iconomics



31 Jan

Indonesia CMO Awards 2025 – Best CMO. Category: Multifinance Assets Above IDR10 Trillion
The Iconomics



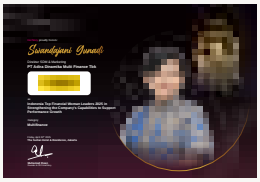
20 Mar

14th Infobank – Isentia Digital Brand Appreciation 2025. Best Financing Company 2025. Category: Assets Above IDR10 Trillion
Infobank



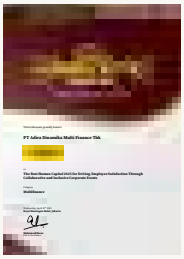
20 Mar

14th Infobank – Isentia Digital Brand Appreciation 2025. 3rd Best Overall Financing Company 2025
Infobank



25 Apr

Indonesia Top Financial Women Leaders 2025 – Category: Women's Leadership in Strengthening Corporate Capabilities to Support Performance Growth
Herstory



30 Apr

Indonesia Human Capital Awards 2025 – Best Human Capital 2025 in Driving Employee Satisfaction through Collaborative and Inclusive Corporate Activities. Category: Multifinance
Warta Ekonomi



4 Jul

The Most Outstanding Women 2025. Category: Multifinance
Infobank



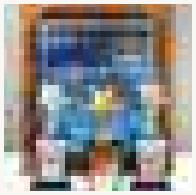
15 Sep

The 16th IICD Corporate Governance Conference and Award 2025. Category: Best Financial Sector (MidCap)
ANTARA



23 Sep

Indonesia Most Reputable Companies Award 2025. Category: Multifinance, Predicate: "Good"
SWA Magazine & Business Digest



25 Sep

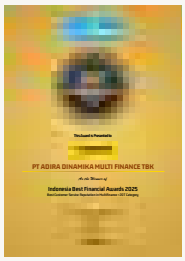
Stellar Workplace Award 2025
1. **Top 10 Companies with Best Future - Ready Workplace Program**
2. **Stellar Workplace Recognition in Employee Commitment**
3. **Stellar Workplace Recognition in Employee Satisfaction**

Kontan



30 Sep

Best Sharia Awards 2025 – Best Mudharabah Sukuk. Category: Issuer
Investortrust.id



9 Oct

7th Indonesia Best Financial Awards 2025 – Best Customer Service Reputation. Category: Multifinance > IDR20 Trillion
The Iconomics



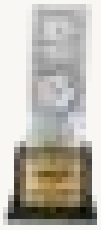
9 Oct

7th Indonesia Best Financial Awards 2025 – Best Customer Service Reputation. Category: Multifinance > IDR20 Trillion
The Iconomics



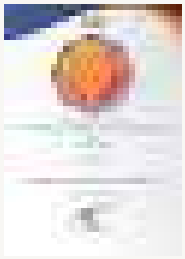
28 Oct

TOP 20 Financial Institution & The Finance Awards 2025. Category: Financing Company with Assets > IDR10 Trillion. Predicate: "Excellent"
The Finance



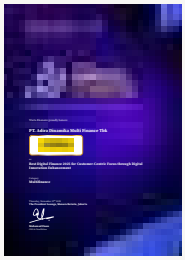
28 Oct

TOP 20 Financial Institution & The Finance Awards 2025 – The Finance Best CFO 2025. Category: Financing Company
Infobank



14 Nov

Indonesia Customer Service Quality Award 2025. Category: Car Financing, Predicate: "Excellent"
SWA Business Digest



27 Nov

Indonesia Best Digital Finance Awards 2025. Best Digital Finance 2025 for the Implementation of a Customer-Centric Strategy through Strengthened Digital Innovation. Category: Multifinance
Warta Ekonomi



27 Nov

CSA Award for Outstanding Company in Financials Sector on the Development Board
Perkumpulan Analis Efek Indonesia (PAEI) & CSA Community



8 Dec

Top 100 CEO and The Future Leaders Forum & Appreciation 2025
Infobank



18 Dec

Indonesia CEO Excellence Awards 2025 – For Value Creation through a Balanced Growth Strategy and Market Diversification. Category: Multifinance
Warta Ekonomi





Adira Finance remains committed to maintaining resilience and sustainable performance through various strategic initiatives, by optimizing opportunities in the automotive segment while expanding the diversification of its financing portfolio into the non-automotive sector.





01

MANAGEMENT **REPORT**





Daisuke Ejima
President Commissioner

REPORT OF PRESIDENT COMMISSIONER [SEOJK D.1] [GRI 2-22]

The year 2025 marked an important period for Adira Finance in strengthening its business foundations and expanding the Company's scale of growth. Strategic initiatives implemented in a prudent and adaptive manner, aligned with sound corporate governance principles, have further strengthened the Company's foundation to sustain performance and create long-term value for all stakeholders.

Dear Respected Shareholders and Stakeholders,

The year 2025 unfolded as a period of considerable challenges amid evolving economic dynamics and an increasingly competitive financing industry landscape. Against this backdrop, the Board of Commissioners firmly believes that resilience, adaptability, and consistency in the implementation of good corporate governance are key factors in sustaining performance and creating long-term value for all stakeholders.

In fulfilling its supervisory role and responsibilities, the Board of Commissioners actively monitored, evaluated, and provided strategic guidance to the Board of Directors in the formulation and execution of the Company's strategies throughout 2025. Our oversight focused on ensuring a prudent balance between business growth, risk management, strengthening of the funding structure, and the implementation of sustainability principles and governance with integrity. The Board of Commissioners believes that the effective synergy between its supervisory function and management has provided a strong foundation for the Company to navigate challenges and seize sustainable growth opportunities.

MACROECONOMIC CONDITIONS IN 2025

The global economy continued to face complex challenges amid efforts to achieve stabilization after a prolonged period of uncertainty. The International Monetary Fund (IMF) projected that global economic growth in 2025 would be around 3.2%, slowing from the 2024 growth rate of 3.3%. Divergent policy paths, shifts in global trade structures driven by the United States' implementation of trade tariffs, and the stubborn geopolitical tensions were weighing on global economic growth.

Domestically, Indonesia's economy also faced pressures throughout 2025. Slower manufacturing activity, rising layoffs, and pressure on household purchasing power due to higher living costs weighed on the momentum of economic growth. These conditions led to a moderation in domestic demand, which in turn affected demand for financing in the multifinance industry.

In line with these conditions, the national automotive industry remained under pressure and had yet to recover to pre-pandemic levels. Four-wheeler sales continue to face pressure, while two-wheeler sales have tended to remain stagnant. In this context, Adira Finance continued to strive to maintain positive performance by implementing adaptive, selective, and prudent business strategies to sustain growth while strengthening performance resilience amid a competitive market environment and moderate demand.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE

In navigating the ongoing pressures within the automotive and financing industries throughout 2025, the Board of Commissioners assesses that the Board of Directors demonstrated an adaptive and measured response in maintaining the Company's stability and sustainable performance.

The Board of Directors consistently upholds the principle of prudence through disciplined risk management, ensuring that the Company's risk profile remains well maintained at a healthy level. At the same time, the Board of Directors continues to encourage selective growth through product diversification. In addition to continuing to optimize opportunities in the automotive segment, where opportunities remain, the Company is actively driving the growth of non-automotive financing, particularly through its multipurpose financing product (Solusi Dana), to sustain long-term growth amid a still challenging market environment.

In order to strengthen the Company's fundamentals and support its long-term growth trajectory, the Board of Commissioners also closely monitored the implementation of inorganic growth strategies executed throughout 2025. During 2025, the Company completed the merger with PT Mandala Multifinance Tbk on 1 October 2025, as well as the acquisition and portfolio transfer of PT Arthaasia Finance on 7 November 2025. We consider both initiatives to be appropriate strategic steps to expand the Company's scale and enhance its competitiveness amid the increasingly competitive dynamics of the multifinance industry.

The Board of Commissioners noted that all of these corporate actions were undertaken following comprehensive strategic reviews and adequate consideration from financial, operational, and governance perspectives. The Board of Directors' focus on ensuring organizational readiness, integrating systems, business processes, and managing transition risks represents a proper measure to ensure the sustainability of Adira Finance's performance post-merger.

In line with the implementation of these strategies, the Company delivered solid operational performance. Adira Finance recorded new financing disbursements of IDR43.2 trillion, representing 18% growth compared with the previous year. This growth was supported by the automotive and non-automotive segments, which posted increases of 12% and 37%, respectively. In line with this growth, total managed receivables increased by 13% to IDR63.4 trillion, compared with the Company's financing receivables of IDR56.0 trillion as of the end of 2024 (pre-merger). This growth reflects more stable portfolio management.

Meanwhile, the Company's asset quality remained well maintained, as reflected in the decline in the Non-Performing Financing (NPF) ratio to 2.0% in 2025, compared with 2.2% in the previous year. This improvement reflects the effectiveness of credit risk management and the strengthening of the Company's financing portfolio quality.

In line with the growth in financing and assets, the Company's total income increased to IDR12.1 trillion, up 3% (yoy). Supported by higher income and lower interest expense, net interest margin increased by 5.3% (yoy) to IDR8.6 trillion, while impairment losses were relatively stable at around IDR2.6 trillion (up 1% yoy). However, amid the integration phase, net profit declined to IDR1.5 trillion, due to transition investments and organizational consolidation, as reflected in a 7% increase in operating expenses to support operational and governance alignment.

On the funding side, the Board of Commissioners assessed that the Board of Directors successfully maintained adequate liquidity through a well-managed funding diversification strategy. Joint financing support with Bank Danamon, along with external funding through bank loans (both onshore and offshore), as well as the issuance of bonds and sukuk, provided sufficient financial flexibility while maintaining cost of funds efficiency. The Company's strong credit ratings from Pefindo, Moody's, and Fitch further reaffirm investor confidence in the Company's fundamentals and long-term prospects.

Going forward, the Board of Commissioners supports the Board of Directors' initiatives to further strengthen the Company's business fundamentals through collaborative strategies within the MUFG Group ecosystem, to unlock cross-selling opportunities, optimize cost efficiency, and broaden access to funding. This collaboration is expected to serve as a sustainable source of growth while reinforcing Adira Finance's position as a competitive, adaptive, and trusted financing company in Indonesia.

Furthermore, in support of the sustainability agenda, the Company continued to strengthen its commitment to implementing Environmental, Social, and Governance (ESG) principles throughout 2025. The Company's focus was directed toward developing sustainable financing, particularly in the environmentally friendly vehicle segment, as part of its contribution to the transition toward a low-carbon economy. In 2025, electric vehicle financing totaled IDR748 billion.

SUPERVISION OF THE FORMULATION AND IMPLEMENTATION OF CORPORATE STRATEGY

The Board of Commissioners consistently monitors and supervises, and provides advice to the Board of Directors in relation to the achievement of Adira Finance's strategies and targets. Supervision was conducted through regular meetings, supplemented by additional sessions as necessary, to evaluate the implementation of the Company's strategic initiatives. Throughout 2025, the Board of Commissioners held 6 (six) Board of Commissioners meetings and 6 (six) joint meetings with the Board of Directors.

In 2025, the Board of Commissioners' oversight of the Company's strategic direction focused on maintaining a balance between business growth and prudent risk management principles, including: (1) optimizing the automotive market; (2) diversifying financing products through multipurpose financing (Solusi Dana) and heavy equipment financing; (3) strengthening customer retention through enhanced service quality and customer experience; (4) advancing digitalization across the Company and its ecosystem; (5) managing asset quality in a prudent and sustainable manner; and (6) maintaining adequate liquidity to support long-term stability and growth.

Furthermore, the Board of Commissioners continuously strengthened its supervisory function over the implementation of Good Corporate Governance (GCG) principles, including the effectiveness of risk management, internal control systems, and progress in implementing the Company's sustainability strategy as set out in the Sustainable Finance Action Plan (RAKB). All of these aspects are key elements in ensuring the Company's healthy and sustainable growth and alignment with the interests of its stakeholders.

The Board of Commissioners will continue to oversee the policies and strategies implemented by the Board of Directors to ensure that the Company's management is consistently underpinned by disciplined risk management. Through sustained supervision, the Board of Commissioners is committed to ensuring that all strategic initiatives remain aligned with the prudential principles and support the achievement of healthy and sustainable growth.

VIEW ON THE BUSINESS PROSPECTS PROPOSED BY THE BOARD OF DIRECTORS

The Board of Commissioners has carefully reviewed the 2026 business outlook prepared by the Board of Directors. We consider that the outlook has been formulated in a realistic and measured manner, taking into account economic dynamics, the still competitive financing industry landscape, and various risks that may affect purchasing power and asset quality.

The Board of Commissioners views that the Directors' focus on maintaining a balance between financing expansion and risk management represents an appropriate approach in navigating market uncertainties. The strategy to strengthen the non-automotive portfolio will remain one of the growth pillars in 2026. Meanwhile, synergies within the Group ecosystem are expected to further strengthen the Company's penetration in the automotive segment, particularly through integrated and competitive financing schemes.

Furthermore, the merger with Mandala Finance, which has entered the consolidation phase, is expected to be an important catalyst for the Company's prospects. The focus on optimizing post-merger synergies through business model integration, leveraging a broader network, and aligning processes and policies is expected to enhance business scale and operational efficiency, while sustainably strengthening the Company's competitiveness.

The acceleration of digitalization and the strengthening of human capital capabilities will also be key enablers supporting long-term growth. The utilization of technology and data optimization is expected to improve process efficiency, accelerate service delivery, and enhance data-driven decision-making. These initiatives are considered important to ensure the Company's readiness in responding to an increasingly competitive and digitalized industry environment.

Overall, the Board views that the 2026 business outlook prepared by the Board of Directors reflects a balanced approach between optimism and prudence, and is oriented toward long-term value creation for shareholders and stakeholders.

VIEW ON THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

The Board of Commissioners observes that throughout 2025, Adira Finance has demonstrated consistency and commitment in implementing Good Corporate Governance (GCG) across all business activities. The effective implementation of GCG is reflected in a comprehensive risk management framework, adequate internal control systems, and effective management by the Board of Directors, supported by the Board of Commissioners and the Sharia Supervisory Board.

The Company proactively ensured that risk identification, measurement, control, and monitoring processes were effectively implemented across its business operations. Adira Finance also aligned its risk management practices with the policies adopted by Bank Danamon as its parent entity and implemented Anti-Money Laundering, Counter-Terrorism Financing, and Counter-Proliferation Financing of Weapons of Mass Destruction (AML, CTF & CPF) policies. In addition, the Company complied with applicable Government regulations relating to the governance and utilization of Information Technology (IT) in support of digital transformation, while continuously strengthening the role of IT within its operational framework.

Adira Finance conducted a self-assessment of its GCG implementation based on the Financial Soundness Level of Financing Companies in accordance with the guidance of the Financial Services Authority (OJK). Through this assessment, the Company achieved Rank 1, indicating a very strong implementation of GCG. Furthermore, based on the ASEAN Corporate Governance Scorecard assessment conducted by the Indonesian Institute for Corporate Directorship (IICD), an independent third party, Adira Finance's GCG practices were categorized as "Very Good," with a total weighted score of 95.84.

Overall, the Board of Commissioners believes that the GCG principles have been consistently and effectively implemented, in line with the Company's commitment to building a business based on strong risk management and internal control practices to support sustainable long-term growth.

MANAGEMENT OF THE WHISTLEBLOWING SYSTEM

Adira Finance has set up a Whistleblowing System (WBS) as a formal channel for submitting complaints and reporting suspected violations. The implementation of the WBS is subject to the oversight of the Board of Commissioners, with the support of the Audit Committee, alongside the active role of the Board of Commissioners in providing guidance and input to the Board of Directors to ensure its effectiveness and proper implementation. Throughout 2025, reports received through the WBS were managed and followed up consistently, following applicable regulations and internal policies, reflecting the Company's commitment to the implementation of Good Corporate Governance (GCG).

ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners is supported by several committees in carrying out its supervisory duties and responsibilities over the Company. These committees consist of the Audit Committee, the Nomination and Remuneration Committee, the Risk Monitoring Committee, and the Governance Committee.

The Board of Commissioners assesses that all committees have carried out their duties and responsibilities properly. The committees play an important role in supporting the Board of Commissioners in exercising its supervisory function. This assessment is based on various criteria, including the frequency and conduct of meetings, attendance levels, the competence of members, performance achievements, and the quality of recommendations provided.

The Audit Committee actively carried out its supervisory role by monitoring and evaluating the planning and implementation of the Company's internal audit activities, including ensuring follow-up on audit findings and recommendations as part of continuous improvement efforts. In addition, the Audit Committee reviewed the Company's Financial Statements, and any material findings were submitted to the Board of Commissioners for further consideration.

The Nomination and Remuneration Committee identified and proposed candidates for members of the Board of Commissioners, the Board of Directors, and the Sharia Supervisory Board, including determining the required criteria and competencies. The Committee also provided recommendations regarding remuneration packages for the Board of Commissioners and the Board of Directors.

The Risk Monitoring Committee conducted an in-depth analysis and evaluation of the Company's key risks, including financing, operational, and credit risks, as well as market dynamics and developments. In addition, the Committee also evaluated any policy and regulatory changes that may have an impact on business activities, to ensure that risk management remains within the established risk tolerance limits.

Meanwhile, the Governance Committee reviewed and evaluated the Company's governance framework and policies related to corporate governance practices. The Committee ensured that corporate governance principles were implemented across the Company's operational activities, thereby supporting transparency, accountability, and the sustainability of the Company's business.

CORPORATE SOCIAL RESPONSIBILITY

Throughout 2025, the implementation of Corporate Social Responsibility (CSR) was assessed to have been carried out consistently and in alignment with the Company's sustainability strategy. Initiatives implemented through the three main pillars Sahabat Lokal, Adira Peduli, and Mitra CSR Adira Finance, delivered tangible contributions across social, economic, and environmental aspects, while strengthening stakeholder engagement in supporting inclusive growth.

Going forward, the Board of Commissioners encourages the continued adaptive development of Adira Finance's CSR programs in alignment with the Sustainable Development Goals (SDGs), further strengthening the Company's role as a responsible financing institution oriented toward long-term impact.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

Throughout 2025, there were changes in the composition of the Board of Commissioners. Based on the resolution of the Annual General Meeting of Shareholders (AGMS) held on 25 March 2025, the shareholders approved the resignation of Mr. Eng Heng Nee Philip as Commissioner of the Company and Mr. Hafid Hadeli as Commissioner of the Company, whose term has ended at PT Bank Danamon Indonesia.

Furthermore, the AGMS approved the appointment of Mr. Honggo Widjojo Kangmasto as Commissioner of the Company, which will be effective upon the completion of the Fit and Proper Test from the Financial Services Authority (OJK).

The following is the Company's composition of Board of Commissioners:

President Commissioner	:	Daisuke Ejima
Independent Commissioner	:	Krisna Wijaya
Independent Commissioner	:	Manggi Taruna Habir
Commissioner	:	Congsin Congcar
Commissioner	:	Honggo Widjojo Kangmasto

APPRECIATION AND CLOSING REMARKS

In closing, the Board of Commissioners would like to express its appreciation for the continued trust and confidence extended by our shareholders. We remain committed to carrying out our supervisory responsibilities independently, professionally, and responsibly in support of the Company's performance and long-term sustainability.

We also extend our sincere appreciation to the Board of Directors and all employees ("Sahabat Gardira") for their dedication, professionalism, and resilience throughout the 2025 financial year. Our gratitude is likewise conveyed to our customers, business partners, and all stakeholders for their continued support and trust in Adira Finance.

The Board of Commissioners considers the post-merger integration with Mandala Finance to be a significant strategic milestone for Adira Finance as it enters its next phase of growth. The merger not only expands the Company's business reach and customer base but also enhances operational capabilities, improves process efficiency, and accelerates digital transformation. Supported by a strong governance framework, this integration is expected to generate sustainable value and further strengthen the Company's competitive position within Indonesia's financing industry.

Looking açhead, the Board of Commissioners remains optimistic that Adira Finance is on the right path toward achieving sustainable, inclusive, and customer-oriented growth. With a clear strategic direction, prudent risk management, and strong collaboration between the Board of Commissioners, the Board of Directors, and all stakeholders, we are confident that Adira Finance will be well-positioned to navigate challenges while capturing opportunities effectively.

Jakarta, March 13, 2026



Daisuke Ejima
President Commissioner



BOARD OF COMMISSIONERS



Manggi Taruna Habir
Independent Commissioner

Daisuke Ejima
President Commissioner



Krisna Wijaya
Independent Commissioner

Congsin Congcar
Commissioner

Honggo Widjojo Kangmasto
Commissioner



I Dewa Made Susila
President Director

REPORT OF BOARD OF DIRECTORS [OJK D.1][GRI 2-22]

The automotive industry's performance throughout 2025 showed a recovery that has not yet fully returned to pre-pandemic levels. Four-wheeled vehicle sales remained under pressure, both in the passenger vehicle and commercial vehicle segments. Meanwhile, two-wheeled vehicle sales tended to be stagnant. In line with these dynamics, Adira Finance adjusted its financing disbursement strategy by prioritizing portfolio diversification to maintain balanced growth, broaden its financing base, and respond to increasingly diverse consumer needs.

Dear Respected Shareholders and Stakeholders,

Global and domestic economic conditions throughout 2025 once again presented significant challenges for Indonesia's multifinance industry, including Adira Finance. The automotive industry experienced stagnant sales of two-wheeled vehicles and a noticeable decline in four-wheeled vehicle sales, as both remained under pressure from weakening market demand. On the macroeconomic front, rising unemployment due to waves of layoffs (PHK), declining commodity prices, as well as various other external factors have affected the weakening of people's purchasing power. In addition, the implementation of regional tax surcharge (opsen pajak) policy has also become an additional challenge affecting the overall dynamics of the financing industry.

Amid these dynamics and challenges, Adira Finance remained steadfast in its commitment to resilience and continued to deliver sustainable performance through the implementation of strategic initiatives. Among these initiatives were optimizing the Company's potential in the automotive segment and diversifying its financing portfolio into non-automotive sectors, including the development of multipurpose financing (Solusi Dana) and the heavy equipment financing. The objective of this strategy was to expand sources of growth

and reduce our reliance on the automotive sector. On the other hand, Adira Finance also consistently strengthened synergies and collaboration with its Parent Company, Bank Danamon, while expanding collaboration across the MUFG ecosystem. Complementing its organic growth agenda, the Company intensified its inorganic growth strategy following the completion of its merger with Mandala Finance and the acquisition of PT Arthaasia Finance's assets. Collectively, these strategic actions are expected to reinforce the Company's competitive positioning, broaden its business foundation, and generate sustainable long-term value for shareholders and all stakeholders.

MACROECONOMIC AND INDUSTRY ANALYSIS

Throughout 2025, the global economy remained overshadowed by increasing uncertainty, as policies around the world went in quite different directions, a shifting trend that coincided with structural changes in global trade following the United States' allegedly unfair imposition of trade tariffs and the persistent geopolitical tensions across regions. The International Monetary Fund (IMF) even projected global economic growth of 3.2% for the year, down from 3.3% in 2024. This slowdown prompted us to be more vigilant on all plausible impacts on domestic economic stability and growth prospects.

Domestically, challenges came from structural economic dynamics, including a slowdown in the manufacturing sector, which has led to many more layoffs and constrained purchasing power amid skyrocketing living expenses. Such unfavorable circumstances put further pressure on public consumption and demand for financing, which ultimately affected the overall performance of the financing industry. Facing this situation, the Company was required to implement adaptive, selective, and prudent business strategies to sustain growth momentum while strengthening performance resilience amid a challenging business environment.

Meanwhile, the national financing industry remained under profound challenges as the year unfolded as the slowdown in the automotive market persisted. Four-wheeled vehicle sales contracted, while the two-wheeled vehicle market tended to stagnate and has yet to support optimal industry growth. This situation put quite a bit of pressure on new financing disbursements across nearly all financing industry players.

Under such circumstances, competition across the industry intensified, leading to an inevitable need for product innovations, operational efficiency, and more comprehensive risk management. In this context, Adira Finance was among the players who viewed a sustainable business diversification strategy, deeper synergies and strategic collaboration as key factors in maintaining competitiveness and strengthening performance resilience in challenging industry cycles.

STRATEGY, CHALLENGES, AND RESULTS

Strategy and Policy

A downcycle phase marked the year's macroeconomic conditions and put pressure on the entire financing industry. The decline in automotive sales led to a contraction in financing volume and competitive pressure, while the increase in the cost of funds could not be fully passed on to consumers due to competitive pressures and weakening purchasing power. This situation caused higher credit risk as financing quality deteriorated, particularly in the most sensitive, entry-level segment.

What made the pressures more complicated were structural changes in the automotive industry, particularly the entry of electric vehicles and new brands, as vehicle depreciation patterns changed acconting-wise. The once-stable collateral values had now become volatile, making financing risk assumptions, particularly for four-wheeled vehicles, less secure. On the demand side, the post-pandemic middle class has dipped quite deeply, reducing demand in the mass-market passenger vehicle segment.

In the context of current economic dynamics, management clearly recognized the need for a cautious, measurable approach. The Company prioritizes strengthening business resilience and disciplined risk management to ensure sustainable performance amid a challenging economic cycle. In line with this, Adira Finance has continued to build on its internal foundations, e.g., operations, risk management, and organizational capabilities, as a strategic step to ensure the Company's readiness to capture growth opportunities optimally.

To that very end, Adira Finance implemented strategies and policies that emphasized growth-prudence balance. These strategies are executed in an integrated manner through several key focus areas, namely: (1) optimizing the automotive

market; (2) diversifying financing products through multipurpose financing (Solusi Dana) and heavy equipment; (3) increasing customer retention by improving service quality and customer experience; (4) developing digitalization within the Company and its ecosystem; (5) managing asset quality prudently and sustainably; and (6) maintaining adequate liquidity to support long-term stability and growth.

In addition to its organic growth strategy, the Company also adopted an inorganic growth strategy as the year progressed. On October 1st, 2025, the Company completed the merger process with Mandala Finance. This merger was one of the strategic steps we took to strengthen Adira Finance's business foundation and sharpen its competitive edge amid the dynamics of the financing industry. The synergy resulting from the merger of these two entities should create significant added value through business scale optimization, portfolio diversification, and strengthening the Company's competitive position.

Later in the year, on November 7, 2025, the Company also completed the acquisition and portfolio transfer of PT Arthaasia Finance, resulting in the Company having larger assets, a broader customer base, more business partners, and a more extensive business network. This initiative is expected to further strengthen the Company's market share, particularly in vehicle financing activities, and support sustainable business growth.

Furthermore, Adira Finance continued to strengthen its collaboration strategy within the MUFG Group ecosystem to create cross-selling opportunities, optimize cost efficiency, and expand access to funding. We expect this long-term collaboration to be a source of sustainable growth and reinforce Adira Finance's position as a competitive, adaptive, and trusted financing company in Indonesia.

In risk management, we directed our policy towards strengthening asset quality through more selective financing, early intervention, and more data-driven portfolio management. The Board of Directors emphasized that the dynamics of asset quality during this period were driven more by macroeconomic conditions than by structural factors, making the strengthening of internal processes and disciplined risk management the top priorities.

The Role of the Board of Directors in Formulating and Ensuring the Implementation of Strategies and Policies

The Board of Directors formulates strategies and policies, with input and direction from the Board of Commissioners. The Company's business objectives and commitments are stated in the Business Plan and Sustainable Finance Action Plan (RAKB). These plans are aligned with the Sustainable Development Goals (SDGs).

We are also responsible for implementing these strategies and policies. In this regard, the Board of Directors periodically and continuously monitored and evaluated the Company's progress towards its corporate goals and objectives at all levels of the organization as we worked to make all the necessary improvements based on business conditions and inputs we heard from the stakeholders.

Funding Activities

Adira Finance consistently maintains adequate liquidity to support the distribution of new financing to customers and meet all financial obligations of the Company in a timely manner. In managing funding, the Company actively diversifies its funding sources to achieve an optimal and competitive funding cost structure. Funding is obtained through ongoing support from joint financing with its Parent Company, Bank Danamon, as well as external funding through domestic and foreign bank loans, and the issuance of bonds and sukuk.

This diversification of funding sources enhances Adira Finance's flexibility in optimizing its funding mix in response to evolving market conditions, while preserving cost efficiency and strengthening the Company's liquidity resilience. All foreign currency loan facilities are managed prudently and consistently through the implementation of hedging strategies to mitigate exchange rate risk and interest rate volatility.

By the end of December 2025, joint financing represented 41% of total managed receivables. Meanwhile, Adira Finance's total borrowings in 2025 experienced a slight decrease of 1% year-on-year (yoy) to IDR20.1 trillion. The funding mix remains balanced, with bank loans as well as bonds & sukuk contributing 49% and 51%, respectively, resulting in a stable gearing ratio of 1.4x.

To strengthen liquidity and support medium- and long-term funding needs, Adira Finance actively utilizes the capital market as a funding source. During 2025, the Company issued three bonds and sukuk: (1) in February 2025, through the issuance of Adira Finance Continuing Bonds VI Phase V Year 2025, with a value of IDR2.1 trillion; (2) in July 2025, through the issuance of Adira Finance Continuing Bonds VII Phase I Year 2025 and Adira Finance Continuing Mudharabah Bonds VI Phase I Year 2025, with a total value of IDR1.5 trillion; and (3) in October 2025, through the issuance of Adira Finance Continuing Bonds VII Phase II Year 2025 and Adira Finance Continuing Mudharabah Bonds VI Phase II Year 2025, with a total value of IDR2.35 trillion.

All of these issuances garnered a highly positive response from investors, as reflected in oversubscription levels of 2.3 times, 3.7 times, and 6.7 times, respectively. This performance underscores the strong level of trust and credibility that Adira Finance continues to command within the investment community.

Adira Finance successfully maintained the highest national and international investment ratings: idAAA/stable from Pefindo and BBB from Fitch Ratings. Furthermore, Moody's maintained its Baa1/stable rating at the end of 2025, which is higher than Indonesia's national rating. This is driven by strong shareholder support, business synergies with Bank Danamon and the MUFG group, and its strong capital structure, profitability, asset quality, and liquidity.

New Financing Distribution

In line with these dynamics, Adira Finance adjusted its financing disbursement strategy by prioritizing portfolio diversification. In addition to optimizing opportunities in the promising automotive segment, the Company was driving the growth of non-automotive financing, particularly through multipurpose financing products (Solusi Dana). This diversification was elected to maintain balanced growth, expand the financing base, and respond to increasingly diverse consumer needs amidst challenging economic conditions.

Amidst still-challenging industry conditions, Adira Finance successfully recorded solid financing performance. The Company's total new financing disbursed reached IDR43.2 trillion, an 18% increase compared to the previous year. This growth was driven by positive performance in both the automotive and non-automotive segments, which recorded growth of 12% and 37%, respectively.

In terms of market share, Adira Finance successfully increased its motorcycle financing market share to 10%, reflecting the Company's strong competitive position in this segment. Meanwhile, its car financing market share remained relatively stable at 4.1%, amidst continued pressure on the four-wheeled vehicle market.

In line with its diversification strategy, the contribution of non-automotive financing to total new financing increased to 30% from 27%. It was quite an impressive growth that was primarily driven by multipurpose financing (Solusi Dana), which contributed approximately 95% of total non-automotive financing. The contribution of Solusi Dana product to the Company's total financing also continues to show a gradual upward trend year over year, rising from 25% in the previous period to 29% in 2025, reflecting the Company's effective measure in developing a more diversified and sustainable financing portfolio.

In terms of financing schemes, conventional financing remains the primary contributor, accounting for 73% of total new financing, while sharia financing accounts for 23%. This increase in sharia financing contribution compared to 21% in 2024 reflects the growing demand for sharia financing solutions and the Company's commitment to developing an inclusive financing portfolio.

This increase in sharia financing contributions also confirms Adira Finance's position as a provider of comprehensive financing solutions, with a variety of products, brands, and financing schemes tailored to customer needs and preferences. Through this approach, the Company strives to reach a broader market segment and provide sustainable added value for all stakeholders.

Geographically, Adira Finance's new financing disbursements throughout 2025 were dominated by areas outside Java, accounting for 55% of total new financing. This reflects the strength of the Company's extensive network and the strategic role of non-Java regions as drivers of financing growth, in line with the continued solid financing needs in various regions.

To support the growth of new financing disbursement, Adira Finance continues to optimize the use of digital channels and physical networks as part of its customer acquisition and service strategy. Throughout 2025, the Company will continue to enhance the utilization of various digital platforms, including Adiraku and momobil.id, momotor.id, and Danadira, to expand service access and improve the efficiency of the customer acquisition process. Furthermore, by the end of December 2025, Adira Finance had a total of 877 business networks, a significant increase following the merger with Mandala Finance. This network expansion strengthens the Company's penetration, particularly in Eastern Indonesia, and expands its service reach to previously underserved segments and regions. This combination of digital channels and a strong physical network provides a crucial foundation for supporting sustainable new financing growth.

Financing Receivables

Throughout 2025, Adira Finance's financing receivables totaled IDR63.4 trillion, a 13% increase from the previous year. This increase is in line with the recovery in new financing disbursements and improvements in credit costs that began to be seen in the second half of 2025, reflecting increasingly controlled financing portfolio management amidst challenging economic conditions.

In terms of financing structure, approximately 41% of total financing receivables are joint financing. Meanwhile, the automotive segment continues to dominate financing receivables, accounting for 78%. However, in line with the Company's diversification strategy, the contribution of non-automotive financing receivables increased to 22% from 18% previously.

The increase in the non-automotive segment's contribution was primarily driven by multipurpose financing (Solusi Dana), which accounted for 21% of total financing receivables, up from 17% the previous year. This trend reflects the Company's success in expanding its financing portfolio in a balanced manner and strengthening more diversified and sustainable sources of growth.

Sustainable Financing

In 2025, Adira Finance reaffirmed its commitment to supporting the sustainable achievement of the Sustainable Development Goals (SDGs) by integrating sustainable finance principles into the Company's strategy and operations. In its implementation, Adira Finance refers to the Sustainability Accounting Standards Board (SASB) framework for the consumer finance industry as a guide in identifying, managing, and disclosing material sustainability risks and opportunities. The established Sustainable Finance Action Plan (RAKB) serves as the primary foundation for mainstreaming Environmental, Social, and Governance (ESG) aspects into business decision-making, risk management, and product and service development.

Adira Finance actively disburses electric vehicle (EV) financing as a concrete implementation of this commitment for both the car and motorcycle segments. Adira Finance also forges strategic partnerships with various electric vehicle manufacturers and distributors in Indonesia to expand access to financing, encourage the adoption of environmentally friendly vehicles, and anticipate the growth of the EV ecosystem in the medium and long term. This initiative not only supports the transition to a low-carbon economy but also aligns with Adira Finance's financing portfolio diversification strategy and strengthens its competitive position in the national sustainable finance landscape.

Electric vehicle financing recorded significant growth throughout 2025, with total financing reaching IDR748 billion, up from the previous year.

This growth was primarily driven by electric car financing, in line with the growing variety of electric car brands and models available in the market, including models at more affordable price points.

Financial Performance Achievements Vs. Stated Targets

Throughout 2025, Adira Finance recorded positive operational performance growth, reflected in increased new financing disbursements and asset growth. This achievement was also supported by the Company's strategic move, namely the official merger with Mandala Finance on October 1, 2025, which consolidated Mandala Finance's performance into Adira Finance's performance as the surviving entity.

New financing disbursed by the Company reached IDR43.2 trillion, an 18% increase compared to the previous year. In line with this increase, managed receivables also grew by 13% to IDR63.4 trillion, compared to IDR56.0 trillion at the end of 2024 (before the merger). This growth reflects more stable portfolio management.

The Company's total revenue increased to IDR12.1 trillion, a 3% increase from the previous year, in line with growth in assets and business activities. Supported by higher revenue and lower interest expense, the net interest margin increased 5.3% (yoy) to IDR8.6 trillion. Meanwhile, the provision for impairment losses remained manageable amid asset and revenue growth, remaining relatively stable at around IDR2.6 trillion, a 1% year-on-year increase.

However, in line with the Company's integration phase, net income decreased to IDR1.5 trillion. This decrease in net income was primarily due to transition investments and organizational consolidation. The 7% increase in operating expenses reflects efforts to align operations and governance to ensure effective synergies. These measures were taken to strengthen the Company's business foundation and support its sustainable, long-term growth. Consequently, Return on Assets (ROA) and Return on Equity (ROE) are 5.3% and 11.3%, respectively, in 2025.

Meanwhile, the Company's asset quality remains well maintained, as reflected in the decline in the Non-Performing Financing (NPF) ratio to 2.0% in 2025, compared to 2.2% the previous year. This improvement reflects effective credit risk management and the strengthening of the financing portfolio quality amidst still-challenging industry conditions.

Description	Unit	2025 Target	2025 Realization
New Financing	in trillion rupiah	12%-14%	IDR43.2 trillion
Managed Recievables	in trillion rupiah	5%-7%	IDR63.4 trillion
Net Income	in trillion rupiah	Referring to the growth in managed receivables, financing costs and operating expenses	IDR1.5 trillion
NPF	% of Managed Receivables	±2.25%	2.0%
New Car Market Share	% of Domestic Sales of New Cars	±4%	4.1%
New Motorcycle Market Share	% of Domestic Sales of New Motorcycles	±9%	10.0%

BUSINESS PROSPECTS FOR 2026

Entering 2026, Adira Finance views the business outlook with measured optimism amid ongoing challenging global and domestic economic dynamics. While we do expect persistent pressure on consumer purchasing power and market volatility, we also believe that the stronger business foundations we laid throughout 2025 have better positioned Adira Finance to seize sustainable growth opportunities as they emerge. Our primary focus will be on maintaining a balance between financing expansion and prudent risk management, as well as building a more balanced and diversified financing portfolio to support long-term performance resilience.

From an industry perspective, Adira Finance estimates that the automotive financing market in 2026 will remain highly competitive across both the two-wheeler and four-wheeler segments. Notwithstanding these dynamics, we have identified opportunities for more selective growth, particularly within bankable customer segments with a well-managed risk profile. Synergy with Bank Danamon and entities within the group's ecosystem is expected to further enhance our penetration in the automotive segment through integrated and competitively structured financing schemes.

In line with this, strengthening the non-automotive portfolio will remain a key growth pillar in 2026. Adira Finance is committed to playing a larger role in non-automotive segments, including multipurpose financing, MSMEs, and other prospective segments, to create a more balanced portfolio structure. This diversification is expected to strengthen the Company's performance resilience amidst the cyclical fluctuations of the automotive industry, while also unlocking new, more resilient sources of growth.

The merger process with Mandala Finance, which has entered the consolidation phase, is also a significant catalyst for the Company's future prospects. In 2026, our focus will be on optimizing post-merger synergy by integrating business models, leveraging a broader network, and aligning processes and policies. We are convinced that the combined strengths of Adira Finance and Mandala Finance will strengthen business scale, improve operational efficiency, and expand market access, particularly in regions with significant growth potential. Going forward, the Company also views this integration process as part of its organizational learning journey. The experience we gained from the merger should strengthen the Company's ability to navigate the industry as consolidation therein intensifies.

In terms of funding and liquidity, Adira Finance projects solid conditions in 2026. The strategy of diversifying funding sources through joint financing, bank loans, and bond and sukuk issuance will continue to maintain financial flexibility. With a healthy funding structure and optimal cost of funds management, Adira Finance has sufficient room to support selective financing expansion while maintaining prudent financial ratios.

Furthermore, accelerated digitalization and strengthened human resource capabilities will be key enablers of long-term growth. The use of digital technology will continue to be optimized to improve process efficiency, accelerate services, and strengthen data-driven decision-making. Supported by employee competency development and strengthened corporate governance, Adira Finance is optimistic about implementing its sustainable growth strategy, creating added value for shareholders, and making a positive contribution to the national financing industry throughout 2026 and beyond.

HUMAN RESOURCE MANAGEMENT

Throughout 2025, Adira Finance's Human Resources (HR) strategy and management were directed towards addressing the needs and challenges of business development, both current and future. The Company kept ensuring that its HR possesses the competence, expertise, commitment, and ability to adapt to change, while upholding the Company's culture. Following the merger with Mandala Finance, the Company was also focusing on an effective organizational integration process, including appropriate HR structure and placement, HR policy alignment, cultural internalization, and comprehensive talent identification and management.

To support this agenda, the 2025 HR management policy was focused on organizational strengthening, increased productivity, enhanced leadership, employee relationship development, cultural development, enhanced digital capabilities, and the enhanced role of change management. In line with these efforts, Adira Finance was driving technological and cultural transformation and accelerating business support functions to sustain healthy growth. This approach ensured the Company remained adaptive and innovative in the face of changing dynamics and could generate new solutions and initiatives amid challenging economic and industrial conditions.

Adira Finance's human resource development ran comprehensively through the intellectual (IQ), emotional (EQ), and spiritual (SQ) aspects realized through development programs. These programs enhanced competencies according to the demands of each position level and function while supporting the Company's business transformation and development agenda. As part of the MUFG Group, Adira Finance also worked with companies within the MUFG Group Indonesia ecosystem through various initiatives, including sharing sessions, benchmarking, training classes, and mentoring programs.

Entering 2026, the Company faces increasingly complex business challenges, ranging from the still-pressured automotive industry, slowing consumer purchasing power, increasingly aggressive competition, and demands for cost efficiency. Along with this, HR management challenges also increase, particularly related to the increase in the number of employees post-merger, the need for increased productivity, organizational transformation, and the integration of diverse work systems and cultures. To address these challenges, we have established a focus, a strategy, and a series of priority programs to improve productivity, talent readiness, cost efficiency, and strengthen corporate culture.

INFORMATION TECHNOLOGY UTILIZATION

Adira Finance positions the utilization of information technology as a key pillar in supporting the Company's growth and business transformation strategy. In line with the five strategic pillars established by management, digital transformation aims to strengthen customer focus, improve operational efficiency, and ensure the reliability and resilience of information technology systems. Adira Finance consistently drives changes to its work processes to be more agile, adaptive, and aligned with the dynamics of the increasingly digital financing industry.

In terms of customer service, Adira Finance continues to develop digital solutions that facilitate access to financing and services. One example is DanaDira, an application available to existing customers that supports a fast, flexible financing application process. Furthermore, strengthening digital channels through the Adiraku application and developing applications for dealers and business partners are part of the effort to build an integrated digital ecosystem. Adira Finance also continues to digitalize its business environment and ecosystem to improve business efficiency and effectiveness, and is investing in digital businesses, including momobil.id and momotor.id, moservice.id, and dicicilaja.com.

To maintain system reliability and security, Adira Finance is strengthening its information technology infrastructure and comprehensive IT governance. Various initiatives have been undertaken, including system and device upgrades, strengthening data centers and disaster recovery, and implementing international standards in information technology security and services. Adira Finance is also enhancing cyber risk management by strengthening its 24-hour Security Operations Center, implementing the latest security technologies, and enhancing data governance and access controls. These measures aim to ensure service continuity, data protection, and stakeholder trust amidst increasing cyber threats.

Following the merger with Mandala Finance, Adira Finance prioritized planned and phased information technology integration. The primary focus was on aligning IT governance, security, and infrastructure standards, as well as carefully migrating branch systems and networks to avoid disrupting operations and customer service. Through careful planning, repeated testing, and cross-functional coordination, the post-merger IT integration process proceeded relatively smoothly throughout 2025. Going forward, Adira Finance will continue re-engineering its core systems, strengthening the use of data and artificial intelligence, and developing IT human resource capabilities as the foundation for sustainable digital transformation.

PROGRESS MADE IN CORPORATE GOVERNANCE PRACTICE

Good Corporate Governance (GCG), or more commonly referred to today as corporate governance, is a series of mechanisms or systems that direct and control the Company to ensure it meets stakeholder expectations, aligns with applicable laws and regulations, and adheres to universally accepted business ethics and the corporate values upheld by all "Sahabat Gardira". This mechanism or system influences the establishment and achievement of Company objectives, the monitoring and assessment of business risks, the maximization of performance improvement efforts, and the establishment and development of a work culture within the Company.

For Adira Finance, GCG implementation is not merely an obligation but a necessity to maintain transparency and accountability in Company management to the public. Consistent and continuous development of GCG in line with best practices not only encourages the Company to provide a control system that ensures accountability commensurate with the business risks faced, but also provides adequate protection and fair treatment to shareholders and other stakeholders through maximum shareholder value enhancement.

The concrete implementation of GCG within Adira Finance was evident in the Company's self-assessment of GCG, which resulted in a rating of 1 (one). The assessment was based on the Financial Soundness Level of Financing Companies, which aligns with the guidelines of the Financial Services Authority (OJK). Meanwhile, the Company's ASEAN Corporate Governance Scorecard assessment, obtained by the Indonesian Institute for Corporate Directorship (IICD), an independent third party, placed Adira's GCG practices in the "Very Good" category, with a weighted overall score of 95.84.

ASSESSMENT OF OUR SUPPORTING COMMITTEES

Throughout 2025, the committees under the Board of Directors, consisting of the Risk Management Committee, the Credit Committee, the Asset and Liability Committee (ALCO), and the Information Technology Steering Committee, effectively carried out their functions and responsibilities in accordance with their respective mandates. The existence of these committees plays a crucial role in strengthening the quality of the Board of Directors' decision-making, particularly in addressing the dynamics of the financing industry and the post-merger integration process.

Risk Management Committee

In 2025, the Risk Management Committee conducted a comprehensive review of all operational policies and the Company's performance, considering risks across the board, including credit, liquidity, operational, and strategic risks. Throughout 2025, this committee played a role in ensuring the implementation of a risk management framework aligned with the Company's business strategy, including strengthening prudential policies, continuous monitoring of asset quality, and risk management readiness to address economic volatility and post-merger challenges.

Credit Committee

The Credit Committee's role is to evaluate and improve processes related to financing provision. This includes simplifying and digitizing the credit approval process while implementing appropriate safeguards to mitigate fraud risk and maintain strong loan quality across all financing segments. In 2025, the Credit Committee contributed to maintaining a balance between efforts to restore financing growth and credit risk management, particularly amidst economic pressures and post-merger strategic adjustments.

ALCO Committee

The ALCO Committee is responsible for proactively managing the Company's exposure to asset and liability risks within established tolerance limits. Throughout 2025, the ALCO held regular meetings to assess and discuss the Company's assets and liabilities. The ALCO Committee made various decisions to ensure adequate liquidity management and an effective funding diversification strategy within the Company and provided input regarding financing interest rates. The ALCO Committee's role became increasingly strategic in ensuring adequate liquidity availability to support financial stability and sustainable business growth.

Information Technology Steering Committee

The Information Technology Steering Committee oversees and controls the implementation of information technology to ensure alignment with the Company's business strategy. The Committee ensures that digital transformation initiatives, cybersecurity enhancements, and post-merger system integration with Mandala Finance run as expected and adhere to governance standards. Throughout 2025, this committee played a critical role in maintaining system reliability, mitigating technological risks, and supporting smooth operations and customer service.

SUSTAINABLE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Adira Finance is committed to continuously improving the social and environmental quality of communities through its Social and Environmental Responsibility (TJSL) program. In carrying out this commitment, the Company consistently collaborates with various stakeholders to ensure that each program is targeted, measurable, and has a tangible impact on the community across environmental, social, and economic aspects.

Adira Finance's TJSL implementation in the area of social community development is based on three main pillars: Sahabat Lokal, Adira Peduli, and Adira Finance CSR Partners. All programs are designed to involve customers, business partners, and employees, demonstrating the active participation of the Company's entire ecosystem in creating sustainable social value.

The Sahabat Lokal pillar represents Adira Finance's contribution to community economic empowerment and to improving the quality of life at the community level. Throughout 2025, this program was implemented through the Festival Pasar Rakyat (FPR), a Corporate Social Responsibility (CSR) initiative. The 2025 FPR presents revitalization efforts that touch many aspects of market life, such as improving public facilities, promoting cleaner market environments, adding supporting facilities to create a more beautiful and attractive market atmosphere, providing assistance with halal certification for traders, and providing sharia financial literacy and market digitalization literacy for traders.

Meanwhile, the Adira Peduli pillar demonstrates the Company's commitment to providing direct assistance to communities affected by natural disasters and to improving the quality of life of communities surrounding its operational areas. Adira Finance responds quickly and actively to various emergencies in Indonesia, including natural and environmental disasters, by distributing aid tailored to the needs of victims in each location. This assistance includes basic food packages, daily necessities, and other forms of support relevant to the conditions on the ground.

Through the Adira Finance CSR Partners pillar, the Company consistently carries out various CSR activities in the health sector each year. These activities encompass preventive and promotive approaches, as well as providing health assistance to underprivileged communities. The assistance provided includes financing for medical treatment, surgeries, health check-ups, free medication, and other support tailored to the community's needs. The CSR Partner Program also collaborates with Increso, a social association comprising all Adira Finance employees. Increso is located in all Adira Finance branch offices, providing a platform for employees to actively participate and contribute positively beyond the Company's business activities. In addition to healthcare activities, Adira Finance, along with its social partners, also runs educational programs, including providing scholarships for employees' children who excel academically at university.

Furthermore, as a company in the financial services industry, Adira Finance recognizes the importance of education in improving financial literacy. Throughout 2025, the Company continued to implement financial literacy programs for women, housewives, MSMEs, and students. In implementing these programs, the Company collaborated with Certified Financial Planner (CFP) partners to ensure the educational materials delivered were of sufficient quality, capability, and relevance to help the community better manage and plan their finances.

On the environmental front, Adira Finance is firmly committed to minimizing the environmental impact of its operations. Although the Company's business activities do not have a significant direct impact on the environment, the Company consistently implements best practices through various policies and initiatives that support efficient use of resources, such as water consumption management, paper reduction, and energy management across all operational areas. These efforts are part of the Company's commitment to supporting long-term environmental sustainability.

CHANGES TO THE COMPOSITION OF THE BOARD OF DIRECTORS

The composition of the Board of Directors of Adira Finance was changed in 2025. Pursuant to the resolution of the Annual General Meeting of Shareholders held on March 25th, 2025, shareholders approved the appointment of Ricky Gunawan as Director of the Company, effective upon his successful completion of the Fit and Proper Test administered by Otoritas Jasa Keuangan.

The following is the composition of the Adira Finance Board of Directors as of December 31st, 2025:

President Director	:	I Dewa Made Susila
Director	:	Swandajani Gunadi
Director	:	Niko Kurniawan Bonggowarsito
Director	:	Harry Latif *)
Director	:	Denny Riza Farib
Director	:	Sigit Hendra Gunawan
Director	:	Sylvanus Gani Kukuh Mendrofa
Director	:	Ricky Gunawan

*) Has submitted his resignation from his position as Director of the Company on October 31, 2025

APPRECIATION & CLOSING

In closing, allow us as the Company's Board of Directors to express our s highest appreciation to the shareholders, Board of Commissioners, regulators, business partners, and all other stakeholders for their continued trust, support, and cooperation in Adira Finance. We extend our gratitude to all of our employees (Sahabat Gardira) for their shown dedication, professionalism, and a strong spirit of collaboration, particularly in navigating industry dynamics and the post-merger integration process throughout 2025.

With a solid organizational foundation, a focused strategy, and the support of a strong group ecosystem, we are optimistic that Adira Finance is ready to enter 2026 with greater confidence. We will continue to work to build on Adira Finance's capabilities, improve service quality, and develop relevant innovations to create sustainable growth, while making a positive contribution to the nation's economy and the welfare of the Indonesian people.

Jakarta, March 13, 2026



I Dewa Made Susila
President Director

BOARD OF DIRECTORS



Ricky Gunawan
Director

Niko Kurniawan Bonggowarsito
Director

I Dewa Made Susila
President Director



Swandajani Gunadi
Director

Sylvanus Gani Kukuh Mendrofa
Director

Denny Riza Farib
Director

Sigit Hendra Gunawan
Director

STATEMENT OF THE BOARD OF COMMISSIONERS [SEOJK E.1][GRI 2-14]

We, the undersigned, testify that all information contained in the 2025 Annual Report of PT Adira Dinamika Multi Finance Tbk has been presented completely. We assume full responsibility for the content accuracy of the Company's 2025 Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, March 13, 2026

THE BOARD OF COMMISSIONERS



Daisuke Ejima
President Commissioner



Krisna Wijaya
Independent Commissioner



Manggi Taruna Habir
Independent Commissioner



Congsin Congcar
Commissioner



Honggo Widjojo Kangmasto
Commissioner

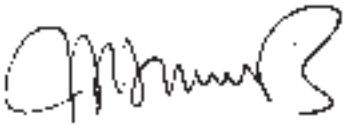
STATEMENT OF THE BOARD OF DIRECTORS [SEOJK E.1][GRI 2-14]

We, the undersigned, testify that all information contained in the 2025 Annual Report of PT Adira Dinamika Multi Finance Tbk has been presented completely. We assume full responsibility for the content accuracy of the Company's 2025 Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, March 13, 2026

THE BOARD OF DIRECTORS



I Dewa Made Susila
President Director



Swandajani Gunadi
Director



Niko Kurniawan Bonggowarsito
Director



Denny Riza Farib
Director



Sylvanus Gani K. Mendrofa
Director



Sigit Hendra Gunawan
Director



Ricky Gunawan
Director





02

CORPORATE **PROFILE**

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CORPORATE IDENTITY

GENERAL INFORMATION OF THE COMPANY [SEOJK C.3][SEOJK C.4][GRI 2-1][GRI 2-3]

Name of the Company
PT Adira Dinamika Multi Finance Tbk

Stock and Bond Code
ADMF

Composition of Shareholders 2025
- PT Bank Danamon Indonesia Tbk 74.50%
- MUFG Bank, LTD 18.93%
- PT Adira Dinamika Multi Finance Tbk (Treasury Shares) 0.79%
- PT Zurich Asuransi Indonesia Tbk 0.34%
- Public 5.44%

Full Address [SEOJK C.2]
Millennium Centennial Center
53rd, 56th-61st Floor
Jalan Jenderal Sudirman Kav. 25
South Jakarta 12920 Indonesia
Phone : (62-21) 3973-3322/3232
Fax : (62-21) 3973-4949
E-mail: af.corsec@adira.co.id
Website : www.adira.co.id

Establishment Date
November 13, 1990

Line of Business
Consumer Financing and Sharia Financing as Sharia Business Unit

Stock Exchange
Indonesia Stock Exchange

Name Change Information
Until the end of 2025, there had been no changes to the company's name.

Legal Basis of Establishment
Deed of Establishment No. 131 dated November 13, 1990, made before Misahardi Wilamarta, S.H, Notary in Jakarta, and approved by the Minister of Justice of the Republic of Indonesia based on the Decree No. C2-19.HT.01.01.TH.91 dated January 8, 1991, and was registered at the Registrar's Office at the South Jakarta District Court under No. 34/Not.1991/PN.JKT. SEL on January 14, 1991, and announced in the Supplement No. 421 State Gazette of the Republic of Indonesia No. 12 dated February 8, 1991.

Issued and Fully Paid Capital
1,235,803,109 shares or IDR 123,580 billion

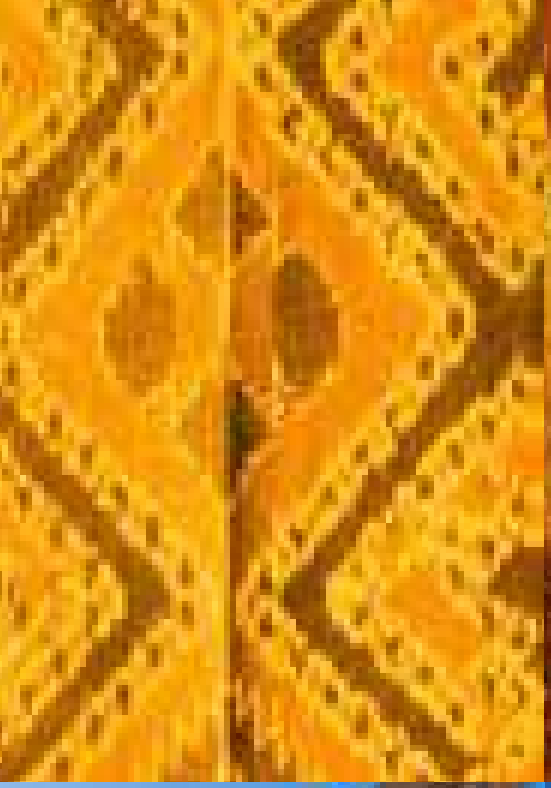
ISIN Code
IDA0000930D4

Authorized Capital
4,000,000,000 shares or equal to IDR400 billion

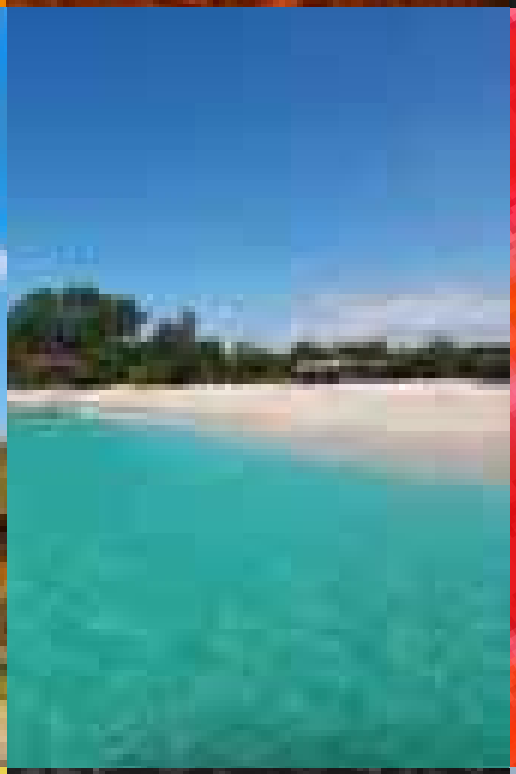
Stock Listing
March 31, 2004

Corporate Bond and Mudharabah Bonds Code

No	Bond ID	Bond Name	Series	Issuer Code	Due Date	Rating
1.	ADMF05CCN3	Adira Finance Continuing Bond V Phase III	C	ADMF	March 22, 2027	idAAA
2.	ADMF06BCN1	Adira Finance Continuing Bond VI Phase I	B	ADMF	July 7, 2026	idAAA
3.	ADMF06CCN1	Adira Finance Continuing Bond VI Phase I	C	ADMF	July 7, 2028	idAAA
4.	ADMF06BCN2	Adira Finance Continuing Bond VI Phase II	B	ADMF	November 9, 2026	idAAA
5.	ADMF06CCN2	Adira Finance Continuing Bond VI Phase II	C	ADMF	November 9, 2028	idAAA
6.	ADMF06BCN3	Adira Finance Continuing Bond VI Phase III	B	ADMF	May 3, 2027	idAAA
7.	ADMF06CCN3	Adira Finance Continuing Bond VI Phase III	C	ADMF	May 3, 2029	idAAA
8.	ADMF06BCN4	Adira Finance Continuing Bond VI Phase IV	B	ADMF	October 10, 2027	idAAA
9.	ADMF06CCN4	Adira Finance Continuing Bond VI Phase IV	C	ADMF	October 10, 2029	idAAA
10.	ADMF06ACN5	Adira Finance Continuing Bond VI Phase V	A	ADMF	February 24, 2026	idAAA
11.	ADMF06BCN5	Adira Finance Continuing Bond VI Phase V	B	ADMF	February 14, 2028	idAAA
12.	ADMF06CCN5	Adira Finance Continuing Bond VI Phase V	C	ADMF	February 14, 2030	idAAA
13.	ADMF07ACN1	Adira Finance Continuing Bond VII Phase I	A	ADMF	July 18, 2026	idAAA
14.	ADMF07BCN1	Adira Finance Continuing Bond VII Phase I	B	ADMF	July 8, 2028	idAAA
15.	ADMF07CCN1	Adira Finance Continuing Bond VII Phase I	C	ADMF	July 8, 2030	idAAA
16.	ADMF07ACN2	Adira Finance Continuing Bond VII Phase II	A	ADMF	October 31, 2026	idAAA
17.	ADMF07BCN2	Adira Finance Continuing Bond VII Phase II	B	ADMF	October 21, 2028	idAAA
18.	SMADMF04CCN3	Adira Finance Continuing Mudharabah Bonds IV Phase III	C	ADMF	March 22, 2027	idAAA(sy)
19.	SMADMF05BCN1	Adira Finance Continuing Mudharabah Bonds V Phase I	B	ADMF	July 7, 2026	idAAA(sy)
20.	SMADMF05CCN1	Adira Finance Continuing Mudharabah Bonds V Phase I	C	ADMF	July 7, 2028	idAAA(sy)
21.	SMADMF05BCN2	Adira Finance Continuing Mudharabah Bonds V Phase II	B	ADMF	November 9, 2026	idAAA(sy)
22.	SMADMF05CCN2	Adira Finance Continuing Mudharabah Bonds V Phase II	C	ADMF	November 9, 2028	idAAA(sy)
23.	SMADMF05BCN3	Adira Finance Continuing Mudharabah Bonds V Phase III	B	ADMF	May 3, 2027	idAAA(sy)
24.	SMADMF05CCN3	Adira Finance Continuing Mudharabah Bonds V Phase III	C	ADMF	May 3, 2029	idAAA(sy)
25.	SMADMF06ACN1	Adira Finance Continuing Mudharabah Bonds VI Phase I	A	ADMF	July 18, 2026	idAAA(sy)
26.	SMADMF06BCN1	Adira Finance Continuing Mudharabah Bonds VI Phase I	B	ADMF	July 8, 2028	idAAA(sy)
27.	SMADMF06CCN1	Adira Finance Continuing Mudharabah Bonds VI Phase I	C	ADMF	July 8, 2030	idAAA(sy)
28.	SMADMF06ACN2	Adira Finance Continuing Mudharabah Bonds VI Phase II	A	ADMF	October 31, 2026	idAAA(sy)
29.	SMADMF06BCN2	Adira Finance Continuing Mudharabah Bonds VI Phase II	B	ADMF	October 21, 2028	idAAA(sy)
30.	SMMFIN01BCN3	Adira Finance Continuing Mudharabah Bonds I Phase III	B	MFIN	June 22, 2026	idA(sy)











AT A GLANCE

ADIRA FINANCE

PT Adira Dinamika Multi Finance Tbk, or Adira Finance, was founded in 1990 and began operations in 1991. Since its inception, Adira Finance has been committed to becoming a leading financing company, serving a wide range of brands and products. The company provides financial solutions tailored to customers' lifecycles, ranging from new and used motor vehicles, electric vehicles, heavy equipment, Umrah financing, to SolusiDana (Fund Solutions) secured by BPKB (Vehicle Ownership Certificate).

In 2004, Adira Finance conducted a public offering of shares, and PT Bank Danamon Indonesia Tbk (Bank Danamon) is the majority shareholder with 75%. With this, Adira Finance is confident that it will further expand its business and achieve business opportunities in the country.

In connection with the Company's Public Offering of Shares in 2004, the Company received an effective statement from the Chairman of Bapepam through Letter No. S-657/PM/2004 dated March 23, 2004, to conduct a Public Offering of 100,000,000 (one hundred million) shares with a nominal value of IDR100 (one hundred Rupiah) per share, which were shares owned by the Company's shareholders at that time (divested shares). On March 31, 2004, all of the Company's shares were listed on the Indonesia Stock Exchange (formerly the Jakarta Stock Exchange and the Surabaya Stock Exchange).

Furthermore, in the same year, Bank Danamon took over the Company through a direct placement mechanism of 750,000,000 shares in the Company or equivalent to 75% of the total shares issued by the Company based on the Conditional Sale and Purchase Agreement (CSPA) between Theodore Permadi Rachmat and Stanley Setia Atmadja as the seller and Bank Danamon as the buyer on January 26, 2004.

In 2009, Bank Danamon increased its ownership of the Company to 95% by exercising its call option to acquire 20% of the shares from Mega Value Profits Limited. Subsequently, in early 2016, Bank Danamon released 29.2 million shares, equivalent to 2.92% of its shareholding, bringing Bank Danamon to 92.07% ownership of Adira Finance during that period.

As part of strengthening the consolidation of financing businesses within the MUFG Group, the merger of Mandala Finance into Adira Finance became effective on October 1, 2025. This strategic move reflects the MUFG Group's commitment to optimizing business synergies and enhancing the capabilities and competitiveness of Adira Finance as one of Indonesia's leading financing companies. Following the merger, Bank Danamon's ownership as the controlling shareholder in Adira Finance became 74.5%, while MUFG Bank, Ltd. became a new controlling shareholder with an 18.93% ownership stake. With this ownership structure, Adira Finance operates as a subsidiary of Bank Danamon and MUFG Bank and forms part of the MUFG Group, one of the world's largest banking groups with an extensive global network and long-standing experience in the financial services industry.

Adira Finance continues to strengthen its position as one of the leading financing companies in Indonesia by consistently providing a diverse range of products and services tailored to consumers' life cycles and providing a rewarding experience for its customers. In 2012, the Company expanded its scope of activities by offering Sharia-compliant financing. Several years later, the Company diversified by providing multi-purpose financing through the "SolusiDana" product, as well as other products to provide a maximum financing service experience for consumers.

Through its identity and brand promise of "Sahabat Setia Selamanya," Adira Finance is also committed to carrying out its mission to improve the welfare of the Indonesian people. This commitment is realized through various financing products, including automotive (motorcycles, cars, and electric vehicles), SolusiDana, sharia financing, heavy equipment, and other financing.

To seize opportunities and meet market demands, the Company continues digital transformation throughout its organization and ecosystem by developing digitalization and automation processes in various business activities. In addition, the Company also continues to invest in the financing business through various digital platforms, such as Adiraku, Danadira, momobil.id, momotor.id, and dicicilaja.com. This step aims to simplify the financing process and provide alternatives for acquiring new financing and reaching consumers, both existing and new.

In terms of ratings, throughout 2025, Adira Finance successfully maintained its domestic rating with an idAAA/Stable rating from the domestic rating agency (Pefindo). Furthermore, the Company maintained its international rating of BBB from the international rating agency Fitch Ratings and its Baa1/Stable rating from Moody's. Maintaining these ratings will positively impact investor confidence in Adira Finance. Furthermore, these ratings are expected to facilitate the Company's access to more competitive and optimal funding, both domestically and internationally.

Following after the merger with Mandala Finance, Adira Finance further strengthened its business scale and operational reach throughout Indonesia. By December 2025, Adira Finance has recorded a total of business network of 877 branches and representative offices serving 2.6 million active customers throughout Indonesia, with total managed receivables reaching approximately IDR63.4 trillion.

INFORMATION ON AMENDMENTS TO THE ARTICLES OF ASSOCIATION

The Company's Articles of Association have been completely amended as stated in the Deed of Decree of All Shareholders of PT Adira Dinamika Multi Finance No. 13 dated January 26, 2004, made in the presence of Fathiah Helmi, S.H., Notary in Jakarta, which has been approved by the Minister of Justice and Human Rights of the Republic of Indonesia based on Decree No. C-02207 HT 01.04 TH 2004 dated January 29, 2004 and has been reported to the same Minister as stated in the Letter of Acceptance of the Report on the Deed of Amendment to the Articles of

Association of PT Adira Dinamika Multi Finance Tbk No. C-02208 HT 01.04 TH 2004 dated January 29 2004, and registered on February 6 2004 in the Company Register at the South Jakarta Regional Office of Industry and Trade as the Level II Regional Company Registration Office with No. Registration Agenda 112 RUB.09.03/II/2004 and No. TDP 09.03.1.66.10384, and announced in Supplement No. 1990 to the State Gazette of the Republic of Indonesia No. 16 dated 24 February 2004.

The Company's Articles of Association have been amended again as stipulated in the Deed of Resolution of the Meeting of PT Adira Dinamika Multi Finance Tbk. No. 40 dated October 15, 2021 made before Mala Mukti, S.H., LL.M., Notary in Jakarta, and has (i) obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-0186926. AH.01.11 of 2021 dated October 27, 2021, (ii) notified to and received by the Director General of General Legal Administration of the Ministry of Law and Human Rights of the Republic of Indonesia and recorded on October 27, 2021 in the Sisminbakum Database based on the Letter of Receipt of Notification of Amendments to the Company's Articles of Association No. AHU-AH.01.03-0465665; and (iii) registered in the Company Register No. AHU-0186926.01.11 of 2021 dated October 27, 2021 by the Minister of Law and Human Rights of the Republic of Indonesia based on which the Extraordinary GMS of the Company held on October 15, 2021, has approved:

1. Amendments to Article 3, Article 11 paragraph 5 letter (a), Article 11 paragraph 5 letter (b), Article 14 paragraph 6 letter (a), Article 14 paragraph 6 letter (b), and Article 18 paragraph 7 letter (a) in the Company's Articles of Association, which are adjustments to the Financial Services Authority Regulations, and come into effect from the date of publication of the letter of receipt of notification of amendments to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia as intended in Article 23 paragraph (2) of the Law No. 40 of 2007 concerning Limited Liability Companies;
2. Restate all articles of the Articles of Association and paragraphs of the Articles of Association that have not been amended at this Extraordinary GMS which have previously been in effect since the date of issuance of the letter of approval for changes to the Articles of Association and the date of issuance of the letter of receipt of notification of changes to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia as intended in Article 23, paragraph (1), and paragraph (2) of Law No. 40 of 2007 concerning Limited Liability Companies.

Statement of Resolutions of the Extraordinary GMS of PT Adira Dinamika Multi Finance Tbk No. 65 dated September 30, 2025, drawn up before Mala Mukti, S.H., LL.M., Notary in Jakarta, and has been (i) notified to and received by the Director General of General Legal Administration of the Ministry of Law of the Republic of Indonesia and recorded on October 1, 2025 in the Sisminbakum Database based on the Letter of Receipt of Notification of Amendments to the Company's Articles of Association No. AHU-AH.01.03-0239735, and (ii) registered in the Company Register No. AHU-0229385.AH.01.11.TAHUN 2025 dated October 1, 2025 by the Director General of General Legal Administration of the Ministry of Law of the Republic of Indonesia, has approved:

1. Approved the issuance of 235,803,109 (two hundred thirty-five million eight hundred three thousand one hundred and nine) new shares with a nominal value of IDR100.00 (one hundred rupiah) per share to MFIN shareholders as a result of the Merger and further amended the provisions of Article 4 paragraph (2) of the Company's Articles of Association in connection with the increase in the Company's issued and paid-up capital from the original IDR100,000,000,000.00 (one hundred billion rupiah) to IDR123,580,310,900.00 (one hundred twenty-three billion five hundred eighty million three hundred ten thousand nine hundred rupiah), which will be effective on the effective date of the Merger;
2. Approved and granted power of attorney with the right of substitution to the Company's Board of Directors to carry out all necessary actions in connection with the amendment to Article 4 paragraph (2) of the Company's Articles of Association and the composition of the Company's shareholders as a result of the Merger based on the decision of the meeting. The Second Meeting agenda, including to state the decisions of the second meeting agenda in one deed of decision statement of 81 or more meetings made before a Notary, with due regard to the provisions of the Company's Articles of Association and applicable laws and regulations;
3. Ratified and approved all and every action taken by the Board of Directors and/or Board of Commissioners of the Company without exception in connection with matters related to changes to Article 4 paragraph (2) of the Company's Articles of Association and the composition of the Company's shareholders as a result of the Merger with due regard to the provisions of the Company's Articles of Association and applicable laws and regulations.

MILESTONE

1990

The company was established in 1990 and commenced its operations in 1991.

2002

Adira Finance obtained the first corporate rating of idBBB+ from Pefindo.

2003

- Managed receivables amounted to IDR3.9 trillion with 120 business networks.
- Issuance of initial bonds worth IDR500 billion.

2004

Initial Public Offering on JSX and SSX (now IDX) Acquisition of PT Bank Danamon Indonesia Tbk by 75%.

2008

Net profit reached Rp1 trillion, the highest for a finance company. The business network doubled within 5 years to 300 business networks.

2009

PT Bank Danamon Indonesia Tbk increased its ownership percentage in Adira Finance to 95%.

2010

Total managed receivables were IDR30.8 trillion. Car segment financing receivables reached IDR10 trillion, equivalent to 33% of total assets.

2011

Processing the issuance of Sustainable Bond I worth IDR6 trillion.

2012

Total managed receivables were IDR45.8 trillion. The asset composition of the motorcycle: car segment is 56%:44%.

2013

- Adira Finance increased its first syndicated loan by USD 200 million.
- Managed receivables reached IDR45.79 trillion.

2014

- Issued bonds and mudharabah bonds worth IDR3.1 trillion.
- Pefindo raised ADMF's rating to idAAA (stable outlook).

2017

- Adira Finance launched the Momobil.id Platform.
- Net income grew 40% y/y.

2018

- Adira Finance launched the Momotor.id Platform.
- Managed receivables reached IDR51.3 trillion.

2019

Adira Finance obtained an international credit rating of "Baa2 and BBB" (Investment grade) from Moody's and Fitch Rating.

2020

- Adira Finance launched the Adiraku Platform.
- Adira Finance obtained a syndicated loan of USD300 million.

2021

- Adira Finance launched the Adiraku platform version 2.0.
- Moody's raised the credit rating from baa2/stable to baa1/stable.

2022

- Adira Finance maintained Moody's international rating of baa1/stable; Fitch Rating BBB; as well as the idAAA/stable domestic rating from Pefindo.
- Adira Finance participated as Official Multifinance Partner at IIMS 2022 with Danamon and is supported by MUFG as Official Bank Partner.

2023

- Adira Finance is the first multi-finance company to have signed a Social Loan facility with MUFG Bank Ltd.
- Adira Finance became a shareholder of PT Home Credit Indonesia amounting to 9.82%.

2024

- Adira Finance became a 10% shareholder in PT Mandala Multifinance Tbk.
- Adira Finance obtained a syndicated loan of USD300 million.

2025

- Mandala Finance officially merges with Adira Finance.
- Adira Finance completes the transfer of PT Arthaasia Finance's (AAF) commercial vehicle financing portfolio.

LINE OF BUSINESS [SEOJK C.4][GRI2-6]

BUSINESS ACTIVITIES ACCORDING TO THE LATEST ARTICLES OF ASSOCIATION

Based on the Company's latest Articles of Association and contained in Deed No. 40 dated October 15, 2021, made by Mala Mukti, S.H., LL.M., Notary in Jakarta, it has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-0186926.AH.01.11 of 2021 dated October 27, 2021, reported to OJK on 29 October 2021. The aims and objectives of the Company are to operate in the field of (i) Financing Companies (ii) Sharia Financing, which is a Sharia Business Unit. To achieve these aims and objectives, the Company can carry out business activities as follows:

Financing Company

1. Investment financing;
2. Working capital financing;
3. Multipurpose financing;
4. Other financing business activities based on approval from the Financial Services Authority; and
5. Operating leases and/or fee-based activities as long as they do not conflict with laws and regulations in the financial services sector.

Sharia Business Unit

1. Sale and purchase financing;
2. Investment financing; and
3. Service financing.

BUSINESS ACTIVITIES CONDUCTED IN THE FISCAL YEAR

Until the fiscal year ending December 31, 2025, Adira Finance has conducted its business activities based on the amendment to the Articles of Association mentioned above.

PRODUCTS AND SERVICES

Adira Finance offers a variety of vehicle financing products, including new, used, and electric motorcycles and cars from various brands, as well as non-automotive financing such as multipurpose financing (Solusi Dana), Umrah financing (Sharia), heavy equipment financing, and other financing options. Adira Finance consistently provides customer-centric services to reach customers sustainably, by implementing several product and service innovations to ensure all consumer needs are met. Adira Finance also offers easy, fast, and simple credit requirements with its Dering Adira 1500511 information service. Furthermore, Adira Finance is supported by a service network of approximately 877 business partners spread across Indonesia and has a secure BPKB (Vehicle Registration Certificate) storage system.

Furthermore, Adira Finance offers two types of financing that customers can choose from (conventional and sharia). All of this makes Adira Finance always present by providing various products and services according to market segments or target markets as well as consumer life cycles and providing profitable experiences for all its Friends.

Adira Finance offers products and services to meet customer needs including:

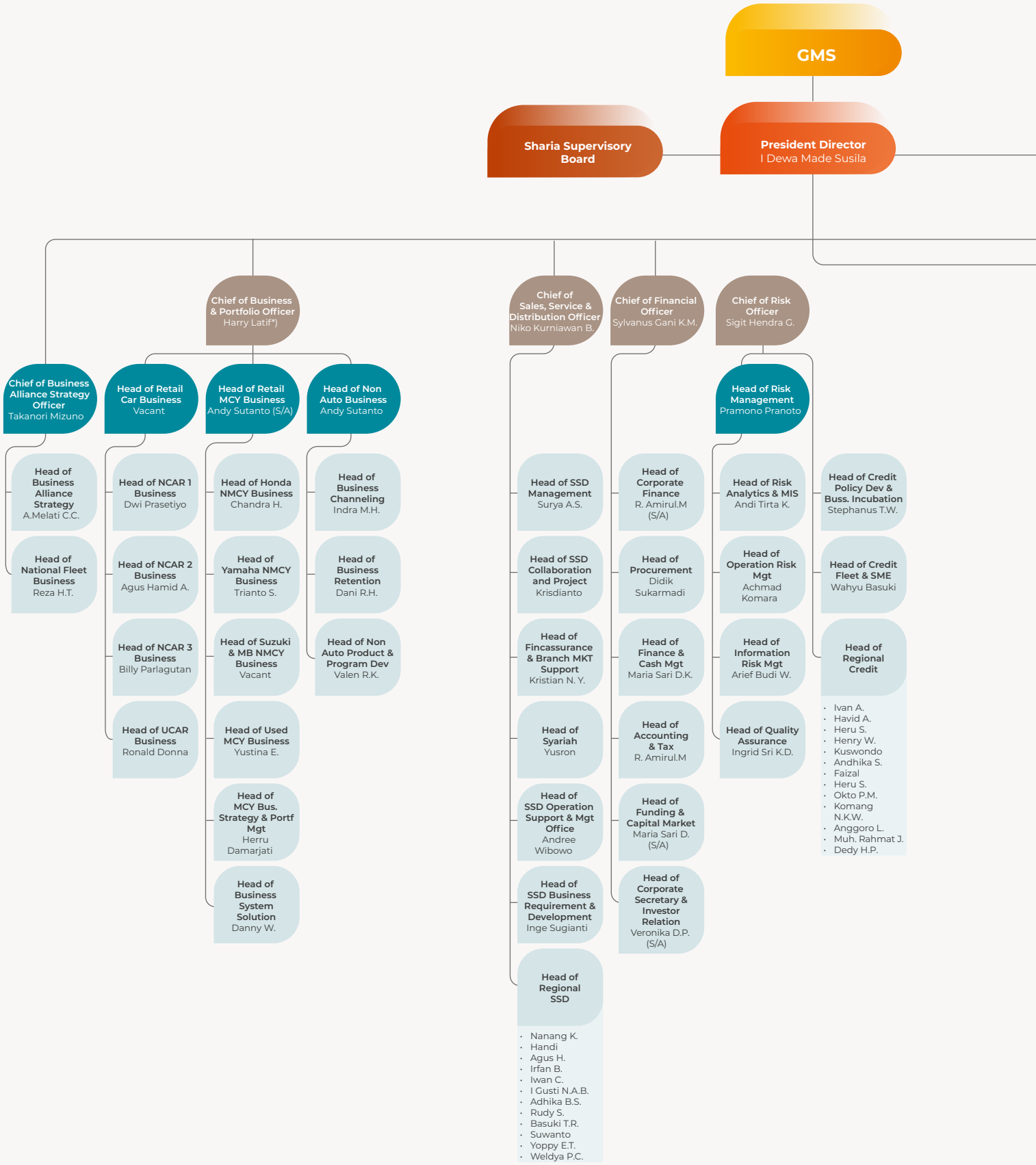
1. Motorcycle financing (new, used and electric);
2. Car financing (new, used and electric);
3. Multipurpose financing (Solusi Dana);
4. Sharia Financing; and
5. Heavy equipment financing.

MEMBERSHIP LIST IN THE ASSOCIATION [SEOJK C.5] [GRI 2-28]

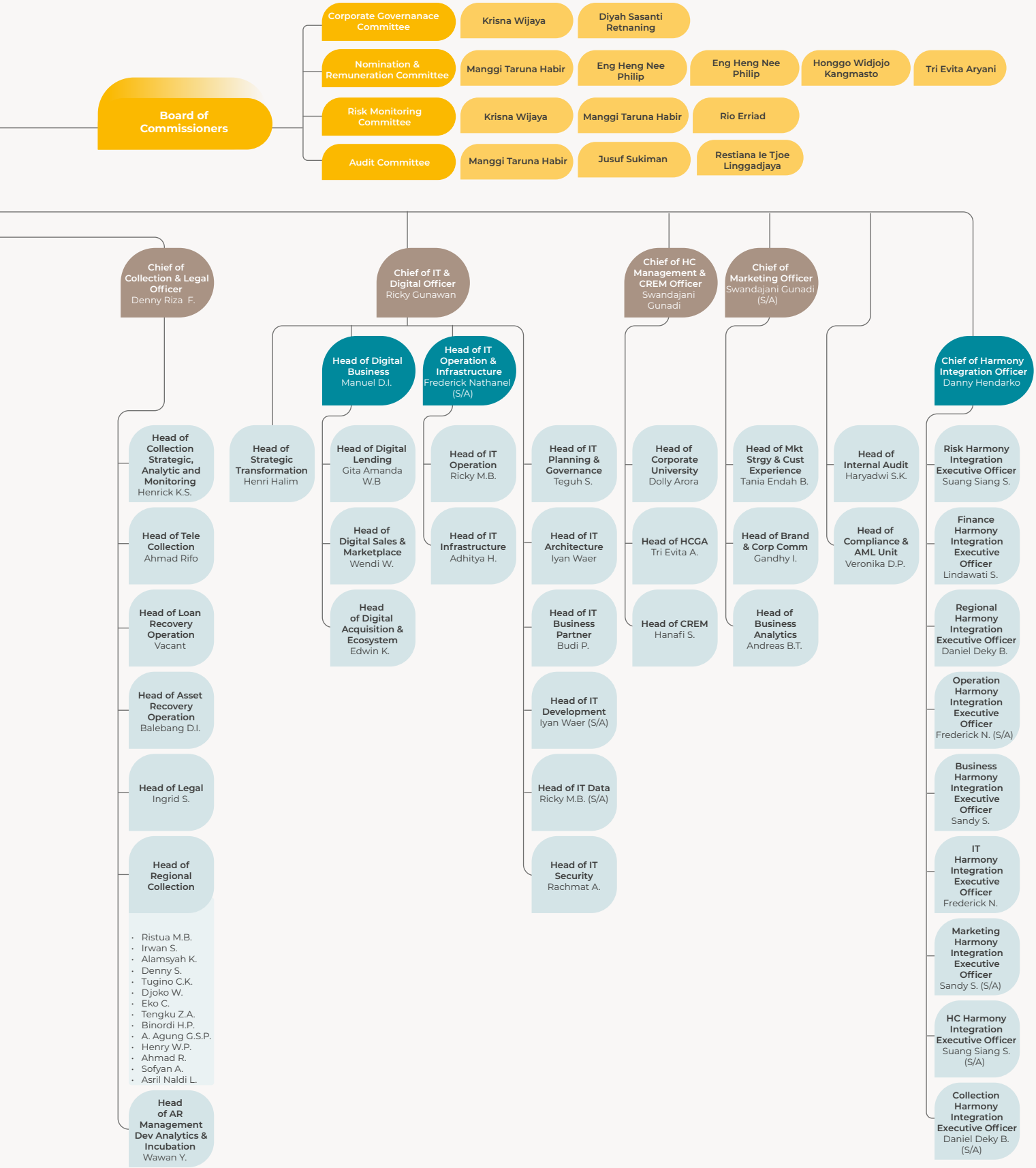
	Association Name	Membership Information	Term of Office
PT Adira Dinamika Multi Finance Tbk	Indonesia Financial Services Association (APPI)	Member (1057/JKT/92) Since 1992	January 1, 2025 - December 31, 2025
		I Dewa Made Susila Head of Compliance, Risk Management and Sharia Financing	2022-2027
		Niko Kurniawan Bonggowarsito 4-Wheel Committee	2022-2027
		Denny Riza Farib Risk Management Committee	2022-2027
	Indonesian Employers Association (Apindo)	Member (0218.01.009.100.132.1105) Since 2005	January 1, 2025 - January 31, 2025
	Members of the Alternative Dispute Resolution Institution for the Financial Services Sector (LAPS SKJ)	Member	Renewed annually
	Indonesian Issuer Association	Member (570/ADMF-AEI/18) Since 2018	Renewed annually



ADIRA FINANCE ORGANIZATIONAL STRUCTURE



*) Resigned based on the resignation letter dated October 31, 2025.


Board of Commissioners
Corporate Governanace Committee
Krisna Wijaya
Diyah Sasanti Retnaning
Nomination & Remuneration Committee
Manggi Taruna Habir
Eng Heng Nee Philip
Eng Heng Nee Philip
Honggo Widjojo Kangmasto
Tri Evita Aryani
Risk Monitoring Committee
Krisna Wijaya
Manggi Taruna Habir
Rio Erriad
Audit Committee
Manggi Taruna Habir
Jusuf Sukiman
Restiana Ie Tjoe Linggadjaya
Chief of Collection & Legal Officer
Denny Riza F.
Chief of IT & Digital Officer
Ricky Gunawan
Chief of HC Management & CREM Officer
Swandajani Gunadi
Chief of Marketing Officer
Swandajani Gunadi (S/A)
Chief of Harmony Integration Officer
Danny Hendarko
Head of Digital Business
Manuel D.I.
Head of IT Operation & Infrastructure
Frederick Nathanel (S/A)
Head of Collection Strategic, Analytic and Monitoring
Henrick K.S.
Head of Tele Collection
Ahmad Rifo
Head of Loan Recovery Operation
Vacant
Head of Asset Recovery Operation
Balebang D.I.
Head of Legal
Ingrid S.
Head of Regional Collection
Ristua M.B.
Irwan S.
Alamsyah K.
Denny S.
Tugino C.K.
Djoko W.
Eko C.
Tengku Z.A.
Binordi H.P.
A. Agung G.S.P.
Henry W.P.
Ahmad R.
Sofyan A.
Asril Naldi L.
Head of AR Management Dev Analytics & Incubation
Wawan Y.
Head of Strategic Transformation
Henri Halim
Head of Digital Lending
Gita Amanda W.B
Head of Digital Sales & Marketplace
Wendi W.
Head of Digital Acquisition & Ecosystem
Edwin K.
Head of IT Operation
Ricky M.B.
Head of IT Infrastructure
Adhitya H.
Head of IT Planning & Governance
Teguh S.
Head of IT Architecture
Iyan Waer
Head of IT Business Partner
Budi P.
Head of IT Development
Iyan Waer (S/A)
Head of IT Data
Ricky M.B. (S/A)
Head of IT Security
Rachmat A.
Head of Corporate University
Dolly Arora
Head of HCGA
Tri Evita A.
Head of CREM
Hanafi S.
Head of Mkt Strgy & Cust Experience
Tania Endah B.
Head of Brand & Corp Comm
Gandhy I.
Head of Business Analytics
Andreas B.T.
Head of Internal Audit
Haryadwi S.K.
Head of Compliance & AML Unit
Veronika D.P.
Risk Harmony Integration Executive Officer
Suang Siang S.
Finance Harmony Integration Executive Officer
Lindawati S.
Regional Harmony Integration Executive Officer
Daniel Deky B.
Operation Harmony Integration Executive Officer
Frederick N. (S/A)
Business Harmony Integration Executive Officer
Sandy S.
IT Harmony Integration Executive Officer
Frederick N.
Marketing Harmony Integration Executive Officer
Sandy S. (S/A)
HC Harmony Integration Executive Officer
Suang Siang S. (S/A)
Collection Harmony Integration Executive Officer
Daniel Deky B. (S/A)

VISION

Creating shared value to improve prosperity.

MISSION

To provide a variety of financial solutions according to the needs of each customer through synergy with the ecosystem.

Vision and Mission Review [SEOJK C.1][GRI 2-6]

Adira Finance has conducted a review and assessment of its corporate Vision and Mission's alignment with current conditions and future business challenges. Based on the review, which was also attended by the Board of Directors, it is concluded that Adira Finance's Vision and Mission remain aligned with current conditions and the challenges the Company will face in the future.

CULTURE, CORPORATE VALUES, AND EMPLOYEE CHARACTERISTICS

ADIRA TOP has become a consistent part of the personal values of each employee at Adira Finance, as well as the culture that drives the Company's business activities.



ADVANCE
One step ahead and faster compared to other people in general or competitors; Having a clear and focused conception; and Capable of making quick and proper decisions in all circumstances.

DISCIPLINE
Heading in a better direction through the process of planning, implementation, oversight, and continuous improvement; Way of thinking and behaving that is as perfect as possible; and Discipline in accordance to the norms of the organization.

ACCOUNTABLE
Informing matters based on factual data; and being objective, wise and transparent.

TEAMWORK
Synergy; Willingness to sacrifice for one another; and never pass the blame to another person.

INTEGRITY
Commitment along with consistent attitude; Trustworthy (honest and sincere); Able to maintain ethical business conduct; Strong sense of belonging; and becoming a role model to other employees.

OBSESSED
Working with an appropriate process and being driven by generating the optimal results; High motivation in the form of a willingness to walk the extra mile and demonstrating proactivity; Skill sharpening; and taking care of each other.

RELIABLE
Having winner mentality, as reflected with positive thinking and intelligent behavior; and a strong sense of responsibility in all matters.

PROFESIONAL
Customer oriented; Reliable leadership skills; Possessing entrepreneurship abilities, capable of calculating risk, being both innovative and creative.

CERDIK

In facing the dynamics and challenges of an ever-evolving business, Adira Finance introduces the Adira People Character CErDIK. The Adira People Character CErDIK is a derivative of the Adira Basic Principle ADIRA TOP, emphasizing several important traits/characteristics that Gardira must possess and demonstrate to support Adira's current business strategy and address existing business challenges and external conditions.

CErDIK is an acronym for "Cekatan" (Competent), "Entrepreneurial Spirit," "Discipline," "Integrity," and "Competent." The following is an explanation of each character:



CEKATAN
Quick to understand what is happening, know what is expected of them in a given situation, and agile in taking appropriate action when needed.



ENTREPRENEURIAL SPIRIT
Able to see and capitalize on existing opportunities; use available resources with cost efficiency, and have the courage to take risks to achieve success.



DISCIPLINE
Have self-control; living with an attitude of obedience and adherence to the values believed in is a responsibility.



INTEGRITY
An attitude that always upholds commitments, accompanied by a consistent, honest, and trustworthy attitude, and maintains business ethics to serve as a role model.



COMPETENCE
An expert in his/her field, possessing ethical responsibility and high performance standards in carrying out his/her work.

BUSINESS STRATEGY 2025

Adira Finance consistently monitors the dynamics of the financing industry and proactively implements various strategic policies to support sustainable growth. The key strategies implemented through 2025 are as follows:

- Adira Finance will continue to optimize its penetration in the automotive business through product diversification, offering various attractive sales programs for customers, strengthening good relations with dealers, and enhancing collaboration within the MUFG Group to support the growth of the automotive ecosystem.
- Adira Finance expands networks to non automotive businesses by continuing to diversify the products offered to support business growth such as multipurpose financing (Solusi Dana), heavy equipment, and others.
- Adira Finance focus to increase customer retention by offering loyalty and referral programs, as well as conducting cross selling based on needs to existing consumers. Thus, providing a better customer experience to support the growth of the Company's financing.
- Adira Finance accelerate digitalization within the Company and its ecosystem to improve business efficiency and effectiveness, as well as investing in digital businesses (Adiraku, Danadira, momobil.id, momotor.id, moservice.id, and dicicilaja.com).
- Adira Finance will continue to manage its asset quality in order to keep the NPF ratio under control by applying prudent risk-management principles.
- Adira Finance secure sufficient liquidity to fund business requirement and to meet all financial obligations.

ADIRA FINANCE IN NUMBERS [SEOJK C.3]

HUMAN CAPITAL
2023: 17,243 people
2024: 17,098 people
2025: 20,816 people

DEBT
2023: IDR16,057.1 billion
2024*): IDR20,244.4 billion
2025: IDR20,124.8 billion

INCOME
2023: IDR9,507.9 billion
2024*): IDR11,787.9 billion
2025 IDR12,129.1 billion

EQUITY
2023: IDR11,112.2 billion
2024*): IDR14,549.0 billion
2025: IDR15,030.4 billion

ASSET
2023: IDR31,007.2 billion
2024*): IDR38,372.9 billion
2025: IDR38,529.2 billion

LIABILITIES
2023:IDR19,895.0 billion
2024*): IDR23,823.9 billion
2025: IDR23,498.8 billion

TOTAL BUSINESS NETWORKS
2023: 466
2024: 508
2025: 877

*)Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

BRAND AND LOGO MEANING

Sahabat Setia
Selamanya

Since 2015, PT Adira Dinamika Multi Finance Tbk has introduced the company logo and brand promise, namely "Sahabat Setia Selamanya." This promise is meaningful as the Company's commitment to building good long-term cooperative relationships with the entire ecosystem, both internal and external, such as employees, consumers, business partners, and all stakeholders.

The brand identity and promise are a manifestation of the company's long-term business strategy, which is believed to be able to support sustainable performance. Through its identity, Adira Finance wants to serve consumers in all aspects of their lives in order to build a long-term relationship or create a customer for life. Adira Finance wants its consumers to feel the presence of Adira Finance as a Friend who is able to provide financial solutions while also synergizing with the concept of "Sahabat Adira."

"Sahabat" in the Company's philosophy has a very deep meaning, namely the personality values that Adira Finance reflects to its customers: Flexible, Open, Innovative and Synergistic.

BRAND PERSONALITY



FLEXIBLE
Adira Finance does not make easy things difficult and always provides convenience to its customers.

TRANSPARENT
Adira Finance is always open and transparent in providing information to its customers.

INNOVATIVE
Adira Finance always provides appropriate and creative solutions both in work and in providing products and services to customers.

SYNERGISTIC
Adira Finance always instills a spirit of collaboration both internally and with customers and business partners.

BOARD OF COMMISSIONERS' PROFILE



Daisuke Ejima
President Commissioner

Nationality	Jepang
Age/Gender	57 years old/Male
Educational Background	1. Master of Business Administration – University of Michigan (1999) 2. Bachelor of Economy – University of Tokyo (1987)
Position History	
Legal Basis of Appointment	First appointed as President Commissioner of the Company based on the decision of the Annual GMS on April 4, 2023 and effectively served since October 10, 2023. Reappointed as President Commissioner of the Company based on the decision of the Annual GMS on March 27, 2024. Appointed as a member of the Company's Nomination and Remuneration Committee based on the Decision of the Board of Commissioners dated February 7, 2024. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners concerning the Results of the Fit and Proper Test No. KEP-36 / D.06 / 2025.
Work Experience	1. Member of the Company's Nomination and Remuneration Committee (2024-present) 2. President Commissioner of the Company (2023-present) 3. President Director of PT Bank Danamon Indonesia, Tbk (2023-present) 4. Regional Executive of MUFG Bank, Ltd. - Singapore (2022-2023) 5. Vice Chairman, Non-Executive Director & Member of the Nomination and Remuneration Committee of Bank of Ayudhya PCL (Krungsri) - Thailand (2022-2023) 6. Executive Country Head of MUFG Bank, Ltd. (formerly The Bank of Tokyo Mitsubishi UFJ, Ltd.) - Jakarta (2018 - 2022) 7. Deputy General Manager of The Bank of Tokyo Mitsubishi UFJ, Ltd - Singapore (2015 - 2018) 8. Global HR Head The Bank of Tokyo Mitsubishi UFJ, Ltd - Tokyo (2013 - 2015) 9. Managing Director of The Bank of Tokyo Mitsubishi UFJ, Ltd - Tokyo (2012 - 2013) 10. Director of The Bank of Tokyo Mitsubishi UFJ, Ltd - Tokyo (2009 - 2012) 11. Chief Manager of The Bank of Tokyo Mitsubishi UFJ, Ltd. New York (2004 - 2009) 12. Vice President, The Bank of Tokyo Mitsubishi UFJ, Ltd. - New York (2001 - 2004) 13. Manager, The Bank of Tokyo Mitsubishi UFJ, Ltd. - Tokyo (1996 - 1999) 14. Head of Department, Ministry of Finance of Japan (1994 - 1996) 15. Bank Officer, The Bank of Tokyo-Mitsubishi, Ltd. - Tokyo (1991 - 1994)
Concurrent Position	**Adira Finance** Member of Nomination and Remuneration Committee (2024-present) **Other Public Companies** President Director of PT Bank Danamon Indonesia Tbk (2023-present) **Other Institutions** Does not hold concurrent positions in other companies
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	1. Basic Financing Certification (Indonesian Financing Company Certification Institute) 2. Risk Management Level 5 (Risk Management Certification Body)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners and members of the Board of Directors, however serves as President Director of PT Bank Danamon Indonesia Tbk, the controlling shareholder of the Company.
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 financial year



Krisna Wijaya
Independent Commissioner

Nationality	Indonesia
Age/Gender	70 years old/Male
Educational Background	1. Inter-Field Studies Doctoral Program - Gadjah Mada University Graduate School (2009) (Graduated Cum Laude) 2. Master of Management Study Program, Department of Agribusiness – Gadjah Mada University (MM UGM) 3. Bachelor of Agriculture Majoring in Agribusiness - Bogor Agricultural Institute (IPB)
Position History	
Legal Basis of Appointment	First appointed as Commissioner and Independent Commissioner of the Company based on the decision of the Annual GMS on May 18, 2016. Reappointed as Independent Commissioner of the Company based on the decision of the Annual GMS on March 27, 2024. Appointed as Chairman of the Company's Risk Monitoring Committee based on the Decision of the Board of Commissioners dated March 30, 2021 and appointed as Chairman of the Corporate Governance Committee based on the Decision of the Board of Commissioners dated July 29, 2021. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners concerning the Results of the Fit and Proper Test No. KEP-38/D.06/2025.
Work Experience	1. President Commissioner/Independent Commissioner of PT Jaminan Kredit Indonesia (2023 - present) 2. Chairman of the Corporate Governance Committee (2021 - present) 3. Chairman of the Risk Monitoring Committee (2021 - present) 4. President Commissioner/Independent Commissioner of PT Perusahaan Pengelola Aset (2020 - 2022) 5. Advisory Board Member of Infobank Magazine (2020 - present) 6. President Commissioner/Independent Commissioner of PT Danareksa (May 2020 - October 2020) 7. President Commissioner/Independent Commissioner of PT Brilian Indah Gemilang (2019 - present) 8. Independent Commissioner of PT Mahaka Radio Integra Tbk (2016 - 2019) 9. Independent Commissioner of the Company (2016 - present) 10. Director of the Indonesian Banking Development Institute (2016 - 2022) 11. Independent Commissioner of PT Mahaka Media, Tbk (2016 - 2017) 12. Member of the Clarification/Presentation Assessment Team for the Fit and Proper Test in Banking, Financial Services Authority (2015 - present) 13. President Commissioner/Independent Commissioner, Member of the Audit Committee and Chair of the Risk Management Committee of PT BNI Life Insurance (2015 - 2018) 14. Member of the Supervisory Board of the Adaro Pembangunan Negeri Foundation (2014 - 2022) 15. Independent Commissioner, Chair of the Risk Management Committee and Member of the Audit Committee of PT Bank Mandiri Tbk (2010 - 2015) 16. Member of the Sharia Supervisory Board of PT Chub Syariah Insurance (2009 - present) 17. Commissioner of PT Bank Danamon Indonesia Tbk (2008 - 2010) 18. Audit Committee of Mahaka Group (2006 - 2016) 19. Director of the Indonesian Banking Development Institute (2005 - (2006) 20. Board of Commissioners/Chief Executive Officer of the Deposit Insurance Corporation (2005 - 2007) 21. Independent Commissioner of PT Bank Rakyat Indonesia, Tbk (May 2005 - September 2005) 22. Director of Micro and Retail Business at PT Bank Rakyat Indonesia, Tbk (2003 - 2005) 23. Director of Operations at PT Bank Rakyat Indonesia, Tbk (2000 - 2003) 24. Head of Education and Training Division at PT Bank Rakyat Indonesia (1980 - 2000)
Concurrent Position	**Adira Finance** Chairman of Risk Monitoring Committee (2021- present) and Chairman of Corporate Governance Committee (2021- present) **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** 1. President Commissioner/Independent Commissioner of PT Jaminan Kredit Indonesia (2022 - present) 2. Member of the Sharia Supervisory Board of PT Chub Syariah Insurance (2009 - present) 3. Expert Council of Infobank Magazine (2020 - present) 4. President Commissioner/Independent Commissioner of PT Brilian Indah Gemilang (2019 - present) 5. Member of the Clarification/Presentation Assessment Team for the Fit and Proper Test in the Banking Sector, Financial Services Authority (2015 - present)
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	Sertifikasi Dasar Pembiayaan (Lembaga Sertifikasi Profesi Pembiayaan Indonesia)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 financial year
Statement of Independence of Independent Commissioners	The Independent Commissioner of PT Adira Dinamika Multi Finance Tbk stated that the Independent Commissioner has no affiliated relationship, either directly or indirectly, with controlling shareholders, members of the Board of Directors, or other parties that could affect independence in carrying out their duties and responsibilities. Independent Commissioners are committed to carrying out their supervisory and advisory functions objectively and professionally and prioritizing the interests of the Company and stakeholders in accordance with the principles of corporate governance.



Manggi Taruna Habir
Independent Commissioner

Nationality	Indonesia
Age/Gender	72 years old/Male
Educational Background	1. Bachelor of Arts in Economics - McGrill University, Montreal, Canada (1977) 2. Master in Business Administration - University of Michigan, Michigan, USA (1979) 3. Master in Public Administration - Harvard University, Massachusetts, USA (2001)
Position History	
Legal Basis of Appointment	Appointed as Independent Commissioner of the Company for the first time based on the resolution of the Annual GMS Resolution on June 30, 2021, and served effectively on August 31, 2021. Reappointed as Independent Commissioner based on the resolution of the Annual GMS dated March 27, 2024. Appointed as Chairman of the Company's Audit Committee based on the Decree of the Board of Commissioners dated September 16, 2021, as Chairman of the Company's Nomination and Remuneration Committee based on the Decree of the Board of Commissioners dated Octobx` er 18, 2021, and as a member of the Risk Monitoring Committee based on the Decree of the Board of Commissioners dated June 6, 2022. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners regarding the Results of the Fit and Proper Test No. KEP-35/D.06/2025.
Work Experience	1. Member of the Risk Monitoring Committee of the Company (2022 - present) 2. Independent Commissioner, Chairman of the Nomination and Remuneration Committee, Chairman of Audit Committee of the Company (2021-present) 3. Independent Commissioner and Chairman of Audit Committee of PT ABM-Investama Tbk (2021 - present) 4. Independent Member of the Audit Committee and Risk Monitoring Committee of PT Bank Jago Tbk (2021-present) 5. President Commissioner of PT Berdayakan Usaha Indonesia (2021 - present) 6. Visiting Fellow at the Institute of Southeast Asian Studies, Yusof Ishak Institute, Singapore (2020 - 2021) 7. Independent Member of the Risk Monitoring Committee of PT Bank Danamon Indonesia Tbk (May 2020 - December 2020) 8. President Commissioner of PT Asuransi Adira Dinamika (2009 - 2019) 9. Independent Commissioner of PT Bank Danamon Indonesia Tbk (2005-2020) 10. Director of Financial Institution Ratings, Standard & Poor's, Singapore (2002 - 2005) 11. President Director of PT Pemeringkat Efek Indonesia (1998 - 2001) 12. Executive Vice President of Research at PT Bahana Securities (1995 - 1998) 13. Managing Partner at HBKonsultan (1991 - 1995) 14. Vice President, Head of Financial Institution Unit of Citibank, Jakarta (1985-1990) 15. Far Eastern Economic Review Economic and Business Journalist (1982-1985) 16. Manager at, Citibank N.A (1981 - 1982) 17. Assistant Manager at, PT Multinational Finance Corporation (Multicor) (1979-1981)
Concurrent Position	**Adira Finance** Chairman of the Audit Committee (2021-present), Chairman of the Nomination and Remuneration Committee (2021-present), Member of the Risk Monitoring Committee of the Company (2022-present) **Other Public Companies** 1. Independent Commissioner and Chairman of the Audit Committee of PT ABM-Investama Tbk (2021 - present) 2. Independent Member of the Audit Committee and Risk Monitoring Committee of PT Bank Jago Tbk (2021-present) **Other Institutions** President Commissioner of PT Berdayakan Usaha Indonesia (2021 - present)
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	1. Certification in Audit Committee Practices - Certification Board of Indonesian Institute of Audit Committee 2. Basic Financing Certification, (Indonesian Financing Professional Certification Institute)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year
Statement of Independence of Independent Commissioners	The Independent Commissioner of PT Adira Dinamika Multi Finance Tbk stated that the Independent Commissioner has no affiliated relationship, either directly or indirectly, with major shareholders, members of the Board of Directors, or other parties that could affect independence in carrying out their duties and responsibilities. Independent Commissioners are committed to carrying out their supervisory and advisory functions objectively and professionally and prioritizing the interests of the Company and stakeholders in accordance with the principles of corporate governance.



Congsin Congcar
Commissioner

Nationality	Thailand
Age/Gender	55 years old/Male
Educational Background	1. Certificate of training and seminar, Thai Institute of Directors Association (IOD) 1Director Certification Program (DCP) . 2. SASIN Executive Program (SEP25 Alumni) - SASIN Graduate Institute of Business Administration, Chulalongkorn University (2011) 3. Bachelor of Accounting and Finance - University of Alberta, Canada (1991)
Position History	
Legal Basis of Appointment	Appointed as Commissioner for the first time based on the resolution of the Annual GMS Resolution on March 31, 2020, and served effectively on December 28, 2020. Reappointed as Commissioner of the Company based on the resolution of the Annual GMS dated March 27, 2024. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners regarding the Results of the Fit and Proper Test No. KEP-30/D.06/2025.
Work Experience	1. Head of Krungsri Auto Group Bank of Ayudhya PCL (2022 – 31 December 2025) 2. Company Commissioner (2020 - present) 3. Head of Krungsri Auto Finance and Strategy Division Krungsri Auto Group Bank of Ayudhya PCL (2014 - 2015) 4. Executive Vice President, Head of Krungsri Auto Strategic Division Krungsri Auto Group Bank of Ayudhya PCL (2015 - 2016) 5. Acting Head of Krungsri Auto Finance and Accounting Division Krungsri Auto Group Bank of Ayudhya PCL (2015) 6. Head of Krungsri Auto Finance and Accounting Division Krungsri Auto Group Bank of Ayudhya PCL (2014 - 2015) 7. Director of Ayudhya Capital Services Co., Ltd. (2017 - present) 8. Chief Financial Officer Ayudhya Capital Auto Lease PCL (2008 - 2014) 9. Chief Financial Officer GE Capital Auto Lease PLC. (2006 - 2007) 10. Senior Management Team, (Siam Commercial Bank PCL) (1996 – 2006)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** 1. Head of Krungsri Auto Group Bank of Ayudhya PCL (2022-December 31, 2025) 2. Director of Ayudhya Capital Services Co., Ltd. (2017-present)
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	1. Basic Financing Certification (Indonesian Financing Professional Certification Institute) 2. Executive Development Program (Cornell University) 3. Director Certification Program (Thai Institute of Directors Association)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, However, he serves as the Head of Krungsri Auto Group Bank of Ayudhya PCL, a subsidiary of MUFG Bank, Ltd., which is the controlling shareholder of the Company.
Domcile	Bangkok
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year



Honggo Widjojo Kangmasto
Commissioner

Nationality	Indonesia
Age/Gender	59 years old/Male
Educational Background	1. Bachelor of Social Economics from Sam Ratulangi University, Manado (1988) 2. Master of Business Administration from Royal Melbourne Institute of Technology, Melbourne, Australia (1994)
Position History	
Legal Basis of Appointment	First appointed as Commissioner of the Company through the Annual General Meeting on March 25, 2025 and began serving actively since June 26, 2025 based on the Decree of the OJK Board of Commissioners concerning the Results of the Fit and Proper Assessment No. KEP-26/D.06/2025.
Work Experience	1. Company Commissioner (2025 - present) 2. Member of the Nomination and Remuneration Committee (2025-present) 3. Deputy President Director of PT Bank Danamon Indonesia, Tbk (2019 - present) 4. President Commissioner of PT Bank DKI (2015 - 2018) 5. President Commissioner of PT Pembangunan Jaya Ancol, Tbk (2016 - 2017) 6. Managing Director of PT Bank Negara Indonesia, Tbk (2014 - 2015) 7. Managing Director of PT Bank Negara Indonesia, Tbk (2010 - 2013) 8. Managing Director of PT Bank Permata, Tbk (2008 - 2010) 9. Managing Director of PT Indofood Sukses Makmur, Tbk (2006 - 2007) 10. Commissioner of PT Mandiri Sekuritas (2003 - 2006) 11. Group Head & EVP Coordinator of PT Bank Mandiri, Tbk (2000 - 2006) 12. VP & Head of Corporate Banking of PT Bank International Indonesia, Tbk (1996 - 2000) 13. Regional Head of PT Bank Central Asia, Tbk (1988 - 1996)
Concurrent Position	**Adira Finance** Member of the Nomination and Remuneration Committee (2025-present) **Other Public Companies** Deputy President Director of PT Bank Danamon **Other Institutions** Does not hold concurrent positions at other institutions
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	Basic Financing Certification (Indonesian Financing Professional Certification Institute)
Affiliate Relationship	Has no affiliated relationship with members of the Board of Commissioners, members of the Board of Directors, but serves as Deputy President Director of PT Bank Danamon Indonesia Tbk which is the controlling shareholder of the Company.
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	June 26, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year

AUDIT COMMITTEE PROFILE



Manggi Taruna Habir
Chairman of the Audit Committee

Profile	The complete profile can be found in the discussion on the Profile of the Board of Commissioners
Position History	
Legal Basis of Appointment	Appointed as Chairman of the Company's Audit Committee based on the Decree of the Board of Commissioners dated September 16, 2021.
Term of Office	• September 16, 2021 until the closing of the Annual GMS of the financial year 2023 (First Term) • April 2, 2024 until the closing of the Annual GMS of the financial year 2026 (Second



Jusuf Sukiman
Member of the Audit Committee

Nationality	Indonesia
Age/Gender	63 years old/Male
Educational Background	1. Executive MBA Program-Asian Institute of Management (2014) 2. Master of Information Systems-Gunadarma University (1998) 3. Bachelor of Accounting-Trisakti University (1987)
Position History	
Legal Basis of Appointment	Appointed as Member of the Audit Committee based on the Decree of the Company's Board of Commissioners on September 16, 2021.
Work Experience	1. Member of Audit Committee of the Company (2021 - present) 2. Chief Internal Auditor of PT Bank Mega Tbk (2006-2020) 3. Vice President Internal Auditor of CT Corporation (2005-2006) 4. Head of Regional Audit Division of PT Bank Danamon Indonesia Tbk (1988-2005) 5. Senior Auditor of PT United City Bank (1986-1988)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Does not hold concurrent positions at other institutions
Education or Training to Improve Competency 2025	GRACS x IPSS 2025 | Trust by Design: Privacy, Security, and AI Governance
Certification	Certification in Audit Committee Practices - Certification Board of Indonesian Institute of Audit Committee (2024-2027)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	• September 16, 2021 until the closing of the Annual GMS for the 2023 financial year (First Term) • April 2, 2024 until the closing of the Annual GMS for the 2026 financial year (Second Term)



Restiana Ie Tjoe Linggadjaya
Member of the Audit Committee

Nationality	Indonesia
Age/Gender	59 years old/Female
Educational Background	1. Doktor Manajemen, konsentrasi Corporate Finance - Universitas Pelita Harapan (2025) 2. Master in Management (MM) - Asian Institute of Management, Philippines (2000) (Beasiswa Penuh) 3. Sarjana Ekonomi - Universitas Trisakti, Indonesia (1989)
Position History	
Legal Basis of Appointment	Appointed as Member of the Audit Committee based on the Decree of the Company's Board of Commissioners on July 1, 2022.
Work Experience	1. Independent Commissioner, Chairman of Risk Monitoring Committee and Member of Audit Committee of PT Sompo Insurance Indonesia (2024- present) 2. Member of Audit Committee of PT Professional Telekomunikasi Indonesia (2024-present) 3. Lecturer at the Faculty of Economics and Business Universitas Pelita Harapan (2024-present) 4. Member of Audit Committee of the Company (2022-present) 5. Chief Audit Executive Indonesia Exim Bank (Indonesia Export Financing Agency) 6. Chief Compliance Risk Audit Officer PT Smartfren Telecom Tbk (2018-2020) 7. Chief Operating Officer PT Maybank Indonesia Tbk (2017-2018) 8. Chief Audit Executive & SEVP PT Bank CIMB Niaga, Indonesia Tbk (2010-2017) 9. Chief Internal Auditor & SEVP PT Bank Danamon Indonesia Tbk (2004-2010) 10. Finance & Accounting Director PT Asuransi Allianz Life Indonesia (2002-2004) 11. Vice President - Internal Audit ABN AMRO Bank N.V. Indonesia (2000-2002) 12. Vice President - Treasury, Cash Management & Custody, PT ING Barings Indonesia (1996-1998) 13. Manager Citibank N.A, Indonesia (1990-1996) 14. Finance Supervisor PT Cipta Piranti Tehnik (Astra Components Group) (1989-1990)
Concurrent Position	**Adira Finance** Does not hold concurrent positions in Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** 1. Independent Commissioner of PT Sompo Insurance Indonesia (2024-present) 2. Lecturer at the Faculty of Economics and Business, Universitas Pelita Harapan (2024-present) 3. Board of Trustees of the Internal Audit Education Foundation (2022-2027) 4. Member of the Audit Committee of PT Professional Telekomunikasi Indonesia (2024-present)
Education or Training to Improve Competency 2025	1. National Seminar on Internal Audit (SNIA) 2025: What is Driving Change to Stay Ahead of the Curve for Internal Auditors in the Coming Years? Internal Audit Education Foundation (December 3-4, 2025) 2. GRACS IPSS 2025 (IT Governance, Risk Management, Assurance, and Cyber Security, and Indonesia Privacy and Security Summit 2025): Trust by Design: Privacy, Security, and AI Governance for the Future, Jakarta (October 28, 2025) 3. National Conference 2025: Audit for Tomorrow, The Institute of Internal Auditors (August 27-28, 2025) 4. Internal Auditor Conference (KAI) 2025: Navigating Emerging Risk, Governance, and Opportunities, Internal Audit Education Foundation (July 2-3, 2025) 5. Risk Appetite Framework, Refreshment Certification Level 7, Banking Strategic Learning (June 24, 2025)
Certification	1. Certification in Audit Committee Practices (CACP), Indonesian Audit Committee Association (2024-2027). 2. Banking Risk Management Level 7 (2024-2027) 3. Certified Internal Auditor (CIA), The Institute of Internal Auditors (2006-2026) 4. Certified Risk Management Assurance (CRMA), The Institute of Internal Auditors (2013-2026) 5. Qualified Internal Auditor (QIA), Internal Audit Education Foundation (2022-2026) 6. Indonesia Internal Audit Practitioner (IIAP), The Institute of Internal Auditors (2022-2028) 7. Qualified Risk Governance Professional (QRGP), Mitra Kalyana Sejahtera Professional Certification Institute - LSP MKS and National Accreditation Committee - KAN (2025-2027) 8. Risk Management Governance Advance Certification (RMGAC), Indonesian General Insurance Association Certification Institute (2025-2027)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	• July 1, 2022 until the closing of the Annual GMS for the 2023 financial year (First Term) • April 2, 2024 until the closing of the Annual GMS for the 2026 financial year (Second Term)

RISK OVERSIGHT COMMITTEE PROFILE



Krisna Wijaya
Chairman of the Risk Monitoring Committee

Profile	The complete profile can be found in the discussion on the Profile of the Board of Commissioners
Position History	
Legal Basis of Appointment	Appointed as Chairman of the Company's Risk Monitoring Committee based on the Decree of the Board of Commissioners dated March 30, 2021.
Term of Office	- March 30, 2021 until the closing of the Annual GMS for the 2023 financial year (First Term) - April 2, 2024 until the closing of the Annual GMS for the 2026 financial year (Second Term)



Manggi Taruna Habir
Member of the Risk Monitoring Committee

Profile	The complete profile can be found in the discussion on the Profile of the Board of Commissioners
Position History	
Legal Basis of Appointment	Appointed as Member of the Company's Risk Monitoring Committee based on the Decree of the Board of Commissioners dated June 6, 2022.
Term of Office	- June 6, 2021 until the closing of the Annual GMS for the 2023 financial year (First Term) - April 2, 2024 until the closing of the Annual GMS for the 2026 financial year6 (Second Term)



Rio Erriad
Member of the Risk Monitoring Committee

Nationality	Indonesia
Age/Gender	59 years old/Male
Educational Background	1. Advanced Leadership Management-INSEAD Business School, Singapore (2010) 2. Master of Business Administration-Queensland University of Technology, Australia (1994)
Position History	
Legal Basis of Appointment	Appointed as Member of the Company's Risk Monitoring Committee based on the Decree of the Company's Board of Commissioners on March 30, 2021.
Work Experience	1. Member of Risk Monitoring Committee PT Mandala Multifinance Tbk (2025-September 30, 2025) 2. Risk Management Consultant Colliers International Indonesia (2023-present) 3. Risk Management Senior Consultant ORP2b Singapore (2023- present) 4. Credit Risk Advisor PT Bank Aceh Syariah (2022-2023) 5. Risk Management Advisor PT Bank Pembangunan Daerah Banten Tbk (2022) 6. Advisor GDOC Law Firm (2021- present) 7. Member of the Company Risk Monitoring Committee (2021-present) 8. Credit Risk Head, Executive Vice President PT Bank Danamon Indonesia Tbk (2012-2021) 9. Senior Vice President of PT Bank Danamon Indonesia Tbk (2009-2012) 10. Vice President of PT Bank Danamon Indonesia Tbk. (2006-2009) 11. Member of various Key Projects and Committees of PT Bank Danamon Indonesia Tbk (2006-2020) 12. Vice President of PT Bank ICB Bumiputera Tbk (2005-2006) 13. Country Head of Dow Jones Telerate Pte Ltd, Singapore (2003-2005) 14. Assistant Vice President of RMG Lippobank (2000-2003) 15. Assistant Vice President of Bank PDFCI (1998-2000) 16. Senior Manager at PDFCI Bank (1996-1998) 17. Assistant Manager at ABN Amro Bank N.V (1994-1996)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** 1. Risk Management Consultant Colliers International Indonesia (2023- present) 2. Risk Management Senior Consultant ORP2b Singapore (2023-current) 3. Advisor GDOC Law Firm (2021- present)
Education or Training to Improve Competency 2025	1. Halal Supervisor Competency Certification August 21, 2025 – Competent 2. Guess Speaker for the Supervisor Certification Program for PVML & IAKD at Deputy Director level - OJK dated October 31, 2025
Certification	1. GRC Professional (Open Compliance & Ethics Group) 2. Islamic Finance Qualification (The Chartered Institute for Securities Investment)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	- March 30, 2021 until the closing of the Annual GMS of the financial year 2023 (First Term) - April 2, 2024 until the closing of the Annual GMS of the financial year 2026 (Second Term)



Eng Heng Nee Philip
Member of the Risk Monitoring Committee

Nationality	Singapore
Age/Gender	79 years/Male
Educational Background	1. Accounting - Institute of Chartered Accountants, Australia (1971) 2. Accounting - University of New South Wales (1969)
Position History	
Legal Basis of Appointment	Appointed as a Member of the Company's Risk Monitoring Committee based on the Decision of the Company's Board of Commissioners on April 9, 2025.
Work Experience	1. Director, Must Be Company Limited (2022 – present) 2. Head, Frasers Hospitality International Pte. Ltd. (2018 – 2024) 3. Head, ALPS Pte. Ltd. (formerly known as Agency for Healthcare Supply Chain Pte. Ltd.) (2018 – 2024) 4. Head, TSI Tech Pte. Ltd. (formerly known as Transmex Systems International Pte. Ltd.) (2017 – 2024) 5. Commissioner of the Company (2016 – 2025) 6. Member of the Risk Oversight Committee (2025 – present) 7. Member of the Company's Nomination and Remuneration Committee (2025 – present) 8. Director, Frasers Australand Pty. Ltd. (2014 – 2022) 9. Director, Vanda I Investments Pte. Ltd. Ltd (2014 – 2019) 10. Director, Frasers Property Limited (formerly known as Frasers Centrepoint Limited) (2013 – 2022) 11. Director, Ezra Holdings Ltd., Singapore (2012 – 2019) 12. Director, KK Women's and Children's Hospital Pte. Ltd., Singapore (2012 – 2018) 13. Director, Heliconia Capital Management Pte. Ltd. (2011 – 2019) 14. Chairman of the Corporate Risk Management Committee (2011 – 2019) 15. Commissioner and Independent Commissioner of the Company (2011 – 2016) 16. Non-Executive Director, Asia Pacific Breweries Ltd., Singapore (2011 – 2013) 17. Non-Executive Director, Hup Soon Global Corp. Ltd., Singapore (2010 – 2013) 18. Director, Singapore Health Services Pte. Ltd., Singapore (2009 – 2018) 19. Director, The Hour Glass Ltd., Singapore (2009 – 2018) 20. Director, Hektar Asset Management Sdn. Bhd., Malaysia (2008 – 2023) 21. Independent Non-Executive Director and Chairman of the Audit Committee, NTUC Income, Singapore (2008 – 2017) 22. Non-Executive Director, OpenNet Pte. Ltd., Singapore (2008 – 2013) 23. Member of the Company's Audit Committee (2007 – 2016) 24. Commissioner of the Company (2007 – 2011) 25. Member of the Enterprise Risk Management Committee (2007 – 2011) 26. Non-Executive Director, Sunrise MCL Land Sdn (2007 – 2011) 27. Director, Frasers Centrepoint Asset Management Ltd., Singapore (2006 – 2018) 28. Chairman, mDR Limited, Singapore (2005 – 2017) 29. Vice Chairman, MCL Land Ltd., Singapore (2005 – 2011) 30. Non-Executive Director, Chinese Development Assistance Council, Singapore (2004 – 2014) 31. Group Managing Director, Jardine Cycle & Carriage Ltd., Singapore (1996 – 2005)
Concurrent Position	**Adira Finance** Member of Nomination and Remuneration Committee (2025- present) **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Director Must Be Company Limited (2022-present)
Education or Training to Improve Competency 2025	-
Certification	-
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Singapura
Number of ADMF Share Ownership	0 shares
Term of Office	April 9, 2025 - present

NOMINATION AND REMUNERATION COMMITTEE PROFILE



Manggi Taruna Habir
Chairman of the Nomination and Remuneration Committee

Profile	The complete profile can be found in the discussion on the Profile of the Board of Commissioners
Position History	
Legal Basis of Appointment	Appointed as Chairman of the Company's Nomination and Remuneration Committee based on the Decree of the Board of Commissioners dated October 18, 2021 and reappointed to the same position based on the Resolution of the Board of Commissioners dated February 7, 2024.
Term of Office	October 18, 2021-present



Daisuke Ejima
Member of the Nomination and Remuneration Committee

Profile	The complete profile can be found in the discussion on the Profile of the Board of Commissioners
Position History	
Legal Basis of Appointment	Appointed as Member of the Company's Nomination and Remuneration Committee based on the Decree of the Board of Commissioners dated February 7, 2024.
Term of Office	February 7, 2024-present



Honggo Widjojo Kangmasto
Member of the Nomination and Remuneration Committee

Profile	The complete profile can be found in the discussion on the Profile of the Board of Commissioners
Position History	
Legal Basis of Appointment	Appointed as Member of the Company's Nomination and Remuneration Committee based on the Decree of the Board of Commissioners dated April 9, 2025.
Term of Office	April 9, 2025 - present



Eng Heng Nee Philip
Member of the Nomination and Remuneration Committee (Independent Party)

Nationality	Singapore
Age/Gender	79 years/Male
Educational Background	1. Accounting - Institute of Chartered Accountants, Australia (1971) 2. Accounting - University of New South Wales (1969)
Position History	
Legal Basis of Appointment	Appointed as a Member of the Company's Risk Monitoring Committee based on the Decision of the Company's Board of Commissioners on April 9, 2025.
Work Experience	1. Director, Must Be Company Limited (2022 – present) 2. Head, Frasers Hospitality International Pte. Ltd. (2018 – 2024) 3. Head, ALPS Pte. Ltd. (formerly known as Agency for Healthcare Supply Chain Pte. Ltd.) (2018 – 2024) 4. Head, TSI Tech Pte. Ltd. (formerly known as Transmex Systems International Pte. Ltd.) (2017 – 2024) 5. Commissioner of the Company (2016 – 2025) 6. Member of the Risk Oversight Committee (2025 – present) 7. Member of the Company's Nomination and Remuneration Committee (2025 – present) 8. Director, Frasers Australand Pty. Ltd. (2014 – 2022) 9. Director, Vanda I Investments Pte. Ltd. Ltd (2014 – 2019) 10. Director, Frasers Property Limited (formerly known as Frasers Centrepoint Limited) (2013 – 2022) 11. Director, Ezra Holdings Ltd., Singapore (2012 – 2019) 12. Director, KK Women's and Children's Hospital Pte. Ltd., Singapore (2012 – 2018) 13. Director, Heliconia Capital Management Pte. Ltd. (2011 – 2019) 14. Chairman of the Corporate Risk Management Committee (2011 – 2019) 15. Commissioner and Independent Commissioner of the Company (2011 – 2016) 16. Non-Executive Director, Asia Pacific Breweries Ltd., Singapore (2011 – 2013) 17. Non-Executive Director, Hup Soon Global Corp. Ltd., Singapore (2010 – 2013) 18. Director, Singapore Health Services Pte. Ltd., Singapore (2009 – 2018) 19. Director, The Hour Glass Ltd., Singapore (2009 – 2018) 20. Director, Hektar Asset Management Sdn. Bhd., Malaysia (2008 – 2023) 21. Independent Non-Executive Director and Chairman of the Audit Committee, NTUC Income, Singapore (2008 – 2017) 22. Non-Executive Director, OpenNet Pte. Ltd., Singapore (2008 – 2013) 23. Member of the Company's Audit Committee (2007 – 2016) 24. Commissioner of the Company (2007 – 2011) 25. Member of the Enterprise Risk Management Committee (2007 – 2011) 26. Non-Executive Director, Sunrise MCL Land Sdn (2007 – 2011) 27. Director, Frasers Centrepoint Asset Management Ltd., Singapore (2006 – 2018) 28. Chairman, mDR Limited, Singapore (2005 – 2017) 29. Vice Chairman, MCL Land Ltd., Singapore (2005 – 2011) 30. Non-Executive Director, Chinese Development Assistance Council, Singapore (2004 – 2014) 31. Group Managing Director, Jardine Cycle & Carriage Ltd., Singapore (1996 – 2005)
Concurrent Position	**Adira Finance** Member of Nomination and Remuneration Committee (2025- present) **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Director Must Be Company Limited (2022-present)
Education or Training to Improve Competency 2025	-
Certification	-
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Singapore
Number of ADMF Share Ownership	0 shares
Term of Office	April 9, 2025 - present



Tri Evita Aryani
Member of the Nomination and Remuneration Committee

Nationality	Indonesia
Age/Gender	55 years old/Female
Educational Background	Bachelor of Management-University of Indonesia (1994)
Position History	
Legal Basis of Appointment	Appointed as Member of the Company's Nomination and Remuneration Committee based on the Decree of the Board of Commissioners dated March 30, 2021 and reappointed to the same position based on the Resolution of the Board of Commissioners dated February 7, 2024.
Work Experience	1. Member of the Company's Nomination and Remuneration Committee (2021-present) 2. Head of Human Capital & General Affairs of the Company (2010-present) 3. Director of Group Human Resource Division of Gunung Steel GROUP (2009-2010) 4. Director of Group Human Resource Division of PT Tunas Ridean Tbk (TUNAS GROUP) (2005-2009) 5. General Manager of Human Resources of PT Heinz ABC Indonesia (2003-2005) 6. Compensation, Benefits & Recruitment Manager of PT Mattel Indonesia (2002-2003) 7. Consultant at William M. Mencer (1998-2000) 8. Consulting Analyst Corporate Resources Group (1994-1998)
Concurrent Position	**Adira Finance** Head of Human Capital & General Affairs (2010-present) **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Does not hold concurrent positions at other institutions
Education or Training to Improve Competency 2025	-
Certification	Basic Financing Certification - Managerial (Indonesian Financing Professional Certification Institute)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	March 30, 2021-present

CORPORATE GOVERNANCE COMMITTEE PROFILE



Krisna Wijaya
Chairman of the Corporate Governance Committee

Profile	The complete profile can be found in the discussion on the Profile of the Board of Commissioners
Position History	
Legal Basis of Appointment	Appointed as Chairman of the Corporate Governance Committee based on the Decree of the Board of Commissioners dated July 29, 2021.
Term of Office	July 29, 2021-present



Diyah Sasanti
Member of the Corporate Governance Committee

Nationality	Indonesia
Age/Gender	59 years old/Female
Educational Background	1. Master of Notary - Padjadjaran University, Bandung (2009) 2. Master of Business Law - Padjadjaran University Bandung (2006) 3. Master of Business Administration - Newport University, California (1998) 4. Bachelor of Laws - Jember University (1989)
Position History	
Legal Basis of Appointment	Appointed as Member of the Corporate Governance Committee based on the Decree of the Board of Commissioners on July 29, 2021.
Work Experience	1. Commissioner of PT Indesso Promatama (2021-present) 2. Member of the Corporate Governance Committee (2015-present) 3. Presidium of the Indonesian Advocates Congress (2022-present) 4. Commissioner of PT DISA (2011-present) 5. Member of the Company's Audit Committee (2011-2016) 6. Legal Counsel at Agritrade International Pte Ltd (2010-2020) 7. Advisor at WSJ International SDN BHD (2010-2017) 8. Advisor at PT Total Sinergy International (2010-2020) 9. Member of the Company's Audit and Risk Management Committee (2008-2011) 10. Director of PT Darmex Agro (2008-2010) 11. Advisor at PT Pembangunan Perumahan (2007-2008) 12. Advisor at PT Lippo E-Net Tbk (2006-2007) 13. Corporate Secretary of PT Lippo E-Net Tbk (formerly PT Lippo Life Tbk) (2000-2006) 14. Director of PT Asuransi AIG Lippo (1998-1999) 15. Corporate Secretary and Head of Legal Division of PT Lippo Life Tbk (1997-1998) 16. Head of Legal Division of PT Lippo Life Tbk (1994-1996) 17. Corporate Secretary Staff of PT Bank Lippo Tbk (1991-1994) 18. Internal Audit of PT Bank Lippo Tbk (1990-1991) 19. Account Officer of PT Bank Lippo Tbk (1989-1990
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** 1. Vice President for Women and Children Affairs of the Indonesian Advocates Congress (2014-present) 2. Commissioner of PT Indesso Promatama (2021-present) 3. Commissioner of PT DISA (2011-present)
Education or Training to Improve Competency 2025	-
Certification	1. Certificate Indonesian Lawyer 2. Certified Legal Auditor 3. Certified Liquidator Indonesia 4. Certified Risk Associate
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Bogor
Number of ADMF Share Ownership	0 shares
Term of Office	July 29, 2021-present

BOARD OF DIRECTORS' PROFILE



I Dewa Made Susila
President Director

Nationality	Indonesia
Age/Gender	55 years old/Male
Educational Background	1. Chartered Financial Analyst (CFA)-Association Investment Management and Research (2003) 2. Faculty of Economics, Master of Management-PPM College of Management (1998) 3. Bachelor of Agribusiness-Bogor Agricultural Institute (1993)
Position History	
Legal Basis of Appointment	Appointed as President Director for the first time based on the resolution of the Annual GMS on March 30, 2022, and served effectively on July 1, 2022. Reappointed as President Director based on the resolution of the Annual GMS dated March 27, 2024. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners concerning the Results of the Fit and Proper Assessment No. KEP-28/D.06/2025.
Work Experience	1. Commissioner of PT Home Credit Indonesia (2023-present) 2. President Director of the Company (2022-present) 3. Director of Business Strategy & Transformation of the Company (2017-2022) 4. Finance Director of the Company (2010-2022) 5. Director of Finance and Corporate Secretary (2011 - 2017) 6. Head of Investor Relations & Subsidiary Support Division of PT Bank Danamon Indonesia Tbk (2003-2010) 7. Deputy Head of Corporate Affairs Division of PT Bank Danamon Indonesia Tbk (2001-2003) 8. Senior Investment Officer at the Asset Management Investment Unit of the National Banking Restructuring Agency (IBRA) (1999-2001) 9. Manager of Financial Institution Rating Division & Various Senior Positions of PT Pemeringkat Efek Indonesia (1995-1999) 10. Analyst, PT Indonesian Securities Rating Agency [PEFINDO] (1995 - 1997)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Commissioner of PT Home Credit Indonesia (2023-present)
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	Financing Expert Certification (Indonesian Financing Professional Certification Institute)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year



Swandajani Gunadi
Director

Nationality	Indonesia
Age/Gender	53 years old/Female
Educational Background	Bachelor of Agronomy-Bogor Agricultural Institute (1995)
Position History	
Legal Basis of Appointment	Appointed as Director for the first time based on the resolution of the Annual GMS on May 17, 2013. Latest appointment as Director of the Company based on the resolution of the Annual GMS dated March 27, 2024. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners regarding the Results of the Fit and Proper Assessment No. KEP 31/D.06/2025.
Work Experience	1. Marketing Director (2017 - present) 2. Human Resources Director (2013 - present) 3. HRD & GA Deputy Director (2010 - 2013) 4. HRD & GA Division Head (2003 - 2010) 5. Remuneration & HR Development Department Head (2002 - 2003) 6. Remuneration Senior Analyst at PT Sumalindo Lestari Jaya Tbk (PT Astra International Tbk Group) (2000 - 2002) 7. HR Corporate Manager at Orang Tua Group (2000) 8. Remuneration Senior Analyst at PT Astra International Tbk - Automotive Division (1997 - 2000) 9. Personal Administration Section Head at PT Astra International Tbk - Automotive Division (1996 - 1997) 10. People Development & Management Officer at PT Astra International Tbk - Automotive Division (1996) 11. Management Trainee PT Astra International Tbk- Automotive Division (1995 - 1996)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Does not hold concurrent positions at other institutions
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	Financing Expert Certification (Indonesian Financing Professional Certification Institute)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year



Niko Kurniawan Bonggowarsito
Director

Nationality	Indonesia
Age/Gender	54 years old/Male
Educational Background	Bachelor of Business/Management-Indonesian Business Institute (1994)
Position History	
Legal Basis of Appointment	Appointed as Director for the first time based on the resolution of the Annual GMS on April 20, 2018, and served effectively on June 5, 2018. Latest appointment as Director of the Company based on the resolution of the Annual GMS dated March 27, 2024. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners concerning the Results of the Fit and Proper Assessment No. KEP-23/D.06/2025.
Work Experience	1. President Commissioner of PT Mandala Multifinance Tbk (2024 – September 30, 2025) 2. Director of Sales & Distribution of the Company (2018 - present) 3. Deputy Director – Chief of Sales & Distribution of the Company (2017 - 2018) 4. Deputy Director – Head of Retail Car Financing of the Company (2010 - 2016) 5. Division Head – Marketing of New & Used Cars of the Company (2007 - 2010) 6. Head of the East Java Region of the Company (2004 - 2005) 7. Division Head – Marketing of MCY Suzuki, Kawasaki, and Used Motorcycles of the Company (2003 - 2007) 8. President Director of PT Mandiri Pakar Sakti (2002) 9. Sales Manager of PT Sinar Galesong Pratama (1996 - 2002) 10. Area Supervisor of Eastern Indonesia of PT Indomobil Suzuki International (1993 - 1996) 11. Product Officer of PT National General Bank (1993)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Does not hold concurrent positions at other institutions
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	1. Financing Expert Certification (Indonesian Financing Professional Certification Institute) 2. US Certified Marketing Manager (CMM) (American Certification Institute)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year



Harry Latif*)
Director

Nationality	Indonesia
Age/Gender	54 years old/Male
Educational Background	Bachelor of Economics - Atma Jaya University (1995)
Position History	
Legal Basis of Appointment	Appointed as Director of the Company for the firs time based on the resolution of the Annual GMS on March 31, 2020, and served effectively on August 25, 2020. Latest appointment as Directors of the Company based on the resolution of the Annual GMS dated March 27, 2024. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners concerning the Results of the Fit and Proper Assessment No. KEP-25/D.06/2025.
Work Experience	1. Director of Portfolio & Business of the Company (2020 - present) 2. Deputy Director – Chief of Sales Portfolio Officer (2019 - 2020) 3. Deputy Director – Head of Retail Car Financing (2017 - 2019) 4. Deputy Director – 2W/4W Sales Financing (2015 - 2016) 5. President Director of Honda Car Dealership, PT Istana Mitra Sendani (2012 - 2015) 6. Deputy Director of PT Kirana Megatara Tbk (2011 - 2012) 7. Marketing Division Head for Honda New MCY (2010 - 2011) 8. Deputy Division Head for Honda MCY (2008 - 2010) 9. Area Sales Manager for Honda (2006 - 2008) 10. Sales & Marketing General Manager for PT Viar Motor Indonesia (ATPM Viar) and PT Kencana Laju Mandiri (retail dealer viar) (2005 - 2006) 11. Marketing Research Supervisor, Area Sales Supervisor and Part Sales Manager PT Astra International Honda Sales Operation/PT Astra Honda Motor (1996 - 2004)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Does not hold concurrent positions at other institutions
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	Financing Expert Certification, PT Indonesian Financing Professional Certification
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year

*) Harry Latif submitted his resignation on October 31, 2025.



Denny Riza Farib
Director

Nationality	Indonesia
Age/Gender	53 years old/Male
Educational Background	Bachelor of Mathematics – Padjadjaran University (1996)
Position History	
Legal Basis of Appointment	Appointed as Director for the first time based on the resolution of the Annual GMS on April 4, 2023, and served effectively since October 10, 2023. Reappointed as Director of the Company based on the resolution of the Annual GMS dated March 27, 2024. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners regarding the Results of the Fit and Proper Test No. KEP-24/D.06/2025.
Work Experience	1. Director of Collection & Legal of the Company (2023 - present) 2. Deputy Director – Head of Credit, Collection & Legal (2022 - 2023) 3. Deputy Director – Head of Credit and Collection (2017 - 2022) 4. Senior Vice President – Head of Retail Credit (2013 - 2017) 5. Credit 2W Division Head (2011 - 2013) 6. Credit Deputy Division Head (2009 - 2011) 7. Credit Operations MCY Department Head (2006 - 2009) 8. Fleet Commercial Finance Account Management Head, PT Astra Sedaya Finance (2005 - 2006) 9. Fleet Account Quality Head, PT Astra Sedaya Finance (2000 - 2005) 10. Account Acquisition Head, Balikpapan Branch, PT Astra Sedaya Finance (1999 - 2000) 11. Account Acquisition Head, Banjarmasin Branch, PT Astra Sedaya Finance (1998-1999) 12. PDCA Officer, PT Astra Sedaya Finance (1997-1998) 13. Management Trainee, PT Astra Sedaya Finance (1996-1997)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Does not hold concurrent positions at other institutions
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	Financing Expert Certification (Indonesian Financing Professional Certification Institute)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Bekasi
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year



Sigit Hendra Gunawan
Director

Nationality	Indonesia
Age/Gender	57 years old/Male
Educational Background	Bachelor of Industrial Engineering-Trisakti University (1993)
Position History	
Legal Basis of Appointment	First appointed as Director of the Company based on the decision of the Annual GMS on March 27, 2024 and effectively served since July 3, 2024. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners regarding the Results of the Fit and Proper Assessment No. KEP 33/D.06/2025.
Work Experience	1. Director of Risk Management of the Company (2024-present) 2. Deputy Director-Chief of Risk of the Company (2023-2024) 3. Director of PT BFI Finance Tbk (2015-2023) 4. Deputy Director Head of Credit & Collection of the Company (2011-2015) 5. Credit Division Head of the Company (2006-2011) 6. Deputy Credit Division Head of the Company (2005 – 2006) 7. Collection Department Head & Credit Fleet Department Head of Astra Credit Companies (2004 – 2005) 8. Collection Department Head at Astra Credit Companies (2002-2004) 9. Management Trainee up to Section Head Credit Analyst Commercial & HE at Astra Credit Companies (1993-2002)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Does not hold concurrent positions at other institutions
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	Financing Expert Certification (Indonesian Financing Professional Certification Institute)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	South Tangerang
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year



Sylvanus Gani Kukuh Mendrofa
Director

Nationality	Indonesia
Age/Gender	49 years old/Male
Educational Background	1. Master of Management - Australian National University (2015) 2. Bachelor of Economics in Accounting - University of Indonesia (1998)
Position History	
Legal Basis of Appointment	First appointed as Director of the Company based on the decision of the Annual GMS on March 27, 2024 and effectively served since July 3, 2024. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners regarding the Results of the Fit and Proper Test No. KEP-29/D.06/2025.
Work Experience	1. Director of Finance of the Company (July 2024-present) 2. Deputy Director, Chief Financial Officer of the Company (2022-2024) 3. Deputy Director Head of Corporate Planning & Procurement of the Company (2017-2022) 4. Deputy Director Head of Strategy Transformationof the Company (2017-2022) 5. Deputy Director, Head of Financial Planning & Projects of the Company (2015-2017) 6. General Manager Head of Financial Planning & Projects of the Company (2013) 7. General Manager Financial Planning & Project Division Head of the Company (2011-2013) 8. General Manager Budget Division Head of the Company (2007-2011) 9. Vice President Network Finance of PT Natrindo Telephone Selular (2005-2007) 10. Senior Vice President (General Manager) Finance of PT First Media Tbk (2003-2005) 11. Manager Financial Planning & Analysis of PT First Media Tbk (2001-2002) 12. Assistant Manager Financial Planning Analysis of PT First Media Tbk (2000) 13. Associate Consultant at PT Pricewaterhouse Financial Advisory Services (PwC FAS) (1998-2000)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Does not hold concurrent positions at other institutions
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	Financing Expert Certification (Indonesian Financing Professional Certification Institute) Chartered Accountant (Indonesian Institute of Accountants)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year



Ricky Gunawan
Director of IT and Digital

Nationality	Indonesia
Age/Gender	52 Years old/Male
Educational Background	Bachelor of Informatics Engineering from Gunadarma University (1996)
Position History	
Legal Basis of Appointment	First appointed as Director of the Company through the Annual General Meeting on June 30, 2025 and began serving actively on June 30, 2025 based on the Decree of the OJK Board of Commissioners concerning the Results of the Fit and Proper Test No. KEP-27/D.06/2025.
Work Experience	1. Director of Corporate Information Technology (October 1, 2025 - present) 2. Deputy Director – Chief of IT & Digital Officer (2024 - 2025) 3. President Director of PT Astra Walab Digital Arta (Maucash) (2023 - 2024) 4. President Director of PT Astra Digital Arta (AstraPay) (2022 - 2023) 5. Director of Operations of PT Astra Digital Arta (AstraPay) (2019 - 2022) 6. IT Division Head of PT Federal International Finance (FIFGROUP) (2015 - 2019) 7. IT Deputy Division Head of PT Federal International Finance (FIFGROUP) (2012 - 2015) 8. IT Core Application Department Head of PT Federal International Finance (FIFGROUP) (2007-2012) 9. IT Core Application Sub-Department Head of PT Federal International Finance (FIFGROUP) (2005-2007) 10. IT Officer PT Federal International Finance (FIFGROUP) (1997 - 2005) 11. IT Staff PT Multi Plaza Properties (Plaza Glodok) (1996 - 1997) 12. Part Timer PT Pansystems (1995 - 1996)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** Does not hold concurrent positions at other institutions
Education or Training to Improve Competency 2025	Education and training in 2025 are presented separately in the Management Education and Training section of this Annual Report.
Certification	Financing Expert Certification (Indonesian Financing Professional Certification Institute)
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	June 30, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 Financial Year

SHARIA SUPERVISORY BOARD PROFILE



Prof. Dr. H. Fathurrahman Djamil, MA
Chairman of the Sharia Supervisory Board

Nationality	Indonesia
Age/Gender	65 years old/Male
Educational Background	1. Doctorate in Islamic Legal Theory-UIN Syarif Hidayatullah, Jakarta (1994) 2. Master in Sharia-UIN Syarif Hidayatullah, Jakarta (1987) 3. Bachelor in Sharia-UIN Syarif Hidayatullah, Jakarta (1982)
Position History	
Legal Basis of Appointment	First appointed as Chairman of the Company's Sharia Supervisory Board based on the decision of the Extraordinary GMS on September 4, 2012. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners regarding the Results of the Fit and Proper Test No. KEP-157/PL.02/2025.
Work Experience	1. Deputy Chairman of the Daily Executive Board (BPH) of the National Sharia Council – Indonesian Ulema Council (DSN-MUI) period (2015-2020) 2. Chairman of the Sharia Supervisory Board of the Company (2012-present) 3. Chairman of the Sharia Supervisory Board BCA Syariah (2010-present) 4. Chairman of the Sharia Supervisory Board of PT Sun Life Financial Indonesia (2010-present) 5. Chairman of the Sharia Supervisory Board of PT AIA Financial Syariah (2009-present) 6. Member of the Sharia Supervisory Board of PT Bank CIMB Niaga Tbk (2008-present) 7. Professor at Syarif Hidayatullah State Islamic University Jakarta (1999-present) 8. Lecturer at Muhammadiyah University Jakarta (1985-present) 9. Lecturer at Syarif Hidayatullah State Islamic University Jakarta (1982-present)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Member of the Sharia Supervisory Board of PT Bank CIMB Niaga Tbk (2008-present) **Other Institutions** 1. Chairman of the Sharia Supervisory Board of BCA Syariah (2010-present) 2. Chairman of the Sharia Supervisory Board of PT Sun Life Financial Indonesia (2010-present) 3. Chairman of the Sharia Supervisory Board of PT AIA Financial Syariah (2009-present) 4. Professor at Syarif Hidayatullah State Islamic University, Jakarta (1999-present) 5. Lecturer at Muhammadiyah University, Jakarta (1985-present) 6. Lecturer at Syarif Hidayatullah State Islamic University, Jakarta (1982-present)
Education or Training to Improve Competency 2025	Pre-Annual Meeting of the Sharia Supervisory Board X 2025 - National Sharia Council-Indonesian Ulema Council (October 7, 2025)
Certification	Licensed as a Capital Market Sharia Expert through Decree of the Board of Commissioners of the Financial Services Authority No.KEP-10/PM.223/PJ-ASPM/2021
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 financial year



Prof. Dr. KH. Noor Achmad, MA
Member of the Sharia Supervisory Board

Nationality	Indonesia
Age/Gender	68 years old/Male
Educational Background	1. Professor in the Field of Islamic Law – Wahid Hasyim University, Semarang 2. Doctorate in Philosophical Aqidah – Sunan Kalijaga State Islamic University, Yogyakarta (2006) 3. Master of Religion – Sunan Kalijaga State Islamic Institute, Yogyakarta (1998) 4. Bachelor of Sharia – Walisongo State Islamic Institute, Semarang (1989)
Position History	
Legal Basis of Appointment	Appointed as Member of the Company's Sharia Supervisory Board for the first time based on the resolution of the Extraordinary GMS on September 4, 2012. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners regarding the Results of the Fit and Proper Test No. KEP-150/PL.02/2025.
Work Experience	1. General Chairman of the Nadzir Bondo Foundation, Semarang Grand Mosque (2015 - present) 2. General Secretary of the Advisory Council of the Central Indonesian Ulema Council (2015-present) 3. Member of the Daily Executive Supervisory Body (BPH) for Capital Markets, National Sharia Council - Indonesian Ulema Council (DSN-MUI) (2015-2020) 4. Chairman of the Central Java Qur'an Tilawatil Development Institute (2015-2023) 5. General Chairperson of the Central Java Grand Mosque Management Board (2014-present) 6. Member of the House of Representatives of the Republic of Indonesia Commission X (2014-2019) 7. Member of the Sharia Supervisory Board of the Company (2012-present) 8. General Chairman of the Wahid Hasyim Foundation Semarang (2010-present) 9. Lecturer in Postgraduate and Doctoral Programs at Wahid Hasyim University Semarang (2010-present) 10. Chairman of the Indonesian Waqf Board, Central Java (2010-present) 11. Chairman of the Central Asmaul Husna Khidmah Council (2010-present) 12. General Chairman of the Indonesian Nahdlatul Ulama Higher Education Association (2010-2015) 13. Deputy Secretary General of the Central Indonesian Ulema Council (2010-2015) 14. Deputy Chairman of the Association of Indonesian Private Universities, Central Java (2010-2015) 15. Chairman of the Association of Chancellors and Nahdlatul Ulama Universities throughout Indonesia (2008-2013) 16. General Chairman of the NUPBNU Higher Education Development Institute (2008-2015) 17. Deputy Chairman of the Association of Indonesian Private Universities, Central Java (2005-2014) 18. Chancellor of Wahid Hasyim University, Semarang (2000-2015) 19. Lecturer at Walisongo State Islamic Institute, Semarang (1983-2001) 20. Member of the Central Java Regional People's Representative Council (1997-1999, 1999-2004, and 2004-2009)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** 1. General Chairman of the Nadzir Bondo Foundation, Semarang Grand Mosque (2015 - present) 2. General Secretary of the Advisory Council of the Central Indonesian Ulema Council (2015-present) 3. General Chairman of the Central Java Grand Mosque Management Board (2014-present) 4. General Chair of the Wahid Hasyim Foundation Semarang (2010-present) 5. Lecturer in Postgraduate and Doctoral Programs at Wahid Hasyim University Semarang (2010-present) 6. Chairman of the Indonesian Waqf Board, Central Java (2010-present) 7. Chairman of the Central Asmaul Husna Khidmah Council (2010-present)
Education or Training to Improve Competency 2025	Pre-Annual Meeting of the Sharia Supervisory Board X 2025 - National Sharia Council-Indonesian Ulema Council (October 7, 2025)
Certification	Licensed as a Capital Market Sharia Expert through Decree of the Board of Commissioners of the Financial Services Authority KEP-02/PM.223/PJ-ASPM/2022.
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Semarang
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 financial year



Dr. Rini Fatma Kartika, M.H.
Member of the Sharia Supervisory Board

Nationality	Indonesia
Age/Gender	54 years old/Female
Educational Background	1. Doctorate – Syarif Hidayatullah State Islamic University, Jakarta (2021) 2. Master of Islamic Law – Muhammadiyah University, Jakarta (2004) 3. Bachelor of Sharia – Syarif Hidayatullah State Islamic Institute, Jakarta (1994)
Position History	
Legal Basis of Appointment	Appointed as Member of the Company's Sharia Supervisory Board for the first time based on the resolution of the Annual GMS on June 30, 2021. In connection with the merger between Adira Finance and Mandala Finance, he was reappointed through the decision of the Extraordinary GMS on June 30, 2025 and effectively served since October 1, 2025 based on the Decree of the OJK Board of Commissioners regarding the Results of the Fit and Proper Test No. KEP-146/PL.02/2025.
Work Experience	1. Deputy Chancellor 3 Muhammadiyah University, Jakarta (2021-2025) 2. Member of the Sharia Supervisory Board of the Company (2021-present) 3. Daily Implementation Body of the National Sharia Council, Indonesian Ulema Council (DSN-MUI) (2020-2025) 4. Dean of the Faculty of Islamic Religion, Muhammadiyah University, Jakarta (2012-2020) 5. Member of the Sharia Supervisory Board of PT Sun Life Financial Indonesia (2017-present) 6. Lecturer at the Faculty of Islamic Religion, Muhammadiyah University, Jakarta (1995-present)
Concurrent Position	**Adira Finance** Does not hold concurrent positions at Adira Finance **Other Public Companies** Does not hold concurrent positions in other public companies **Other Institutions** 1. Member of the Sharia Supervisory Board of PT Sun Life Financial Indonesia (2017-present) 2. Lecturer at the Faculty of Islamic Religion, Muhammadiyah University, Jakarta (1995-present)
Education or Training to Improve Competency 2025	Pre-Annual Meeting of the Sharia Supervisory Board X 2025 - National Sharia Council-Indonesian Ulema Council (October 7, 2025)
Certification	Certification from BNSP (National Professional Certification Agency) as a Sharia Supervisor
Affiliate Relationship	Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders
Domicile	Jakarta
Number of ADMF Share Ownership	0 shares
Term of Office	October 1, 2025 until the closing of the Annual General Meeting of Shareholders for the 2028 financial year

CHANGES TO THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND/OR BOARD OF DIRECTORS

To further improve the Company's performance, Adira Finance made changes to the composition of its Board of Commissioners and Board of Directors. On March 25, 2025, based on the resolutions of the Annual General Meeting of Shareholders (AGMS), the following decisions were made:

1. Accepted the resignation of Eng Heng Nee Philip from his position as Commissioner of the Company, effective as of the closing of the Meeting, with gratitude for his services to the Company.
2. Approved the retirement of Hafid Hadeli as Commissioner of the Company, effective as of the closing of the Meeting, with gratitude for his services to the Company.
3. Approved the appointment of Honggo Widjojo Kangmasto as the new Commissioner of the Company, effective as of the date of passing the Fit and Proper Test from the Financial Services Authority for his appointment as Commissioner of the Company, for the remainder of the term of office of the current members of the Board of Commissioners of the Company.
4. Approved the appointment of Ricky Gunawan as the new Director of the Company, effective from the date of passing the Fit and Proper Test from the Financial Services Authority for his appointment as Director of the Company, for the remainder of the term of office of the current members of the Board of Directors of the Company.

Therefore, the composition of the Company's Board of Commissioners and Board of Directors is as follows:

BOARD OF COMMISSIONERS

Daisuke Ejima	: President Commissioner
Krisna Wijaya	: Independent Commissioner
Manggi Taruna Habir	: Independent Commissioner
Congsin Congcar	: Commissioner
Honggo Widjojo Kangmasto	: Commissioner

BOARD OF DIRECTORS

I Dewa Made Susila	: President Director
Swandajani Gunadi	: Director
Niko Kurniawan Bonggowarsito	: Director
Harry Latif	: Director
Denny Riza Farib	: Director
Sigit Hendra Gunawan	: Director
Sylvanus Gani Kukuh Mendrofa	: Director
Takanori Mizuno	: Director
Ricky Gunawan	: Director

Furthermore, in connection with the merger of Mandala Finance with the Company, in accordance with the results of the Extraordinary GMS on June 30, 2025 and the decision on the Assessment of the Capability and Suitability of members of the Board of Commissioners and Board of Directors as stated in deed number 65 dated September 30, 2025, drawn up before Mala Mukti, S.H., LL. M., Notary in Jakarta, the composition of the Company's Board of Commissioners and Board of Directors as of December 31, 2025 is as follows:

BOARD OF COMMISSIONERS

Daisuke Ejima	: President Commissioner
Krisna Wijaya	: Independent Commissioner
Manggi Taruna Habir	: Independent Commissioner
Congsin Congcar	: Commissioner
Honggo Widjojo Kangmasto	: Commissioner

BOARD OF DIRECTORS

I Dewa Made Susila	: President Director
Swandajani Gunadi	: Director
Niko Kurniawan Bonggowarsito	: Director
Harry Latif	: Director
Denny Riza Farib	: Director
Sigit Hendra Gunawan	: Director
Sylvanus Gani Kukuh Mendrofa	: Director
Ricky Gunawan	: Director

SENIOR OFFICERS PROFILE



Takanori Mizuno
Deputy Director – Head of Business Alliance Strategy Officer
Japanese Citizen, 49 years old

He has served as Deputy Director – Head of Business Alliance Strategy Officer at the Company since 2025. He previously served at the Company (prior to the merger with PT Mandala Multifinance Tbk) as Director of Alliance Strategy and as Managing Director at MUFG Bank Ltd. He earned a Bachelor of Laws degree from Kyoto University in 2000.



Andy Sutanto
Deputi Director – Head Of Retail MCY Business & Head of Non-Auto Business
Indonesian Citizen, 56 years old

Appointed as Deputy Director – Head of MCY Business in the Company since 2011 and Deputy Director– Head Of Non-Auto Business since 2024. Prior to starting his career in the Company as Area Marketing Manager in 1997, he worked as an Account Officer at PT Bank Bali Tbk. He earned his Bachelor of Economics degree from Atma Jaya University in 1995



Manuel D. Irwanputera
Deputi Director – Head of Digital Business
Indonesian Citizen, 50 years old

Appointed as Deputy Director – Head of Digital Center of Excellence in the Company since 2018. Prior to joining the Company, he served as Chief Executive Officer at PT KerjaKu Inti Sejahtera and as Chief Operating Officer at PT Kreatif Media Karya. He earned his Bachelor of Electrical Engineering degree from Atma Jaya University in 1997.



Pramono Pranoto
Deputi Director – Head of Risk Management
Indonesian Citizen, 47 years old

Appointed as Deputy Director – Head of Risk Management in the Company since 2023. Prior to joining the Company, he served as a senior consultant at SPSS Indonesia and Acorn Marketing Consultant. He earned his Master of Industrial Management & Master of Advanced Statistics from Katholieke Universiteit Leuven, Belgium in 2003.



Danny Hendarko
Deputi Director – Chief of Harmony Integration Officer
Indonesian citizen, 55 years old

He has served as Deputy Director – Chief of Harmony Integration Officer at the Company since 2025. Prior to joining the Company, he served as a Director at PT Mandala Multifinance. He earned a Bachelor's degree in Industrial Engineering from the University of Surabaya.

Frederick Nathanel

Operation Harmony Integration Executive Officer dan IT Harmony Integration Executive Officer
Indonesian citizen, 36 years old

Prior to joining the Company, he served as a Director at PT Madala Multifinance Tbk. He holds a Bachelor of Business and Finance and a Master of Applied Finance from Monash University.

Billy Parlagutan

Head of New Car 3 Business
Indonesian citizen, 50 years old

Prior to joining the Company, he served as Area Manager at PT Sanggar Mas Jaya. Earned his Bachelor's degree in Management from YKPN University.

A Melati Cahaya Cinta

Head of Business Alliance Strategy
Indonesian citizen, 43 years old

Prior to joining the Company, she served as Director, Head of Corporate and Investment Banking Department at MUFG Bank Ltd, Jakarta Branch. Earned her Bachelor's degree in Accounting from Atma Jaya Catholic University of Indonesia.

Chandra Hermanto

Head of Honda NMCY Business
Indonesian citizen, 52 years old

Prior to joining the Company, he served as Manager at Pratama Finance. Earned his Bachelor's degree in Economics from Persada Indonesia YAI University.

Reza Hasyim Tamin

Head of National Fleet Business
Indonesian citizen, 49 years old

Prior to joining the Company, he served as Marketing Director at PT Bestindo Cakra Utama. Earned his Bachelor's degree in Japan Literature from Dharma Persada University.

Yustina Ernawati

Head of Used MCY Business
Indonesian citizen, 53 years old

Prior to joining the Company, she served as Branch Head at WOM Finance. Earned her Bachelor's degree in Economics from Atma Jaya University, Yogyakarta.

Dwi Prasetiyo

Head of New Car 1 Business
Indonesian citizen, 50 years old

Prior to joining the Company, he served as Sales Head at Astra Credit Companies. Earned his Bachelor's degree in Economics from STIE YKPN University.

Agus Hamid Arief

Head of New Car 2 Business
Indonesian citizen, 54 years old

Prior to joining the Company, he served as Finance Officer at PT Citra Jenesia Persada. Earned his Bachelor's degree in Accounting from STIE YPKP.

Ronald Donna

Head of Used Car Business
Indonesian citizen, 44 years old

Prior to joining the Company, he served as Branch Head at Astra Credit Companies. Earned his Bachelor's degree in Computer Science from Dian Nuswantoro University.

Dani Renhard Hutabarat

Head of Business Retention
Indonesian citizen, 47 years old

Prior to joining the Company, he served as Head of Retention Strategy and Channel at PT BFI Finance Indonesia. Earned his Bachelor's degree in Economics from Universitas Semarang and a Bachelor's degree in Communications from Mercubuana University.

Trianto Subekti

Head of Yamaha NMCY Business
Indonesian citizen, 56 years old

Prior to joining the Company, he worked as Assistant Manager at PT Hobart Adi Hutama. Earned his Bachelor's degree in Naval Engineering from Adhi Tama Institute of Technology Surabaya.

Surya Almada Syahlani

Head of SSD Management
Indonesian citizen, 47 years old

With over 25 years of experience in the financing industry, prior to serving as Head of SSD Management, he had a track record as Regional Head of Bali and Nusa Tenggara as well as Central Java. He earned a Bachelor of Economics degree in accounting from the Indonesian College of Economics in Surabaya.

Herru Damarjati

Head of MCY Business Strategy & Portfolio Management
Indonesian citizen, 48 years old

Prior to joining the Company, he served as Head of UPT-E (Integrated Service Unit - Information Technology) at PT Astra International Tbk. Earned his Bachelor's degree in Communications from National Development University ''Veteran'' and Master's degree in Information Technology from University of Indonesia.

Kristian Nugraha Yosef

Head of Fincassurance & Branch MKT Support
Indonesian citizen, 40 years old

Prior to joining the Company, he served Earned his Bachelor's as Area Representative at PT Toyota Astra Motor. Bachelor's degree from Universitas Bina Nusantara University.

Danny William

Head of Business System Solution
Indonesian citizen, 53 years old

Prior to joining the Company, he worked as an Internal Auditor and IT Security Management System Manager at PT Astra Honda Motor Tbk. He earned a Bachelor's degree in Engineering from Trisakti University.

Indra Meyman Harefa

Head of Business Channeling
Indonesian citizen, 54 years old

Prior to joining the Company, he served as Production & Purchasing Officer at PT Millenium Tiga Gemilang-Red Promo. Earned his Bachelor's degree in Accounting from STIE Swadaya.

Valen Riediv Kiernadi

Head of Non Auto Product & Program Dev
Indonesian citizen, 44 years old

Prior to joining the Company, he served as General Manager of Corporate Culture and Change Management at PT Paramount Enterprise International. Earned his Bachelor's degree in Economics from Indonesian Institute of Business and Informatics.

Nanang Kurniawan

Head of Regional SSD
Indonesian citizen, 51 years old

Prior to joining the Company, he served as Representative Head at PT Federal International Finance. Earned his Bachelor's degree in Engineering from Merdeka University Malang.

Krisdianto

Head SSD Collaboration and Project
Indonesian citizen, 53 years old

Prior to joining the Company, he served as salesman at PT Bumi Kalpataru. Earned his Associate degree from Perbanas Institute.

Agus Hartanto

Head of Regional SSD
Indonesian citizen, 53 years old

Prior to joining the Company, he served as Branch Manager at PT Federal International Finance. Earned his Bachelor's degree in Engineering from Gadjah Mada University.

Yusron

Head of Syariah
Indonesian citizen, 49 years old

Prior to joining the Company, he served as Finance Manager at PT Larasindo Jaya Agrotama. Earned his Master's degree in Business Administration from Gadjah Mada University.

Iwan Chandra

Head of Regional SSD
Indonesian citizen, 52 years old

Prior to joining the Company, he worked as a Branch Manager at ITC Finance. He earned a Bachelor's degree in Engineering from ISTP Medan.

Andree Wibowo

Head of SSD Operation Support & Mgt Office
Indonesian citizen, 52 years old

Prior to joining the Company, he served as Finance Controller at PT Ungaran Sari Garmen. Earned his Bachelor's degree in Economics from Satya Wacana Christian University.

Inge Sugianti

Head of SSD Business Requirement and Development
Indonesian citizen, 51 years old

Prior to joining the Company, she served as Operations Manager at Astra Credit Companies. Earned her Bachelor's degree in Management Economics from Satya Wacana Christian University.

Handi

Head of Regional SSD
Indonesian citizen, 53 years old

Earned his Bachelor's degree in Accounting from STIE Tridharma Bandung.

Basuki Tri Rahardjo

Head of Regional SSD
Indonesian citizen, 51 years old

Before joining the Company, he had no prior experience working for any company. He earned a Bachelor›s degree in Law from Merdeka University, Malang.

Irfan Budianto

Head of Regional SSD
Indonesian citizen, 53 years old

Prior to joining the Company, he served as Risk Management Department Head at PT Astra Sedaya Finance. Earned his Bachelor's degree in Animal Science from Brawijaya University.

Yoppy Edyson Tulalo

Head Of Regional SSD
Indonesian citizen, 49 years old

Prior to joining the Company, he served as Branch Head at PT Busan Auto Finance. Earned his Bachelor's degree in Marine Science from Universitas Sam Ratulangi.

I Gusti Ngurah Agung Budiyana

Head of Regional SSD
Indonesian citizen, 47 years old

Before joining the Company, he had no prior experience working for any company. He earned a Bachelor's degree in Economics and Management from Warmadewa University.

Rohmad Amirul Mukminin

Head of Accounting & Tax dan Head of Corporate Finance
Indonesian citizen, 46 years old

Prior to joining the Company, he served as Vice President-Finance at PT Triputra Agro Persada. Earned his Bachelor's degree in Economics, majoring in Accounting from Airlangga University.

Adhika Baluh Sempana

Head of Regional SSD
Indonesian citizen, 47 years old

Prior to joining the Company, he served as Branch Manager for Loans at HSBC, Hongkong and Shanghai Bank Corporation. Earned his Bachelor's degree in Financial Management Economics from Trisakti University.

Rudy Sumaryadi

Head of Regional SSD
Indonesian citizen, 54 years old

Before joining the Company, he worked as a Surveyor at PT Putra Surya Multidana (PSM Grup PSP). He earned a Bachelor›s degree from Borobudur University.

Suwanto

Head of Regional SSD
Indonesian citizen, 54 years old

Over 30 years of experience in the financing industry with responsibility for leading all sales, service, and distribution activities at the Regional Office. Earned a Bachelor's degree from the Wika Jasa Semarang Academy of Accounting and Finance.

Andi Tirta Kurniawan

Head of Risk Analytics & MIS
Indonesian citizen, 47 years old

Prior to joining the Company, he served as Executive Vice President - Group Head of Operations at PT Busan Auto Finance. He holds a Master of Business Administration from Nexford University.

Weldia Putra Caniago

Head of Regional SSD
Indonesian citizen, 49 years old

Prior to joining the Company, he had no previous career at any other company. He earned a Bachelor›s degree in Economics.

Arief Budi Winarto

Head of Information Risk Management
Indonesian citizen, 40 years old

Prior to joining the Company, he served as Cyber Security Division Head at PT Bank of India Indonesia. He holds a Master of Information Technology degree from the University of Indonesia.

Didik Sukarmadi

Head of Procurement
Indonesian citizen, 49 years old

Prior to joining the Company, he served as Head of Service and Infrastructure Management at PT Netciti Persada. Earned his Bachelor's degree in Engineering from STT Telkom.

Stephanus Taufan Wibowo

Head of Credit Policy Development & Business Incubation
Indonesian citizen, 50 years old

Prior to joining the Company, he served as Credit Operation Head at PT BFI Finance Indonesia Tbk. Earned his Master's degree in Management from Gadjah Mada University.

Maria Sari Dewi Kusuma

Head of Finance & Cash Management dan Head of Funding & Capital Market
Indonesian citizen, 55 years old

Prior to joining the Company, she worked as an Account Officer at Bank Hastin Internasional. Earned her Bachelor's degree in Economics from Widya Mandala Catholic University.

Veronika Dyah Puspitaningrum

Head of Compliance & AML Unit dan Head of Corsec & Investor Relations
Indonesian citizen, 45 years old

Previous Experience: Prior to joining the Company, she served as Head of Risk and Fraud Management at PT Fintek Karya Nusantara. Earned her Bachelor's degree in Political Science from Padjajaran University and Master's in Law from Pelita Harapan University.

Achmad Komara

Head of Operational Risk Management
Indonesian citizen, 54 years old

Prior to joining the Company, he worked as Account Manager at KAP Haryanto Sahari & Partners (PricewaterhouseCoopers). Master's degree in Management from Bogor Agricultural Institute.

Heru Susanto

Head of Regional Credit
Indonesian citizen, 45 years old

He had never worked at any other company before joining the Company. He holds a Diploma 3 from the Sepuluh Nopember Institute of Technology.

Ingrid Sri Komala Dewi

Head of Quality Assurance
Indonesian citizen, 54 years old

Prior to joining the Company, she served as Senior Auditor at Ernst & Young and Audit Supervisor at Deloitte Touche Tohmatsu. Earned her Bachelor's degree in Accounting from Tarumanagara University.

Kuswondo

Head of Regional Credit
Indonesian citizen, 47 years old

Prior to joining the Company, he served as Head of Representative Office at Federal International Finance. Earned his Bachelor's degree in Economics from Islamic University of North Sumatera.

Wahyu Basuki

Head of Credit Fleet & SME
Indonesian citizen, 45 years old

Prior to joining the Company, he served as Credit Analyst Manager for Fleet & Non-Automotive at PT Clipan Finance Indonesia. Earned his Bachelor's degree in Geological Engineering from Universitas Gadjah Mada.

Faizal

Head of Regional Credit
Indonesian citizen, 49 years old

Prior to joining the Company, he worked as a Contract Staff at the State Treasury Service Office in Bandar Lampung. Earned his Bachelor's degree in Social Sciences from Lampung University.

Ivan Adlin

Head of Regional Credit
Indonesian citizen, 38 years old

He had never worked for another company before joining the Company. He holds a Bachelor's degree in Political Science from Sriwijaya University.

Havid Ardiansyah

Head of Regional Credit
Indonesian citizen, 44 years old

He worked at CIMB Niaga Finance before joining the Company. He holds a Bachelor's degree in Economics from Trisakti University.

Henry Winiarto

Head of Regional Credit
Indonesian citizen, 54 years old

He had never worked at any other company before joining the Company. He holds a Bachelor›s degree in Law from Sebelas Maret State University.

Anggoro Listiawan

Head of Regional Credit
Indonesian citizen, 52 years old

Prior to joining the Company, he worked as a Project Supervisor at Waskita Karya. Earned his Bachelor's degree from YKPN Academy of Engineering.

Andhika Suwardi

Head of Regional Credit
Indonesian citizen, 40 years old

Prior to joining the Company, he worked as an IT staff at the Provincial Education Office of North Sumatra. Earned his Bachelor's degree in Economics from Muhammadiyah University of North Sumatera.

Dedy Hendryawan Pribadi

Head of Regional Credit
Indonesian citizen, 45 years old

Prior to joining the Company, he worked as a technical staff member at CV Hartono Computer. He earned a Bachelor›s degree in Mechanical Engineering from the University of Muhammadiyah Malang

Heru Sulistyo

Head of Regional Credit
Indonesian citizen, 50 years old

He earned a Diploma in Banking Finance from the Indonesian Academy of Finance & Banking in Bandung.

Ahmad Rifo

Head of Tele Collection
Indonesian citizen, 41 years old

Prior to joining the Company, he worked as MIS Analytic Manager at PT Mandala Multifinance. She holds a Bachelor's degree in Informatics Engineering from Trisakti University.

Okto Perdana Mahfudz

Head of Regional Credit
Indonesian citizen, 48 years old

Prior to joining the Company, he worked at PT Adira Quantum Multifinance. He earned a Bachelor's degree from Airlangga University.

Komang Ngurah Kusuma Wijaya

Head of Regional Credit
Indonesian citizen, 48 years old

Prior to joining the Company, he worked as a Credit Team member with his last position as Credit Supervisor at PT Courts Indonesia, Tbk. Earned his Bachelor's degree in Agriculture from Bogor Agricultural Institute.

Muh Rahmat Jufriadi

Head of Regional Credit
Indonesian citizen, 52 years old

Prior to joining the Company, he worked as Promotion Head at PT Penerbit Erlangga. He earned a Bachelor›s degree from Hasanuddin University.

Irwan Sany

Head of Regional Collection
Indonesian citizen, 46 years old

Prior to joining the Company, he worked as a Marketing Manager at PT Nyonya Meneer. He earned a Diploma 3 from Budi Luhur University.

Henrick Kusno Sujarwadi

Head of Coll Str, Analytics & Monitoring
Indonesian citizen, 46 years old

Prior to joining the Company, he worked as Fleet Credit Administration Head at PT Astra Sedaya Finance. He earned a Bachelor's degree in Engineering from Gadjah Mada University.

Denny Supratman

Head of Regional Collection
Indonesian citizen, 48 years old

He earned a Bachelor's degree in Political Science from STISIP Syamsul Ulum Private University.

Balebang Danardana Ichwan

Head of Asset Recovery Operation
Indonesian citizen, 49 years old

Earned his Bachelor's degree in Engineering from Telkom University and Master in Business Administration from Institute Technology of Bandung.

Djoko Witono

Head of Regional Collection
Indonesian citizen, 54 years old

Prior to joining the Company, he worked as a Regional Coordinator at Mashill Finance. Earned his Associate degree from Akademi Keuangan dan Perbankan Indonesia.

Ingrid Setiadharma

Head of Legal
Indonesian citizen, 58 years old

Prior to joining the Company, she worked as Senior Manager of Legal/ Compliance at PT U Finance Indonesia and Senior Assistant Manager of Legal/Compliance at The Bank of Tokyo-Mitsubishi-UFJ, Ltd. Earned her Bachelor's degree in Law from Tarumanagara University. Additionally, she completed the Advocate Professional Education from the Indonesian Advocates Association.

Ristua Maria Butar Butar

Head of Regional Collection
Indonesian citizen, 49 years old

Prior to joining the Company, she worked as Administration staff at PT Riza Mitra Group. Earned her Bachelor's degree in Economics from North Sumatera University.

Alamsyah Kurniadhien

Head Regional Collection
Indonesian citizen, 49 years old

Prior to joining the Company, he had never worked for another company. He earned a Bachelor's degree from STIE Tri Dharma Widya Jakarta.

Anak Agung Gede Sasmatra Putra

Head of Regional Collection
Indonesian citizen, 50 years old

Earned his Bachelor's degree in Civil Engineering from Udayana University.

Tugino Candra Kartiko

Head of Regional Collection
Indonesian citizen, 54 years old

Prior to joining the Company, he worked as a Sales Officer at KIA Motor Indonesia. Earned his Bachelor's degree in Engineering from Muhammadiyah University of Malang.

Ahmad Rusydi

Head of Regional Collection
Indonesian citizen

Eko Chandra

Head of Regional Collection
Indonesian citizen, 48 years old

He earned a bachelor›s degree from Jenderal Achmad Yani University.

Asril Naldi Lazuardi

Head of Regional Collection
Indonesian citizen

Tengku Zainal Arifin

Head of Regional Collection
Indonesian citizen, 50 years old

Prior to joining the Company, he had a career as Manager at CV Tira Chitrasih). Earned his Bachelor's degree from Muhammadiyah University of North Sumatra

Binordi Harkel Purba SP

Head of Regional Collection
Indonesian citizen, 50 years old

Earned his Bachelor's degree from University of North Sumatera.

Henry Willem Panjaitan

Head of Regional Collection
Indonesian citizen, 49 years old

Before joining the Company, he worked as a Marketing Supervisor at PT Gemilang Selaras Mandiri Tbk. He holds a Master's degree in Management from Tarumanagara University.

Wendi Winduwasono

Head of Digital Sales & Marketplace
Indonesian citizen, 54 years old

Prior to joining the Company, he served as Business System Manager at Wyeth Nutrition Indonesia. Earned his Master's degree in Business Administration from Institute Technology of Bandung.

Sofyan Arifin

Head of Regional Collection
Indonesian citizen, 51 years old

Prior to joining the Company, he served as Finance Section Head at PT Behaestex. Earned his Bachelor's degree in Economics from Airlangga University

Ricky Mas Basuardi

Head of IT Operation dan Head of IT Data
Indonesian citizen, 51 years old

Prior to joining the Company, he worked as a Software Developer at PT Collega Inti Pratama. Earned his Bachelor's degree in Computer Engineering from STIK Jakarta.

Wawan Yulianto

Head of AR Management Dev Analytics & Incubation
Indonesian citizen, 47 years old

Prior to joining the Company, he worked as the Division Head of Risk, Credit, Operations, and Regional Marketing at PT Mandiri Tunas Finance. He holds a Bachelor›s degree from AKI University.

Teguh Supriyatna Putera

Head of IT Planning & Govenance
Indonesian citizen, 49 years old

Prior to joining the Company, he served as Director at PT NuVision Consulting. Earned his Master's degree in Business Administration from Vlerick Business School

Henri Halim

Head of Strategic Transformation
Indonesian citizen, 37 years old

Prior to joining the Company, he served as Director of Business at FLIP Group. He holds a Bachelor's degree in Information Technology from RMIT University, Melbourne.

Gita Amanda

Head Of Digital Lending
Indonesian citizen, 43 years old

Prior to joining the Company, she served as Assistant Promotion Manager at PT Swadaya Panduartha. Earned her Bachelor's of Arts from Curtin University, Perth.

Edwin Kartawinata

Head of Digital Acquistion & Ecosystem
Indonesian citizen, 42 years old

Prior to joining the Company, he worked as Vice President of Marketing at Kapanlagi Youniverse. He holds a Bachelor's degree in Computer Engineering from Bina Nusantara University.

Dolly Arora

Head of Corporate University
Indonesian citizen, 46 years old

Prior to joining the Company, she served as eLearning Production Manager at PT Mitra Integrasi Komputindo. Earned his Bachelor's degree in English Literature from University of Indonesia and Master's degree in Management from Trisakti University.

Adhitya Hartowo

Head of IT Infrastructure
Indonesian citizen, 47 years old

Prior to joining the Company, he worked as a Program Director at Numisec. He earned a Bachelor's degree in Business Management from the London School of Public Relations.

Hanafi Suprapto

Head of Corporate Real Estate Management
Indonesian citizen, 55 years old

Prior to joining the Company, he worked as a Structure Engineer at PT Rematha Dacrea Optima. Earned his Bachelor's degree in Engineering from Atma Jaya University.

Iyan Waer

Head of IT Architecture dan Head of IT Development
Indonesian citizen, 46 years old

Prior to joining the Company, he served as Chief Operating Officer and Co- Founder of Swipecrypto Pte. Ltd. Earned his Master's degree in Management from Atma Jaya University.

Gandhy Inderayana

Head of Brand & Corporate Communications
Indonesian citizen, 46 years old

Prior to joining the Company, he served as Brand Management Head and Digital & Online Marketing Head at PT Bank Danamon Indonesia Tbk. Earned his Bachelor's degree in Computer Science from Bina Nusantara University.

Budi Pranoto

Head of IT Business Partner
Indonesian citizen, 46 years old

Prior to joining the Company, he served as IT General Manager at Suzuki Finance Indonesia. Earned his Bachelor's degree in Computer Science from Bina Nusantara University.

Rachmat Adijayadi

Head of IT Security
Indonesian citizen, 41 years old

Prior to joining the Company, he served as Head of Information Security & GRC at PT Bank Aladin Syariah Tbk. He holds a Bachelor›s degree in Computer Engineering from Gunadarma University.

Tri Evita Aryani

Head of Human Capital & General Affairs
Indonesian citizen, 57 years old

Prior to joining the Company, she served as Vice President of Human Capital Division at Gunung Steel Group. Earned her Bachelor's degree in Economics from University of Indonesia.

Lindawati Soetopo

Finance Harmony Integration Executive Officer
Indonesian citizen, 55 years old

Prior to joining the Company, she served as Deputy Director of Finance at PT Mandala Multifinance Tbk. She earned a Bachelor of Economics degree from Atma Jaya University.

Tania Endah Budhi

Head of Marketing Strategy & Customer Experience
Indonesian citizen, 45 years old

Prior to joining the Company, she served as Head of Ground Operations and Customer Management at PT Indonesia AirAsia. Earned her Master's degree in Business Administration with Marketing Specialization from Nanyang Technological University.

Sandy Susanto

Business Harmony Integration Executive Officer dan Marketing Harmony Integration Executive Officer
Indonesian citizen, 38 years old

Prior to joining the Company, she served as Marketing & Sales Director at PT Mandala Multifinance Tbk. She earned a Bachelor of Engineering and a Bachelor of Computer Science.

Andreas Burhan Tasmaan

Head of Business Analytics
Indonesian citizen, 46 years old

Prior to joining the Company, he served as VP of Digital Banking Analytics & Campaign Management at PT Bank DBS Indonesia. He holds a Bachelor's degree from Parahyangan University.

Suang Siang Susanto

Risk Harmony Integration Executive Officer dan HC Harmony Integration Executive Officer
Indonesian citizen, 60 years old

Prior to joining the Company, he served as Deputy Director of Transformation at PT Mandala Multifinance. He holds a Bachelor's degree in Accounting from Tarumanegara University.

Haryadwi Saputra Kartawidjaja

Head of Internal Audit
Indonesian citizen, 46 years old

Prior to joining the Company, he served as Vice President at Citibank NA. He holds a Bachelor's degree in Accounting and Finance from Wright State University.

Daniel Deky Bakker

Regional Harmony Integration Executive Officer dan Collection Harmony Integration Executive Officer
Indonesian citizen, 50 years old

Prior to joining the Company, she served as Business Deputy Director at PT Mandala Multifinance Tbk. She earned a Bachelor of Management degree from Hasanuddin University.

NUMBER AND DATA OF EMPLOYEE COMPETENCY DEVELOPMENT [SEOJK C.3] [GRI 2-7]

Number of Employees based on Directorate

Directorate	2021	2022	2023	2024	2025
Compliance Directorate	5	5	8	9	10
Finance Directorate	102	97	104	102	98
HC Management & CREM Directorate	279	306	333	325	319
Technology Information & Digital Center of Excellence Directorate	345	364	410	428	403
Operations Directorate	739	697	0	0	0
Sales & Distribution Directorate	6,931	6,985	7,741	7,912	7,199
Collection & Legal Directorate	0	8,454	7,667	7,278	6,706
Portfolio Sales Directorate	196	214	199	215	240
Marketing & Digital Center of Excellence Directorate	61	62	69	79	75
Business Alliance Strategy & Transformation Directorate	9	12	61	66	43
Risk Directorate	8,364	44	594	621	633
Directly under the President Director	62	61	57	63	90
Harmony Integration Directorate	0	0	0	0	5,000
Total	**17,093**	**17,301**	**17,243**	**17,098**	**20,816**

Number of Employees based on Level of Organization/Position

Level Organisasi/Jabatan	2021	2022	2023	2024	2025
Board of Directors	7	5	6	8	8
Deputy Director	7	7	9	6	4
Head of Division	70	69	73	74	85
Manager	719	734	785	847	966
Supervisor	3,884	3,912	4,025	4,203	4,730
Staff	12,406	12,574	12,345	11,960	15,023
Total	**17,093**	**17,301**	**17,243**	**17,098**	**20,816**

Number of Employees based on Education Level

Education Level	2021	2022	2023	2024	2025
Postgraduate	87	90	104	111	147
Undergraduate	11,571	11,770	11,926	12,008	14,051
Diploma	3,266	3,212	3,125	3,063	3,268
High School	2,166	2,226	2,085	1,913	3,338
Junior High School	3	3	3	3	11
Elementary School	0	0	0	0	1
Total	**17,093**	**17,301**	**17,243**	**17,098**	**20,816**

Number of Employees based on Employment Status

Status Kepegawaian	2021	2022	2023	2024	2025
Non-Permanent	3,110	3,389	2,524	2,129	5,478
Permanent	13,983	13,912	14,719	14,969	15,338
Total	**17,093**	**17,301**	**17,243**	**17,098**	**20,816**

Number of Employees based on Age

Usia	2021	2022	2023	2024	2025
<26 years old	824	790	881	782	1.028
26<-<36 years old	9,685	9,426	8,883	8,391	9,999
36<-<46 years old	5,890	6,172	6,370	6,569	7,896
46<-<51 years old	586	765	905	1,095	1,515
51<-<55 years old	101	142	200	255	362
>55 years old	7	6	4	6	16
Total	**17,093**	**17,301**	**17,243**	**17,098**	**20,816**

Number of Employees based on Term of Office

Masa Kerja	2021	2022	2023	2024	2025
<1 year	2,345	1,728	1,512	1,446	5,811
1<-<5 year	5,759	5,820	5,780	5,046	4,797
5<-<10 year	3,510	3,257	3,337	3,915	3,714
10<-<15 year	3,579	4,333	4,067	3,900	3,484
15<-<20 year	1,711	1,884	2,111	1,957	1,742
20<-<25 year	174	250	356	764	1,200
25 year	15	29	80	70	68
Total	**17,093**	**17,301**	**17,243**	**17,098**	**20,816**

Number of Employees by Gender

Direktorat	2021	2022	2023	2024	2025
Male	14,143	14,205	13,963	13,694	16,384
Female	2,950	3,096	3,280	3,404	4,432
Total	**17,093**	**17,301**	**17,243**	**17,098**	**20,816**

Employee Competency Development Data 2025 [SEOJK F.22][GRI 404-2]

Training Type	Training Objective	Number of Participants and Position Level		
		Senior Management	Middle Management	Junior and Non Management
Qualifications and Leadership	Preparing the competencies of job holders according to certain rank levels	156	1,776	3,256
Mandatory	Providing insights and knowledge that employees must understand based on regulations, and ensuring business continuity through good corporate governance procedures and risk mitigation.	135	1,876	59,604
Functional	Increase employee competency according to position function	198	9,407	50,267
Transformation	Preparing employee competencies in carrying out company transformation programs	-	627	6,715
Supplementary	Optimizing employee potential so that they become more effective individuals and employees	140	2,983	17,789

Employee Competency Development Costs [SEOJK F.22][GRI 404-2]

Pelatihan Karyawan	2021	2022	2023	2024	2025
Number of Training Participants	202,686	172,951	175,264	153,949	147,183
Training and Development Costs (IDR billion)	11.1	64.7	80.2	69.37	67.85

SHAREHOLDERS COMPOSITION

MAJOR AND CONTROLLING SHAREHOLDERS

PT Bank Danamon Indonesia Tbk has been the controlling shareholder in Adira Finance since January 2004. Information regarding Adira Finance shareholders as of December 31, 2025, is as follows:

Shareholder Name	Number of Share Ownership	Nominal Value (IDR100,-/Share) (IDR)	Share Percentage (%)
PT Bank Danamon Indonesia Tbk	920,700,000	92,070,000,000	74.50%
MUFG Bank Ltd	233,863,559	23,386,355,900	18.92%
PT Adira Dinamika Multi Finance Tbk (Treasury Shares)	9,816,154	981,615,400	0.79%
PT Zurich Asuransi Indonesia Tbk	4,204,800	420,480,000	0.34%
Public	67,218,596	6,721,859,600	5.45%
Total	**1,235,803,109**	**123,580,310,900**	**100.00%**

Composition of The 20 Largest Shareholders

No	Shareholder Name	Number of Shares (Shares	Ownership Percentage (%)
1	PT Bank Danamon Indonesia Tbk	920,700,000	74.50
2	MUFG Bank, Ltd.,	233,863,559	18.93
3	PT Adira Dinamika Multi Finance Tbk (Saham Treasuri)	9,816,154	0.79
4	Corporate Investors 1	4,703,200	0.38
5	PT Zurich Asuransi Indonesia Tbk	4,204,800	0.34
6	Corporate Investors 2	3,909,600	0.32
7	Corporate Investors 3	3,621,300	0.29
8	Individual Investors 1	3,118,700	0.25
9	Individual Investors 2	1,932,700	0.16
10	Individual Investors 3	1,492,000	0.12
11	Individual Investors 4	1,401,200	0.11
12	Corporate Investors 4	1,195,900	0.10
13	Individual Investors 5	1,080,000	0.09
14	Individual Investors 6	1,080,000	0.09
15	Individual Investors 7	945,700	0.08
16	Corporate Investors 5	878,800	0.07
17	Individual Investors 8	852,000	0.07
18	Individual Investors 9	850,500	0.07
19	Individual Investors 10	820,000	0.07
20	Individual Investors 11	818,000	0.07

Shareholders Composition with Ownership >5%

Shareholder Name	Number of Shares (Shares)	Amount (IDR)	Ownership Percentage (%)
January 1, 2025 to December 31, 2025			
PT Bank Danamon Indonesia Tbk	920,700,000	92,070,000,000	74.50
MUFG Bank, Ltd.,	233,863,559	23,386,355,900	18.92
Total	**1,154,563,559**	**115,456,355,900**	**93.42**

Shareholders Composition with Ownership <5%

Shareholder Name	Number of Shares (Shares)	Amount (IDR)	Ownership Percentage (%)
January 1, 2025 to December 31, 2025			
Public	67,218,596	6,721,859,600	5.45
PT Adira Dinamika Multi Finance Tbk (Treasury Shares)	9,816,154	981,615,400	0.79
PT Zurich Asuransi Indonesia Tbk	4,204,800	420,480,000	0.34
Total	**81,239,550**	**8,123,955,000**	**6.58**

Shareholders Composition Based On Classification

Shareholder Classification	Number of Shareholders	Number of Shares (Shares)	Ownership Percentage (%)
Local Shares			
Institution	41	944,768,733	76.45
Individual	7,793	43,278,349	3.50
Foreign Shares			
Institution	41	247,007,809	19.99
Individual	15	748,218	0.06
Total	**7,890**	**1,235,803,109**	**100.00**

Share Ownership (Direct and Indirect) of The Board of Commissioners and The Board of Directors

Name	Position	Shares in Adira Finance	Shares of Other Financial Institutions	Shares of Non Financial Institution
January 1, 2025 to December 31, 2025				
Board of Commissioners				
Daisuke Ejima	President Commissioner	-	-	-
Krisna Wijaya	Independent Commissioner	-	-	-
Manggi Taruna Habir	Independent Commissioner	-	-	-
Congsin Congcar	Commissioner	-	-	-
Honggo Widjojo Kangmasto	Commissioner	-	-	-
Board of Directors				
I Dewa Made Susila	President Director	-	15% of the nominal value of shares PT Home Credit Indonesia	-
Swandajani Gunadi	Director	-	-	-
Niko Kurniawan Bonggowarsito	Director	-	-	-
Harry Latif	Director	-	-	-
Denny Riza Farib	Director	-	-	-
Sylvanus Gani Kukuh Mendrofa	Director	-	-	-
Sigit Hendra Gunawan	Director	-	-	-
Ricky Gunawan	Director	-	-	-

SHARE LISTING CHRONOLOGY

Based on the Deed of Statement of Resolution of All Shareholders of PT Adira Dinamika Multi Finance No. 13 dated January 26, 2004, made in the presence of Fathiah Helmi, S.H., Notary in Jakarta, which has been approved and reported to the Minister of Justice and Human Rights of the Republic of Indonesia, the Company's shareholders on January 26, 2004, have, among other things, approved: (i) an increase in the Company's authorized capital from IDR100 billion to IDR400 billion and (ii) a change in the nominal value of Company shares from IDR1,000 per share to IDR100 per share. Based on Deed No. 13/2004, the Company's shareholders on January 26, 2004, among others, also approved the sale of shares belonging to Theodore Permadi Rachmat, namely 90.0% of all shares owned (810,000,000 shares) and those belonging to Stanley Setia Atmadja, namely 10.0% of all shares owned (90,000,000 shares) to strategic investors.

Furthermore, based on the Conditional Sale and Purchase Agreement dated January 26, 2004 ("CSPA"), which was made privately by Theodore Permadi Rachmat and Stanley Setia Atmadja, both as sellers ("Sellers") and PT Bank Danamon Indonesia Tbk (Bank Danamon Indonesia) as the buyer ("Buyer"), immediately after the Company's shares were listed on the Jakarta Stock Exchange (BEJ) and Surabaya Stock Exchange (BES) and the conditions agreed by the Sellers were fulfilled. and the Buyer (including Bank Indonesia's approval to the Buyer), the Sellers will transfer some of their remaining share ownership in the Company, namely 750,000,000 shares representing 75.0% of all shares that have been subscribed and fully paid up in the Company to the Buyer through a direct sale mechanism outside the stock exchange (Direct Placement). The estimated value of the share transfer in accordance with CSPA is IDR850 billion.

In March 2004, the Company conducted a Public Offering of Shares, namely 100,000,000 shares owned by the Company's shareholders (divested shares), representing 10% of all shares subscribed and fully paid up. In accordance with BES Announcement No. JKT-343/LIST-PENG/BES/III/2004 dated March 29, 2004, which refers to Company letter No. 071/ADMF/CS/III/04 dated March 25, 2004 regarding Initial Share Listing and BES letter No. JKT-028/LIST-EMITEN/BES/III/2004 dated March 29, 2004 regarding the Approval for the Initial Listing of Shares of PT Adira Dinamika Multi Finance Tbk, the number of shares in the Public Offering of Shares registered on March 31, 2004 and the composition of shareholders and the composition of share ownership in the Company are as follows:

Description	Number of Shares	Nominal Value (IDR Thousand)	Percentage (%)
Authorized Capital	4,000,000,000	400,000,000	
Issued and Fully Paid:			
- Theodore Permadi Rachmat	810,000,000	81,000,000	81.0
- Stanley Setia Atmadja	90,000,000	9,000,000	9.0
- Public (each with ownership under 5%)	100,000,000	10,000,000	10.0
Amount of Issued and Fully Paid Capital	1,000,000,000	100,000,000	100.0
Shares in Portepel	3,000,000,000	300,000,000	

The Company's shares were registered and offered for the first time to the public on March 31, 2004, listed on the BEJ and BES (and later merged into the Indonesia Stock Exchange (IDX) with the Issuer code ADMF in the amount of 100,000,000 shares, with an initial price of IDR2,325 per share from the total number of shares issued of 1,000,000,000 shares.

2004

Furthermore, in accordance with BES Announcement No. JKT-166/LIST-PENG/BES/IV/2004 dated April 13, 2004, which announced the Company's report based on Letter No.080/ADMF/CS/IV/04 dated April 13, 2004 concerning Information Disclosure in Relation to the Acquisition of PT Adira Dinamika Multi Finance Tbk Shares on April 8, 2004, Bank Danamon Indonesia conducted takeover through the Direct Placement mechanism of 750,000,000 shares in the Company or the total nominal value of IDR75,000,000,000 or representing 75.0% of the total shares issued by the Company, from Theodore Permadi Rachmat and Stanley Setia Atmadja based on CSPA dated January 26, 2004, so that the composition of shareholders and composition of share ownership in the Company changed to the following:

Description	Number of Shares	Nominal Value (IDR Thousand)	Percentage (%)
Authorized Capital	4,000,000,000	400,000,000	
Issued and Fully Paid:			
- Bank Danamon Indonesia	750,000,000	75,000,000	75.0
- Theodore Permadi Rachmat	135,000,000	13,500,000	13.0
- Stanley Setia Atmadja	15,000,000	1,500,000	2.0
- Public (each with ownership under 5%)	100,000,000	10,000,000	10.0
Amount of Issued and Fully Paid Capital	1,000,000,000	100,000,000	100.0
Shares in Portepel	3,000,000,000	300,000,000	

Furthermore, according to BES Announcement No. JKT-160/LIST-PENG/BES/I/2005 dated January 12, 2005, which announced the Company's report based on Letter No.002/ADMF/CS/I/05 dated January 10, 2005, Mega Value Profits Limited purchased 150,000,000 shares of the Company, consisting of 135,000,000 shares belonging to Theodore Permadi Rachmat and 15,000,000 shares owned by Stanley Setia Atmadja, as well as taking a portion of public share ownership of 24,193,500 shares on October 5, 2004. Therefore, the composition of shareholders and the composition of share ownership in the Company at the end of 2004 were as follows:

Description	Number of Shares	Nominal Value (IDR Thousand)	Percentage (%)
Authorized Capital	4,000,000,000	400,000,000	
Issued and Fully Paid:			
- Bank Danamon Indonesia	750,000,000	75,000,000	75.0
- Mega Value Profits Limited	174,193,500	17,419,350	17.4
- Public (each with ownership under 5%)	75,806,500	7,580,650	7.6
Amount of Issued and Fully Paid Capital	1,000,000,000	100,000,000	100.0
Shares in Portepel	3,000,000,000	300,000,000	

2009

In the 2004-2009 period, Mega Value Profits Limited increased its ownership of Adira Finance shares to 20%. This transaction was a purchase of shares from the public through the IDX, which caused the composition of shareholders and the composition of share ownership in the Company at the end of the first semester of 2009 to change to the following:

Description	Number of Shares	Nominal Value (IDR Thousand)	Percentage (%)
Authorized Capital	4,000,000,000	400,000,000	
Issued and Fully Paid:			
- Bank Danamon Indonesia	750,000,000	75,000,000	75.0
- Mega Value Profits Limited	200,000,000	20,000,000	20.0
- Public (each with ownership under 5%)	50,000,000	5,000,000	5.0
Amount of Issued and Fully Paid Capital	1,000,000,000	100,000,000	100.0
Shares in Portepel	3,000,000,000	300,000,000	

On July 9, 2009, Bank Danamon Indonesia exercised its call option to purchase 20% of Adira Finance's share ownership, or the equivalent of 200,000,000 shares, from Mega Value Profits Limited. Due to this transaction, Bank Danamon increased its share ownership from 75% to 95%. The total share purchase transaction amounted to IDR1,614 billion (or IDR8,070 per share) with the purchase option premium or prepayment paid amounting to IDR187 billion and caused the composition of shareholders and the composition of share ownership in the Company to change to the following:

Description	Number of Shares	Nominal Value (IDR Thousand)	Percentage (%)
Authorized Capital	4,000,000,000	400,000,000	
Issued and Fully Paid:			
- Bank Danamon Indonesia	950,000,000	95,000,000	95.0
- Public (each with ownership under 5%)	50,000,000	5,000,000	5.0
Amount of Issued and Fully Paid Capital	1000,000,000	100,000,000	100.0
Shares in Portepel	3,000,000,000	300,000,000	

2016

On January 25, 2016, Bank Danamon Indonesia released 29.2 million shares, or the equivalent of its share ownership, to the public so that Adira Finance's minimum number of outstanding shares can meet the provisions as regulated by Indonesia Stock Exchange Regulation No. I-A concerning the Listing of Shares and Equity Securities Other than Shares Issued by Listed Companies. This caused the composition of shareholders and the composition of share ownership in the Company to change to the following:

Description	Number of Shares	Nominal Value (IDR Thousand)	Percentage (%)
Authorized Capital	4,000,000,000	400,000,000	
Issued and Fully Paid:			
- Bank Danamon Indonesia	920,700,000	92,070,000	92.1
- Public (each with ownership under 5%)	79,300,000	7,930,000	7.9
Amount of Issued and Fully Paid Capital	1,000,000,000	100,000,000	100.0
Shares in Portepel	3,000,000,000	300,000,000	

2017, 2018, 2019, 2020, 2021, 2022, 2023 and 2024

There were no transactions relating to authorized capital, issued capital, and fully paid-up capital, except for the transactions mentioned above, which were traded normally on the stock exchange during 2017, 2018, 2019, 2020, 2021, 2022, 2023 and 2024. Furthermore, there are no members of the Board of Commissioners or the Board of Directors of Adira Finance who own shares in the Company.

2025

On October 1, 2025, the merger between Mandala Finance and Adira Finance became effective. As a result of the merger, there has been a change in the controlling shareholders from previously only PT Bank Danamon Indonesia Tbk to PT Bank Danamon Indonesia Tbk and MUFG Bank, Ltd. In addition, Adira Finance also has treasury shares originating from the implementation of share buyback obligations carried out in accordance with the provisions of laws and regulations applicable in the capital market sector. The composition of shareholders and share ownership in the Company as of December 31, 2025, has changed as follows:

Description	Number of Shares	Nominal Value (IDR)	Percentage (%)
Authorized Capital	4,000,000,000	400,000,000,000	
Issued and Fully Paid:			
- PT Bank Danamon Indonesia Tbk	920,700,000	92,070,000,000	74.50
- MUFG Bank, Ltd	233,863,559	23,386,355,900	18.92
- PT Adira Dinamika Multi Finance Tbk (Treasury Shares)	9,816,154	981,615,400	0.79
- PT Zurich Asuransi Indonesia Tbk	4,204,800	420,480,000	0.34
- Public (each with ownership under 5%)	67,218,596	6,721,859,600	5.45
Amount of Issued and Fully Paid Capital	1,235,803,109	123,580,310,900	100.0
Shares in Portepel	2,764,196,891	276,419,689,100	



CHRONOLOGY OF OTHER SECURITIES LISTING

Chronology of Issuance of Debt Securities and Mudharabah Bonds of The Company

Debt Securities and Mudharabah Bonds	Effective Statement Date	Letter No.	Total	Interest Payment/ Profit Sharing Schedule
Adira Dinamika Multi Finance Bonds I Year 2003	April 23, 2003	No. S-839/ PM/2003	500,000	Quarterly
Adira Dinamika Multi Finance Bonds II Year 2006	May 24, 2006	No. S-137/ BL/2006	750,000	Quarterly
Adira Dinamika Multi Finance Bonds III Year 2009	May 4, 2009	No. S-3485/ BL/2009	500,000	Quarterly
Adira Dinamika Multi Finance Bonds IV Year 2010	October 21, 2010	No. S-9564/ BL/2010	2,000,000	Quarterly
Adira Dinamika Multi Finance Bonds V Year 2011	May 18, 2011	No. S-5474/ BL/2011	2,500,000	Quarterly
Adira Dinamika Multi Finance Medium-Term Notes I Year 2011	-	-	400,000	Quarterly
Adira Dinamika Multi Finance Continuing Bonds I with Fixed Interest Rate Phase I Year 2011	December 9, 2011	No. S-13197/ BL/2011	2,523,000	Quarterly
Adira Dinamika Multi Finance Continuing Bonds I with Fixed Interest Rate Phase II Year 2012	December 9, 2011	No. S-13197/ BL/2011	1,850,000	Quarterly
Adira Dinamika Multi Finance Continuing Bonds I with Fixed Interest Rate Phase III Year 2011	December 9, 2011	No. S-13197/ BL/2011	1,627,000	Quarterly
Adira Finance Continuing Bonds II Phase I Year 2013	February 21, 2013	No. S-37/D.04/2013	2,000,000	Quarterly
Adira Finance Continuing Bonds II Phase II Year 2013	February 21, 2013	No. S-37/D.04/2013	2,092,000	Quarterly
Adira Finance Continuing Bonds II Phase III Year 2014	February 21, 2013	No. S-37/D.04/2013	1,500,000	Quarterly
Adira Finance Continuing Bonds II Phase IV Year 2014	February 21, 2013	No. S-37/D.04/2013	1,503,000	Quarterly
Adira Finance Continuing Bonds III Phase I Year 2015	June 25, 2015	No. S-279/D.04/2015	979,000	Quarterly
Adira Finance Continuing Bonds III Phase II Year 2015	June 25, 2015	No. S-279/D.04/2015	1,437,000	Quarterly
Adira Finance Continuing Bonds III Phase III Year 2016	June 25, 2015	No. S-279/D.04/2015	1,101,000	Quarterly
Adira Finance Continuing Bonds III Phase IV Year 2016	June 25, 2015	No. S-279/D.04/2015	1,700,000	Quarterly
Adira Finance Continuing Bonds III Phase V Year 2017	June 25, 2015	No. S-279/D.04/2015	2,014,000	Quarterly
Adira Finance Continuing Bonds III Phase VI Year 2017	June 25, 2015	No. S-279/D.04/2015	769,000	Quarterly
Adira Finance Continuing Bonds IV Phase I Year 2017	December 4, 2017	No. S-458/D.04/2017	1,300,000	Quarterly
Adira Finance Continuing Bonds IV Phase II Year 2018	December 4, 2017	No. S-458/D.04/2017	1,630,000	Quarterly
Adira Finance Continuing Bonds IV Phase III Year 2018	December 4, 2017	No. S-458/D.04/2017	2,260,000	Quarterly
Adira Finance Continuing Bonds IV Phase IV Year 2018	December 4, 2017	No. S-458/D.04/2017	618,000	Quarterly
Adira Finance Continuing Bonds IV Phase V Year 2019	December 4, 2017	No. S-458/D.04/2017	2,000,000	Quarterly
Adira Finance Continuing Bonds IV Phase VI Year 2019	December 4, 2017	No. S-458/D.04/2017	1,192,000	Quarterly

Debt Securities and Mudharabah Bonds	Effective Statement Date	Letter No.	Total	Interest Payment/ Profit Sharing Schedule
Adira Finance Continuing Bonds V Phase I Year 2020	June 30, 2020	No. S-182/D.04/2020	1,300,000	Quarterly
Adira Finance Continuing Bonds V Phase II Year 2021	June 30, 2020	No. S-182/D.04/2020	1,300,000	Quarterly
Adira Finance Continuing Bonds V Phase III Year 2022	June 30, 2020	No. S-182/D.04/2020	1,700,000	Quarterly
Adira Finance Continuing Bonds VI Phase I Year 2023	June 27, 2023	No. S-164/D.04/2023	1,700,000	Quarterly
Adira Finance Continuing Bonds VI Phase II Year 2023	June 27, 2023	No. S-164/D.04/2023	1,250,000	Quarterly
Adira Finance Continuing Bonds VI Phase III Year 2024	June 27, 2023	No. S-164/D.04/2023	1,600,000	Quarterly
Adira Finance Continuing Bonds VI Phase IV Year 2024	June 27, 2023	No. S-164/D.04/2023	2,000,000	Quarterly
Adira Finance Continuing Bonds VI Phase V Year 2025	June 27, 2023	No. S-164/D.04/2023	2,066,993	Quarterly
Adira Finance Continuing Bonds VII Phase I Year 2025	June 26, 2025	No. S-62/D.04/2025	1,200,000	Quarterly
Adira Finance Continuing Bonds VII Phase II Year 2025	June 26, 2025	No. S-62/D.04/2025	1,650,000	Quarterly
Adira Finance Continuing Mudharabah Bonds I Phase I Year 2013	February 21, 2013	No. S-37/D.04/2013	379,000	Quarterly
Adira Finance Continuing Mudharabah Bonds I Phase II Year 2014	February 21, 2013	No. S-37/D.04/2013	133,000	Quarterly
Adira Finance Continuing Mudharabah Bonds II Phase I Year 2015	June 25, 2015	No. S-279/D.04/2015	500,000	Quarterly
Adira Finance Continuing Mudharabah Bonds II Phase II Year 2016	June 25, 2015	No. S-279/D.04/2015	86,000	Quarterly
Adira Finance Continuing Mudharabah Bonds II Phase III Year 2017	June 25, 2015	No. S-279/D.04/2015	386,000	Quarterly
Adira Finance Continuing Mudharabah Bonds III Phase I Year 2017	December 4, 2017	No. S-458/D.04/2017	200,000	Quarterly
Adira Finance Continuing Mudharabah Bonds III Phase II Year 2018	December 4, 2017	No. S-458/D.04/2017	490,000	Quarterly
Adira Finance Continuing Mudharabah Bonds III Phase III Year 2018	December 4, 2017	No. S-458/D.04/2017	214,000	Quarterly
Adira Finance Continuing Mudharabah Bonds III Phase IV Year 2019	December 4, 2017	No. S-458/D.04/2017	96,000	Quarterly
Adira Finance Continuing Mudharabah Bonds IV Phase I Year 2020	June 30, 2020	No. S-182/D.04/2020	200,000	Quarterly
Adira Finance Continuing Mudharabah Bonds IV Phase II Year 2021	June 30, 2020	No. S-182/D.04/2020	200,000	Quarterly
Adira Finance Continuing Mudharabah Bonds IV Phase III Year 2022	June 30, 2020	No. S-182/D.04/2020	300,000	Quarterly
Adira Finance Continuing Mudharabah Bonds V Phase I Year 2023	June 27, 2023	No. S-164/D.04/2023	300,000	Quarterly
Adira Finance Continuing Mudharabah Bonds V Phase II Year 2023	June 27, 2023	No. S-164/D.04/2023	300,000	Quarterly
Adira Finance Continuing Mudharabah Bonds V Phase III Year 2024	June 27, 2023	No. S-164/D.04/2023	400,000	Quarterly
Adira Finance Continuing Mudharabah Bonds VI Phase I Year 2025	June 26, 2025	No. S-62/D.04/2025	300,000	Quarterly
Adira Finance Continuing Mudharabah Bonds VI Phase II Year 2025	June 26, 2025	No. S-62/D.04/2025	700,000	Quarterly

SHAREHOLDERS, AFFILIATES, SUBSIDIARIES, ASSOCIATED ENTITIES AND JOINT VENTURES

CONTROLLING SHAREHOLDER

PT Bank Danamon Indonesia Tbk

PT Bank Danamon Indonesia Tbk (Stock Code: BDMN) was established in 1956. As of December 31, 2025, Danamon managed consolidated assets of IDR276 trillion with its subsidiary, Adira Finance. In terms of share ownership, 92.47% of Danamon shares are owned by MUFG, and the other 7.53% are owned by the public. In serving customers from all business lines, namely Retail, Small and Medium Enterprises, and Corporations, Danamon is supported by 863 conventional branch offices and Sharia units, as well as branch offices and representative offices of the Danamon group of companies in Indonesia.

As a subsidiary of MUFG, which is one of the largest f inancial services groups in the world, Danamon is supported by a global network of MUFG and its partner banks: Krungsri Bank in Thailand, Security Bank in the Philippines, and VietinBank in Vietnam. Danamon is also strengthened by the local network of its group companies, namely Adira Finance, Home Credit Indonesia, Mandala Finance, and Zurich Asuransi Indonesia, as well as its strategic partners.

Together with MUFG, its group of companies, and strategic partners, Danamon is committed to continuing to transform as One Financial Group, to become a trusted financial partner that is customer oriented and always innovating, in order to meet the needs of shareholders, customers, employees, and regulators by providing comprehensive financial solutions so they can grow together.

Danamon and its group of companies and strategic partners also realize the importance of sustainability as an inseparable part of community growth and prosperity. Therefore, Danamon is also committed to supporting Indonesia to achieve net zero emissions by 2060 through various progressive efforts towards sustainable finance, decarbonization initiatives, and green economy development. This initiative is reflected in the Sustainable Finance Action Plan (RAKB), which includes governance and process, awareness and capacity building, sustainable f inancing, responsible workplace management, and corporate social responsibility. Each of these pillars is designed to support sustainability principles and ensure that every aspect of our operations contributes positively to the environment.

In addition, in running the business and to achieve goals in accordance with its vision and mission, Danamon upholds the company value “BISA,” which must be implemented by all Danamon employees, management, directors, and commissioners. These values include Collaboration, Integrity, Poised to Serve, and Adaptive.

MUFG Bank, Ltd.

MUFG Bank, Ltd. is the main bank of Mitsubishi UFJ Financial Group (MUFG), one of the world's largest financial services groups. MUFG Bank is headquartered in Tokyo, Japan, and provides a wide range of commercial, corporate, investment, and global financial services to individual and institutional customers.

As of December 31, 2025, MUFG Bank has an extensive operational network covering Japan, Asia Pacific, the Americas, as well as Europe, the Middle East, and Africa. With the support of this global network, MUFG Bank serves the various financing, transaction, and investment needs of multinational companies, financial institutions, and corporate customers across various industrial sectors.

As part of the MUFG Group, MUFG Bank is backed by strong financial capabilities, extensive global experience, and a commitment to supporting economic growth and sustainable development in the countries where MUFG operates. In Indonesia, MUFG Bank is one of the major shareholders of Bank Danamon and Adira Finance, thereby strengthening business synergies and financial service development within the MUFG Group ecosystem.

AFFILIATE

PT Home Credit Indonesia (HCI)

PT Home Credit Indonesia ("Home Credit") is a technology-based financing company licensed and supervised by the Financial Services Authority (OJK), conducting financing business activities in accordance with the provisions of the applicable laws and regulations in Indonesia. Since commencing operations in Indonesia in 2013, Home Credit has served more than 6.7 million consumers as of December 31, 2025, through the provision of financing services including goods financing, cash financing, and other financing services carried out responsibly and transparently. Home Credit's services can be accessed through more than 22,000 point-of-sale locations spread across shopping centers and other strategic locations in 260 cities and regencies in Indonesia. Through consistent innovation and a commitment to transparency, inclusion, and financial literacy, Home Credit continues to strengthen its role as a key player in the financing industry by opening more opportunities and contributing to improving the quality of life of the Indonesian people.

PT Zurich Asuransi Indonesia Tbk (ZAI)

PT Zurich Asuransi Indonesia Tbk (ZAI) previously obtained its general insurance business license in 1997 as PT Asuransi Kekurangan Nexus. In 2002, it changed its name to PT Asuransi Adira Dinamika and went public in 2019, before finally transforming into ZAI.

ZAI provides general insurance products and services, with motor vehicle insurance as its primary product. In November 2019, ZAI became a member of the Zurich Insurance Group (Zurich) and is one of the leading joint venture general insurance companies in Indonesia. Supported by the Zurich Group, with its international expertise and leading underwriting, digital, and risk management capabilities, ZAI provides best-in-class protection solutions for its customers. Through 13 branch offices and 7 marketing offices throughout Indonesia,

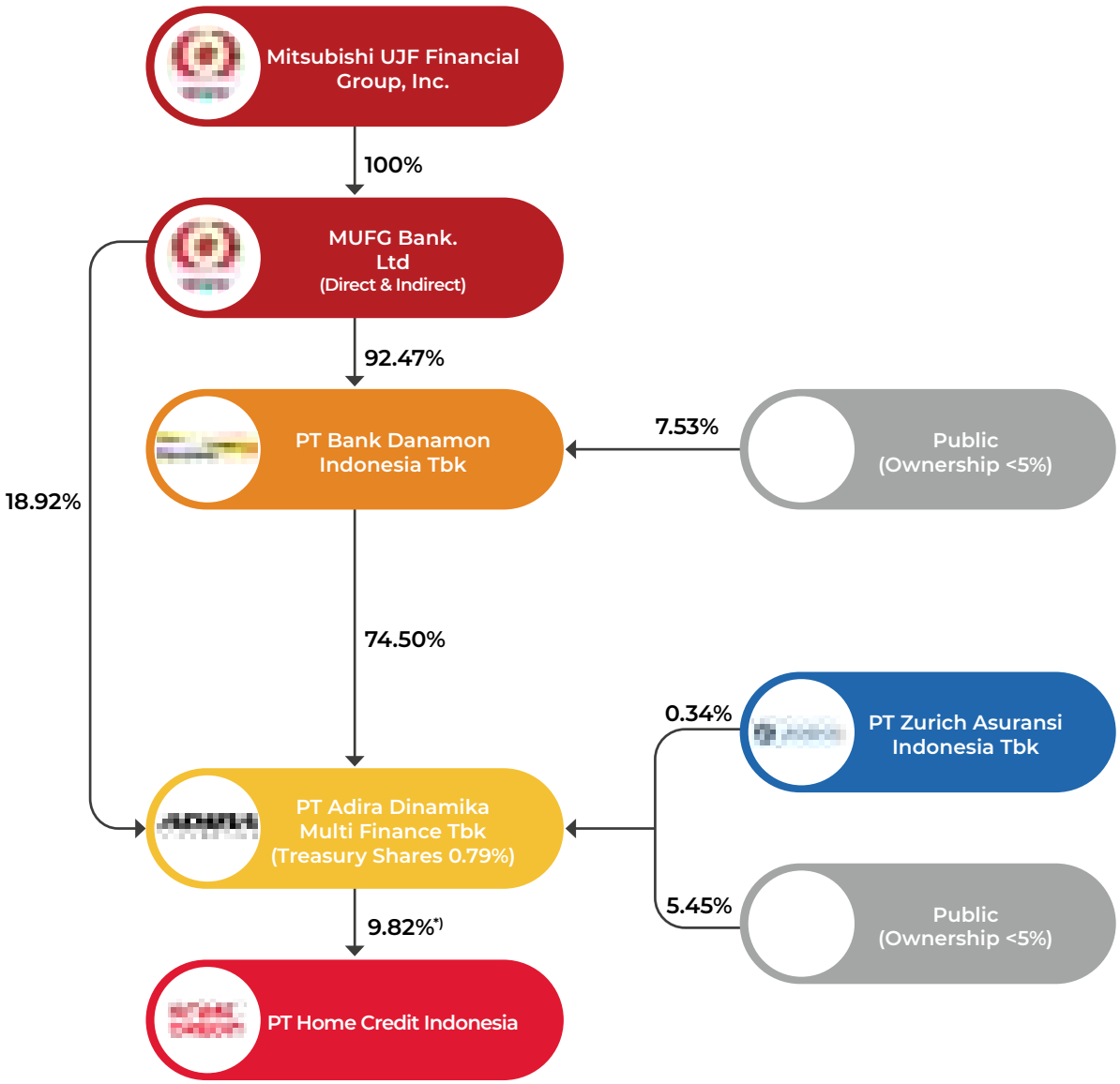
ZAI is committed to providing customers with simple, easy, and fast policy purchases, as well as simple insurance claims handling—tailored to their needs. PT Zurich Asuransi Indonesia Tbk is a general insurance company registered with and supervised by the Financial Services Authority.

Subsidiaries, Associated Entities, and Joint Ventures [SEOJK C.6][GRI 2-2][GRI 2-4]

Until the financial year December 31, 2024, Adira Finance does not have any Subsidiaries, Associated Entities and Joint Ventures.

GROUP STRUCTURE

There were no changes related to share ownership and capital structure or other changes during the reporting period. [SEOJK C.3]



*) Of the total nominal value of shares issued by PT Home Credit Indonesia

PUBLIC ACCOUNTANT AND PUBLIC ACCOUNTING FIRM SERVICES

Year of Assignment Period	Public Accounting Firm	Name of Accountant	Public Accounting Firm Address	Audit and Non-Audit Services Provided	Audit and Non-Audit Service Fees (IDR)
2025	Liana Ramon Xenia & Rekan	Elisabeth Imelda	The Plaza Office Tower Lantai 32 Jl. M.H. Thamrin Kav 28-30 Jakarta Pusat 10350 Telp : +6221 5081 8000 Fax : +6221 2992 8200/8300 Website : www2.deloitte.com	Audit of Proforma Financial Information Compilation Report of Adira & Mandala as of December 31, 2024	150,000,000
				Audit Financial Statements as of September 30, 2025	1,750,000,000
				Audit Financial Statements as of December 31, 2025	800,000,000
				Audit Financial Statement as of October 1, 2025	200,000,000
				Agreed Upon Procedures KPPK (Application of Prudential Principals)	75,000,000
				Issuance of comfort letter in relation to Financial Statements 2024 for Public Offering Registration (Bonds and Mudharabah Bonds)	1,100,000,000
				Audit of Special purposes financial statement as of 31 December 24	150,000,000
				Limited assurance engagement on management statement letter for the periode ended 31 December 2024	150,000,000
Total					**4,375,000,000**

NAME AND ADDRESS OF CAPITAL MARKET SUPPORTING INSTITUTION AND/OR PROFESSION

SECURITIES ADMINISTRATION BUREAU

PT Adimitra Jasa Korpora
Kirana Boutique Office
Rukan Kirana Boutique Office
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Kelapa Gading – North Jakarta 14250
Tel: +6221 2936 5287/98
Fax: +6221 2928 9961
E-mail: opr@adimitra-jk.co.id

SECURITIES RATING COMPANY

PT Pemeringkat Efek Indonesia (PEFINDO)
Panin Tower – Senayan City, 17th Floor
Jalan Asia Afrika Lot 19
Jakarta 10270
Tel: +6221 72782380
Fax: +6221 72782370
Website: www.pefindo.com
E-mail: corpcom@pefindo.co.id

BOND TRUSTEE

PT Bank Negara Indonesia (Persero) Tbk
Gedung BNI BSD, 14th Floor,
BSD City Kav. 1 No. 5
Jalan Pahlawan Seribu, Lengkong Gudang
Serpong, South Tangerang 15310 - Indonesia
Tel: +6221 25541220
Fax: +6221 29514053
Website: www.bni.co.id

NOTARY

Notary Office Fathiah Helmi SH
Graha Irama, 6th Floor, Suite C
Jl. HR Rasuna Said Block X-1 Kav. 1&2
Kuningan, South Jakarta 12950 – Indonesia
Tel: +6221 5290 7304/06
Fax: +6221 526 1136
Website: notaris-fathiahhelmi.com

CUSTODIAN

PT Kustodian Sentral Efek Indonesia
Indonesia Stock Exchange Building, Tower 1, 5th Floor
Jl. Jend. Sudirman Kav. 52-53,
South Jakarta 12190
Tel: +6221 515 2855
Fax: +6221 5299 1199
Toll Free: 0800 186 5734
Website: www.ksei.co.id E-mail: helpdesk@ksei.co.id

COMPANY WEBSITE INFORMATION

Adira Finance remains committed to optimally managing the Company's official website as the primary means of disseminating information to the public. Launched in 2010, www.adira.co.id, Adira Finance provides up-to-date, accurate, and reliable information to all stakeholders. The site is available in both Indonesian and English, expanding communication and strengthening the Company's principles of transparency and information disclosure.

In order to comply with authority requirements and provide information services to all stakeholders, Adira Finance continually updates the content on the Company's website. The Adira Finance website also meets the information that must be posted in accordance with Article 6 of the Financial Services Authority Regulation (POJK) No. 8/POJK.4/2015 concerning Issuer or Public Company Websites, where Issuers or Public Companies are required to submit the following information:

1. Home: consisting of an overview of the Company, Group Structure, and Stock Summary.
2. General Information: consisting of a welcome message from the President Director, management, organizational structure, ownership structure, and supporting institutions;
3. Investor Information: consisting of annual reports, financial statements, information on general meetings of shareholders, dividends, company profiles, analyst research, information disclosure, press releases, and bond & sukuk offering prospectuses; and
4. Governance Information: consisting of the work guidelines of the Board of Commissioners & Directors, the Internal Audit Unit charter, code of ethics, corporate governance, articles of association, APU & PPT, whistle blowing system, and anti-bribery policy.



MANAGEMENT EDUCATION AND TRAINING 2025

[SEOJK F.22][GRI 404-2]

Education And Training Of The Board Of Commissioners

Name	Position	Training/Seminar Name	Organizer	Location	Date
Daisuke Ejima	President Commissioner	International Seminar Strengthening Multifinance Resilience Amidst Economic Slowdown and Regulatory Shifts	Association of Indonesian Financing Companies (APPI)	Tokyo - Jepang	December 12, 2025
Krisna Wijaya	Independent Commissioner	National Seminar Will Trade War Create Financial Turmoil	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	May 6, 2025
Manggi Taruna Habir	Independent Commissioner	National Seminar Will Trade War Create Financial Turmoil	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	May 6, 2025
Congsin Congcar	Commissioner	International Seminar Strengthening Multifinance Resilience Amidst Economic Slowdown and Regulatory Shifts	Association of Indonesian Financing Companies (APPI)	Tokyo - Jepang	December 12, 2025
Honggo Widjojo Kangmasto	Commissioner	-	-	-	-

Education And Training Of The Board Of Directors

Name	Position	Training/Seminar Name	Organizer	Location	Date
I Dewa Made Susila	President Director	National Seminar on OJK Policy Direction for 2025 and the New Government's Economic Growth Strategy	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	February 4, 2025
		National Seminar Will Trade War Create Financial Turmoil	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	May 6, 2025
		Online Seminar Economic Outlook 2026	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	September 2, 2025
		International Seminar "Strengthening Multifinance Resilience Amidst Economic Slowdown and Regulatory Shifts	Association of Indonesian Financing Companies (APPI)	Tokyo - Jepang	December 12, 2025
Swandajani Gunadi	Director	National Seminar on OJK Policy Direction for 2025 and the New Government's Economic Growth Strategy	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	February 4, 2025
		National Seminar on Resilience and Turnaround: Indonesia's Economic Direction	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	October 28, 2025
Niko Kurniawan Bonggowarsito	Director	National Seminar on OJK Policy Direction for 2025 and the New Government's Economic Growth Strategy	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	4 februari 2025
		National Seminar on Resilience and Turnaround: Indonesia's Economic Direction	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	October 28, 2025
Harry Latif	Director	National Seminar on OJK Policy Direction for 2025 and the New Government's Economic Growth Strategy	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	February 4, 2025
Denny Riza Farib	Director	National Seminar Will Trade War Create Financial Turmoil	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	May 6, 2025
		Online Seminar Economic Outlook 2026	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	September 2, 2025
Sylvanus Gani Kukuh Mendrofa	Director	National Seminar Will Trade War Create Financial Turmoil	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	May 6, 2025
		Online Seminar Economic Outlook 2026	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	September 2, 2025
		National Seminar on Resilience and Turnaround: Indonesia's Economic Direction	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	October 28, 2025
Sigit Hendra Gunawan	Director	Online Seminar Economic Outlook 2026	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	September 2, 2025
		National Seminar on Resilience and Turnaround: Indonesia's Economic Direction	Association of Indonesian Financing Companies (APPI)	Jakarta - Indonesia	October 28, 2025
Ricky Gunawan	Director	-	-	-	-





03

MANAGEMENT **DISCUSSIONS AND ANALYSIS**

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MACROECONOMIC AND INDUSTRY REVIEW

Despite persistently challenging macroeconomic conditions and an automotive industry that has yet to fully recover, Adira Finance successfully recorded new financing disbursements of IDR43.2 trillion, representing an 18% increase from the previous year. In addition, total managed receivables by the Company, including joint financing, reached IDR63.4 trillion in 2025, growing 13% compared to 2024.

GLOBAL ECONOMIC REVIEW

The International Monetary Fund (IMF) projects global economic growth of 3.2% (yoy) in 2025, broadly stable compared to 2024. The continued moderation of global inflation has encouraged a number of major central banks to gradually ease monetary policy. Nevertheless, ongoing geopolitical tensions and rising climate-related risks remain key sources of uncertainty, with the potential to increase price volatility in strategic commodities, particularly energy and food.

Based on Bank Indonesia data, the global economy continued to experience a slowdown through September 2025, driven by the implementation of reciprocal tariffs by the United States and elevated global uncertainty. Most countries experienced a slowdown in economic growth, with significant disparities observed across regions. In the United States, economic sentiment weakened as tariff policies adversely affected household consumption and led to higher unemployment. China's economy is also slowing due to weaker export performance, particularly to the United States, as well as weaker domestic demand, especially investment. Meanwhile, Europe and Japan experienced

declining growth amid weaker export performance, while India maintained relatively stronger growth supported by fiscal stimulus aimed at boosting domestic consumption.

With the global economic outlook remaining fragile and declining inflationary pressures, several central banks adopted more accommodative monetary policies, with Japan as an exception. Rising unemployment in the United States increased the likelihood of a reduction in the Fed Funds Rate (FFR). This condition is reflected in the global financial market, with lower US Treasury yields and a weaker US dollar index (DXY). Amid heightened global uncertainty, capital flows tend to shift toward safe-haven assets such as gold, while capital flows to emerging markets remain constrained.

DOMESTIC ECONOMIC REVIEW

Domestically, Indonesia's economy grew by 5.11% (yoy) in 2025, higher than the 5.03% (yoy) recorded in 2024. This performance is in line with the IMF's estimate and Bank Indonesia's projection, which placed growth in the range of 5.0%–5.2% (yoy).

As of end-2024, data from Statistics Indonesia (BPS) show that Indonesia's GDP amounted to IDR23,821.1 trillion. In 2025, household consumption—the largest contributor to GDP—expanded by 4.98% (yoy), while gross fixed capital formation (GFCF)—the second-largest contributor—grew by 5.09% (yoy) compared with the previous year. Exports increased by 7.03% (yoy), while imports rose at a more moderate pace of 4.77% (yoy). Meanwhile, government consumption recorded growth of 2.5% (yoy). Throughout 2025, provinces on Java continued to dominate Indonesia's economy, contributing 56.93% of national output and recording growth of 5.30% (yoy).

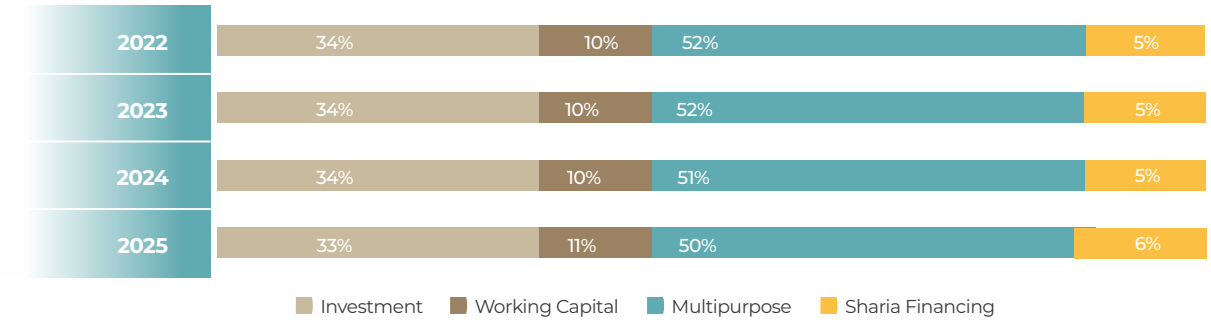
Meanwhile, inflationary pressures remain low, with the Consumer Price Index (IHK) at 2.92% (yoy) in December 2025. Core inflation remains low at 2.38% (yoy), in line with economic growth remaining below capacity, supported by Bank Indonesia's consistent monetary policy interest rate in anchoring inflation expectations within its target and well-managed imported inflation.

INDUSTRY REVIEW

Following a difficult year, the automotive industry is expected to begin to recover moderately in 2025. According to data from the Association of Indonesian Automotive Industries (Gaikindo), wholesale sales of four-wheeled vehicles (4W) fell 7.0% (yoy) compared to 2024, reaching 803,687 units. Meanwhile, data from the Indonesian Motorcycle Industry Association (AISI) show a 1.3% (yoy) increase from 2024 to around 6.4 million units, an increase from 6.3 million previously.

In the financing industry, the Financial Services Authority (OJK) recorded 0.61% (yoy) growth in financing receivables in 2025, reaching IDR506.50 trillion as of December 2025. In nominal terms, the increase in financing receivables was primarily driven by the Other Services Activities sector, which rose by IDR8.25 trillion. By type of financed asset, the growth was mainly attributable to heavy equipment, contributing an increase of IDR3.40 trillion.

Composition of net financing receivables as of 31 December 2025



In terms of asset quality, the financing companies' gross Non-Performing Financing (NPF Gross) declined to 2.51% as of December 2025, from 2.70% in December 2024. Meanwhile, Return on Assets (ROA) and Return on Equity (ROE) decreased to 4.17% and 10.7%, respectively, at end-2025, compared with 5.02% and 13.8% at end 2024.





OPERATIONAL REVIEW BY BUSINESS SEGMENT

In alignment with its long-term business strategy, Adira Finance continues to expand its activities across all financing segments, both automotive and non-automotive. This expansion is pursued by offering financing products tailored to market needs and the strengthening of partnerships, including dealer networks, to support sustainable growth in accordance with the Company's strategic roadmap.

As one of Indonesia's largest financing companies, Adira Finance offers a wide range of financing solutions in both the automotive and non-automotive sectors. In the automotive segment, the company has over three decades of experience financing motorcycles and cars, both new and used, from a variety of brands. Meanwhile, in the non-automotive segment, Adira Finance is expanding its financing coverage with the multipurpose financing (Solusi Dana), heavy equipment financing, and other financing options. To meet the diverse needs of its customers, the Company provides financing options through both conventional and sharia schemes.

Adira Finance is committed to consistently providing customer-centric services in carrying out its operations across all of its business segments. This commitment is fulfilled through ongoing product and service development, as well as enhancements to the customer experience. In response to shifting consumer preferences for digital services, the company continues to invest in digitalization to support a more efficient, faster, and accessible financing process for customers.



Business Overview

MOTORCYCLE FINANCING





As part of its portfolio diversification strategy, Adira Finance offers financing for a variety of motorcycle brands, both new and used. In 2025, Adira Finance's total motorcycle financing was recorded at IDR17.7 trillion, with approximately 90% coming from new motorcycle financing and the remainder from used motorcycle financing.

Motorcycle Financing Business Segment Overview

With over three decades of experience in the financing industry, Adira Finance continues to maintain its position as a reliable financing partner for Indonesians. The trust that has been built over time serves as the foundation for the Company's ability to maintain service quality standards while also providing relevant and sustainable financing solutions.

To meet the increasingly diverse needs and preferences of customers, Adira Finance is constantly developing motorcycle financing products and services. The Company offers flexible financing options through conventional and sharia schemes in order to reach a larger market segment while increasing financing accessibility to the general public.

Motorcycle Financing Strategy and Policy

To optimize the potential of the domestic financing market, which continues to offer growth prospects, Adira Finance remains committed to providing financing facilities for the purchase of both new and used motorcycles. In doing so, the Company actively monitors developments in macroeconomic conditions that affect consumer purchasing power, particularly amid the high interest rate environment that persisted through early 2025.

Despite challenging economic conditions, the motorcycle market grew steadily throughout 2025. This demonstrates that motorcycles are still a viable and necessary mode of transportation for people's mobility and daily activities.

In response to these conditions, Adira Finance is strengthening its financing strategy in the two-wheeled segment by expanding market potential in various regions, improving underwriting efficiency, and implementing risk-specific financing strategies. Performance evaluations at the regional level are conducted on a continuous basis to ensure that financing product offerings are in line with local market conditions.

IDR 17,7 trillion

In 2025, Adira Finance disbursed IDR17.7 trillion in motorcycle financing

In terms of credit risk management, the Company continues to implement prudent policies by enhancing its customer retention strategy, particularly by optimizing financing to existing customers with strong repayment characteristics. At the same time, the collection function is being strengthened by increasing the field team's capacity, optimizing the collection desk, and implementing a digital monitoring system to ensure collection process effectiveness and a healthy non-performing financing ratio.

As part of its commitment to sustainable finance, Adira Finance continues to provide financing for environmentally friendly products, such as electric motorcycles. By the end of December 2025, electric vehicle financing totaled IDR20 billion, a decrease from the previous year. This decline is consistent with weakening market demand caused by the end of the government's subsidy program for electric motorcycles.

In line with the shift in consumer behavior toward digital transactions, Adira Finance is strengthening its digital transformation by developing and integrating an online service ecosystem. Digital platforms like Adiraku, momotor.id, and moservice.id are constantly evolving to provide a faster, easier, and more personalized customer experience. This step is part of Adira Finance's strategy to broaden its market reach, increase customer loyalty, and maintain its position as one of Indonesia's leading finance companies.

Performance and Revenue of the Motorcycle Financing Segment

In 2025, Adira Finance disbursed IDR17.7 trillion in motorcycle financing. New motorcycle financing accounted for IDR15.9 trillion of the total, while used motorcycle financing was IDR1.8 trillion. The table below shows the composition of Adira Finance's new and used motorcycle financing for the period 2023-2025.

Financing for New and Used Motorcycles

Contribution of Business Segment	2023	2024	2025
New Motorcycles			
New Financing (thousand unit)	602	537	641
Amount of New Financing (IDR Trillion)	13.4	12.5	15.9
Growth of Total Financing	44.3%	(6.7%)	27.3%
Average Annual Effective Interest Rate	31%-35%	31%-35%	32%-35%
Used Motorcycles			
New Financing (thousand unit)	137	106	111
Amount of New Financing (IDR Trillion)	2.1	1.6	1.8
Growth of Total Financing	11.8%	(24.4%)	13.2%
Average Annual Effective Interest Rate	37%-41%	38%-42%	38%-41%

As part of its portfolio diversification strategy, Adira Finance offers financing for a variety of motorcycle brands, new and used motorcycles. The table below shows Adira Finance's motorcycle financing portfolio by brand from 2023 to 2025.

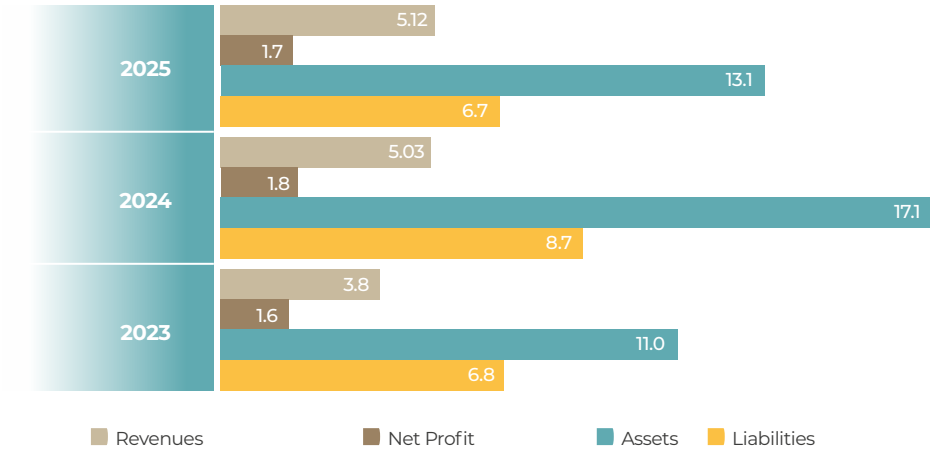
Motorcycle Segment Performance by Brands

Description	2023		2024		2025	
	thousand units	IDR Bn.	thousand units	IDR Bn.	thousand units	IDR Bn.
New Motorcycles						
Honda	446	9,333	395	8,706	463	10,932
Yamaha	130	3,197	121	3,114	151	4,108
Suzuki	2	42	2	34	2	42
Kawasaki	5	211	3	111	4	96
Others	19	604	17	527	22	721
Total New Motorcycles	602	13,387	537	12,491	641	15,899
Total Used Motorcycles	137	2,128	106	1,608	111	1,821
Total Motorcycles	739	15,515	643	14,099	752	17,720

In 2025, Adira Finance recorded new financing of IDR17.7 trillion in the motorcycle segment, a 26% (yoy) increase from IDR14.1 trillion the previous year. In line with the increase in financing volume, motorcycle segment revenue increased by 1.7% (yoy) to IDR5.03 trillion. The motorcycle segment's net profit totaled IDR1.7 trillion. Meanwhile, in terms of financial position, the motorcycle segment's total assets at the end of 2025 were IDR13.1 trillion, with total segment liabilities of IDR6.7 trillion.

The following graphic shows the performance of the motorcycle financing segment from 2023 to 2025::

Motorcycle Financing Chart
(in IDR trillion)





Business Overview

CAR FINANCING





In the automotive financing segment, Adira Finance offers financing solutions for a variety of vehicle brands, both new and used vehicles. In 2025, Adira Finance's car financing totaled IDR12.5 trillion, with approximately 62% from new cars and the remainder from used cars.

Car Financing Business Segment Overview

In the automotive financing segment, Adira Finance offers financing for four-wheeled vehicles, both new and used vehicles, such as passenger cars and commercial vehicles. In line with its commitment to meeting diverse financing needs, the Company also provides financing options through conventional and sharia schemes.

In 2025, the national automotive market was under pressure as demand for four-wheeled vehicles declined. Domestic wholesale car sales decreased by 7% (yoy) to 803,687 units. This decline was primarily seen in the passenger car segment, with new car sales decreasing by 8.7% (yoy) from 672,000 to 613,000 units. Meanwhile, new commercial vehicle sales decreased by 1% (yoy), from 193,000 to 191,000 units. This decline in new car sales was caused by continued low purchasing power, which was influenced by factors such as rising basic commodity prices, decreasing commodity prices, and limited employment opportunities. Furthermore, increases in vehicle prices that exceeded income growth contributed to the decrease in car sales.

Car Financing Strategy and Policy

In 2025, Adira Finance focuses its car financing strategy on selective and sustainable growth, aligned with the ongoing adjustment of the national automotive market. In its implementation, Adira Finance adopts a more prudent, risk-based financing approach, including refining its financing structure and developing products that respond to evolving market demands. In addition, the Company will continue to strengthen partnerships with Sole Brand Holder Agents (ATPM) and its dealer network to ensure the sustainability of car financing disbursement amid challenging market conditions.

Adira Finance, committed to sustainable finance principles, will expand financing for eco-friendly vehicles, especially electric cars. At the end of 2025, financing for electric cars reached about IDR727.9 billion, an increase from the previous year. This increase is driven by a wider range of electric vehicle models, rising consumer demand for eco friendly vehicle, and government policies supporting a national electric vehicle ecosystem.

Performance and Revenue of the Car Financing Segment

In 2025, Adira Finance disbursed IDR12.5 trillion in car financing. New car financing accounted for IDR7.7 trillion, while used car financing amounted to IDR4.8 trillion. The table below shows the composition of Adira Finance's new and used car financing for the period 2023-2025.

IDR 12.5 trillion

In 2025, Adira Finance disbursed IDR12.5 trillion in car financing

Financing for New and Used Cars

Contribution of Business Segment	2023	2024	2025
New Cars			
New Financing (thousand unit)	50	35	33
Amount of New Financing (IDR Trillion)	11,800	8,400	7,697
Growth of Total Financing	25.2%	(28.6%)	(5.4%)
Average Annual Effective Interest Rate	13%-17%	13%-17%	13%-15%
Used Cars			
New Financing (thousand unit)	40	32	33
Amount of New Financing (IDR Trillion)	5,400	4,300	4,786
Growth of Total Financing	28.1%	(19.4%)	4.8%
Average Annual Effective Interest Rate	18%-22%	18%-22%	18%-20%

As part of its portfolio diversification strategy, Adira Finance offers financing for a variety of car brands, new and used cars. The table below shows Adira Finance's car financing portfolio by brand from 2023 to 2025.

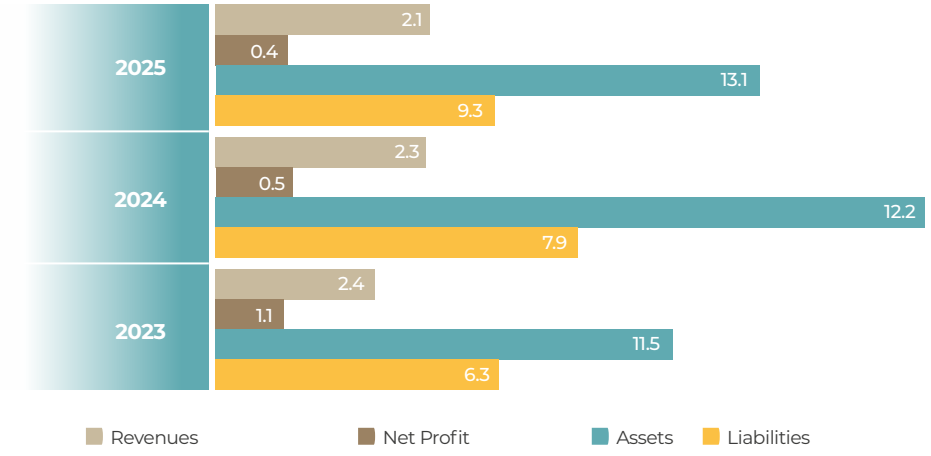
Car Segment Performance by Brands

Description	2023		2024		2025	
	thousand units	IDR Bn.	thousand units	IDR Bn.	thousand units	IDR Bn.
New Cars						
Daihatsu	21	3,509	14	2,401	13	2,270
Mitsubishi	7	2,476	5	1,740	4	1,361
Toyota	4	985	3	726	2	505
Suzuki	7	1,136	5	772	5	939
Honda	4	829	3	656	2	482
Others	7	2,872	5	2,130	6	2,141
Total New Cars	**50**	**11,808**	**35**	**8,425**	**33**	**7,697**
Total Used Cars	**40**	**5,382**	**32**	**4,340**	**33**	**4,786**
Total Cars	**90**	**17,190**	**67**	**12,765**	**66**	**12,482**

In 2025, Adira Finance recorded new financing of IDR12.5 trillion in the car segment. The car segment achieved IDR2.11 trillion in revenue. Meanwhile, the car segment's net profit reached IDR361.3 billion. Financially, the car segment's total assets at the end of 2025 were IDR13.1 trillion, while its total liabilities were IDR9.3 trillion.

The following graphs illustrate the performance of the car financing segment from 2023 to 2025:

Car Financing Chart
(in IDR trillion)





Business Overview

NON-AUTOMOTIVE FINANCING

Adira Finance is committed to delivering comprehensive and relevant financing solutions tailored to consumers' needs across different stages of life. This commitment is reflected in the development of the non-automotive financing segment as a component of the Company's business diversification strategy.

Through this non-automotive segment, Adira Finance broadens its financing offerings beyond the automotive sector to address a wider range of consumer needs. This approach allows the Company to expand its customer reach, deepen customer relationships, and establish a sustainable driver of long-term business growth.



Non-Automotive Financing Segment Overview

As part of its portfolio diversification strategy, Adira Finance continues developing the non-automotive financing segment in 2025. This segment encompasses multi-purpose financing through the Solusi Dana product, heavy equipment financing, and other financing. The development of the non-automotive segment aims to broaden business growth opportunities while maintaining a balanced financing portfolio in the midst of automotive industry dynamics.

In the multi-purpose financing segment, Adira Finance relies on the Solusi Dana product, which allows customers to meet a variety of financial needs. This product uses the Motor Vehicle Ownership Certificate (BPKB) as collateral and can be used for a variety of purposes, including education, home renovations, and business development. Adira Finance strives through Solusi Dana to provide financing solutions that are easily accessible, relevant to consumer needs, and contribute sustainably to the Company's performance.

Non-Automotive Financing Strategies and Policies

In line with the Company's business strategy, the non-automotive financing segment is positioned as a pillar supporting sustainable growth in 2025. The goal of this segment's development is to diversify its financing portfolio while reducing reliance on the automotive sector by meeting financing needs in a variety of productive and consumer industries.

Throughout 2025, Adira Finance continues to strengthen the operational foundations of the non-automotive segment by improving the effectiveness and efficiency of its business processes. These measures include improving financing governance, strengthening human resource capabilities, and leveraging digital technology to support market expansion and improve customer service.

Adira Finance is continuing to optimize the use of its Danadira digital platform in order to increase access to non-automotive financing services. This application enables an end-to-end digital multipurpose financing application process, from application and approval to disbursement and installment payments, providing consumers with convenience and comfort. Adira Finance uses technology strategically to simplify the financing application process, increase service speed, and provide consumers with easy access, thereby improving the overall customer experience.

Performance and Revenue of the Non-Automotive Financing Segment

In 2025, Adira Finance disbursed IDR13.0 trillion in new financing to the non-automotive segment, an increase of 32.6% (yoy) from IDR9.8 trillion in 2024. Solusi Dana product remained the largest contributor in this segment, accounting for approximately 95% of total non-automotive financing, with the remainder coming from heavy equipment and other financing.

In line with the increase in financing disbursement, non-automotive segment revenue in 2025 increased 22.2% (yoy) to IDR2.85 trillion. This increase in revenue performance contributed to net profit growth in the segment, which increased 33.5% (yoy) to IDR1.2 trillion in 2025.

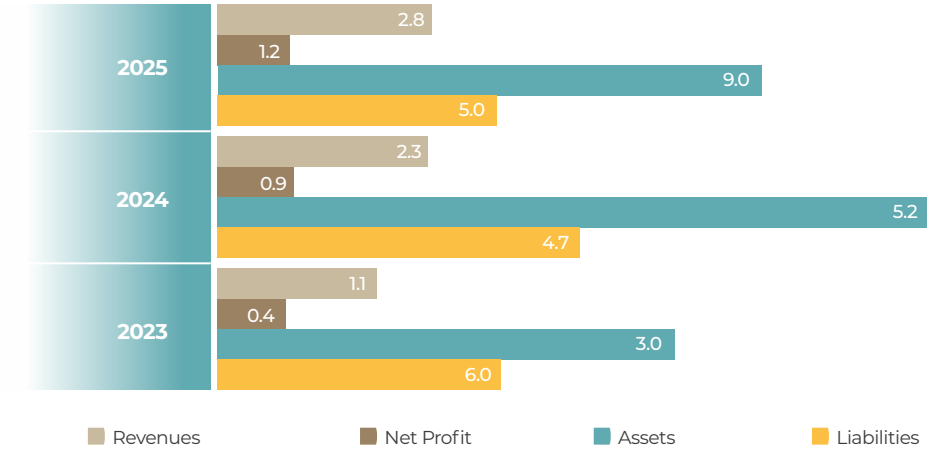
In terms of financial position, total assets in the non-automotive segment were recorded at IDR9.0 trillion at the end of 2025, an increase of 71.9% (yoy) from IDR5.2 trillion in the previous year. Meanwhile, total segment liabilities increased by 6.9% (yoy), from IDR4.7 trillion in 2024 to IDR5.0 trillion in 2025.

IDR 13 trillion

In 2025, Adira Finance disbursed IDR13.0 trillion in new financing to the non-automotive segment, an increase of 32.6% (yoy) from IDR9.8 trillion in 2024.

The following table shows the performance of Adira Finance's non-automotive financing business segment during the period 2023-2025.

Non-Automotive Financing Chart
(in IDR trillion)



Further details regarding income by business segment can be found in Note 48 on operating segments of the 2025 Audited Financial Statements.

REVENUE AND PROFITABILITY OF BUSINESS SEGMENTS BY PRODUCT TYPE

Adira Finance conducts its business activities and identifies its segments based on product type and geographic region. The profit or loss of each segment is used to evaluate their performance.

Information related to the main business segments by product type for the 2023-2025 period is presented as follows:

Primary Business Segments by Product Type

(in IDR Billion)

Description	Motorcycles			Cars			Durable Goods and Others		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Consumer financing income	2,883.4	3,701.1	3,932.4	1,873.2	1,706.5	1,539.0	1,285.3	1,748.0	2,085.6
Murabahah margin	883.3	1,333.0	1,188.0	567.4	582.3	518.2	32.0	23.6	4.0
Musyarakah mutanaqisah profit distribution	-	-	-	-	-	-	-	350.1	394.3
Financing leases income	0.5	0.4	0.3	50.9	57.9	57.2	96.5	208.2	364.0
Interest expenses and financing charges	(360.4)	(578.0)	(543.5)	(471.4)	(572.7)	(535.4)	(137.9)	(260.3)	(282.7)
Revenue sharing for mudharabah bonds	(13.5)	(45.4)	(40.0)	(15.9)	(33.8)	(35.5)	(0.6)	(13.6)	(3.7)
Income for the year	1,613.2	1,778.9	1,685.6	942.8	451.1	361.3	705.2	921.1	1,229.5
Provision impairment losses	(936.2)	(1,431.5)	(1,351.7)	(519.8)	(751.2)	(640.3)	(191.7)	(433.2)	(656.3)
Assets	10,962.7	17,057.9	13,138.8	12,888.1	12,150.3	13,088.5	3,880.5	5,236.3	9,001.1
Liabilities	6,755.2	8,672.4	6,694.4	7,924.2	7,927.8	9,266.9	2,473.0	4,704.8	5,030.1

OPERATION REVIEW PER REGION

REVENUE AND PROFITABILITY BY GEOGRAPHIC BUSINESS SEGMENT

Adira Finance classifies its geographic business segments into several operational areas, including Greater Jakarta (Jabodetabekser), West Java, Central Java, East Java, Sumatra, Kalimantan, Sulawesi, Bali, and Nusa Tenggara. As of the end of December 2025, Adira Finance operated a total of 877 business networks, comprising branches and satellite offices located across various regions in Indonesia.

Operational Performance by Geographical Area

(in IDR Billion)

Description	Java*			Jabodetabekser			Sumatra		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Operating income**	1,810.1	2,095.3	2,014.0	1,940.9	2,188.2	2,119.7	1,696.2	2,117.8	2,323.2
Interest expenses and financing charges***	(211.3)	(300.6)	(283.9)	(227.4)	(354.5)	(341.7)	(232.9)	(300.0)	(297.9)
Income for the year	708.2	648.4	653.1	978.6	853.9	830.7	684.1	682.5	690.3
Assets	6,155.5	7,025.1	6,858.7	7,243.2	8,188.1	7,988.7	6,100.1	7,268.4	8,178.4
Liabilities	3,769.0	4,472.8	4,560.9	4,496.2	5,413.4	5,474.8	3,767.4	4,502.4	4,682.7

Description	Kalimantan			Sulawesi			Bali & Nusa Tenggara		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Operating income**	678.3	892.2	1,008.3	1,148.3	1,937.6	2,097.1	398.8	479.9	520.7
Interest and finance expenses***	(86.6)	(116.9)	(113.1)	(184.7)	(260.4)	(243.0)	(56.6)	(78.6)	(82.2)
Income for the year	271.0	307.8	329.3	487.8	544.2	498.9	189.9	220.0	245.5
Assets	2,357.9	2,850.6	3,210.8	4,480.6	7,419.7	7,206.2	1,680.2	1,863.8	2,143.0
Liabilities	1,475.9	1,683.5	1,692.0	2,643.0	4,016.0	3,105.0	1,044.5	1,235.0	1,440.0

*) Consisting of West Java, Central Java, and East Java
**) Consisting of consumer financing income, mudharabah margin, and financing lease income
***) Including profit-sharing from mudharabah sukuk

By the end of December 2025, Java (Java and Jabodetabekser) was the largest contributor among all geographic regions, contributing to 41% of operating income, 46% of Interest expenses and financing charges, 46% of current year profit, 42% of assets, and 48% of liabilities in the total financing portfolio. Java's significant contribution is due to its vital role in the Indonesian economy and its substantial population in comparison to other Indonesian islands, making it Indonesia's most dominant financing market.

Further details regarding revenue by business region are provided in Note 48 of the 2025 Audited Financial Statements, which constitute an integral component of this Annual Report.



MARKETING ASPECT

In order to accelerate new financing growth across both automotive and non-automotive segments while simultaneously strengthening customer retention, Adira Finance implements a customer-centric marketing strategy. By leveraging data analytics and digital technology–based insights, the Company develops more relevant financing products, enhances precise market segmentation, and executes targeted and effective marketing campaigns.

MARKET AND BUSINESS COMPETITION ANALYSIS

In 2025, global and domestic economic conditions continued to be characterized by uncertainty and complex dynamics. Factors such as economic slowdowns in developed countries, ongoing geopolitical tensions, and relatively tight monetary policies across various regions exerted pressure on global economic stability. Domestically, although inflationary pressures began to ease compared to the previous year, public purchasing power had not yet fully recovered, while interest rate levels remained a challenge for the financing industry and household consumption.

The combination of these factors had a direct impact on various economic sectors, including the automotive and financing industries, which continued to strive to maintain growth momentum amid cautious market conditions.

Overall, the national automotive industry in 2025 continued to face similar challenges as in 2024, driven by weakened consumer purchasing power and more cautios buying decicions. This condition

affected automotive sales performance, particularly in the four-wheeled vehicle segment. Based on data from the Indonesian Automotive Industry Association (GAIKINDO), retail sales of new four-wheeled vehicles in 2025 declined by 4% year-on-year to 858 thousand units. Meanwhile, according to data from the Indonesian Motorcycle Industry Association (AISI), retail sales of new two-wheeled vehicles in 2025 increased by 1% year-on-year to 6.33 million units, up from 6.30 million units in 2024.

On the other hand, Indonesia's financing industry in 2025 continued to face intense competition, both among conventional financing institutions and digital-based companies (fintech lending). Based on data from the Financial Services Authority (OJK), the number of financing companies as of the end of December 2025 remained unchanged at 146 companies.

MARKET POSITIONING

Adira Finance continues to position itself as one of the largest financing companies in the automotive sector by offering financing services for motorcycles and cars, both new and used, across various brands to comprehensively meet customer needs.

In 2025, Adira Finance further expanded its business reach into the non-automotive sector as part of its portfolio diversification strategy and risk mitigation efforts to reduce reliance on the automotive sector, which continued to experience pressure. This strategic initiative was further strengthened through post-merger business integration between Adira Finance and Mandala Finance, creating significant synergies in expanding the multipurpose financing segment, strengthening the customer base, and enhancing market penetration across various regions in Indonesia.

Adira Finance offers multipurpose financing products such as Solusi Dana, enabling customers to fulfill a wide range of financial needs throughout their life cycle—ranging from education, healthcare, home renovation, to micro and small business development. Post-merger integration has also provided the Company with greater capacity to reach new customer segments, particularly in the non-automotive market, thereby sustainably expanding Adira Finance's customer base.

Adira Finance is committed to providing practical, flexible, and inclusive access to financing through both digital and non-digital channels. The Company continues to pioneer digital innovation in the financing industry by optimizing its digital ecosystem, including momobil.id and momotor.id for the automotive market, as well as Adiraku for customer service and retention. In addition, the Company is developing the Danadira application, which is designed to offer fast and secure digital-based cash financing solutions.

As of the end of December 2025, Adira Finance's business network had expanded to 877 outlets across Indonesia, serving more than 2.5 million customers. Of this total, 123 were sharia branches and 74 were sharia kiosks/satellite outlets, reflecting the Company's commitment to providing sharia-compliant financing and strengthening national financial inclusion.

DIGITAL INNOVATION [SEOJK F.26]

Continuing the digital transformation consistently implemented over recent years, Adira Finance continues to strengthen its digital capabilities to enhance operational efficiency, expand service accessibility, and deliver superior customer experiences. One tangible manifestation of this initiative is the development of the Adiraku application as the Company's primary digital platform for customers. The Adiraku application is designed as an integrated solution that allows customers to access contract information, view payment history, make online installment payments, and obtain various exclusive offers and discounts from automotive and non-automotive partners.

In addition, customers can earn Adirapoin rewards, which can be redeemed for installment payment discounts or various attractive vouchers, such as mobile phone credit, electricity vouchers, food and beverage vouchers, or shopping vouchers through the Adiraku application. Adirapoin can also be redeemed for participation in the Undian Harcilnas and the Undian Umrah untuk Sahabat. These initiatives support customer retention efforts by increasing loyalty to Adira Finance's products and services.

The Company also provides digital platforms Momobil.id and Momotor.id, which are integrated with the Adiraku application to support automotive financing business activities. These platforms offer a wide selection of new and used cars and motorcycles from Adira's partner dealers, enabling customers to reserve vehicles and submit credit applications online. In addition, the Moservice platform offers various benefits from the automotive ecosystem, such as workshops and vehicle accessories required by customers who own motor vehicles.

In the non-automotive business segment, the Company is also developing the Danadira application, which will offer digital-based cash loan products to consumers. All financing applications submitted through Danadira are processed digitally, enabling customers to receive faster financing approval and fund disbursement.

The Company has also collaborated with Zurich Asuransi Indonesia and Zurich General Takaful Indonesia to offer a variety of conventional and sharia insurance products through online purchases via the Adiraku application. Furthermore, the Company collaborates with Bank Danamon to enable the use of a digital wallet for installment payments in Adiraku, as well as Banking-as-a-Service installment payment solutions through Adiraku for Bank Danamon customers.

As of the end of December 2025, the Adiraku application had been downloaded 6 million times, with 2 million registered users.

MARKETING STRATEGY IN 2025

In 2025, Adira Finance continued to implement a customer-centric marketing strategy, which remains at the core of the Company's strategic business direction. Through this approach, Adira Finance seeks to gain a deeper understanding of customer needs in order to deliver relevant, accessible, and value-added financing solutions. In line with its portfolio diversification strategy, the Company focused on products with healthy growth prospects and stronger profitability, particularly multipurpose financing. One of the key initiatives in 2025 was the strengthening of the Solusi Dana campaign, conducted through various marketing channels, both digital and conventional.

Customer Relationship Management (CRM) and telesales marketing approaches were further strengthened to enhance customer retention, particularly through refinancing schemes for customers whose automotive financing was nearing maturity. Meanwhile, to maintain its position in the automotive market, Adira Finance directed its marketing initiatives toward strengthening existing market share and expanding it through various attractive programs for customers and dealers. In the bankable consumer segment, to increase market penetration, Adira Finance collaborated with Bank Danamon to market KPM Prima, which offers competitive interest rates for mid-to-high-end vehicle products.

In 2025, sustainable financing also emerged as a key marketing theme for Adira Finance. Hence, the Company is committed to becoming one of the market leaders in electric vehicle financing by strengthening its presence through participation in major automotive exhibitions and the organization of exclusive events. These efforts are supported by strategic partnerships with various electric car and motorcycle brands to enhance visibility and competitiveness within the industry.

Key strategic marketing activities carried out throughout 2025 included:

- Participation in the Indonesia International Motor Show (IIMS) 2025 in Jakarta and Surabaya as a main sponsor and exhibitor, together with MUFG and Bank Danamon, with a focus on environmentally friendly vehicles.
- The Solusi Dana campaign to promote multipurpose financing covering a broader range of customer life-cycle needs, including education, weddings, healthcare services, home renovation, business capital, and other financing requirements.
- Exhibitions and customer gatherings through Adira Experience Day (AED), conducted in collaboration with dealers across various cities to attract customers to experience and purchase new vehicles financed by Adira.
- Collaboration with Bank Danamon, Zurich Asuransi Indonesia, and Manulife Insurance in offering non-financing financial products such as Danamon Adira Savings, KPM Prima, and various general and life insurance products tailored to individual customer needs.

- The Undian Umrah untuk Sahabat Program for 85 winners, provided as grand prizes and door prizes for customers who obtained financing through exhibition programs and redeemed Adirapoin rewards via the Adiraku application.
- Direct selling initiatives through various exhibitions, such as SOBAT EXPO in multiple cities across Indonesia, to market Adira Finance's products more closely to the public and potential customers.
- Enhancement of customer loyalty through the continuation of the Adirapoin program available on the Adiraku mobile application. The Undian Harcilnas, as part of the Adirapoin Customer Loyalty Program, offered a grand prize of full installment settlement for 35 main winners and consolation prizes of one-month installment settlement for 350 additional winners.
- The Festival Pasar Rakyat program, aimed at strengthening Adira Finance's engagement with MSMEs and supporting the development of micro-enterprises in Indonesia.

MARKETING EXPENSES

Throughout 2025, Adira Finance recorded marketing expenses of IDR709 billion, relatively stable compared to 2024. Despite increasingly competitive market conditions, the Company maintained an efficient marketing cost allocation to support various marketing initiatives and strengthen its market position. For 2026, Adira Finance projects marketing expenditure to be adjusted in line with the Company's expansion needs and product innovation initiatives.

MARKET SHARE

In 2025, Adira Finance's market share performance remained stable despite intensifying competition within the financing industry. As of December 2025, Adira Finance held approximately 4% market share in new car financing and 10% in new motorcycle financing.

In addition, the Company recorded approximately a 9% contribution to total managed receivables within the financing industry, reflecting its significant position in Indonesia's financing market. Changes in Adira Finance's market share in 2025 were influenced by several key factors, including:

a) Challenging global and domestic economic conditions and a declining consumer purchasing power are the main factors affecting Adira Finance's share of the automotive market. In response, the Company continued to strengthen product diversification strategies, optimize financing for broader market segments, and invest in digitalization to improve accessibility and customer service.
b) Growing interest in environmentally friendly vehicles, which contributed to a significant increase in electric vehicle financing.
c) The introduction of Solusi Dana product has contributed to the expansion of the Company's market share, as more consumers are seeking flexible financing solutions to meet various needs, such as education, home renovation, and business capital.
d) Strategic collaboration with Bank Danamon and the MUFG Group has further strengthened the Company's automotive market share in the upper-middle segment and enhanced cross-selling opportunities.

Information on Adira Finance's market share over the past three years is presented as follows:

Information regarding Adira Finance's market share (2023-2025)

Description		2023	2024	2025
Assets	Industry (IDR trillion)	552.9	588.9	584.4*
	Adira Finance (IDR trillion)	31.0	32.6	38.5
	Market share of the industry	5.6%	5.5%	7%
Financing Receivables including joint financing portion	Industry (IDR trillion)	659.9	709.3*	719.4*
	Adira Finance (IDR trillion)	55.7	56.0	63.4
	Market share of the industry	8.4%	7.9%	9%
New Motorcycle Sales	Industry (thousand units)	6,237.0	6,333.3	6,412.8
	Adira Finance (thousand units)	603.0	537.0	641.0
	Market share of the industry	9.7%	8.5%	10%
New Car Sales	Industry (thousand units)	1,006.0	864	804
	Adira Finance (thousand units)	50	35	33
	Market share of the industry	5.0%	4.0%	4.1%

Note: *based on OJK data as of August 2025

MARKETING TARGETS, ACTUAL PERFORMANCE, AND PROJECTIONS

In implementing its marketing strategy, Adira Finance adopts a structured and sustainable marketing planning and control approach. Each marketing initiative is designed to ensure the effective achievement of business targets, while taking into account prevailing market conditions, consumer behavior, as well as developments in the economy and the financing industry. The marketing performance achieved by Adira Finance in 2025, compared to the established projections, along with the outlook for 2026, is presented in the table below:

Description	2025 Target	2025 Realization (IDR)	2026 Projection
New Financing Disbursement	12%-14%	43 trillion	8%-12%
New Automotive Financing	5%-7%	30 trillion	6%-10%
New Non-Automotive Financing	25%-30%	13 trillion	12%-16%
New Motorcycle Market Share	±9%	10,0%	±10%
New Car Market Share	±4%	4,1%	±5%

STRATEGIC PLAN FOR 2026

In 2026, the Company will continue to pursue a customer-centric strategy to strengthen customer retention while acquiring high-quality new customers. From a product perspective, the Company will implement differentiated strategies tailored to each product line, as follows:

- Collaborate with the ecosystem through joint marketing programs with dealers and the partners, as well as community engagement activities that combine branding and hard-selling to drive referrals and sales.
- Strengthen collaboration with the group ecosystem to obtain competitive funding, high-quality customers, and support sustainable profitability, particularly through enhancing KPM Prima in the bankable segment.
- Penetrate new markets and optimize prospective brands (such as BYD, Chery, Wuling, Geely, and others) to increase quality sales volume in new four-wheel electric vehicles.
- Improve competence in multipurpose financing with Customer Relationship Management (CRM) strategies and continue to develop third-party marketing channels for multipurpose financing products.
- Develop various direct-to-customer marketing programs, such as the thematic Umrah untuk Sahabat campaign, Undian Harcilnas and Adirapoin loyalty program, integrated with various customer engagement initiatives to increase customer satisfaction, loyalty, and retention.



OPERATIONS

Throughout 2025, Adira Finance adopted Operational Excellence as its core theme to strengthen its position and competitiveness in the market. The Company continued to foster strong cross-departmental collaboration and accelerate process digitalization through a customer-centric approach to enhance cost efficiency, expedite service delivery, and improve overall business performance.

Adira Finance strategically strengthened its market position through the implementation of a robust corporate governance framework and the optimization of digital transformation synergies across all operational lines. This integrated approach, grounded in a customer-centric strategy, not only enhances customer experience but also improves operational efficiency and supports the achievement of cost leadership.

The year 2025 marked a significant milestone for Adira Finance in line with the business integration process with Mandala Finance. The merger expanded the customer base, enriched the product portfolio, and strengthened the distribution network across various market segments, particularly in multipurpose and non-automotive financing. The synergy between the two entities has created new opportunities for product innovation, business process optimization, and the expansion of financing services to a broader segment of society.

By integrating strong governance practices, sustainable digital transformation, and enhanced post-merger synergies, Adira Finance remains committed to reinforcing its competitive advantage in the national financing industry. This comprehensive strategy serves as the foundation for

operational innovation focused on improving service quality, enhancing business efficiency, and delivering tangible contributions to the advancement of Indonesia's financial services industry.

BUSINESS OPERATIONS PROCESS

Adira Finance has comprehensively adopted digital innovation to streamline operational processes and unlock new growth opportunities. Through the utilization of digital technology, the Company has enhanced connectivity with partners and customers, thereby significantly expanding its customer base. Operational efficiency has also improved through the centralization of sales and distribution functions in selected branches, the regional realignment of operational roles, and the implementation of internal automation initiatives that have driven higher employee productivity.

Furthermore, the integration process with Mandala Finance has further strengthened the effectiveness of this transformation by generating greater synergies in the utilization of digital infrastructure, business process optimization, and market expansion. The combination of digital transformation and post-merger synergy has enabled Adira Finance to become more adaptive, efficient, and highly competitive amid the evolving dynamics of the financing industry.

In 2025, Adira Finance continued to strengthen its digital ecosystem and provide seamless access to transactions and financing services, both through online and offline channels. These initiatives were undertaken to enhance convenience, broaden service reach, and accelerate the financing process for customers

1. **Adiraku Mobile Aplication**
   Being the Company's Super-App, Adiraku mobile application has continued to be improved and further integrated with the Company's other digital platforms, such as the momobil platform for cars, and momotor for motorcycles.

2. **Adira's Digital Platforms**
   Adira Finance continues to develop the digital platforms momobil.id, momotor.id, Danadira, moservice.id, dicicilaja.co.id, and others to make it easier for customers to do financing with Adira Finance.

3. **Third-Party Digital Platform Channels**
   To improve consumer financing transaction services, especially in this digital era, Adira Finance is developing its financing network through partnerships with digital platforms in order to reach a broader range of consumers. Therefore, Adira Finance collaborates with several digital platforms such as Danamon D-Bank Pro, HCI, Tokopedia, Grab, OVO, LinkAja, Gojek, Oto.com, Moladin, and other digital platforms.

4. **Bank Payment Network and Automated Teller Machine (ATM)**
   Adira Finance collaborates with several banks to facilitate payment transaction services through ATMs. Consumers are able to make payments through ATM networks, including Bank Danamon's ATMs–one of the largest banks in Indonesia–comprising more than 355 branch offices and service outlets, supported by 1,043 ATMs and CRMs (Cash Recycling Machines), with extended connectivity through the ATM Bersama, ALTO, and Prima networks.

5. **PT Pos Indonesia (Persero)**
   The Company cooperates with the State-Owned Enterprise PT Pos Indonesia (Persero) to serve online and offline consumers whom the post office can reach.

6. **Franchise Retail Network**
   Adira Finance also collaborates with retail franchise networks, including Indomaret, Alfamart, Alfamidi, and Dan+Dan. Consumers can enjoy the convenience of paying installments at the premises of a retail network spread across various locations, and installment receipts have been running online.

7. **Cash Deposit Machine Payment Network**
   Adira Finance has also introduced Cash Deposit Machines at several branch locations to reduce queues at Teller counters, enabling customers to make installment payments through self-service using the Cash Deposit Machines.

8. **Assessment of Consumer Capacity Estimates**
   Adira Finance aims to appreciate its consumer value proposition by providing an estimated credit limit capacity, enabling consumers to better access the financing amount they intend to apply for and thereby facilitating a faster application process.

9. **A More Streamlined Acquisition Process**
   Adira Finance continues to optimize its acquisition process to deliver a faster and more convenient experience for prospective customers. Technological enhancements have been implemented through the use of video calls for verification, the deployment of an AI assistant for data validation, and the adoption of digital signatures. In addition, customers with a strong track record (whitelisted) are granted easier access to cash loan facilities through DanaDira, supported by a faster and more efficient approval process.

STRATEGIC INITIATIVES IN 2025

Adira Finance has established five business strategy themes for the 2023–2025 period, and the strategic initiatives and projects undertaken are aligned with these five themes as follows:

1. **Regaining Market Share in Automotive Business**
   To support its automotive business, Adira Finance has carried out several initiatives such as:
   - Streamlining the acquisition process and reducing waste to improve the conversion rate;
   - Expanding the network with a focus on the commercial segment; and
   - Organizing various automotive events and exhibitions to enhance public interest and engagement

2. **Expand and Diversify Non-Automotive Business**
   Adira Finance supports the growth of its non-automotive business through various strategic initiatives, including the continued implementation of strategies to optimize its multipurpose financing (Solusi Dana). In addition, the Company strengthens its digital capabilities by offering cash loan products and services through a simpler and faster application process, including the use of video calls in the acquisition process to accelerate service delivery and align with digitalization trends.

3. **Improve Customer Retention**
   Adira Finance upholds customer privacy through the implementation of stringent rules and procedures in line with the Company's Personal Data Protection policy. In addition, several process enhancements have been introduced for loyal customers, such as providing pre-approved or instant approval facilities for repeat financing applications, as well as offering video call–based survey facilities to accelerate and facilitate customer interactions. The Company also enhances financing literacy and promotes timely payment awareness through loyalty point programs and various other forms of customer appreciation.

4. **Improve Operating Efficiency for Cost Leadership**
   Adira Finance also focuses on cost leadership through continuous improvement and simplification of its business processes. These efforts are carried out through the optimization of procedures and policies, as well as the effective utilization of appropriate technology. Key initiatives include the regular cadence of process improvements, particularly in loan maintenance and collection processes; process automation through the adoption of artificial intelligence technologies, such as automated document reading and bank statement analysis, as well as the use of chatbots or telerobots for verification and assistance; and the integration of Adira Finance's operating model with Mandala Finance to create a more efficient and integrated operational structure.

5. **Digitalization Across Adira**
   To remain competitive amid industry dynamics and technological disruption, Adira Finance continues to accelerate comprehensive digitalization by delivering simpler and faster processes, particularly for customers who are increasingly adaptive to digital services. Key initiatives include enhancing the utilization of DanaDira as a platform offering practical digital products and services tailored to customer needs, as well as modernizing the Core System through business process re-engineering and digitalization to improve the speed, accuracy, and integration of business processes.

BUSINESS NETWORK AND DISTRIBUTION OF FINANCING REVENUE AND CUSTOMERS

The merger with Mandala Finance marked an important milestone for Adira Finance in expanding its scale and strengthening its business capabilities. This synergy has further solidified Adira Finance's position as a financing company with an extensive business network and distribution reach, thereby broadening access to financing services across more segments and regions throughout Indonesia.

As of the end of 2025, Adira Finance operated a total of 877 business networks, comprising 579 branch offices (including 123 Sharia branches) and 298 kiosks and satellite offices (including Sharia network), serving more than 2.5 million active customers nationwide. In addition to organic expansion, post-merger synergies with Mandala

Finance have further strengthened Adira Finance's distribution network and market penetration, particularly in high-potential regions in Eastern Indonesia. This expansion has broadened the Company's business reach and supported its strategy to deliver inclusive, accessible, and relevant financing services tailored to the needs of the Indonesian community.

Business Network

Area	KC Branch (Office)	KCUS (Sharia Branch Office)	Satellite/KSKC (Others Sharia Office)	KSKC US (Others Office)	Total
Jabodetabekser	52	12	11	3	78
West Java	44	17	18	3	82
Central Java	37	7	27	4	75
East Java	35	7	16	5	63
North Sumatra	13	25	14	16	68
Central Sumatra	27	5	24	6	62
South Sumatra	68	12	24	8	112
Kalimantan	42	7	28	5	82
Sulawesi	121	28	47	22	218
Bali & Nusa Tenggara	17	3	15	2	37
Total	456	123	224	74	877

Acive Contract Distribution

	Produk			
Area	Cars	Motorcycles	Non-Automotive	Total
Jabodetabekser	37,180	367,240	138,587	543,007
West Java	12,967	116,427	115,738	245,132
Central Java	7,222	146,562	82,278	236,062
East Java	11,135	111,551	57,947	180,634
North Sumatra	15,817	119,648	41,710	177,175
Central Sumatra	17,568	68,380	45,488	131,436
South Sumatra	16,057	119,916	81,656	217,629
Kalimantan	11,023	137,160	68,473	216,656
Sulawesi	44,552	233,353	226,384	504,289
Bali & Nusa Tenggara	13,961	77,517	29,105	120,583
Others			5,926	5,926
Total	187,482	1,497,754	893,292	2,578,529

STRATEGIC INITIATIVES FOR 2026

In 2026, Adira Finance's strategic initiatives will be implemented in alignment with the five business strategies that have been outlined, namely:

1. **Regain Market Share in Auto Business**
   - Continuing the simplification of the acquisition process and the reduction of non-value-added activities (waste) to improve the conversion rate.
   - Enhancing dealer relationship management through the strengthening of a more integrated, data-driven dealer relationship management system.
   - Enhancing dealer relationshio management using a system.

2. **Expand and Diversify Non-Automotive Business**
   - Optimizing the acquisition process to make it simpler and more efficient.
   - Expanding the use of video calls in the acquisition process to deliver faster services aligned with digitalization trends.

3. **Improve Customer Retention**
   Adira Finance will strengthen customer relationship management through the enhancement of an integrated Customer Relationship Management (CRM) system. This initiative aims to ensure that every customer interaction, whether at branches, offline channels, or digital platforms, is comprehensively recorded, enabling the delivery of more responsive, personalized, and consistent services tailored to customers' conditions and needs

4. **Improve Operating Efficiency for Cost Leadership**
   - Implementing a regular cadence of process improvements, particularly in loan maintenance and collection processes.
   - Continuing the simplification of business processes through the optimization of procedures and policies, as well as the effective utilization of appropriate technology, such as document digitalization (paperless) and the use of electronic signatures to enhance cost efficiency and operational effectiveness.
   - Completing the integration of the operating models of Adira Finance and Mandala Finance to establish a more efficient and aligned operational structure

5. **Digitalization Across Adira**
   - Continuing the modernization of the core system through business process re-engineering and digitalization to enhance process speed, accuracy, and integration.
   - Developing artificial intelligence-based process automation, including automated document reading, bank statement analysis, and the utilization of chatbots or telerobots for verification and service assistance.



HUMAN RESOURCES

In 2025, Adira Finance continued to strengthen collaboration between the Human Resources (HR) function and other business units in order to drive sustainable growth. The Company is implementing an integrated and adaptable HR management framework to create a high-performing work culture based on professionalism, creativity, and customer-centric corporate values.

Adira Finance continues to strengthen its Human Resources (HR) strategy as a key pillar in driving sustainable business growth. The Company implements a comprehensive HR management framework to optimize employee performance, strengthen a collaborative work culture, and enhance the quality of customer service. The Company consistently strives to improve HR management and information systems, refine performance management processes, streamline recruitment, and enhance compensation and benefits packages. A strong emphasis is placed on employee development through career development opportunities and continuous learning initiatives, including targeted education and training programs.

STRATEGY, FOCUS, AND POLICIES IN 2025

Adira Finance's human resource strategy and management are geared toward addressing the evolving needs and challenges of the business, both present and in the future. The Company ensures that Sahabat Gardira possesses the competence, expertise, commitment, and adaptability to change, while continuing to foster and strengthen the corporate culture that serves as the primary foundation for running the business.

In 2025, the Human Resources Directorate focused on optimizing the implementation of the Company's strategic initiatives by strengthening the organizational structure and employee competencies to support an increase market share in the automotive portfolio, driving growth in the non-automotive segment, and developing a customer-centric mindset and skillset to strengthen customer retention and loyalty.

Entering 2025, Adira Finance faces various challenges in human resource development that require the organization to be ready to adapt quickly and effectively. Rapid changes in information technology and digital business require alignment between organizational structure and competency development to address future business challenges. At the same time, employees are required to possess optimal competencies to run the current business while developing innovations for the future—ambidextrous capabilities that are key to maintaining business growth and sustainability.

Additionally, the increasing presence of Generation Z in the workforce drives the need for an effective multigenerational human resource management strategy, both in terms of policies and managerial approaches. Another challenge is the increasing number of leadership levels who will retire in the next five years, which requires readiness for regeneration programs and sustainable leadership development.

In the context of operational efficiency, increasing employee productivity is essential to maintaining optimal operational costs, considering that employee costs constitute one of the largest components of the Company's cost structure. Furthermore, Adira Finance also emphasizes the importance of increasing employee awareness of environmental and social sustainability by encouraging active participation in various initiatives that contribute to the community and the surrounding environment.

In conjunction with technological advances, Artificial Intelligence (AI) is beginning to be utilized to optimize HR functions, including recruitment processes, performance management, and productivity analysis. Amidst the increasingly rapid and competitive dynamics of the industry, Adira Finance believes it is critical for human resource development to have a balance of IQ, EQ, and SQ, enabling them to maintain short-term productivity while developing comprehensively for long-term success.

In response to the various challenges encounter in 2025, Adira Finance has established several human resource management strategies focused on strengthening organizational capabilities and increasing operational effectiveness. These strategies are designed to ensure HR readiness to support business transformation, strengthen customer orientation, and maintain sustainable performance amidst the competitive dynamics of the financing industry.

One of the primary focuses is supporting business analytics to improve customer retention, with the HR function playing a role in ensuring employee readiness to understand consumer behavior and provide customer-oriented services. In line with this, Adira Finance continues to implement a customer-centric strategy, putting the customer at the center of all business and operational decision-making processes.

From an operational perspective, the Company is committed to strengthening the digitalization and automation of work systems to create more efficient and accurate processes. Productivity management is also a key focus, with regular productivity monitoring to ensure optimal performance and alignment with the Company's business goals.

In order to support the growth of a quality workforce, Adira Finance is developing digital-based sourcing channels and an online recruitment process, ensuring a database of competent candidates aligned with business and operational needs. Furthermore, the Company continues its corporate culture strengthening program through various engagement activities implemented using a hybrid concept as an effort to maintain a collaborative spirit and organizational readiness for the post-pandemic era.

Furthermore, Adira Finance is reviewing its remuneration and incentive systems to encourage increased productivity, ensure internal equity, and adapt to changes in business processes,

particularly in strategic positions that significantly impact company performance. Through these comprehensive strategies, Adira Finance strives to build an organization that is resilient, adaptive, and oriented towards sustainable long-term growth.

With regard to organizational development, Adira Finance continues to strengthen its structural foundation and internal capabilities to support the post-merger integration process with Mandala Finance. This integration opens up broad synergy opportunities, including improving operational efficiency, developing talent, and optimizing business processes, creating a more resilient and adaptable organization to the dynamics of the financing industry.

As part of this strategic agenda, Adira Finance is developing a customer-centric organization to ensure all business functions and processes are aligned with customer needs and experiences. This approach also supports efforts to strengthen the channeling network across the post-merger ecosystem, enabling collaboration between Adira Finance and Mandala Finance to deliver significant added value to customers.

Furthermore, Adira Finance continues to conduct performance evaluations and implement their results to adapt to the ongoing organizational changes, particularly in the new functions established in line with the strategic direction and needs of the combined business post-merger. This process ensures that the organizational structure remains relevant, responsive, and efficient to adapt with the increasingly complex market demands.

In order to improve work effectiveness and efficiency, Adira Finance evaluates and develops employee productivity standards, considering business achievements, ongoing transformation initiatives, and the characteristics of specific operational areas. This data-driven approach forms the basis for more measurable performance management that balances business targets and employee well-being.

As part of its long-term talent development program, Adira Finance continues the development of Generalist and Specialist career paths, designed to accommodate organizational needs and support individual career growth within the Company's expanded post-merger ecosystem. This initiative not only strengthens organizational capabilities but also represents a crucial step in building a collaborative work culture that combines the strengths and excellence of both entities.

NUMBER OF EMPLOYEES 2024 [GRI 2-7]

As of December 2025, Adira Finance's employee base reached 30,408. This number aligns with operational business needs in terms of both quantity and quality. Comparative employee information, including the number of employees at each organizational level, education level, and employment status, has been presented in the Company Profile.

RECRUITMENT AND CAREER DEVELOPMENT

Adira Finance applies strict and transparent criteria in its recruitment process to ensure that each position is filled by the best candidates who possess high competencies and align with the Company's values and culture. The entire selection process is conducted objectively and impartially, guided by the principle of equal employment opportunity and compliance with applicable labor regulations. As part of its commitment to ethical employment practices, Adira Finance does not employ underage workers or any form of forced labor.

The recruitment process is carried out selectively to support positions and functions required by the business. This includes:

- Recruitment for cadre development, particularly for positions such as General Management Trainee (MT), Digital MT, Business Analyst MT, Sales MT, Billing MT, and Risk MT;
- Selective recruitment at specific points and locations to support organizational and business development, such as recruitment needs for the Digital Business team, IT team, Billing team, Sales team, Operational Support team, and Business Analyst;
- A scheduled national program that conducts sourcing activities to maintain the availability of a database for specific positions in specific locations that still require the Company's operational and business support.
- Accelerated recruitment, through an online portal process, to ensure a well-controlled SLS process and duration;
- Holding an Adira Finance Virtual Job Fair, where candidates can participate in the recruitment process, from viewing posted job openings to the recruitment stage, online 24 hours a day, remotely, from anywhere. In addition to virtual events, the recruitment team also participates in in-person job fairs organized by government

and non-government agencies. There is also a One-Day Recruitment program, which prioritizes positions requiring a large workforce quickly to ensure workforce fulfillment;
- Developing a new recruitment strategy through freelancers for IT and digital positions;
- Empowering all employees to participate in providing candidate references through the Referral Program or Gardira Get Employee;
- 3+1 Internship Program with one of Indonesia's leading universities; and
- Filling positions through outsourcing vendors.

The Company is responsible for assisting each employee in achieving development and career paths aligned with their individual capacities and capabilities. Therefore, Adira Finance Corporate University annually conducts talent identification and mapping for all leaders and an IDP for employees meeting specific criteria. This process ensures the Company has an employee talent map, a Bench Strength Program, and a Succession Planning Program.

This initiative is undertaken to ensure the Company maintains a talent pool for rotations, promotions, resignations, or retirement. From an employee perspective, this is done to ensure employees receive appropriate development and a career path throughout their time at the Company. Another initiative the Company has undertaken regarding career development is the development of a specialist-generalist system, allowing employees with specific functions to receive more accurate and appropriate career path development.

As of December 2025, Adira Finance has recruited 6,108 new employees. Of this number, based on educational level, 10% of employees have a bachelor's degree, 59% have a diploma, and the remaining 30% have postgraduate degrees, high school degrees, and junior high school degrees. Based on age distribution, the majority of employees recruited by the Company are within the productive age group, with 14% aged 18-25 years, 51% aged 26-35 years, and the remaining 35% aged 36-55 years.

Details of Employee Recruitment & Turnover Based on Gender [GRI 401-1]

Description	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
New Employee	1,278	430	1,698	1,292	351	1,643	4,655	1,453	6,108
Employee Leaves	1,515	241	1,758	1,562	226	1,788	1,962	428	2,390

Details of Employee Recruitment & Turnover Based on Age Group [GRI 401-1]

Description	2023				2024				2025			
	<30 years old	30-50 years old	>50 years old	Total	<30 years old	30-50 years old	>50 years old	Total	<30 years old	30-50 years old	>50 years old	Total
New Employee	1,366	679	1	2,046	1,117	519	2	1,698	2,248	3,779	81	6,108
Employee Leaves	638	1,174	26	1,838	620	1,099	37	1,756	577	1,151	82	2,390

Details of Employee Recruitment & Turnover Based on Area [GRI 401-1]

Description	2023				2024				2025			
	Area 1	Area 2	Area 3	Total	Area 1	Area 2	Area 3	Total	Area 1	Area 2	Area 3	Total
New Employee	254	1,146	298	1,698	276	976	391	1,643	1,410	1,617	3,081	6,108
Employee Leaves	343	1,116	297	1,756	352	1,154	282	1,788	450	1,385	555	2,390

Region 1: Sumatra 1, Sumatra 2
Region 2: Greater Jakarta, West Java, Central Java, East Java, Head Office
Region 3: Kalimantan, Bali & Nusa Tenggara, Sulawesi, Maluku, Papua

EQUALITY AND EMPLOYMENT OPPORTUNITIES

Adira Finance is committed to providing equal and inclusive employment opportunities for all individuals who possess the competence, integrity, and passion to grow with the Company. The principles of equality and open employment opportunities are consistently applied throughout all stages of human resource management, from recruitment and promotion to competency development, assignments, performance evaluations, and the remuneration system. As part of the post-merger synergy with Mandala Finance, Adira Finance is expanding career opportunities for internal talent from both entities, while also opening opportunities for new professionals to contribute to the ongoing business transformation and digitalization.

Adira Finance provides equal rights and opportunities to everyone to join and build a career regardless of religion, ethnicity, race, social status, skin color, gender, or other individual characteristics, including disabilities, in accordance with applicable internal and external regulations.

In career development, Adira Finance does not discriminate for any reason, basing its decisions on selection results and competency evaluations. Each employee is evaluated based on their individual potential, abilities, and expertise. Every employee is given an equal opportunity to contribute to improving the Company's performance. Furthermore, outsourced employees are also given equal opportunities to develop their careers at Adira Finance.

COMPETENCY TRAINING AND DEVELOPMENT

[SEOJK F.22] [GRI 401-2]

HR competency training and development at Adira Finance aligns with Financial Services Authority (OJK) Regulation No. 47/POJK.05/2020 concerning Business Licensing and Institutionalization of Financing Companies and Sharia Financing Companies. HR development at Adira Finance is aimed at improving employee competencies and capabilities to align with the demands of their respective job functions and support the success of the ongoing business transformation program.

The Company continuously conducts various training programs, enhances understanding, and develops skills to ensure that all Adira employees are able to adapt to changing business processes and the implementation of new technologies.

In order to maintain leadership continuity and strengthen the organizational foundation, Adira Finance also continues to prepare future leaders and potential leaders through various development programs, ranging from management traineeships for young talent to leadership development programs for managerial and executive levels. This effort is further strengthened by the post-merger synergy with Mandala Finance, which opens up cross-functional learning opportunities and expands the talent pipeline across all levels of the organization.

In 2025, training methods were available in a variety of formats, including offline, online, and hybrid, depending on the required effectiveness and efficiency of the training program.

At Adira Finance, competency development programs are geared toward enhancing current competencies to meet current and future needs and begin as soon as new employees join the Company. Unlike previous years, this year, training for new employees was conducted not only through the app and on-site at their respective locations but also offline at several locations throughout the region. This aims to strengthen competencies early on and accelerate the learning process.

In addition to regular refresher programs, Adira Finance also runs competency equalization programs through certification programs for specific positions. This is done to obtain a more comprehensive picture of the competency mapping of the relevant positions and ultimately determine development programs that better align with the needs and expected competency standards.

Leader development also remains a focus for Adira Finance, including for future leaders. In addition to development for leaders promoted from within, a management trainee program for business analysis and collection functions was launched in 2025. The Talent Pool training program is also a Leader development initiative at Adira Finance.

Furthermore, to support productivity and a positive work environment in frontline functions, this year the empowering coaching training program was reinstated with a more specific target, namely sales coaching.

Training programs are also conducted as part of change management to prepare employee capabilities for implementing transformation projects, such as business process engineering (BPR), customer relationship management, and strengthening the multipurpose financing portfolio.

Under the supervision of the Financial Services Authority (OJK), Adira Finance ensures compliance with regulations regarding financing certification and the modules required by the POJK. Adira Finance also strengthens its culture of innovation by consistently implementing innovation programs such as Innolimit, an innovation competition, and Innobox, an innovation and improvement suggestion box.

Adira Corporate University

Established in 2015, Adira Corporate University is part of Adira Finance's core strategy to ensure the provision and development of sustainable and targeted talent. Through this institution, the Company strives to create an integrated learning system that supports the improvement of competencies, leadership capabilities, and employee readiness to face dynamic business transformations. Adira Corporate University also serves as a strategic tool to ensure effective and efficient organizational and human resource management.

In the competency development process, both through upskilling and reskilling, Adira Corporate University focuses on developing a Learning Ecosystem through the Faculty Member of Adira (FMA) pillar, the Digital Learning pillar (which provides various learning channels tailored to individual learning styles), and a learning culture.

Adira Corporate University also serves to ensures that all employees have equal opportunities to reach the highest levels of management based on their performance and potential abilities through Talent Supply Management within the Corporate University organization. Starting in 2023, through Talent Supply Management, Adira Corporate University also ensured the availability of bench strength for succession planning, particularly for replacing retiring employees and short-term promotions for the next three years.

From an organizational perspective, Adira Corporate University is strengthening its digital business organization in line with planned developments, IT, risk, and credit to support the Company's future strategy.

In 2025, Adira Corporate University continued its focus on optimizing the implementation of the Company's strategic initiatives. Key priorities include organizational strengthening and competency enhancement to expand market share in the automotive portfolio and drive sales growth in the non-automotive portfolio. Furthermore, Adira Corporate University is committed to enhancing customer service mindsets and skills to increase retention, optimize productivity, and strengthen digital capabilities to support the Company's sustainability and competitiveness.

Adira Corporate University contributes to raising ESG awareness among both employees and the community. This awareness encompasses climate change, sustainable development goals, and sustainable finance through employee training as part of the sustainable finance action plan. Adira Corporate University also plays a role in the dissemination and training of carbon offsets initiated by the Human Resources Directorate. Adira Corporate University also conducts CSR activities, including providing educational scholarships and computers for digital libraries in several locations across Indonesia.

Moving forward, Adira Corporate University will continue to raise ESG awareness among employees and the community by providing broader training on climate change, sustainable development goals, and sustainable finance. Furthermore, it will contribute to the government's carbon offset initiative and financial literacy program. Financial literacy efforts will include greater instructor training and a wider distribution of resources to underserved schools. Meanwhile, ongoing CSR initiatives will include scholarship programs and increased access to digital libraries.

Employee Competency Development Data [SEOJK F.22][GRI 404-2]

Type of Training	Training Objectives	Number of Participants and Position Level		
		Senior Management	Middle Management	Junior & Non-Management
Qualifications & Leadership	Preparing the competencies of job holders according to a certain rank level	156	1,776	3,256
Mandatory	Providing insights and knowledge that employees must understand based on regulations, and ensuring business continuity through good corporate governance procedures and risk mitigation	135	1,876	59,604
Functional	Improving employee competency according to job function	198	9,407	50,267
Transformation	Preparing employee competencies in implementing company transformation programs	-	627	6,715
Others	Maximizing employees potential to enhance their effectiveness both personaly and professionally	140	2,983	17,789

COMPETENCY DEVELOPMENT INVESTMENT

As of December 2025, Adira Finance has conducted 273 employee training and development programs, consisting of competency improvement programs, transformation training programs, compliance programs, knowledge management events, and external training.

These training programs were attended by 147,183 participants. The Company's total investment in human capital development as of December 2025 amounted to IDR67.9 billion, representing a decrease of 2% (yoy) from IDR69.4 billion recorded in the same prior of the previous year.

CODE OF ETHICS

PT Adira Dinamika Multi Finance Tbk.'s Code of Ethics outlines ethical values and norms that align with the Company's vision, mission, and cultural values. This Code of Ethics governs the behavior of all management and employees in their daily work and in their relationships with customers, colleagues, and third parties. This Code of Ethics also serves as the principal basis for implementing the Company's ABC (Anti-Bribery & Corruption) policy.

The Adira Finance Code of Ethics serves as a guideline for all management and employees in carrying out their daily duties, relating to work ethics in serving customers, relationships with colleagues and third parties, conflicts of interest, managing and maintaining the confidentiality of Company information, anti-money laundering, and terrorism financing.

Adira Finance has taken several steps to ensure that all stakeholders consistently adhere to the Company's Code of Ethics, including:

- Socializing and educating all employees about the Code of Ethics by distributing the Company Regulations and Code of Ethics;
- Opening channels or access for reporting violations to all employees, such as through the whistleblowing system (WBS), or reporting to superiors and competent departments such as HR, anti-fraud management, and others.
- All regulatory creations, such as internal memos and temporary regulations, must refer to and not conflict with the Code of Ethics.
- Learning the Code of Ethics through digilearn.

CORPORATE CULTURE

The Company's cultural values provide a framework for the daily actions and behaviors of management and employees in carrying out their duties and responsibilities to achieve the Company's goals, vision, and mission. The Company's values are known as the ADIRATOP Principles and Behaviors (Advance, Discipline, Integrity, Reliability, Accountability, Teamwork, Obsessed, and Professional).

Adira Finance implements various employee engagement programs as an effort to retain quality human resources by applying the following principles:

- Creating a work environment conducive to growth.
- Employees are rewarded based on their achievements and contributions.
- Employee performance is evaluated objectively and periodically.

- Implementing a competitive compensation and benefits system.
- Supporting the existence of communities within the Company, including sports, spiritual, and other groups, which can foster a spirit of togetherness and sportsmanship and increase overall employee productivity.

Adira Finance organizes several activities to apply the Company's values to maintain and build harmonious relationships in the workplace with employee representatives as part of the implementation of the Company's culture and to improve productivity and employee well-being.

Adira Finance instills a customer-centric corporate culture and enhances employee understanding of this principle through the following methods:

- Projects involved in the development of products, applications, and regulations deemed customer-centric to facilitate and create a comfortable work environment (happiness) for all users, both internal (employees) and external (customers, dealers, and all other stakeholders);
- Regulatory socialization, training, and organizational changes to provide understanding and change employee mindsets and habits, accompanied by the implementation of customer-centric principles for both internal and external customers.

In the context of Environmental, Social, and Governance (ESG), the application of ADIRATOP values is a crucial foundation supporting the implementation of Sustainable Finance principles at Adira Finance. These values shape a work culture with integrity and a customer focus and strengthen the Company's commitment to conducting responsible business.

Adira Finance's focus on Sustainable Finance is reflected in its Responsible Workplace Management and the implementation of Corporate Social Responsibility (CSR) programs oriented toward Sustainable Finance. Responsible Workplace Management programs require ADIRATOP behaviors, such as water and electricity conservation, paper reuse, bringing your own cutlery, and waste bank management, as well as safety riding and emissions testing. Similarly, the implementation of Sustainable Finance CSR, which includes tree planting for the environment and carbon emission reduction programs through the Sayang Bumiku program, necessitates ADIRATOP behaviors from employees.

ADIRA HAPPINESS PROGRAM

The Adira Happiness Program (AHA Program), first initiated by the HR Department in 2019, aims to shape Adira Finance into a Happy Organization. Ultimately, this program aims to produce Happy Customers, one of the requirements for becoming a Customer-centric Organization.

The AHA Program focuses on well-being and productivity (happily productive). AHA wellbeing activities focus on mental health, family relationships, financial wellbeing, and health. AHA happily productive activities include webinars, fun learning, and a happiness program competition with one of the themes being "happily productive." The active role of AHA Bosque (AHA change agents) also plays a crucial role in disseminating the AHA program to all Adira Finance employees.

In order to accelerate the internalization of this program, Adira Finance began developing an HR Superapp last year, with further features being developed this year.

One recently launched program is the Employee Assistance Program "Gardira Plong" (healing corner), in collaboration with professional counselors. This program aims to help Adira Finance employees maintain their mental health and become optimally functioning individuals.

INDUSTRIAL RELATIONS

Adira Finance proactively builds and maintains healthy, harmonious, and constructive working relationships between employees and the Company. This effort is carried out by ensuring that the rights and obligations of both employees and the Company are fairly protected, in accordance with applicable labor laws and regulations. Through the Human Capital (HC) Management Directorate, the Company supervises and controls all activities related to employee management to ensure compliance with labor regulations and mitigate potential risks of human rights and industrial relations violations.

The ultimate goal of industrial relations management in the Company is to improve employee productivity and welfare. Therefore, Adira Finance also positions employees/employee representatives as strategic partners in building and maintaining harmonious industrial relations in the workplace through regular and ongoing communication.

In order to foster effective and open communication, the Company provides various channels for dialogue between management and employees. One such program is the GEMBA (Gerakan Manajemen Turun ke Bawah) program, which provides a direct platform for interaction between management and employees to gather aspirations and gain a deeper understanding of operational conditions. The Company also operates the Innolimit program as a means to accommodate and develop creative employee ideas that contribute to improving company performance and innovation. Furthermore, the Whistleblowing System (WBS) provides a secure and confidential complaint mechanism for employees to report suspected violations safely and confidentially.

Harmonious industrial relations are also supported through active employee participation in various Company-initiated activities, such as employee sports competitions through the Advaganza tournament, volunteering in CSR activities, and participating in committees for various Company activities and events. This involvement fosters togetherness, collaboration, and a positive work environment.

The Company is committed to providing and guaranteeing the implementation of employee normative rights in accordance with applicable regulations. These rights include payment of wages, social security, and holiday allowances, as well as, under certain circumstances, the provision of incentives and bonuses as a token of appreciation for employee contributions. This commitment aims to provide employees with a sense of security and certainty in carrying out their work.

Adira Finance is also actively implementing changes to the Company's industrial relations regulatory mechanisms to align with Government Regulations derived from the Job Creation Law (Ciptaker) and socializing these changes to all employees.

EMPLOYEE TURNOVER RATE [GRI 401-1]

As of December 2025, the Company's turnover rate was well maintained, with a slight improvement compared to 2024. Adira Finance successfully achieved an improvement in its regretted employee turnover rate by the end of the year, reaching 2.43%, compared to 3.41% in 2024.

Several initiatives undertaken by the Company to maintain a healthy employee turnover rate (regretted attrition) are as follows:

- Holding focus group discussions (FGD) with employee representatives, particularly field employees, to examine the factors behind turnover and the steps needed to resolve them.
- Formulating an action plan based on the results of the Organizational Culture & Health Index (OCHI), conducted at the beginning of each year and implemented throughout the year.
- Reviewing productivity targets and employee remuneration schemes, adjusted to business conditions (especially for field employees).
- Holding motivational sessions and activities for employees nationally that involve the Board of Directors directly and appointed vendors/ motivators, such as through the Gerakan Manajemen Turun ke Bawah (GEMBA) activities, motivational webinars, Board of Directors' letters, and others.

EMPLOYEE REMUNERATION & WELFARE [SEOJK F.21]

Adira Finance consistently applies the principle of prudence in providing fixed and variable remuneration, considering the scale and complexity of the business, peer group, inflation rate, financial condition and capacity, and Company performance. The Company's remuneration policy is established by considering the following remuneration philosophy:

- Supporting the Company's long-term goals and strategies.
- Encouraging individual and team performance with the 3P principle (Pay For Position, Pay For Person, Pay For Performance).
- Retaining well-performing employees.
- Fairness with the peer group.

Adira Finance implements a meritocratic system, or a merit- and risk-based reward system (Risk-Based Remuneration), guided by employee performance and the provisions of the Financial Services Authority

(OJK), laws and regulations related to Employment and Wages, and the Job Creation Law. With this system, Adira Finance rewards employees according to their position and competency, considering each individual's performance. In addition, the Company provides employment benefits for both permanent and contract employees.

Employee Benefits [GRI 401-2]

No.	Remuneration Components	Employee Status	
		Permanent Employees	Contract Employees
1	Basic Salary	√	√
2	Religious Holiday Allowance	√	√
3	Transportation Allowance	√	√
4	Leave Allowance	√	√
5	Long Service Award	√	√
6	Production Services	x	x
7	Medical Allowance (BPJS Health)	√	√
8	BPJS Employment	√	√
9	Meal Allowance	√	x
10	Positional Allowance	√	x
11	Employee Family Condolence Compensation	√	x
12	Shift Allowance	x	x
13	Attendance Incentives	x	x
14	Telecommunications Allowance	√	√
15	Maternity Allowance	x	x
16	Marriage Allowance	√	√
17	Umrah/Hajj Bonus	x	x
18	Company Clinic	x	x
19	Annual Bonus	√	√
20	Housing	x	x
21	Recreation	x	x
22	Replacement Allowance	x	x
23	Family Allowance	x	x
24	Education Aid	x	x

EMPLOYEE SATISFACTION LEVEL [SEOJK F.18]

Adira Finance conducts regular employee satisfaction surveys through the Employee Engagement Survey (EES) to foster a conducive work environment and boost productivity. Adira Finance's 2025 Employee Engagement Survey (EES) index remains excellent, reaching 83%, which falls into the Moderately Engaged category.

Adira Finance also regularly conducts Organization Culture & Health Index (OCHI) surveys to measure the health of the Company's organizational culture. This allows the Company to ensure its organizational culture remains within a healthy index category to support operations and increase productivity amidst intense business competition. The 2025 Organization Culture & Health Index (OCHI) recorded an entropy index value of 7%, which falls into the healthy category with a Grade A. However, 7% of hazard factors were identified that affect the health of Adira Finance's organizational culture.

ESG implementation certainly impacts EES and OCHI 2025, particularly through the Sustainability Finance Stream, which has two main projects, namely Responsible Workplace Management and CSR. Responsible Workplace Management aims to create a sustainable workplace. This contributes to improving employee EES and OCHI scores through programs such as safety riding, which is particularly beneficial for field employees, and a culture of bringing your own tumbler and emissions testing.

HUMAN RESOURCE DEVELOPMENT TARGET AND REALIZATION IN 2025 AND PROJECTIONS FOR 2026

As of December 2025, Adira Finance's workforce total 30.4 thousand employees, increasing from 17.1 thousand employees in 2024. This increase was primarily driven by the merger with Mandala Finance, which integrated the human resources of both entities in to the Company's organizational structure. Following the merger, the Company conducted a review and re alignment of its organizational structure to ensure alignment with is business strategy while enhancing productivity and operational efficiency. This restructuring process resulted in one-off (non-recurring) expenses related to the fulfillment of post-employement benefit obligations.

Adira Finance has undertaken various initiatives to build employee development competencies to create the best, most qualified human resources with the qualifications required by the Company. Therefore, the Company targets the number of training days in 2025 to reach 123,570 days, with the realization as of December 2025 reaching 126,156 days.

Training coverage (the percentage of employees receiving at least 3 development sessions) as of December 2025 was 78.24%. Training coverage is implemented to support employee understanding and skills development to ensure the smooth running of Adira Finance's business transformation.

The realization of the Company's training and development investment costs as of December 2025 were 2.5% of its manpower costs. This figure exceeds the minimum target of 2.5% set by the Financial Services Authority (OJK).

Looking ahead, Adira Finance projects a more stable workforce in 2026, owing to relatively moderate economic growth and the ongoing business recovery. The Company will also continue its employee productivity improvement initiatives implemented in 2025. Meanwhile, salary and allowance costs are expected to increase in 2026 in line with the increase in the minimum wage (UMR) as stipulated by the Indonesian government. [SEOJK F.20]

ESG INTEGRATION IN HUMAN RESOURCE MANAGEMENT [GRI 3-3]

Adira Finance will continue its ESG awareness program for employees through awareness and education, campaigns, socialization, environmental literacy, and training. Adira Finance has also begun encouraging employees to take concrete action through the "Sayang Bumiku" program (carbon offset program). Social programs such as educational assistance through scholarships, seminars, books, and computers will also continue. In the Environment, Health, and Safety (EHS) department, Adira Finance's social programs include Natural Disaster Relief Donations to employees, donations to schools in Cilacap and Special Needs Schools (SLB) in Semarang, and student scholarships through Karya Salemba Empat (KSE).

Adira Finance has a plan until 2026 to implement ESG within the company through a carbon offset initiative consisting of three main activities: Awareness & Education, Carbon Offset Activities, and Non-Carbon Offset Activities.

- Awareness & Education includes mini talk shows, training to trainers (TTT) starting from leaders, ambassadors, and members on climate change and carbon offsets, a Literacy Corner, and a trial run of Scope 3 calculations.
- Carbon Offset activities include energy efficiency installations (smartcool), solar panels, mangrove planting, other tree planting, and the calculation and issuance of RECs and Carbon Credits.
- Non-Carbon Offset activities include supporting activities such as electric vehicle charger installations, employee offsets through the super app (Smile Apps), customer offsets through the Adiraku application, emission testing, safety riding, and referral programs for environmentally friendly financing (e.g., solar panels, electric vehicles, and others).

The objective of this series of initiatives is to achieve the zero-emission target by 2026. Adira Finance is committed to making a positive impact on the world and believes that ESG is fundamental to achieving this objective.

2026 STRATEGIC PLAN AND HUMAN RESOURCE DEVELOPMENT ROADMAP

Entering 2026, Adira Finance faces several challenges related to human resource development, such as:

1. The increase in the number of employees following the merger, which requires harmonization of organizational structures, HR policies, and optimization of talent distribution to ensure synergy and operational effectiveness.
2. The need for sustainable employee productivity improvement to maintain competitiveness and ensure an optimal operational cost structure amidst industry dynamics.
3. The need for a more adaptive and agile organizational transformation, aligned with the Company's strategic direction.
4. The imbalance in capability levels between Lines of Business (LOBs), which requires alignment of competency standards and accelerated talent development.
5. The demand for system integration, work processes, and a unified organizational culture to build a harmonious, collaborative, and performance-oriented work environment.
6. The growth of artificial intelligence that can be used to optimize HR functions.
7. Amidst increasingly challenging industrial conditions and rapid change, employees with a balance of IQ, EQ, and SQ are required, as well as those who align short-term productivity with comprehensive long-term self-development.

Adira Finance's strategy to address the challenges of 2026 includes the following key initiatives:

1. Ensuring an efficient and integrated organization post-ADMF-HI, through structural integration, manpower mapping, and alignment of job descriptions and KPIs.
2. Preparing the leadership pipeline, especially at the Manager-VP level, in response to the significant retirement trend and limited successor pool by implementing a new succession program and leadership development framework.
3. Building HR capabilities and productivity with a focus on each Line of Business (2W, 4W, Non-Auto, Non-Retail).
4. Implementing a modern, productivity-based reward scheme, using fixed and variable components, to drive engagement and performance.
5. Accelerating the digitalization of the HC System through HCM reengineering, predictive analytics, and integrated e-recruitment.
6. Strengthening a growth mindset culture and operational discipline through the Gardira Ritual, Employee Engagement, and internalization of CSV and ADIRATOP values.

With regard to organizational development, Adira Finance will implement the following focus areas, strategies, and activities:

1. Continuing the integration of the ADMF–HI organization (HO and branches) by aligning the operating model and mapping the workforce according to business needs.
2. Continuing the employee mapping program to support manpower cost efficiency and alignment with operational needs.
3. Developing productivity standards based on LOB differentiation, ROA, density, and portfolio characteristics to optimize business performance.
4. Optimizing the management of non-FTE (outsourcing, partnerships, internships) with clear career paths and competency standards.

The core strategy for human resource development at Adira Finance is to enhance human resource capabilities, enabling the Company to effectively face current and anticipated industry and business challenges, namely:

1. Implementing Strategic Talent Positioning and an annual Talent Review for Managers and VPs to strengthen bench strength and succession readiness.
2. Revamping the leadership and promotion framework in two stages (Essential and Elevating Competencies).
3. Increasing frontline productivity through mandatory certification and recertification for sales, credit, collection, service, and operations functions according to LOB and regional needs.
4. Conducting profiling and assessment based on LOB differentiation, ROA, density, and portfolio characteristics.
5. Improving digital capabilities through IT employee assessments, campaigns, and training for all employees.
6. Developing a reward scheme that encourages productivity and performance, as well as strengthening non-financial rewards, especially for frontline and non-FTE employees.
7. Strengthening a growth mindset culture through activity rituals to encourage disciplined execution and Operational Excellence, while reinforcing the meaning of work and the value of CSV.
8. Optimizing the use of HC analytics (predictive and monitoring) to improve the effectiveness of HR management processes.



INFORMATION TECHNOLOGY

Adira Finance continues to reinforce its position as one of Indonesia's leading financing companies by driving sustained innovation and making targeted strategic investments in information technology. Throughout 2025, the Company prioritized the deployment of integrated digital solutions to streamline operations, broaden market penetration, and consistently deliver enhanced, customer-centric experiences.

Adira Finance recognizes that Information Technology (IT) plays an increasingly strategic role in supporting the successful implementation of business strategies, both in the short and long term. During 2025, the Company continued to strengthen its technological foundation by comprehensively integrating various IT applications and systems, aligning with the direction of business transformation and operational needs across all organizational lines.

Through these efforts, the Company can optimize business process efficiency and effectiveness, support business expansion, reduce operational risks, and reinforce Adira Finance's competitive advantage in the financial services industry. By implementing a measured and data security-oriented IT architecture, the Company ensures that every digital initiative directly contributes to increasing business value and sustainability.

INFORMATION TECHNOLOGY BLUEPRINT

Adira Finance has developed a robust Information Technology (IT) blueprint that functions as a strategic roadmap for guiding and aligning all digital transformation initiatives. This blueprint ensures that

the management and development of technology are executed in an integrated and efficient manner, fully aligned with the Company's long-term business strategy.

The blueprint covers various key aspects, including application lifecycle management, which encompasses development, maintenance, and operational support processes; infrastructure management, covering hardware, software, and communication network management; and data management, focusing on governance, security, and information reliability to support data-driven decision-making.

This blueprint outlines all short-term and long-term IT initiatives and is regularly updated to align with the evolving business needs of Adira Finance.

Furthermore, Adira Finance continues to adopt various industry-recognized IT implementation standards for the financial sector, such as:

- Control Objective for Information and Related Technology (COBIT), Information Technology Integrated Library, and POJK No. 4/POJK.05/2021 on the Application of Risk Management during the utilization of Information Technology by Non-Bank Financial Service Institutions, which generally applies to the banking sector.
- The Open Group Architecture Foundation (TOGAF) for the IT Architecture development and management process.
- ISO 27001, a globally recognized standard for Information Security Management Systems (ISMS). This standard provides a systematic approach to managing the Company's sensitive information to ensure its confidentiality, integrity, and availability.
- ISO 20000-1, a standard for IT Service Management (ITSM), which provides a framework for implementation and continuous improvement processes to maintain the optimization of IT system customer satisfaction and ensure the achievement of high-quality IT service delivery targets.

STRATEGY, FOCUS, AND POLICIES IN 2025

In 2025, Adira Finance directed its Information Technology (IT) strategy, focus, and policies to support comprehensive digital transformation, aimed at enhancing business operational efficiency, customer experience, and data security.

The Company also adopted cloud-based technologies to increase the scalability and flexibility of IT infrastructure, ensuring more efficient and adaptive operations. Additionally, the application of artificial intelligence (AI) and machine learning (ML) in data analysis was implemented to support the provision of more relevant services tailored to customer needs.

The Company's IT strategy continued to focus on developing and optimizing digital applications to improve ease of access to services for customers. Furthermore, continuous enhancement of cybersecurity measures was undertaken to protect Company and customer data from potential threats. The Company also strengthened its analytics systems to support faster and more accurate data-driven decision-making.

Regarding IT policies, Adira Finance implemented data-driven decision-making policies across all organizational levels; developed an information security framework based on international standards such as ISO 27001; and improved employee competency through continuous training in the latest technologies.

Several other strategies implemented in 2025 include:

- Establishing mandatory standards for the Disaster Recovery Plan, ensuring adequate backup and redundancy systems to guarantee minimal Recovery Time Objective (RTO) and Recovery Point Objective (RPO).
- Implementing a comprehensive cyber risk management system, including prevention policies, proactive detection (24/7 monitoring), and rapid incident response (Incident Response Plan), to protect critical information assets.
- Ensuring all information and digital systems in the company operate in accordance with the rules, standards, and frameworks set by policymakers (e.g., ITIL, COBIT), and while maintaining compliance with industry regulations.
- Enhancing the capabilities of IT human resources through competency development and the adoption of agile working methods.

IT INNOVATION IN 2025

In 2025, Adira Finance consistently continued its innovations, such as:

- Implementation of Software-Defined Wide Area Network (SD-WAN), particularly in branches transitioning during the merger with Mandla Finance, to align with Adira Finance standardization.
- Re-surveillance process for ISO 27001 & ISO 20000-1 to ensure procedures are executed and monitored in accordance with global standards.
- Enhancing the capabilities of the Security Operation Center (SOC) by establishing Security Controls to map the security capabilities requiring improvement.
- Implementation of Data Leakage Prevention to minimize the risk of customer data breaches and ensure customer data is used for appropriate purposes.
- Implementation of AI focusing on the Chatbot process to improve services, particularly in handling customer service complaints.
- Enhancing the capabilities of the IT organization in security, governance, architecture, and management functions by strengthening and focusing on IT Security, IT Governance, IT Architecture, and IT Office functions. This includes adding competent IT Security capabilities, refining and updating standards, policies, and processes within the IT operating model, and managing integrated IT architecture.

BUSINESS DEVELOPMENT STRATEGY

In 2025, Adira Finance integrated Information Technology (IT) development into its core business strategy as an effort to strengthen competitiveness and maximize sustainable growth. The implementation of this strategy was realized through the development of digitization and an integrated digital ecosystem, as well as the adoption of a customer-centric approach to enhance service quality and customer experience.

The focus on a customer-centric approach was also implemented through the offering of customer loyalty programs, such as Adirapoint and various other attractive programs designed to increase satisfaction and strengthen customer retention. Through these programs, customers meeting specific criteria have the opportunity to obtain various exclusive benefits, including participation in a pilgrimage Umrah draw and competitive interest rate offers, as a form of appreciation for their loyalty to Adira Finance.

On the digitization and digital ecosystem development side, the Company continues to develop its digital platforms such as the Adiraku application and other digital services like momobil.id and dicicilaja.com. Both are focused on process automation and investments in technology to enhance the customer experience and expand the Company's business reach. Additionally, the Company is also developing the Danadira application to offer cash loans to existing consumers. By the end of 2025, the Adiraku application had been downloaded 1 million times with 2 million registered users.

INFORMATION TECHNOLOGY GOVERNANCE

Adira Finance continues to enhance its Information Technology (IT) infrastructure to support the achievement of the Company's strategic objectives. The main focus includes strengthening cybersecurity by protecting systems from malware threats and ensuring sustainable operational stability. Furthermore, the Company implements robust IT governance through a structured framework for managing security, risk management, and compliance. To support these initiatives, Adira Finance also builds and maintains a competent and highly competitive IT workforce and team.

The implementation of Information Technology (IT) Governance is an integral part of corporate governance, including the execution of governance processes related to IT issues covering disruption, cybersecurity, and disaster recovery. Through the application of IT Governance, Adira Finance ensures all key risks are identified, managed, and reported to the Board of Directors.

Adira Finance uses IT Governance to support leadership, management processes, organizational structure, and its ongoing processes, thereby maintaining its position at the forefront of digital business in the financing industry. For this purpose, Adira Finance continuously strengthens its IT governance and organizational structure, which consists of:

- The IT Steering Committee, chaired by the President Director of Adira Finance, responsible for setting the strategic direction and strategic IT projects.
- Implementation of the Change Advisory Board (CAB) during the deployment process to the Production environment to minimize issues post-deployment.

- Conducting periodic reviews of existing procedures, especially those that have been in place for over 5 years and require adjustment to meet the needs of supporting business and operations.
- Ensuring audit findings are corrected and monitored to improve processes and minimize recurring audit findings.

Adira Finance has added the established standard related to the process of building and managing the Company's Information Technology (IT) Architecture, namely The Open Group Architecture Foundation (TOGAF). Adira Finance has also equipped its IT systems with rapid recovery mechanisms in case of system disruptions. These disruptions can occur due to natural disasters such as floods and fires or damage to production systems. Because potential internal and external threats and risks can be quickly identified, Adira Finance can manage risks more adequately and promptly mitigate the risks faced by the Company.

STRATEGIC PLANS FOR 2026

Adira Finance will continue to innovate as needed in business processes to achieve better growth by leveraging the implementation of Information Technology. In 2026, Adira Finance will continue various IT strategies and development plans, such as:

- Enhancing rapid system recovery services in the event of a disaster by establishing a more comprehensive and advanced data center.
- Implementing core system modernization & digitization (Borneo) to enhance enjoyable experiences for customers.
- Continuing the process of well-managed IT application documentation.
- Continuing the process of data-driven business initiatives owned by Adira.
- Continuing the cybersecurity process focused on protection, incident management & response automation.
- Preparing supporting facilities for activities and communication within the Business Continuity Plan (BCP).
- Continuing 24/7 IT Infrastructure and IT Operations services.
- Continuing the application of AI-based technology in Telerobotics & Chatbots for operational efficiency.
- Implementing continuous data leakage prevention.





FINANCIAL REVIEW ANALYSIS

Throughout 2025, Adira Finance continued to strive to maintain solid performance amid a challenging macroeconomic environment. The implementation of adaptive and responsive business strategies served as a key factor in sustaining revenue stability, particularly as the automotive industry remained under demand pressure. Through a measured approach and a focus on high-quality financing growth, the Company was able to maintain its competitive position within Indonesia's national financing industry.

MANAGEMENT DISCUSSION

The following financial performance analysis is prepared based on the audited Financial Statements of PT Adira Dinamika Multi Finance Tbk as of December 31, 2025, 2024, and 2023. The financial information as of and for the year ended December 31, 2025, was derived from the financial statements which have been audited by Public Accounting Firm Liana Ramon Xenia & Rekan ("LRX"), with engagement partner Elisabeth Imelda, S.E., M.Ak., CPA, expressing an unmodified opinion, as stated in its report dated February 18, 2026. LRX is a member (as such term is used in Regulation of the Ministry of Finance Number 186/PMK.01/2021 and Regulation of the Financial Services Authority Number 9 of 2023 (the "Relevant Law")) of Deloitte Southeast Asia Limited ("DSEAL"). DSEAL is the registered Foreign Audit Organisation ("Organisasi Audit Asing" or "OAA") to LRX for the purposes of the Relevant Law. LRX is a legally separate and independent entity liable for its own acts and omissions and it cannot obligate or bind DSEAL in respect of third parties.

In 2025, the domestic economy once again faced a number of challenges, primarily due to purchasing power that had not fully recovered. These conditions were further compounded by persistent global uncertainties, including heightened geopolitical tensions, which influenced economic stability and market dynamics. However, entering the second half of 2025, global pressures gradually eased as trade war tensions moderated. This development supported domestic macroeconomic stability and provided room for Bank Indonesia to reduce interest rates by a total of 125 bps to 4.75% throughout 2025.

In line with these economic dynamics, the performance of Indonesia's national automotive industry in 2025 had not yet fully recovered. Nevertheless, Adira Finance was able to maintain its growth momentum. This achievement was further supported by the Company's strategic initiative through the merger with Mandala Finance, which became effective on 1 October 2025, with Adira Finance acting as the surviving entity and consolidating Mandala Finance's financial performance into its financial statements. Throughout 2025, the Company recorded new financing of IDR43.2 trillion, representing an increase of 17.8% (yoy) compared to IDR36.6 trillion in 2024. Meanwhile, managed receivables including joint financing reached IDR63.4 trillion, rising from IDR62.3 trillion in the previous year, with joint financing accounting for 41% of the total portfolio.

On the income side, Adira Finance recorded an increase to IDR12.1 trillion in 2025, up from IDR11.8 trillion in 2024. Meanwhile, the Company's total expenses rose to IDR10.1 trillion, from IDR9.5 trillion in the prior year. As a result, profit before income tax amounted to IDR2.0 trillion, compared to IDR2.3 trillion in the previous year.

Overall, Adira Finance posted net profit after tax of IDR1.5 trillion in 2025, compared to IDR1.8 trillion achieved in 2024. In line with this performance, the Company recorded an average return on assets (ROAA) and an average return on equity (ROAE) of 5.2% and 10.4%, respectively, in 2025.

STATEMENT OF FINANCIAL POSITION

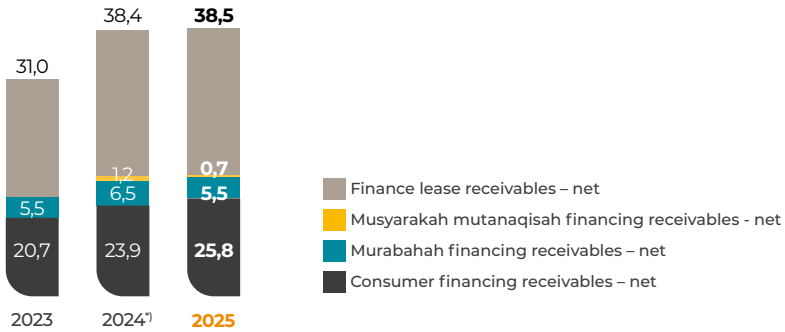
In 2025, Adira Finance's total assets amounted to IDR38.5 trillion, remaining relatively stable compared to IDR38.4 trillion in 2024. The Company's total liabilities were recorded at IDR23.5 trillion, slightly declining from IDR23.8 trillion in 2024, representing a decrease of 1.4% (yoy). Meanwhile, total equity increased by 3.3% (yoy) to IDR15.0 trillion in 2025, compared to IDR14.5 trillion in 2024.

Asset

Adira Finance recorded total assets of IDR38.5 trillion in 2025, remaining relatively stable compared to IDR38.4 trillion in 2024. This achievement reflects the Company's well maintained financial performance amid market dynamics, as well as its consistent asset management to support sustainable business growth.

Over the past three years, the contribution of the Company's net financing receivables to total assets is presented in the following chart:

Contribution of the Company's Financing Receivables – Net to Total Asset
(In IDR Trillion)



Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Cash and cash equivalents	1,435.5	1,959.2	820.9	36.5%	(58.1%)
Consumer financing receivables – net of allowance for impairment losses	20,680.6	23,921.6	25,753.6	15.7%	7.7%
Murabahah financing receivables – net of allowance for impairment losses	5,520.1	6,518.7	5,535.4	18.1%	(15.1%)
Musyarakah mutanaqisah financing receivables – net of allowance for impairment losses	-	1,151.4	743.5	100.0%	(35.4%)
Finance lease receivables – net of allowance for impairment losses	1,444.3	2,235.4	3,111.8	54.8%	39.2%
Other assets	1,926.7	2,586.6	2,564.0	34.2%	(0.9%)
Total assets	**31,007.2**	**38,372.9**	**38,529.2**	**23.8%**	**0.4%**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Cash on Hand and In Banks

As of the end of 2025, Adira Finance's cash and cash equivalents amounted to IDR820.9 billion, representing a decline compared to IDR2.0 trillion in 2024. Of the total cash and cash equivalents, the Company held IDR111.6 billion with PT Bank Central Asia Tbk, IDR29.9 billion with Bank Pan Indonesia, and various other national banks. Meanwhile, cash balances held with PT Bank Danamon Indonesia Tbk as a related party amounted to IDR537.1 billion, decreasing from IDR928.2 billion at the end of 2024.

Consumer Financing Receivables

The joint financing done by Adira Finance and Bank Danamon, as the parent entity, continues to serve as one of the key pillars of the Company's funding strategy. In 2025, the joint financing portion represented approximately 41.9% of total consumer financing receivables.

Based on the agreement between Adira Finance and Bank Danamon regarding the joint financing scheme, the portion of receivables financed by Bank Danamon is set at a maximum at 99% of the balance to be financed and the portion of receivables financed by the Company is minimum at 1% of the balance to be financed.

The managed consumer financing receivables as of December 31, 2023, 2024, and 2025 are as follows:

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Managed Receivables					
Self financing	21,951.2	25,380.5	27,142.9	15.6%	6.9%
Joint financing	19,924.2	20,174.6	19,560.7	1.3%	(3.0%)
Total	**41,875.4**	**45,555.1**	**46,703.6**	**8.8%**	**2.5%**
Composition					
Self financing	52.4%	55.7%	58.1%		
Joint financing	47.6%	44.3%	41.9%		
Consumer Financing Receivables in the Statement of Financial Position					
Receivables before allowance for impairment losses	21,951.2	25,380.5	27,142.9	15.6%	6.9%
Less: allowance for impairment losses	(1,270.6)	(1,458.9)	(1,389.3)	14.8%	(4.8%)
Consumer financing receivables - net	**20,680.6**	**23,921.6**	**25,753.6**	**15.7%**	**7.7%**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

As of the end of 2025, Adira Finance's net consumer financing receivables amounted to IDR 25.8 trillion, increasing by 7.7% (yoy) compared to IDR23.9 trillion at the end of 2024. This growth was in line with the Company's financing disbursement performance, which remained well maintained amid an automotive industry that had not yet fully recovered. To support sustainable growth, the Company expanded its financing portfolio to the non-automotive sector, multipurpose financing (Solusi Dana), as part of its diversification strategy. In addition, the Company strengthened collaboration within the Group to expand its customer base, continued to enhance customer retention through improved offerings and process improvements, and pursued initiatives to optimize its cost structure and remain competitive through ongoing digitalization efforts.

The Company's average consumer financing contract tenor in 2025 was 50 months for car financing, 29 months for motorcycle financing, 12 months for durable goods financing, and 23 months for other financing products. The weighted average effective interest rate per annum for consumer financing is as follows:

Description	2023	2024*)	2025
Cars	17.1%	16.7%	17.8%
Motorcycles	34.2%	33.3%	33.2%
Durable goods	61.5%	63.3%	58.4%
Other	32.2%	32.8%	33.3%

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Murabahah Financing Receivables

Murabahah financing receivables is a sell-buy goods contract with selling price amounting to acquisition cost plus agreed margin, and the Company must disclose the acquisition cost to consumer. Murabahah financing receivables are recognized at acquisition plus agreed margin. The margin itself is recognized over the year of the contract based on margin of murabahah financing receivables.

As of the end of 2025, Adira Finance operated 123 sharia branches and 74 sharia satellite outlets out of its total 877 business networks across Indonesia, representing an increase compared to the previous year. The Company also provides joint financing for murabahah financing receivables together with Bank Danamon, which accounted for 53.1% of total murabahah financing receivables.

Based on the wakalah agreement between Adira Finance and Bank Danamon, both parties agreed to provide joint financing facilities to customers. In this case, the financing portion of Bank Danamon is set at a maximum of 99% of the financing value, while the remainder is financed by the Company.

As of December 31, 2025, Adira Finance's net murabahah financing receivables amounted to IDR5.5 trillion, declining compared to IDR6.5 trillion as of December 31, 2024. Nevertheless, the Company continues to undertake ongoing efforts to increase consumer awareness of its sharia products. Going forward, Adira Finance will continue its strategy to further promote its sharia-based products to customers.

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Managed Receivables					
Self financing	5,812.2	6,921.8	5,931.0	19.1%	(14.3%)
Joint financing	6,534.1	6,266.1	6,716.4	(4.1%)	7.2%
Total	**12,346.3**	**13,187.9**	**12,647.4**	**6.8%**	**(4.1%)**
Composition					
Self financing	47.1%	52.5%	46.9%		
Joint financing	52.9%	47.5%	53.1%		

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Murabahah Financing Receivables in the Financial Position Report					
Receivables before allowance for impairment losses	5,812.2	6,921.8	5,931.0	19.1%	(14.3%)
Less: allowance for impairment losses	(292.1)	(403.1)	(395.6)	38.0%	(1.9%)
Murabahah financing receivables - net	**5,520.1**	**6,518.7**	**5,535.4**	**18.1%**	**(15.1%)**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

The Company's average murabahah financing contract tenor in 2025 was 50 months for car financing, 30 months for motorcycle financing, 13 months for durable goods financing, and 38 months for other financing products. The weighted average effective margin per annum for murabahah financing is as follows:

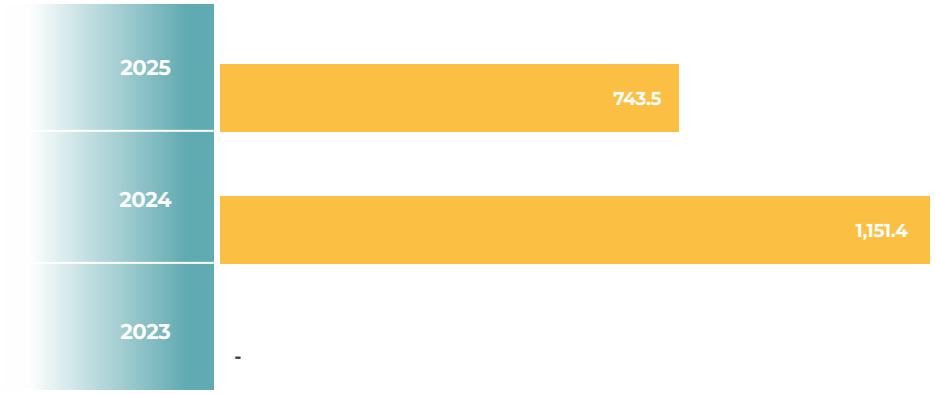
Description	2023	2024*)	2025
Cars	17.4%	17.1%	17.0%
Motorcycles	33.6%	32.6%	32.4%
Durable goods	61.9%	57.0%	52.5%
Other	28.1%	22.3%	19.3%

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Musyarakah Mutanaqisah Financing Receivables

Musyarakah mutanaqisah financing receivables represent a partnership contract among fund's owners (musyarakah partners) to contribute funds and conduct a business on a joint basis through partnership whereby the ownership interest of the passive partners gradually decreases, so the active partner will become the full owner of the business at the end of the contract term. As of the end of 2025, Adira Finance recorded musyarakah mutanaqisah financing receivables amounting to IDR743.5 billion, declining compared to IDR1.2 trillion in 2024. Musyarakah mutanaqisah financing receivables arise from contracts with multipurpose financing as the underlying object, forming part of the Company's sharia financing portfolio.

Musyarakah Mutanaqisah Financing Receivables – Net
(in IDR billion)



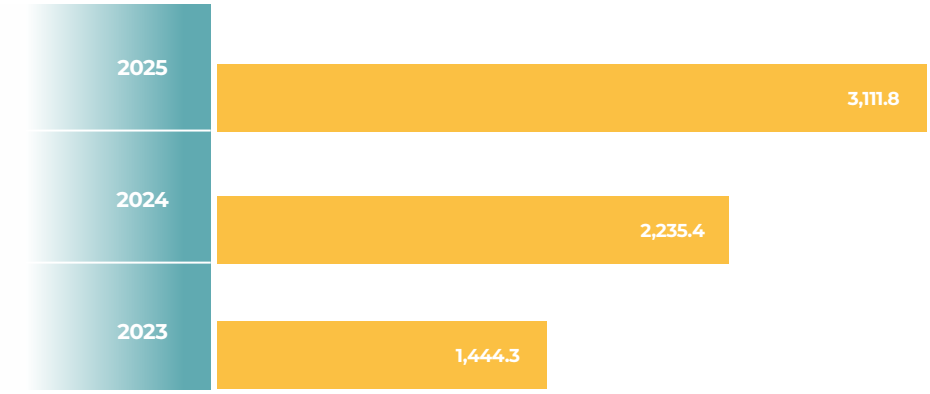
As of the end of 2025, the average contract tenor of musyarakah mutanaqisah financing receivables was 16 months. Meanwhile, the weighted average effective profit distribution per annum for musyarakah mutanaqisah financing receivables in 2024 and 2025 was 40.5% and 41.1%, respectively.

Finance Lease Receivables

In providing finance lease receivables, the Company consistently transfers substantially all risks and rewards incidental to ownership of the leased assets to the finance lessee. The Company's lease financing includes finance lease receivables – conventional and Ijarah Muntahiyah Bittamlik ("IMBT").

As of the end of 2025, Adira Finance recorded finance lease receivables amounting to IDR3.1 trillion, increasing by 39.2% (yoy) compared to IDR2.2 trillion at the end of 2024. Of the total, conventional finance lease receivables amounted to IDR1.7 trillion, while sharia finance lease receivables reached IDR1.4 trillion. The growth in 2025 remained in line with the Company's initiatives to encourage the expansion of its finance lease business.

Finance Lease Receivables – Net
(in IDR billion)



As of the end of 2025, the Company's average finance lease receivables contract tenor for cars, motorcycles, and other financing products was 35 months, 26 months, and 21 months, respectively. The weighted average effective interest rate per annum for conventional finance lease receivables in 2023, 2024, and 2025 is as follows:

Description	2023	2024*)	2025
Cars	11.3%	10.5%	11.1%
Motorcycles	25.6%	26.4%	30.4%
Other	14.1%	13.7%	12.3%

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Managed Receivables

Adira Finance manages all financing receivables, whether those that are financed solely by the Company or through the joint financing scheme. Adira Finance undertakes collectively all of the financing processes from acquisition to collection and including the management of credit risks on the consumer financing receivables, murabahah financing receivables, musyarakah mutanaqisah financing receivables, and finance lease receivables, on the grounds that all of those financing receivables have similar credit risk characteristics.

Other Assets

As of the end of 2025, Adira Finance recorded other assets amounting to IDR2.6 trillion, remaining relatively stable compared to 2024. Among the main components of other assets, intangible assets – net of accumulated amortization declined by 3.2% to IDR334.4 billion in 2025 from IDR345.3 billion in 2024. Meanwhile, fixed assets – net of accumulated depreciation remained relatively stable at IDR461.2 billion, reflecting the Company's consistent management of its operational assets.

In addition, investments in shares in related parties increased by 6.0% to IDR420.7 billion in 2025, compared to IDR396.9 billion in the previous year. Other receivables – net also rose by 22.2% to IDR237.1 billion. On the other hand, right of use assets decreased by 15.7% to IDR248.4 billion, in line with adjustments to lease contracts and the amortization of right of use assets during the period.

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Prepaid expenses	143.0	222.5	220.2	55.5%	(1.0%)
Other receivables – net	341.0	194.1	237.1	(43.1%)	22.2%
Derivative assets	1.0	71.1	60.4	6,964.5%	(15.0%)
Prepaid tax	64.4	73.8	70.9	14.6%	(4.0%)
Investments in shares	386.4	396.9	420.7	2.7%	6.0%
Fixed assets – net of accumulated depreciation	229.7	463.9	461.2	102.0%	(0.6%)
Right of use assets	262.5	294.7	248.4	12.3%	(15.7%)
Intangible assets – net of accumulated amortization	120.7	345.3	334.4	186.2%	(3.2%)
Deferred tax assets	355.0	479.1	462.0	35.0%	(3.6%)
Other assets	23.0	45.2	48.7	96.0%	7.9%
Total other assets	**1,926.7**	**2,586.6**	**2,564.0**	**34.2%**	**(0.9%)**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Liability

As of the end of 2025, Adira Finance's total liabilities amounted to IDR23.5 trillion, slightly decreasing by 1.4% (yoy) compared to IDR23.8 trillion in 2024. This decline was primarily attributable to a reduction in borrowings, in line with the Company's strategy to optimize its funding structure.

Borrowings decreased by 21.8% (yoy), from IDR12.6 trillion in 2024 to IDR9.9 trillion in 2025. In contrast, bonds payable – net increased by 34.8% (yoy), from IDR6.4 trillion in 2024 to IDR8.6 trillion in 2025. Meanwhile, mudharabah bonds – net amounted to IDR1.6 trillion in 2025, rising by 33.8% (yoy) compared to IDR1.2 trillion in 2024.

Beyond funding related items, other liabilities amounted to IDR3.4 trillion at the end of 2025, slightly declining by 5.7% (yoy) from IDR3.6 trillion in 2024. This change was mainly driven by shifts in other payables, employee benefit liabilities, and accrued expenses, in line with the Company's efforts to optimize operational activities and enhance cost management discipline.

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Borrowings	9,313.0	12,638.2	9,885.0	35.7%	(21.8%)
Bonds payable - net	5,885.1	6,377.8	8,596.0	8.4%	34.8%
Mudharabah bonds	859.0	1,228.3	1,643.9	43.0%	33.8%
Other liabilities	3,837.9	3,579.6	3,373.9	(6.7%)	(5.7%)
Total liabilities	**19,895.0**	**23,823.9**	**23,498.8**	**19.7%**	**(1.4%)**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Borrowing

Adira Finance secures its borrowing from various sources, both onshore and offshore banks. Leveraging its strong track record and reputation as a leading financing company in Indonesia, Adira Finance benefits from the support of its controlling shareholder, Bank Danamon, and MUFG Bank, Ltd. In addtion, to mitigate the risks of cash flow volatility due to exchange rate fluctuations and interest rates, the Company has implemented a hedging policy on all of its foreign currency denominated borrowings both in principal and interest rate.

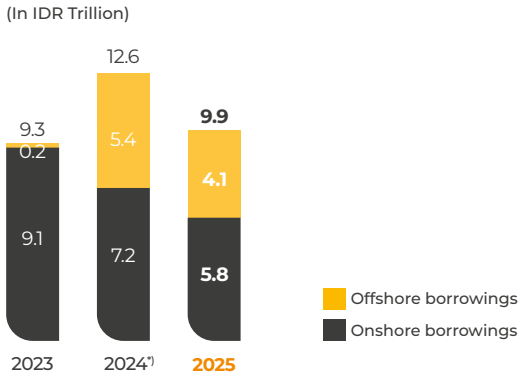
As of the end of 2025, Adira Finance's total borrowings decreased by 21.8% (yoy) to IDR9.9 trillion from IDR12.6 trillion in the previous year. These borrowings remained predominantly sourced from domestic banks, while IDR3.7 trillion of borrowings were obtained from overseas banks. Meanwhile, borrowings from domestic banks declined by 14.5% (yoy), from IDR7.3 trillion to IDR6.2 trillion.

Information on the detailed balance of Adira Finance's borrowings as of December 31, 2023, 2024, and 2025 is as follows:

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Rupiah					
PT Bank Danamon Indonesia Tbk	992.1	265.3	635.6	(73.3%)	139.6%
MUFG Bank, Ltd. (Jakarta)	1,154.2	433.3	627.2	(62.5%)	44.7%
PT Bank Central Asia Tbk	1,064.7	1,171.0	1,326.1	10.0%	13.2%
PT Bank Mandiri (Persero) Tbk	1,727.3	1,620.5	915.8	(6.2%)	(43.5%)
PT Bank Pan Indonesia Tbk	1,931.5	1,042.2	704.5	(46.0%)	(32.4%)
PT Bank BCA Syariah	233.3	241.3	329.2	3.4%	36.4%
PT Bank UOB Indonesia	75.0	250.0	175.0	233.3%	(30.0%)
PT Bank Maybank Indonesia Tbk	1,551.6	527.5	127.8	(66.0%)	(75.8%)
PT Bank Muamalat Indonesia Tbk	75.0	2.5	41.7	(96.7%)	1,566.6%
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	181.6	120.0	–	(33.9%)	(100.0%)
PT Bank DBS Indonesia	91.5	108.2	25.0	18.4%	(76.9%)
Citibank, N.A., Indonesia	–	450.0	350.0	100.0%	(22.2%)
PT Bank Negara Indonesia Tbk	–	528.5	70.8	100.0%	(86.6%)
PT Bank DKI	–	155.6	38.9	100.0%	(75.0%)
PT Bank Rakyat Indonesia Tbk	–	–	449.7	–	100.0%
PT Bank Maspion Indonesia Tbk	–	201.7	–	100.0%	(100.0%)
PT Bank Resona Perdania	–	99.7	–	100.0%	(100.0%)
PT Bank OCBC NISP Tbk	–	16.6	–	100.0%	(100.0%)
PT Bank Permata Tbk (include syndication)	–	16.6	–	100.0%	(100.0%)
PT Bank Oke Indonesia Tbk	–	1.5	–	100.0%	(100.0%)
US Dollar					
MUFG Bank, Ltd. (Hong Kong) – Syndication	–	4,104.2	2,584.6	100.0%	(37.0%)
MUFG Bank, Ltd. (Singapura)	–	–	500.2	–	100.0%
PT Bank Danamon Indonesia Tbk (baru 2025)	–	–	380.8	–	–
The Islamic Corporation for the Development of the Private Sector (ICD)	–	218.7	–	100.0%	(100.0%)
Japanese Yen					
MUFG Bank, Ltd. (Singapura)	235.2	1,063.3	602.1	352.1%	(43.4%)
Total Borrowings Received	**9,313.0**	**12,638.2**	**9,885.0**	**35.7%**	**(21.8%)**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Based on currency denomination, in 2025, 58.8% of Adira Finance's total borrowings were denominated in Rupiah, while 41.2% were denominated in foreign currencies, namely US Dollars and Japanese Yen. This compares to 2024, when 57.4% of total borrowings were denominated in Rupiah, while 42.6% were foreign currency borrowings.



Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Bonds Payable – Net and Mudharabah Bonds

Adira Finance diversifies its funding sources through the capital market by issuing bonds and mudharabah bonds. In 2025, the Company recorded bonds payable – net amounted to IDR8.6 trillion and mudharabah bonds amounted to IDR1.6 trillion. These funding instruments increased by 34.8% (yoy) and 33.8% (yoy), respectively. Overall, total bonds payable – net and mudharabah bonds in 2025 reached IDR10.2 trillion, representing an increase of 34.6% (yoy) compared to 2024.

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Continuing Bonds IV Phase IV	328.0	–	–	(100.0%)	–
Continuing Bonds IV Phase V	607.7	–	–	(100.0%)	–
Continuing Bonds IV Phase VI	190.0	–	–	(100.0%)	–
Continuing Bonds V Phase II	741.0	–	–	(100.0%)	–
Continuing Bonds V Phase III	1,080.0	1,080.0	250.0	0.0%	(76.9%)
Continuing Bonds VI Phase I	1,700.0	1,295.0	1,295.0	(23.8%)	0.0%
Continuing Bonds VI Phase II	1,250.0	415.6	415.6	(66.8%)	0.0%
Continuing Bonds VI Phase III	–	1,600.0	520.8	–	(67.5%)
Continuing Bonds VI Phase IV	–	2,000.0	1,215.0	–	(39.3%)
Continuing Bonds VI Phase V	–	–	2,067.0	–	–
Continuing Bonds VII Phase I	–	–	1,200.0	–	–
Continuing Bonds VII Phase II	–	–	1,650.0	–	–
Unamortized bond issuance costs	(11.6)	(12.8)	(17.4)	9.8%	35.9%
Total Bonds Payable – Net	**5,885.1**	**6,377.8**	**8,596.0**	**8.4%**	**34.8%**
Mudharabah Bonds I Phase II	–	196.5	–	100.0%	(100.0%)
Mudharabah Bonds I Phase III	–	200.0	200.0	100.0%	0.0%
Mudharabah Bonds III Phase III	32.0	–	–	(100.0%)	–

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Mudharabah Bonds III Phase IV	14.0	–	–	(100.0%)	–
Mudharabah Bonds IV Phase II	66.0	–	–	(100.0%)	–
Mudharabah Bonds IV Phase III	147.0	147.0	98.0	0.0%	(33.3%)
Mudharabah Bonds V Phase I	300.0	236.0	236.0	(21.3%)	0.0%
Mudharabah Bonds V Phase II	300.0	48.8	48.8	(83.7%)	0.0%
Mudharabah Bonds V Phase III	–	400.0	61.1	–	(84.7%)
Mudharabah Bonds VI Phase I	–	–	300.0	–	100.0%
Mudharabah Bonds VI Phase II	–	–	700.0	–	100.0%
Total Mudharabah Bonds	**859.0**	**1,228.3**	**1,643.9**	**43.0%**	**33.8%**
Total Bonds Payable – Net and Mudharabah Bonds	**6,744.1**	**7,606.1**	**10,239.9**	**12.8%**	**34.6%**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Adira Finance regularly issues bonds each year as part of the Company's efforts to diversify its funding sources. Throughout 2025, Adira Finance successfully issued Continuing Bonds VI Phase V on February 2025 with a total issuance value of IDR2.1 trillion. This was followed by the issuance of Continuing Bonds VII Phase I and Continuing Mudharabah Bonds VI Phase I on July 2025 amounting to IDR1.5 trillion, and subsequently the Continuing Bonds VII Phase II and Continuing Mudharabah Bonds VI Phase II in October 2025 with a total value of IDR2.4 trillion. All these issuances were met with strong positive market responses, as reflected in oversubscription levels of 2.3 times, 3.7 times, and 6.7 times, respectively. This robust demand underscores the high level of investor confidence and the strong credibility of Adira Finance in the capital market.

Other Liabilities

As of the end of 2025, Adira Finance's other liabilities amounted to IDR3.4 trillion, declining by 5.7% (yoy) compared to IDR3.6 trillion at the end of 2024. Of the total other liabilities, other payables represented the largest component at 39.3%, followed by employee benefit liabilities at 29.0%, and accrued expenses at 22.4%.

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Accrued expenses	927.9	684.1	755.6	(26.3%)	10.5%
Lease liabilities	148.0	138.0	109.7	(6.8%)	(20.5%)
Other liabilities	1,599.0	1,404.7	1,327.3	(12.2%)	(5.5%)
Tax payables	180.8	245.1	184.1	35.6%	(24.9%)
Derivative liabilities - net	-	75.4	17.7	100.0%	(76.5%)
Employment benefit liabilities	982.2	1,032.3	979.5	5.1%	(5.1%)
Total other liabilities	**3,837.9**	**3,579.6**	**3,373.9**	**(6.7%)**	**(5.7%)**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Equity

At the end of 2025, Adira Finance's total equity amounted to IDR15.0 trillion, increasing from IDR14.5 trillion at the end of 2024. The rise in equity was primarily driven by the growth in retained earnings, which increased by 6.3% (yoy) in aggregate to IDR12.2 trillion in 2025, compared to IDR11.5 trillion in the previous year. In addition, in 2025 the Company recorded an increase in additional paid in capital to IDR2.8 trillion, in line with the strengthening of its capital structure following the corporate action undertaken. On the other hand, the Company also recorded treasury shares amounting to IDR88.7 billion.

This strong capital structure reflects Adira Finance's solid financial position and provides sufficient capacity for the Company to support sustainable financing expansion going forward.

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Issued and fully paid-up capital	100.0	100.0	123.6	0.0%	23.6%
Treasury shares	–	–	(88.7)	–	(100.0%)
Additional paid-in capital	6.8	6.8	2,847.9	0.0%	42,091.7%
Merging entity equity	–	2,993.2	–	100.0%	(100.0%)
Retained earnings					
- Appropriated	223.1	242.6	256.6	8.7%	5.8%
- Unappropriated	10,783.0	11,208.2	11,913.4	3.9%	6.3%
Changes in fair value on investment in equity instrument measured at fair value through other comprehensive income	–	9.6	29.8	100.0%	210.4%
Cumulative losses on derivative instrument for cash flows hedges - net	(0.7)	(11.4)	(52.2)	1,420.1%	359.3%
Equity	**11,112.2**	**14,549.0**	**15,030.4**	**30.9%**	**3.3%**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

PROFIT AND LOSS STATEMENTS

In line with the growth in assets and business activities, Adira Finance recorded a 2.9% (yoy) increase in total revenue to IDR12.1 trillion in 2025, compared with IDR11.8 trillion in the previous year. This increase was supported by higher income and lower interest expenses, which contributed to the improvement in net interest margin. Meanwhile, impairment losses remained relatively stable throughout 2025. However, amid the integration phase, net profit for the year declined by 14.7% (yoy), from IDR1.8 trillion in 2024 to IDR1.5 trillion in 2025. The decline was primarily attributable to transition investments and organizational consolidation.

In detail, the Company's statement of profit or loss and other comprehensive income for the period 2023, 2024, and 2025 is as follows:

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Total income	9,507.9	11,787.9	12,129.0	24.0%	2.9%
Total expenses	(7,035.3)	(9,501.5)	(10,140.2)	35.1%	6.7%
Net income before income tax expense	2,472.6	2,286.4	1,988.8	(7.5%)	(13.0%)
Income tax expense	(528.6)	(475.6)	(443.9)	(10.0%)	(6.7%)
Net income for the year	1,944.0	1,810.8	1,544.9	(6.9%)	(14.7%)
Other comprehensive income net of tax	(61.2)	(8.8)	12.7	(85.7%)	(244.3%)
Total comprehensive income for the year	1,882.8	1,802.0	1,557.6	(4.3%)	(13.6%)

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Total Income

Adira Finance's total income consists of consumer financing income, murabahah margin income, musyarakah mutanaqisah profit distribution income, finance lease income, and other income. In 2025, the Company's total income increased from IDR11.8 trillion to IDR12.1 trillion, representing a growth of 2.9% (yoy).

The breakdown of the Company's total income for the period 2023–2025 is as follows:

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Consumer financing	6,041.7	7,155.5	7,557.0	18.4%	5.6%
Murabahah margin	1,482.9	1,938.9	1,710.2	30.8%	(11.8%)
Musyarakah mutanaqisah profit distribution	-	350.1	394.3	100.0%	12.6%
Finance lease	147.9	266.5	421.5	80.2%	58.2%
Others	1,835.4	2,076.9	2,046.0	13.2%	(1.5%)
Total income	**9,507.9**	**11,787.9**	**12,129.0**	**24.0%**	**2.9%**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Consumer Financing Income

Consumer financing income, which accounted for 62.3% of total income, recorded growth of 5.6% (yoy) reaching to IDR7.6 trillion in 2025, compared to IDR7.2 trillion in 2024. This increase was in line with the growth in Adira Finance's net consumer financing receivables, driven by continued selective financing expansion and strengthened portfolio quality amid the still-challenging automotive market conditions throughout 2025.

Murabahah Margin Income

As of the end of 2025, murabahah margin income was recorded at IDR1.7 trillion, declining by 11.8% (yoy) compared to IDR1.9 trillion in the previous year. Murabahah margin income accounted for 14.1% of total income in 2025, slightly lower than its contribution in 2024.

Musyarakah Mutanaqisah Profit Distribution

In 2025, musyarakah mutanaqisah profit distribution income was recorded at IDR394.3 billion, increasing by 12.6% (yoy) compared to IDR350.1 billion in 2024. This growth was in line with the Company's strategy to further expand the diversification of its sharia financing portfolio, particularly within the non-automotive segment, as part of its efforts to support sustainable business growth.

Finance Lease Income

Adira Finance's finance lease income increased by 58.2% (yoy), from IDR266.5 billion in 2024 to IDR421.5 billion in 2025. This increase was in line with the growth in the Company's net finance lease receivables, which rose by 39.2% (yoy). Accordingly, the contribution of finance lease income to total income also increased from 2.3% to 3.5%.

Other Income

Other income slightly declined by 1.5% (yoy), from approximately IDR2.1 trillion in 2024 to IDR2.0 trillion in 2025. This income mainly consisted of administration fees, late payment penalties, recoveries of written off receivables, income from early settlement before the financing term ends, interest income from current accounts, insurance commissions, and other income. The stable contribution of other income reflects the Company's ability to consistently maintain its fee-based income sources amid ongoing economic and industry challenges.

Total Expenses

Total expenses increased by 6.7% (yoy) in 2025, reaching IDR10.1 trillion, compared to IDR9.5 trillion in 2024. This increase was mainly driven by higher salaries and employee benefits expenses, as well as general and administrative expenses, in line with the strengthening of the Company's operational activities and service capacity throughout 2025.

The following table details the Company's total expenses for the period 2023, 2024, and 2025:

TOTAL EXPENSES

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Salaries and benefit	2,419.7	2,908.0	3,338.4	20.2%	14.8%
General and administrative	1,338.9	1,773.9	1,976.9	32.5%	11.4%
Interest expense, financing charges and revenue sharing for mudharabah bonds	1,012.2	1,515.2	1,450.8	49.7%	(4.2%)
Allowance for impairment losses	1,647.7	2,615.8	2,648.3	58.8%	1.2%
Marketing and others	616.8	688.6	725.8	11.6%	5.4%
Total expenses	**7,035.3**	**9,501.5**	**10,140.2**	**35.1%**	**6.7%**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Operating Expenses

In 2025, Adira Finance recorded total operating expenses of IDR5.3 trillion, consisting of salaries and employee benefits expenses as well as general and administrative expenses. This amount increased by 13.5% (yoy) compared to IDR4.7 trillion in 2024. The rise in operating expenses was mainly driven by higher general and administrative expenses, which reached IDR2.0 trillion, growing by 11.4% (yoy) from IDR1.8 trillion in the previous year.

In addition, salaries and employee benefits expenses also increased to IDR3.3 trillion, rising by 14.8% (yoy) from IDR2.9 trillion in 2024. This was in line with the Company's operational needs to support business growth.

Salaries and Benefits Expenses

Throughout 2025, Adira Finance recorded an increase in salaries and employee benefits expenses of 14.8% (yoy), reaching IDR3.3 trillion, up from IDR2.9 trillion in 2024. The Company remains committed to maintaining a balance between human capital development and cost discipline, in order to support the sustainability of its financial performance and the achievement of its long-term growth strategy amid dynamic market challenges.

The following table presents the Company's salaries and employee benefits expenses for the period 2023, 2024, and 2025:

SALARIES AND BENEFITS EXPENSES

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Salaries and allowance	2,276.7	2,682.4	2,927.2	17.8%	9.1%
Post-employment benefits	62.8	181.2	367.4	188.4%	102.7%
Training and education	80.2	44.4	43.8	(44.6%)	(1.3%)
Total	**2,419.7**	**2,908.0**	**3,338.4**	**20.2%**	**14.8%**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

General and Administrative Expenses

General and administrative expenses consist of office expenses, rental expenses, transportation expenses, installment collection service fees, repairs and maintenance, depreciation of fixed assets and right of use assets, amortization of intangible assets, insurance expenses for fixed assets, and other expenses. In 2025, total general and administrative expenses increased by 11.4% (yoy), reaching IDR2.0 trillion, compared to IDR1.8 trillion in 2024. This increase was in line with the Company's efforts to support business expansion and broader operational development.

Among these components, office expenses, rental expenses, and other expenses were the three largest cost items, contributing approximately 43.6%, 13.0%, and 12.1% of total general and administrative expenses, respectively.

GENERAL AND ADMINISTRATIVE EXPENSES

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Office expenses	580.0	810.7	862.8	39.8%	6.4%
Rental expenses	167.3	235.6	257.0	40.8%	9.1%
Depreciation of right-of-use assets	99.9	119.7	124.8	19.8%	4.3%
Repairs and maintenance	99.5	129.2	133.2	29.8%	3.1%
Installment collection fees	64.0	77.7	83.4	21.3%	7.4%
Intangible assets amortisation	50.5	65.0	92.6	28.7%	42.5%
Depreciation of fixed assets	48.7	70.8	73.7	45.4%	4.1%
Transportation	71.2	103.0	108.2	44.6%	5.0%
Fixed assets and other insurance	2.2	3.2	2.3	44.2%	(28.1%)
Other	155.6	159.0	238.9	2.2%	50.2%
Total	**1,338.9**	**1,773.9**	**1,976.9**	**32.5%**	**11.4%**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Interest Expenses, Financing Charges and Revenue Sharing for Mudharabah Bonds

Adira Finance's funding cost consist of interest expenses on borrowings, bonds payable, and lease liabilities, loan provision fees, amortization of bond and mudharabah bond issuance costs, as well as revenue sharing on mudharabah borrowings and mudharabah bonds. Borrowings, bonds, and mudharabah bonds represent the Company's main external funding sources outside the joint financing scheme. Under joint financing arrangements, funding expenses are recorded on a net basis against financing interest income. Conversely, when financing receivables are booked through self-financing, the related costs are recognized as interest expense, financing charges, and revenue sharing for mudharabah bonds.

In 2025, the Company recorded a decrease of 4.2% (yoy) in total interest and finance expenses as well as revenue sharing for mudharabah bonds to IDR1.4 trillion, compared to IDR1.5 trillion in 2024. This decline was mainly attributable to a 15.6% (yoy) reduction in interest on borrowings, which fell to IDR820.4 billion. Meanwhile, interest expenses on bonds payable increased by 22.5% (yoy) to IDR507.2 billion. Profit-sharing expenses on mudharabah borrowings also rose by 42.0% (yoy) to IDR31.1 billion.

Information on interest and finance expenses as well as revenue sharing for mudharabah bonds for the period 2023, 2024, and 2025 is as follows:

INTEREST EXPENSES, AND FINANCING CHARGES

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Interest on bonds payable	339.5	413.9	507.2	21.9%	22.5%
Interest on borrowings	613.6	971.6	820.4	58.3%	(15.6%)
Revenue sharing for mudharabah loans	15.5	21.9	31.1	41.6%	42.0%
Interest on lease liabilities	12.6	11.4	10	(9.3%)	(12.2%)
Amortisation of mudharabah bonds issuance cost	0.8	3.4	2.6	323.8%	(22.6%)
Provision and administration expenses on mudharabah loan	0.2	0.2	0.4	(18.8%)	81.3%
Revenue sharing for mudharabah bonds	30.0	92.8	79.1	209.4%	(14.7%)
Total	**1,012.2**	**1,515.2**	**1,450.8**	**49.7%**	**(4.2%)**

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Provision for Impairment Losses Expense

Adira Finance regularly reviews the allowance for impairment losses on its financing receivables to ensure that provisioning remains adequate and aligned with the quality of its financing portfolio. In 2025, the Company recorded impairment loss expenses of IDR2.6 trillion, slightly increase by 1.2% (yoy) compared to 2024. Management believes that the level of provisioning established in 2025 was sufficient to anticipate potential credit risks and to maintain the Company's resilience amid the dynamics of the financing industry.

Marketing and Other Expenses

In 2025, Adira Finance's marketing and other expenses increased by 5.4% (yoy) to IDR725.8 billion, compared to IDR688.6 billion in 2024. This increase was mainly driven by the optimization of marketing activities undertaken to support the Company's business expansion. Overall, these expenses continued to be managed prudently to ensure alignment with the Company's growth strategy and efficiency initiatives.

Net Income for the Year

Economic uncertainty and the ongoing dynamics of the automotive industry through 2025 posed challenges to Adira Finance's business landscape. Despite the Company's net income in 2025 declined by 14.7% (yoy) to IDR1.5 trillion, compared to IDR1.8 trillion in 2024. The decrease was mainly driven by transition investments and organizational consolidation, along with higher operating expenses related to the alignment of operations and governance frameworks to ensure effective synergy following the merger.

OTHER COMPREHENSIVE INCOME AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR

The Company performs actuarial calculations for its post-employment benefit program, whereby actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognized in other comprehensive income as items that will not be reclassified to profit or loss. Changes in the fair value of investments in equity instruments are also recognized in other comprehensive income as items that will not be reclassified to profit or loss.

Adira Finance also uses derivative instruments to hedge against interest rate and foreign exchange risks associated with its foreign currency denominated working capital loans, which carry floating interest rates.

Derivatives used for risk management are recognized at fair value on the balance sheet. Changes in the fair value of cash flow hedging instruments, to the extent they are effective, are recorded in profit or loss and other comprehensive income, and are subject to reclassification to profit or loss.

EARNINGS PER SHARE

Adira Finance's earnings per share (EPS) declined from IDR1,538 per share in 2024 to IDR1,253 per share in 2025, representing a decrease of 18.5% (yoy).

STATEMENT OF CASH FLOWS

Description (in IDR Billion)	2023	2024*)	2025	Growth (%)	
				2023-2024*)	2024-2025
Cash flows from operating activities	(4,052.1)	277.6	453.7	(106.8%)	63.5%
Cash flows from investing activities	(533.5)	(1158.0)	(237.3)	117.1%	(79.5%)
Cash flows from financing activities	4,734.7	505.4	(1,354.7)	(89.3%)	(368.1%)
Net increase (decrease) in cash & cash equivalents	149.1	(375.0)	(1,138.3)	(351.5%)	203.5%
Merging entity effect	-	898.7	-	100.0%	(100.0%)
Cash & cash equivalents at the beginning of the year	1,286.4	1,435.5	1,959.2	11.6%	36.5%
Cash & cash equivalents at the end of the year	1,435.5	1,959.2	820.9	36.5%	(58.1%)

Remarks:
*) Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Cash Flow from Operating Activities

In 2025, Adira Finance recorded net cash flows generated from operating activities amounting to IDR453.7 billion, increasing compared to IDR277.6 billion in 2024. This improvement was mainly driven by higher cash receipts from financing transactions, which grew by 4.9% (yoy) from IDR51.7 trillion in 2024 to IDR54.2 trillion in 2025. Meanwhile, cash receipts from joint financing slightly declined by 1.5% (yoy) to IDR17.1 trillion, compared to IDR17.4 trillion in the previous year.

On the disbursement side, cash used for financing transactions increased in line with higher financing disbursement activities, rising from IDR41.7 trillion in 2024 to IDR43.8 trillion in 2025. Meanwhile, cash outflows for joint financing principal remained relatively stable, slightly increasing from IDR15.2 trillion in 2024 to IDR15.2 trillion in 2025.

Cash Flow from Investing Activities

In 2025, net cash used in Adira Finance's investing activities amounted to IDR237.3 billion, declining compared to IDR1.2 trillion in 2024. This decrease was mainly attributable to a significant reduction in investment placements in associates, which fell from IDR880.7 billion to IDR0.4 billion. In addition, the Company's investment expenditures in 2025 included the acquisition of intangible assets amounting to IDR155.0 billion and the acquisition of fixed assets totaling IDR95.8 billion, representing declines of 12.5% (yoy) and 25.3% (yoy), respectively. This was in line with a more selective approach to capital expenditures, aligned with operational priorities and the Company's development strategy.

Cash Flows from Financing Activities

In 2025, Adira Finance recorded net cash used in financing activities amounting to IDR1.4 trillion, reversing from net cash provided of IDR505.4 billion in 2024. This movement was mainly driven by a decline in bank loan proceeds of 39.8% (yoy) to IDR10.5 trillion. On the other hand, principal repayments of bonds payable and mudharabah bonds amounted to IDR2.7 trillion and IDR584.5 billion, respectively, representing decreases of 25.3% (yoy) and 19.6% (yoy) compared to the previous year.



OTHER MATERIAL INFORMATION

SOLVENCY

Throughout 2025, Adira Finance demonstrated solid financial performance amid persistent global and domestic economic challenges. The Company successfully maintained a strong financial position by consistently and timely fulfilling all of its short-term and long-term debt obligations. This resilience was reflected in healthy liquidity, solvency, and gearing ratios, which supported the overall stability of the Company's financial structure.

In addition, in 2025 Adira Finance successfully maintained its strong domestic credit rating of $_{id}$AAA with a stable outlook from the national rating agency Pefindo. On the international level, Moody's maintained the Company's rating at Baa1/stable, which remains higher than Indonesia's sovereign rating. Furthermore, Fitch reaffirmed Adira Finance's rating at BBB.

These strong ratings reinforced investor confidence in the Company's performance and governance, while also creating opportunities for Adira Finance to secure better funding access, both domestic and international. This serves as an important foundation in supporting the Company's sustainable growth strategy going forward.

Liquidity Ratio

Adira Finance's liquidity ratio is calculated in accordance with the Financial Services Authority (OJK) Regulation No. 35/POJK.05/2018 dated December 27, 2018 concerning the Business Operations of Financing Companies, as lastly amended by OJK Regulation No. 46 Year 2024 concerning the Development and Strengthening of Financing Companies, Infrastructure Financing Companies, and Venture Capital Companies. The Company's current ratio as of December 31, 2025 was recorded at 133.3%, compared to 132.3% as of December 31, 2024. Meanwhile, the Company's cash ratio as of December 31, 2025 stood at 5.6%, compared to 14.7% as of December 31, 2024.

The following data and tables present an analysis of the Company's ability to meet its short-term debt obligations:

Description	2023	2024*)	2025
Current ratio	129.3%	132.3%	133.3%
Cash ratio	12.7%	14.7%	5.6%

Remarks:
*)Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Throughout 2025, Adira Finance maintained sufficient liquidity to repay all of its financial obligations and to fund its business needs through installment receipts from customers and available funding facilities. The Company also continued to diversify its funding sources through joint financing support with its parent company, Bank Danamon, as well as external borrowings consisting of bank loans (both onshore and offshore), bonds, and mudharabah bonds.

As of the end of December 2025, joint financing represented 41% of managed receivables. Meanwhile, the Company's total borrowings as of December 31, 2025 decreased by 0.6% (yoy) to IDR20.1 trillion, consisting of bank loans (onshore and offshore) as well as bonds and mudharabah bonds, contributing 49%:51%, respectively.

As part of its strategy to diversify funding sources, Adira Finance regularly issues bonds on an annual basis. In 2025, Adira Finance successfully issued

Continuing Bonds VI Phase V in February 2025 with a total issuance value of IDR2.1 trillion. This was followed by the issuance of Continuing Bonds VII Phase I and Continuing Mudharabah Bonds VI Phase I in July 2025 amounting to IDR1.5 trillion, and subsequently the Continuing Bonds VII Phase II and Continuing Mudharabah Bonds VI Phase II in October 2025 with a total value of IDR2.4 trillion. All these issuances were met with strong positive market responses, as reflected in oversubscription levels of 2.3 times, 3.7 times, and 6.7 times, respectively. This robust demand underscores the high level of investor confidence and the strong credibility of Adira Finance in the capital market.

Solvency Ratio

Adira Finance continuously evaluates and ensures that the Company maintains a healthy level of solvency. This is reflected in the sound solvency ratios, demonstrating the Company's ability to meet both its short-term and long-term obligations. The Company's liability-to-equity ratio as of December 31, 2025, stood at 1.6x, while the ratio of liabilities to total assets as of the same date was recorded at 0.6x. These asset solvency ratios indicate that only a portion of the Company's assets was financed through liabilities, enabling Adira Finance to maintain an excellent capacity to repay its debts.

Description	2023	2024*)	2025
Asset Solvency (times)	0.6	0.6	0.6
Equity Solvency (times)	1.8	1.6	1.6
Gearing Ratio (times)	1.5	1.4	1.4

Remarks:
*)Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Gearing Ratio

The gearing ratio represents a comparison between total borrowings, bonds payable, and mudharabah bonds against equity, after deducting share investments. Adira Finance maintains a gearing ratio that remains well below the maximum limit permitted under OJK Regulation No. 35/POJK.05/2018 concerning the Business Operations of Financing Companies, as lastly amended by OJK Regulation No. 46 Year 2024 concerning the Development and Strengthening of Financing Companies, Infrastructure Financing Companies, and Venture Capital Companies, which is set at 10 times.

In 2025, Adira Finance recorded a gearing ratio of 1.4x, remaining stable compared to 2024. Accordingly, the Company continues to have substantial room to expand its business as market conditions recover going forward.

Conformity of Financial Assets and Liabilities

Adira Finance consistently monitors and manages its liquidity ratios, solvency ratios, gearing ratios, as well as the maturity matching between its financial assets and liabilities. This constitutes an essential part of the Company's prudent financial management strategy, aimed at ensuring that Adira Finance maintains sufficient liquidity to meet all of its short-term and long-term obligations. This measured and disciplined approach to managing the Company's financial structure also plays a vital role in strengthening resilience against potential market volatility, while supporting the sustainability of the Company's business growth.

Furthermore, the Company's liquidity and asset and liability management are carried out under the coordination of the Asset and Liability Committee (ALCO). Through this committee, Adira Finance ensures that its funding diversification strategy is carefully implemented, liquidity risks are effectively mitigated, and optimal returns can ultimately be achieved. The ALCO Committee holds monthly meetings involving relevant business units to ensure that the Company's liquidity position remains at the expected level. This is consistent with the Company's policy to maintain sufficient financial resources to meet maturing obligations and support the continuity of its business operations.

In terms of managing liquidity risk, the ALCO Committee monitors the condition and situation of liquidity and takes mitigation actions if necessary. The effectiveness of this committee is seen from the proper management over the gap between assets and liquidity.

The table of maturity of the Company's financial assets and liabilities for the period of 2023–2025 is as follows:

Description (In IDR Billion)	2023		2024*)		2025	
	≤1 Year	≥1 Year	≤1 Year	≥1 Year	≤1 Year	≥1 Year
Financial assets	21,106.3	20,045.6	24,130.9	25,206.1	26,437.4	23,673.4
Financial liabilities	10,508.6	7,648.6	12,708.4	9,946.5	13,930.3	8,144.8
Maturity gap	10,597.7	12,397.0	11,422.5	15,259.6	12,507.1	15,528.6

Remarks:
*)Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Analysis of Other Relevant Ratios

Adira Finance has consistently been able to comply with the financial ratios stipulated by the regulator, even as the Company continues to carry out sustainable expansion of its financing business. These efforts are undertaken to maintain business performance amid economic challenges and the slowdown in the automotive industry. In addition, Adira Finance continues to conduct its business activities in the financing industry in accordance with prudential principles, while ensuring full compliance with applicable laws and regulations.

The comparison of the financial ratios of the financing industry performance in 2023–2025 and Adira Finance in 2025 is presented as follows:

Ratio	Financing Industry			Adira Finance
	2023	2024	2025	2025
FAR	85.2%	85.5%	86.0%	91.2%
GR (x)	2.3x	2.3x	2.2x	1.4x
MSMD	315.0%	319.8%	320.2%	12.162%
NPF	2.4%	2.7%	2.5%	2.0%
ROA	5.6%	5.0%	4.2%	5.2%
ROE	15.0%	13.8%	10.7%	10.4%
BOPO	76.9%	79.4%	82.9%	83.7%

RECEIVABLES COLLECTABILITY

Adira Finance is committed to continuously maintaining its Non-Performing Financing (NPF) ratio at a healthy and well controlled level through the consistent implementation of prudent risk management principles. This commitment has become increasingly important as the Company continues to expand its business amid the dynamic automotive industry, which remains subject to various structural and cyclical challenges.

The Company proactively strengthens its creditworthiness assessment processes, enhances its data-driven risk analytics capabilities, and reinforces its overall monitoring and collection functions. These initiatives are expected to preserve solid asset quality and support sustainable financing growth throughout 2025.

Adira Finance classifies the collectibility of its receivables based on the number of days overdue. The table for analysis of managed financing receivables aging (gross) for the period of 2023–2025 is as follows:

Description (in IDR Billion)	2023	2024*)	2025
No past due	57,719.5	63,483.1	70,454.3
Overdue 1-90 days	13,435.4	15,005.8	9,506.1
Overdue >90 days	1,244.4	1,548.7	1,296.2
Total financing receivables - gross	**72,399.3**	**80,037.6**	**81,256.6**
% Total overdue to total financing receivables - gross	**20.3%**	**20.7%**	**13.3%**

Remarks:
*)Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Over the past three years, the ratio of total overdue receivables to total financing receivables was recorded at 20.3% (2023), 20.7% (2024), and 13.3% (2025), respectively. The decline in the overdue financing receivables ratio in 2025 reflects the Company's success in maintaining financing quality through the consistent application of prudential principles. In line with this commitment, the Company continues to implement prudent risk management practices as part of its credit risk control efforts, ensuring that credit risk remains at a manageable level. The Company also provides segmented financing aligned with its risk appetite and carries out effective collection activities.

In addition, as of December 2025, the Company recorded a Non-Performing Financing (NPF) ratio, measured based on overdue receivables of more than 90 days, which remained within the Company's internal limits and below the industry average. Over the last three years, the Company's NPF ratio (including joint financing portions) stood at 1.9% (2023), 2.2% (2024), and 2.0% (2025).

Adira Finance also monitors financing receivables classified as non-performing, consisting of sub-standard, doubtful, and loss categories, in accordance with OJK Regulation No. 35/POJK.05/2018 as lastly amended by OJK Regulation No. 46 Year 2024. The regulation stipulates that non-performing financing receivables (excluding joint financing portions), net of allowance for impairment losses, must not exceed 5%. The Company's net NPF ratio was recorded at 0.49% (2023), 0.35% (2024), and 0.25% (2025).

CAPITAL STRUCTURE

Details on Capital Structure

The Company's objective in managing its capital is to protect the Company's ability to maintain its business continuity, thereby enabling the Company to continue providing returns to shareholders. Adira Finance is committed to delivering a return on shareholders' investment in the form of cash dividends. Since the Initial Public Offering, Adira Finance has consistently distributed dividends to its shareholders on a regular annual basis and has established a minimum dividend policy of 20% of the current year's net income, while continuing to consider the Company's funding requirements in the following year and the dividend policy of PT Bank Danamon Indonesia Tbk as the controlling shareholder.

The details of the Company's capital ratio and profitability ratios during the period of 2023–2025 are as follows:

Description	2023	2024*)	2025
Capital Ratio**	45.0%	49.4%	51.3%
Rentability Ratio**			
- Return on Asset (ROA)	8.6%	6.6%	5.2%
- Return on Equity (ROE)	18.7%	14.1%	10.4%
- Net Interest Margin (NIM)	26.0%	26.7%	25.1%

Remarks:
* Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.
** Ratios in accordance with the Financial Services Authority (OJK) regulation

Whereas the Company's capital structure based on asset composition is as follows:

Description	2023	2024*)	2025
Liabilities	**64.2%**	**62.1%**	**61.0%**
Borrowings	30.0%	33.0%	25.6%
Bonds payable - net	19.0%	16.6%	22.3%
Mudharabah bonds	2.8%	3.2%	4.3%
Other Liabilities	12.4%	9.3%	8.8%
Equity - Net	**35.8%**	**37.9%**	**39.0%**
Assets	**100.0%**	**100.0%**	**100.0%**

Remarks:
*)Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

Management Policy on Capital Structure

As stipulated in the Company's Articles of Association, the Company's authorized capital amounts to IDR400.0 billion, consisting of 4 billion shares with a nominal value of IDR100 per share. From this authorized capital, 1,235.8 billion shares have been issued by the shareholders, resulting in the Company's issued capital totaling IDR123.6 billion.

In managing capital, the Company conducts monthly analysis to ensure that the Company complies with OJK Regulation No. 47/POJK.05/2020 dated November 17, 2020 regarding Business Licensing and Institutional Financing Companies and Sharia OJK Regulation No. 35/POJK.05/2018 dated December 27, 2018 concerning the Business Operations of Financing Companies, as lastly amended by OJK Regulation No. 46 Year 2024 concerning the Development and Strengthening of Financing Companies, Infrastructure Financing Companies, and Venture Capital Companies, which have some provisions as follows:

1. The Company's capital ratio minimum 10%
2. The amount of the Company's loan to equity and subordinated loan deducted by investment is a maximum of 10 times, both for foreign and domestic loans.

The Company has calculated the capital ratio and profitability ratios, including return on assets, return on equity, and net interest margin.

Basis for Selection of the Management Policy on Capital Structure

Financial Service Authority (OJK) Regulation No. 35/POJK.05/2018 dated December 27, 2018 concerning the Business Operations of Financing Companies, as lastly amended by OJK Regulation No. 46 Year 2024 concerning the Development and Strengthening of Financing Companies, Infrastructure Financing Companies, and Venture Capital Companies, regulates the capital ratio, of which finance companies are required to fulfil this ratio at the minimum of 10%. The capital ratio is a comparison of adjusted capital to adjusted assets.

In 2023, 2024, and 2025, the Company's capital ratios were recorded at 45.0%, 49.4%, and 51.3%, respectively. The appropriation of net income for the year under review, including an appropriation for reserves requirements, dividend distribution, and other uses, is resolved by shareholders in the General Meeting of Shareholders (GMS), where the Company achieves a positive net income. The Articles of Association state that the portion of net income for reserves requirements (minimum 20% of the authorized capital) is appropriated to cover any losses incurred by the Company.

Furthermore, details of the Company's capital for 2023, 2024, and 2025 have been disclosed in the same section under the heading Equity in this Annual Report.

MATERIAL COMMITMENTS TO CAPITAL EXPENDITURE

In 2025, Adira Finance had no material commitments to capital expenditures; therefore, explanations that relate to: Name of party making the commitments; commitment objectives; source of funds; currency; and measures of currency risk protection are not presented in this section.

REALIZATION OF CAPITAL GOODS INVESTMENT FOR THE LAST FISCAL YEAR

In 2023, 2024, and 2025, the Company's capital expenditure amounted to IDR149.0 billion, IDR305.5 billion, and IDR250.8 billion, respectively. The purpose of these capital expenditures was mainly to support the development of services, business networks, and information technology infrastructure, with the objective of strengthening the Company's business growth and business transformation.

The Company's capital investment in 2025 was focused on supporting the enhancement of information technology infrastructure and the digitalization of business processes, in line with the Company's ongoing digital transformation strategy. The details of capital expenditure during 2023–2025 based on cash flow are as follows:

Description (in IDR Billion)	2023	2024*)	2025
Fixed assets	108.6	128.4	95.8
Software and software under development	40.4	177.1	155.0
Total capital expenditure	**149.0**	**305.5**	**250.8**

Remarks:
*)Comparative information has been restated as a result of the merger, in accordance with the Audited Financial Statements.

MATERIAL FACTS AND INFORMATION SUBSEQUENT TO ACCOUNTANT'S REPORT DATE

Adira Finance did not have any material facts and information subsequent to the accountant's report date that could impact the performance and business risk of the Company. Therefore, material facts and information, as well as their impacts on the performance and business risks, are not presented in this section.

COMMITMENT AND CONTINGENCY

Commitment

The Company has agreement as follows:

Counterparties	Item Rented	Period of Agreement
PT Permata Birama Sakti	Head office in Jakarta	September 16, 2019 - September 15, 2029
PT DCI Indonesia	Data center in Jakarta	October 7, 2024 - October 6, 2027

The Company recognized the rental commitment above as lease liabilities.

Maturity analysis of lease liabilities as of December 31, 2025, was as follows:

Description (in IDR Billion)	2023	2024	2025
<1 year	20.0	28.4	30.6
1-5 year	110.6	109.6	79.1
>5 year	17.4	-	-
Total	**148.0**	**138.0**	**109.7**

Contigencies

The Company did not have significant contingencies as of December 31, 2024 and 2025.

COMPARISON OF 2025 TARGETS AND REALIZATION

In 2025, Adira Finance recorded performance achievements as follows:

Description	YoY	2024 Realization	2025 Realization	2025 Target
Marketing and Operations				
New financing (IDR billion)	17.8%	36,630	43,153	12% - 14%
– Automotive financing (IDR billion)	12.4%	26,864	30,202	5% - 7%
– Non-automotive financing (IDR billion)	32.6%	9,766	12,951	25% - 30%
Managed receivables (IDR billion)*)	1.8%	62,261	63,406	5% - 7%
Financial Statement				
Income	2.9%	11,788	12,129	Refer to growth of managed receivables
Income for the year	(14.7%)	1,811	1,545	Refers to growth of managed receivables, cost of funds, and operational expenses
Projection of Other Performances				
NPF (including joint financing portion)	0.2%	2.2%	2.0%	±2.25%
Gearing ratio	0.0x	1.4x	1.4x	Maintain below the regulatory limit (10x)
Dividend payout ratio	0.0%	50%	50%	Minimum of 20% of previous year's net income
New car market share	0.1%	4.0%	4.1%	±4%
New motorcycle market share	1.5%	8.5%	10.0%	±9%
Human resources/employees	21.7%	17,098	20,816	Aligned with business needs

Remarks:
*) Financing receivables include financing interest receivables and transaction expenses that had not been amortised

2026 OUTLOOK

In 2026, the Company's outlook for operational, financial, and certain other key items has been prepared by taking into account historical performance, estimates of macroeconomic conditions, and the business strategies established by Management. This outlook reflects the Company's commitment to maintaining sustainable growth, enhancing profitability, and strengthening its financial structure in addressing the dynamics of the financing and automotive industries in the year ahead, as follows:

Description	2026 Outlook
Marketing and Operations	
Outlook on new financing	8%-12%
- Outlook on new automotive financing	6%-10%
- Outlook on new non-automotive financing	12%-16%
Outlook on managed receivables	3%-5%
Financial Statement	
Outlook on income	Refer to growth of managed receivables
Outlook on income for the year	Refers to growth of managed receivables, cost of funds, and operational expenses
Other Performances	
Outlook on NPF (including joint financing portion)	Maintained around 2.0% – 2.2%
Outlook on gearing ratio	Maintain below the regulatory limit (10x)
Outlook on dividend payout ratio	Minimum of 20% of previous year's net income
Outlook on market share of new cars	±5%
Outlook on market share of new motorcycles	±10%
Outlook on human resources/employees	Aligned with business needs

DIVIDEND POLICY

Adira Finance determines its dividend policy pursuant to Law Number 40 of 2007 on Limited Liability Companies. With reference to the law, the Company's cash dividend distribution policy is as follows:

1. All Company shares that have been fully paid-up, including shares offered during the Initial Public Offering on 31 March 2004, are similar and equal in all respects, including the rights over their cash dividends;
2. In accordance with the Company's Articles of Association, dividend payments must be approved by the GMS by considering the Company's financial position and financial soundness; and
3. By considering the Company's net income, current year liquidity, and without reducing the rights of the GMS to make resolutions based on the Company's Articles of Association, the Management would pay out cash dividends amounting to a minimum of 20% of the Company's net income.

Adira Finance implements a dividend pay out policy by distributing cash dividends amounting to a minimum of 20% of net income. In 2025, Adira Finance distributed dividends to all shareholders through the General Meeting of Shareholders, as detailed below:

Description	2023	2024	2025
Number of Shareholders	4,873	5,031	7,890
Authorized Capital			
Number of Shares	4,000,000,000	4,000,000,000	4,000,000,000
Nominal Value (in IDR million)	400,000	400,000	400,000
Issued and Fully Paid Capital			
Total Outstanding Shares	1,000,000,000	1,000,000,000	1,235,803,109
Nominal Value (in IDR million)	100,000	100,000	123,580

Description	2023	2024	2025
Unissued Shares			
Total Shares	3,000,000,000	3,000,000,000	2,764,196,891
Nominal Value (in IDR million)	300,000	300,000	276,420
Cash Dividend			
Net Income in Previous Year (in IDR Million)	803,000	972,000	703,000
Earnings Per Share (IDR)	1,606	1,944	1,407
Cash Dividend Per Share (IDR)	803	972	703
Percentage of Cash Dividends to Net Income in Prior Year	50%	50%	50%
Growth of Cash Dividends	32.3%	21.0%	(27.7%)
Date of GMS	04-Apr-23	27-Mar-24	25-Mar-25
Dividend Announcement Date	04-Apr-23	27-Mar-24	25-Mar-25
Dividend Distribution Date	04-May-23	30-Apr-24	25-Apr-25

EMPLOYEE AND/OR MANAGEMENT SHARE OWNERSHIP PROGRAM

Until December 31, 2025, Adira Finance had not provided either an Employee Share Ownership Plan (ESOP) or Management Share Ownership Plan (MSOP). The Company therefore does not present information related to the number of ESOP or MSOP shares and their realization; the time period; the requirements of employees and/or management who are entitled; and the exercise price.

REALIZATION OF PROCEEDS FROM PUBLIC OFFERING

Adira Finance has submitted reports on the use of proceeds from a Public Offering to comply with Financial Services Authority Regulation Number 30/POJK.04/2015 on Obligation to Submit Reports on the Use of Proceeds from Public Offerings, with detailed information as follows:

Type of Public Offering	Effective Date	Realized Amount from Public Offering (In IDR Billion)			Outstanding Amount from Public Offering	Letter Number and Reporting Date
		Total Proceeds	Offering Cost	Net Amount		
Adira Finance Continuing Bonds VI Phase V	June 27, 2023	2,066	6.2	2.060	-	124/ADMF/CS/V/25 Dated May 8, 2025
Adira Finance Continuing Bonds VII Phase I	June 26, 2025	1,200	5.9	1.194	-	228/ADMF/CS/VIII/25 Dated August 12, 2025
Adira Finance Continuing Bonds VII Phase II	June 26, 2025	1,650	4.9	1.645	-	329/ADMF/CS/XII/25 Dated December 5, 2025
Adira Finance Continuing Mudharabah Bonds VI Phase I	June 26, 2025	300	1.6	298	-	229/ADMF/CS/VIII/25 Dated August 13, 2025
Adira Finance Continuing Mudharabah Bonds VI Phase II	June 26, 2025	700	2.1	697	-	330/ADMF/CS/XII/25 Dated December 5, 2025

As disclosed in the prospectus issued for the purpose of the Public Offering mentioned above, all proceeds from the Public Offering would be utilized for consumer financing as the Company's main business activity. As a result, as of the end of 2025, the remaining unused amount was nil. Furthermore, there were no changes to the utilization of proceeds from the public offering.

MATERIAL TRANSACTIONS FOR INVESTMENTS, EXPANSION, DIVESTMENTS, BUSINESS MERGERS OR ACQUISITIONS, AND DEBT/ CAPITAL RESTRUCTURINGS

PT Mandala Multifinance Tbk officially merged into PT Adira Dinamika Multi Finance Tbk as the surviving entity, following the approval obtained from the shareholders of both companies as well as the Financial Services Authority (OJK) on June 30, 2025. The merger became legally effective as of October 1, 2025, as set forth in Deed No. 65 dated September 30, 2025, drawn up before Mala Mukti, S.H., L.L.M., Notary in Jakarta. Through this merger, Adira Finance further strengthened its position as one of the largest financing companies in Indonesia, supported by the strong backing of MUFG and Bank Danamon.

TRANSACTIONS WITH CONFLICTS OF INTEREST AND TRANSACTIONS WITH AFFILIATED OR RELATED PARTIES

Material Transactions with Conflicts of Interests

Throughout 2025, Adira Finance did not undertake any transaction that contained an element of a conflict-of interest.

Transactions with Affiliated/Related Parties

Adira Finance has transactions with related parties. The definition of related parties used is in accordance with the SFAS 224 "Related Party Disclosures;" the meaning of related party is a person or entity that is related to a reporting entity as follows:

a) A person or a close member of that person's family is related to a reporting entity if that person:
   i. has control or joint control over the reporting entity;
   ii. has significant influence over the reporting entity; or
   iii. is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

b) An entity is related to a reporting entity if any of the following conditions apply:
   i. The entity and the reporting entity are members of the same group (which means that each parent, subsidiary, and fellow subsidiary is related to the others);
   ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a company of which the other entity is a member);
   iii. Both entities are joint ventures of the same third party;
   iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
   v. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity;
   vi. The entity controlled or jointly controlled by a person identified in (a);
   vii. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity);
   viii. An entity, or any member of a group of which it is a part, that provides key management personnel services to the reporting entity or its parent.

Fairness, Review Mechanism Policy, and Regulation Fulfilment of Transactions with Affiliated or Related Parties

In terms of transactions with related parties, Adira Finance undertakes transactions appropriately with various related parties under the same control. The management in its business activities, policies and transaction conditions have been mutually agreed upon and have been carried out on all transactions with related parties. Transactions carried out by the Company have complied with Capital Market and Financial Institution Supervisory Agency Regulation IX.E.1 on "Affiliated Transactions and Conflicts of Interest in Certain Transactions" at the time the transactions are carried out.

In the event that there is a transaction involving affiliated or related parties, the Board of Directors of Adira Finance ensures that the affiliated transaction has undergone adequate review procedures to confirm compliance with generally accepted business practices, including adherence to the arm's-length principle. For any affiliated or related party transactions, Adira Finance involves the role of the Board of Commissioners and the Audit Committee in carrying out adequate review procedures to verify that affiliated transactions are carried out in accordance with generally accepted business practices, among others, by complying with the arm's-length principle.

Objectives and Reasons for Related Transactions

Transactions with related parties are conducted primarily for the benefit and sustainability of the Company's business related to the lending and borrowing of funds in the normal course of business.

Value of Related Party Transactions

More detailed information on the balance of transactions with related parties is presented in Note 39 of the Notes to the Financial Statements in this Annual Report.

Furthermore, the Company acknowledges that POJK 42 regulates the procedural obligations applicable to Public Companies, including the exemptions, in carrying out Affiliated Transactions. Pursuant to Article 8 and Article 9 of POJK 42, Affiliated Transactions conducted in the ordinary course of business to generate operating revenues and carried out routinely, repeatedly, and/or continuously must be disclosed in the annual report or annual financial statements of the Public Company.

In 2025, affiliated/related party transactions undertaken by Adira Finance in the ordinary course of business to generate operating revenues and carried out routinely, repeatedly, and/or continuously up to 31 December 2025, are as follows:

Related Party	Nature of Relationship	Nature of Transaction	Transaction Value (in IDR Million)	% of Transaction to Total Assets or Liabilities; Total Income or Expenses
PT Bank Danamon Indonesia	Parent Company	Joint Financing	Accounted for in the financial statements of Bank Danamon Indonesia	
		Cash in bank	537,144	1.4%
		Prepaid expenses	583	0.0%
		Derivative assets	857	0.0%
		Derivative liabilities	1,711	0.0%
		Borrowings	1,016,373	4.3%
		Bonds payable	73,050	0.3%
		Other payables	166,189	0.7%
		Accrued expenses	3,142	0.0%
		Other income	10,629	0.1%
		Interest expense and financing charges	52,118	0.5%
PT Zurich Asuransi Indonesia Tbk	Associated Entity of PT Bank Danamon Indonesia Tbk	Prepaid expenses	51,222	0.1%
		Other receivables	32,050	0.1%
		Accrued expenses	41,760	0.2%
		Bonds payable	110,000	0.5%
		Other payables	676,486	2.9%
		Other income	58,703	0.5%
		Interest expense and financing charges	6,875	0.1%
		General and administrative expenses	2,279	0.0%
PT Home Credit Indonesia	Owned by the controlling shareholder of parent company through Bank of Ayudhya Public Company Limited	Investment in shares	420,717	1.1%

Related Party	Nature of Relationship	Nature of Transaction	Transaction Value (in IDR Million)	% of Transaction to Total Assets or Liabilities; Total Income or Expenses
MUFG Bank, Ltd	The Controlling Shareholder of Parent Company	Cash in bank	29,180	0.1%
		Borrowings	4,314,177	18.4%
		Accrued expenses	31,769	0.1%
		Interest expense and financing charges	263,954	2.6%
PT Zurich General Tafakul Indonesia	Owned by Associate Entity of PT Bank Danamon Indonesia Tbk	Other receivables	11,404	0.0%
		Accrued expenses	438	0.0%
		Other payables	38,943	0.2%
		Mudharabah bonds	30,000	0.1%
		Other income	9,302	0.1%
		Revenue sharing for mudharabah bonds	1,875	0.0%

CHANGES TO LAWS AND REGULATIONS WITH A SIGNIFICANT IMPACT ON THE COMPANY

In 2025, changes in the prevailing laws and regulations that may have a significant impact on the Company are as follows:

No	Laws and Regulations	Key Provisions of the New Regulation or Significant Amendments to Previous Regulations	Impact on Adira Finance and the Financial Statements
1	Financial Services Authority Regulation No. 28 of 2024 on the Management of Track Record Information of Fraud Perpetrators through the Financial Services Sector Perpetrator Information System (SIPELAKU)	This regulation is intended to provide the legal basis for the provision of data and track record information of parties committing fraudulent acts ("Perpetrators") through the Perpetrator Information System (SIPELAKU), for use by Financial Services Institutions and other parties conducting activities in the financial services sector (hereinafter collectively referred to as the ("Users"). In accessing such data and information, Users shall comply with the following provisions: 1. Track record data and information shall only be utilized by Users as consideration in: • decision-making processes for employment-related purposes; • profiling of prospective consumers and/or other parties in accordance with risk control policies; and • the implementation of risk management. 2. In order to obtain access rights to track record information in SIPELAKU, Users shall first: • fulfil the obligation to submit anti-fraud strategy reports as regulated under the Financial Services Authority regulations on the implementation of anti-fraud strategies; and • submit an application for access rights registration electronically to the Financial Services Authority through the Authority's licensing system in accordance with the prescribed requirements. 3. Users shall establish and implement policies and procedures related to SIPELAKU. 4. Users shall safeguard the confidentiality of track record information from the time it is obtained until its destruction. 5. Users shall conduct internal audits on the utilization of SIPELAKU at least once (1) a year.	Adira Finance shall be obliged to: • establish internal policies and procedures related to SIPELAKU; • submit anti-fraud strategy reports and register access rights to track record information in SIPELAKU; • safeguard the confidentiality of track record information from the time it is obtained until its destruction; and • conduct internal audits on the utilization of SIPELAKU at least once (1) a year.

No	Laws and Regulations	Key Provisions of the New Regulation or Significant Amendments to Previous Regulations	Impact on Adira Finance and the Financial Statements
2	Financial Services Authority Regulation Number 30 of 2024 on Financial Conglomeration and Financial Conglomerate Holding Companies (PIKK)	1. The organizational structure of a financial conglomeration shall consist of the Financial Conglomerate Holding Company (PIKK) and the members of the financial conglomeration. 2. The Controlling Shareholder (Pemegang Saham Pengendali/PSP) and/or the Ultimate Controlling Shareholder (Pemegang Saham Pengendali Terakhir/PSPT) shall establish an operational or non-operational PIKK with the approval of the Financial Services Authority, provided that the financial conglomeration meets the criteria based on the minimum total assets and the number of Financial Services Institution (LJK) sectors. 3. An operational and non-operational PIKK shall be a legal entity domiciled in Indonesia and owned by the PSP and/or PSPT, established to control, consolidate, and be responsible for all activities of the financial conglomeration. 4. The PIKK shall prepare and submit to the Financial Services Authority: • a five (5)-year long-term corporate plan for the financial conglomeration, prepared by the Board of Directors of the PIKK and approved by the Board of Commissioners of the PIKK; and • financial conglomeration corporate charter, signed by the Board of Directors of the PIKK and the Boards of Directors of the members of the financial conglomeration.	This regulation does not have a direct impact on Adira Finance as a member of MUFG Group's financial conglomeration. However, Adira Finance shall support the fulfilment of obligations carried out by Bank Danamon as the Financial Conglomerate Holding Company (PIKK).
3	Financial Services Authority Regulation Number 42 of 2024 on the Implementation of Risk Management for Financing Institutions, Venture Capital Companies, Microfinance Institutions, and Other Financial Services Institutions (PVML)	1. Risk management shall be implemented for eight (8) types of risks, namely credit risk, market risk, operational risk, strategic risk, liquidity risk, legal risk, compliance risk, and reputational risk. 2. Financing companies may determine additional risks beyond the eight (8) risks arising from the conduct of PVML business activities, subject to the approval of the Financial Services Authority. 3. Financing companies shall comply with the following provisions: • establish the authority and responsibilities at each level of position related to the implementation of risk management; • ensure the adequacy of risk management policies, including in relation to the development or expansion of business activities; • identify, measure, and control risks with respect to material factors; • implement an effective internal control system over risks inherent in business activities and operational processes at all levels of the PVML organization; • establish a risk management committee and risk management work units; and • prepare and submit an annual self-assessment of the risk profile as of the end of December to the Financial Services Authority.	Adira Finance shall be obliged to: • implement risk management for the eight (8) required types of risks; • align internal policies with this regulation and conduct periodic evaluations at least once (1) a year; • establish a risk management committee and risk management work units responsible for the implementation of risk management within Adira Finance; and • prepare and submit an annual self-assessment of the risk profile as of the end of December to the Financial Services Authority.

No	Laws and Regulations	Key Provisions of the New Regulation or Significant Amendments to Previous Regulations	Impact on Adira Finance and the Financial Statements
4	Financial Services Authority Regulation Number 43 of 2024 on the Development of Human Resources Quality for Financing Institutions, Venture Capital Companies, Microfinance Institutions, and Other Financial Services Institutions (PVML)	Financing companies shall comply with the following provisions: 1. manage human resources, continuously develop the quality of human resources, and monitor as well as administer the implementation of such human resources quality development programs; 2. establish a human resources management and development function, and assign a member of the Board of Directors responsible for overseeing such function; 3. allocate education and training funds for human resources of at least 2.5% of the total labor expenses of the current year; 4. maintain internal systems and procedures for the continuous development of human resources quality; 5. submit reports on the realization of human resources quality development programs in the report on the implementation and supervision of the PVML business plan; and 6. ensure compliance with competency certification requirements for: members of the Board of Directors; members of the Board of Commissioners; officials one (1) level below the Board of Directors overseeing the risk management function; employees holding managerial positions from branch office head level up to one (1) level below the Board of Directors; and employees and/or outsourced personnel handling collection functions and collateral execution.	Adira Finance shall be obliged to: • manage human resources and continuously develop human resources quality by allocating education and training funds of at least 2.5% of total labor expenses; • align internal policies with this regulation; • establish functions responsible for human resources management and development, including monitoring the validity of competency certifications for members of the Board of Directors, the Board of Commissioners, risk management officials, employees in managerial positions and above, as well as personnel handling collection functions; and • disclose the realization of human resources quality development programs in the report on the implementation and supervision of the business plan on a semester basis.
5	Financial Services Authority Regulation Number 46 of 2024 on the Development and Strengthening of Financing Companies, Infrastructure Financing Companies, and Venture Capital Companies (PVML)	This regulation covers the following matters: 1. Business licensing of financing companies and sharia financing companies, including: • amendments to provisions regarding the establishment of branch offices for financing companies; • adjustments to the requirements for obtaining approval of changes in ownership of financing companies; • provisions on the separation (spin-off) of sharia business units of financing companies based on minimum equity and asset thresholds; • provisions on changes in paid-in capital that do not result in changes to the Controlling Shareholder (PSP) for financing companies whose shares are traded on the stock exchange; and • provisions concerning liquidation procedures following the revocation of business licenses. 2. The conduct of business operations of financing companies and sharia financing companies, including: • amendments to provisions on the components of capital calculation; • adjustments to provisions on working capital financing methods and the maximum limits for working capital financing disbursement through business capital facilities and multipurpose financing through fund facilities; • adjustments to provisions on the minimum ratio of net financing receivables balance to total assets; • provisions regarding exemptions from collateral requirements in business capital facility financing applications; and • provisions concerning non-face-to-face financing and digital financing services.	Adira Finance shall be obliged to: • align internal policies with this regulation; • monitor the regulatory parameters stipulated under this regulation; • submit reports on digital financing services; and • comply with all provisions set out in this regulation.

No	Laws and Regulations	Key Provisions of the New Regulation or Significant Amendments to Previous Regulations	Impact on Adira Finance and the Financial Statements
6	Financial Services Authority Regulation Number 48 of 2024 on the Implementation of Good Corporate Governance for Financing Institutions, Venture Capital Companies, Microfinance Institutions, and Other Financial Services Institutions (PVML)	Financing companies shall implement the principles of good corporate governance in all of their business activities at every level of the organization, including transparency, accountability, responsibility, independence, and fairness. The implementation of good corporate governance shall, at a minimum, be manifested in the following aspects: 1. the performance of duties and authorities of shareholders and the General Meeting of Shareholders (GMS); 2. the performance of duties, responsibilities, and authorities of the Board of Directors; 3. the performance of duties, responsibilities, and authorities of the Board of Commissioners; 4. the performance of duties, responsibilities, and authorities of the Sharia Supervisory Board (DPS); 5. the completeness and implementation of committee functions; 6. the implementation of risk management; 7. the implementation of anti-fraud strategies; 8. the implementation of the compliance function; 9. the implementation of internal audit and external audit functions; 10. the management of conflicts of interest; 11. the implementation of remuneration policies; 12. information disclosure; 13. business ethics; 14. financing policies; 15. the implementation of sustainable finance, including social and environmental responsibility; and 16. business planning.	Adira Finance shall be obliged to: • align internal policies with this regulation; • submit an annual report on the implementation of good corporate governance, which shall at least include: a. transparency in the implementation of good corporate governance; b. a self-assessment on the implementation of good corporate governance; and c. an action plan covering the required corrective measures, completion timeline, as well as any constraints or obstacles in its implementation (if any); • ensure compliance with multiple position restrictions applicable to the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board (DPS); and • comply with all provisions set out in this regulation.
7	Financial Services Authority Regulation Number 19 of 2025 on Facilitating Access to Financing for Micro, Small, and Medium Enterprises (MSMEs)	Financing companies shall comply with the following provisions: 1. provide facilitation of access to financing for MSMEs, which shall be carried out through the establishment of special financing policies, the development of specific financing schemes, acceleration of business processes in financing disbursement, the determination of financing-related costs charged on a reasonable basis, and other forms of facilitation; 2. establish clear duties and responsibilities of the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board (DPS) in providing facilitation of access to financing for MSMEs; 3. establish a unit or function responsible for handling the facilitation of MSME financing access and implement human resources competency development programs to enhance such facilitation at least once (1) a year; 4. implement risk management in providing facilitation of access to financing for MSMEs; 5. submit plans and realization of MSME financing disbursement in the business plan report and the business plan realization report; 6. conduct evaluations on the reasonableness of financing-related costs imposed on MSMEs; and 7. carry out activities to enhance financial literacy in the form of financial education for MSME actors.	Adira Finance shall be obliged to: • align internal policies with this regulation; • establish a dedicated unit or function responsible for facilitating access to financing for MSMEs; • prepare and implement human resources competency development programs in providing facilitation of MSME financing access at least once (1) a year; • disclose the plans and realization of MSME financing disbursement in the business plan report and the business plan realization report; and • carry out financial education activities aimed at MSME actors.

No	Laws and Regulations	Key Provisions of the New Regulation or Significant Amendments to Previous Regulations	Impact on Adira Finance and the Financial Statements
8	Government Regulation Number 43 of 2025 on Financial Reporting	This regulation serves as guidance for financing companies regarding the procedures for the preparation and submission of financial statements through an integrated platform, namely the Joint Financial Reporting Platform ("PBPK"). The regulation stipulates the following obligations: 1. Financial statements shall be prepared by parties possessing the required competence and integrity, and shall be completed in accordance with applicable Financial Reporting Standards and prevailing laws and regulations. The preparation of financial statements may involve supporting professions within the financial services sector. 2. Each financial statement submission shall be accompanied by a statement letter printed on a separate sheet, signed by the highest-ranking official and/or other authorized officials. 3. Financial statements shall be submitted to the relevant Ministries, Institutions, and/or Authorities in accordance with the provisions of applicable laws and regulations.	Adira Finance shall be obliged to prepare and submit financial statements in accordance with this regulation, the Financial Services Authority regulations, and applicable financial accounting standards.

CHANGES IN ACCOUNTING PRINCIPLES

The Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK - IAI) has issued the new standards, amendments and interpretations, which are effective as of January 1, 2025.

No changes to the Company's accounting policies and no impact on the amounts reported for the current year or prior year from those applicable standards as stated in the Notes to the Audited Financial Statements in this Annual Report.

COMPLIANCE WITH TAX PAYMENTS

Adira Finance, as a public-listed company that is engaged in business activities in Indonesia, contributes to the nation through the fulfilment of its obligation as a taxpayer and tax collector. Adira Finance's compliance with the obligation to tax payment in the last three years is as follows:

Description (in IDR Billion)	2023	2024	2025
VAT	89,233	96,808	91,009
Income Tax	315,380	332,501	306,515
Corporate Income Tax	469,261	389,213	400,243
Other Taxes	29,297	40,749	34,950
Total	**903,171**	**859,271**	**832,717**



SUSTAINABLE FINANCIAL PERFORMANCE

Adira Finance views sound financial performance as the foundation for creating value that brings long-term benefits to stakeholders. To achieve this, Adira Finance implements financial strategies based on quality growth, portfolio diversification, and digitalization, while ensuring that every financial achievement supports long-term stability and business sustainability.

The year 2025 was filled with dynamics that impacted the national economic conditions. Nevertheless, as one of the largest financing companies in Indonesia, Adira Finance continues to demonstrate its commitment to promoting financial inclusion and economic growth.

Throughout its journey, Adira Finance implemented various strategies, including focusing on digital financial service innovation, expanding financing reach, and optimizing operational effectiveness to provide greater value to stakeholders, especially consumers and business partners. Additionally, Adira Finance continued financing electric vehicles (EVs) as a form of commitment to sustainability and supporting government initiatives to reduce carbon emissions. In 2025, Adira Finance's electric vehicle financing reached IDR748 billion, a 97.0% increase compared to the previous year's achievement.

The provision of competitive financing schemes for environmentally friendly vehicles carried out by the Company plays an active role in driving the electric vehicle market ecosystem in Indonesia and strengthens the company's position in the green financing market. This aligns with the commitment to always pay attention to the quality of the products offered so that the company's portfolio can grow healthily.

Furthermore, Adira Finance continues to strengthen its role in supporting the growth of the MSME sector. As of December 2025, the Company's MSME financing disbursement was recorded at IDR7.7 trillion. The portion of financing distributed to MSMEs contributed 18% of the Company's total new financing. Adira Finance also maintains asset quality with a controlled non-performing financing (NPF) rate of 2.0%. This demonstrates the effectiveness of Adira Finance's risk management practices. Going forward, Adira will continue to synergize with its parent company, Bank Danamon, and global strategic partners such as MUFG. This collaboration provides Adira with a competitive advantage, both in terms of access to funding, technology, and the development of innovative products that can meet the needs of an evolving market.

Overall, in 2025, Adira Finance continued to adapt to market dynamics while prioritizing prudential principles in risk management. Sustainable initiatives and a focus on financial inclusivity will continue to be the main pillars of the company's business strategy, ensuring that financial growth is not only profitable but also has a positive impact on the wider community.

Economic Value of the Year (in IDR Billion)	2023	2024*)	2025
Economic Value Generated [GRI 201-1]			
Revenues	9,507.9	11,787.9	12,129.0
Economic Value Distributed			
Operational Costs	1,338.9	1,773.9	1,976.9
Employee Costs	2,419.7	2,908.0	3,338.4
Dividends	803	972	703
Government Financing (Taxes, Levies, etc.)	903.2	859.3	832.7
Social Investment (CSR costs)	8.2	20.3	5.12
Total Economic Value Distributed	**5,473.0**	**6,539.5**	**6,856.1**
Economic Value Retained	**4,034.9**	**5,248.4**	**5,272.9**

Note:
*)Comparative information is restated due to the business merger in accordance with the Audited Financial Report.

BUSINESS CONTINUITY INFORMATION

Matters Potentially Affecting Business Continuity

Until the end of 2025, Adira Finance recorded no factors or conditions that could potentially have a significant impact on the Company's long-term business continuity.

Nevertheless, developments in the global and domestic economic environment remain external factors that warrant close monitoring. Throughout 2025, the global economy entered a transition phase following the end of a prolonged period of elevated inflation. Several major central banks, including Bank Indonesia, began shifting their monetary policy stance from tightening toward a more accommodative direction as inflationary pressures gradually eased. This policy adjustment is expected to support economic activity and strengthen consumer purchasing power.

However, ongoing geopolitical tensions and global climate uncertainties continue to pose potential risks, as they may trigger volatility in commodity prices, particularly food and energy, which could lead to renewed inflationary pressures. Domestically, the increase in Value Added Tax (VAT) for luxury goods and the implementation of regional tax surcharges may affect motor vehicle prices, which in turn could influence demand in the automotive sector and the financing industry,

Facing these various challenges, Adira Finance remains consistent in implementing a selective and prudent financing distribution strategy, focusing on quality financing growth and applying strong and careful risk management principles. This step is in line with the Company's commitment to maintaining long-term business sustainability amidst evolving economic dynamics.

Management's Assessment For Managing Potential Significant Impacts On Business Continuity

Adira Finance conducts regular and comprehensive evaluations of strategic plans and assesses the Company's ability to achieve performance targets, as well as to maintain its business continuity. Up to the 2025 fiscal year, the evaluation results showed no findings of risks that could potentially have a material impact on the Company's business continuity.

As a form of commitment to transparency and good governance, Adira Finance consistently prepares and presents financial statements in accordance with the latest Financial Accounting Standards and sustainability principles, to provide an objective picture of the Company's financial condition and performance. Based on performance achievements during 2025 and a solid track record, Management assesses that the Company's business continuity prospects remain in excellent condition.

Entering the second half of 2025, the national automotive industry began to show signs of improvement after facing various challenges. Management believes that the synergy of the Government's fiscal and monetary policies will positively impact the recovery of public purchasing power and create a ripple effect supporting the growth of the automotive and financing industries.

As one of Indonesia's leading financing companies with a strong track record and trusted reputation, Adira Finance is optimistic about maintaining its business continuity amidst industry dynamics. Through a strategy of diversifying the financing portfolio into non-automotive segments, the Company can reduce concentration risk in the automotive industry while expanding its customer base and strengthening its long-term growth foundation.

From a funding perspective, the Company continues to maintain its financial stability through diversification of funding sources. These efforts include ongoing strategic collaboration with the parent company, PT Bank Danamon Indonesia Tbk, through joint financing, as well as obtaining external funding through bank loans and bond issuances.

Adira Finance has also successfully maintained the highest domestic credit rating of $_{id}$AAA from the Domestic Rating Agency Pefindo, as well as investment grade ratings from International Rating Agencies, namely Baa1/stable from Moody's and BBB from Fitch Ratings. These ratings strengthen market confidence and increase the Company's flexibility in accessing various funding sources both domestically and internationally.

Management's Key Assumptions in Assessing Going Concern

Adira Finance notes that there are several factors influencing the Company's management assessment in managing risks that affect the Company's business activities and business continuity. These factors or assumptions include global and domestic macroeconomic developments, the condition of the automotive industry, operational performance, financial performance, liquidity and solvency levels, implementation of governance, and legal cases currently faced by the Company.



BUSINESS PROSPECT

The financing industry is expected to continue to offer growth opportunities amid various ongoing challenges, including fluctuations in consumers' purchasing power and intense industry competition. These opportunities are supported by the ability of financing companies to adapt through product innovation and the diversification of their financing portfolios. The development of the non-automotive segment is becoming an increasingly relevant source of growth, in line with rising public demand for financing beyond the vehicle sector, both for consumptive and productive needs.

MACROECONOMIC 2026

The global economic growth prospect for 2026 is expected to remain moderate, despite a number of external risks. The International Monetary Fund (IMF) anticipates global economic growth of around 3.3%, supported by lower trade tensions and increased investment in the Artificial Intelligence sector, which is expected to boost global productivity. In line with this, Bank Indonesia predicts that global economic growth will slow slightly in 2026 to around 3.2%, reflecting the ongoing challenges of slowing demand and global economic uncertainty.

Meanwhile, Indonesia's domestic the economic prospects for 2026 is expected to remain solid despite global challenges. Bank Indonesia projects national economic growth in the range of 4.9-5.7%, driven by sustained domestic consumption and higher investment. Inflation is expected to stay within the target range of 2.5%±1%, indicating the effectiveness of monetary and macroprudential policies in maintaining price stability and promoting sustainable economic growth.

According to the 2026 State Budget, Indonesia's economy is projected to expand by 5.4% (yoy) in 2026, representing an increase from 5.11% (yoy) growth in 2025. Inflation is expected to remain under control at 2.5%±1%, in line with Bank Indonesia's target range, while the rupiah exchange rate is projected to depreciate moderately to IDR16,500 per US dollar.

The State Budget for 2026 also assumes a 10-year government bond (SUN) interest rate of 6.9%, an Indonesian crude oil price of US$70 per barrel, and crude oil and gas lifting of 610,000 barrels per day and 984,000 barrels of oil equivalent per day, respectively.

In terms of state revenue, the 2026 State Budget anticipates IDR3,153.58 trillion in 2026, with IDR2,693.7 trillion in tax revenue and IDR459.2 trillion in non-tax state revenue. State spending is expected to reach IDR3,842.7 trillion, with IDR164.7 trillion set aside for food security, IDR402.4 trillion for energy, IDR335 trillion for free nutritious meals (MBG), IDR769.1 trillion for education, IDR244 trillion for health, and IDR508.2 trillion for social protection. In nominal terms, the budget deficit amounted to IDR689.14 trillion, equivalent to 2.68% of GDP.

The following outlines the key macroeconomic assumptions underlying the 2026 State Budget:

MACROECONOMIC ASSUMPTIONS

Indicator	Draft State Budget 2026	State Budget 2026
Economic Growth (%, yoy)	5.2%-5.8%	5.4%
Inflation Rate (%, yoy)	1.5%-3.5%	2.5%
Exchange Rate (IDR/US$)	16,500 - 16,900	16,500
10-Year Government Bond (SUN) Yield (%)	6.6% - 7.2%	6.9
Indonesia's Crude Oil Prices (US$/barrel)	60 - 80	70
Crude Oil Lifting (thousand barrel per day)	605 - 620	610
Natural Gas Lifting (thousand barrel oil equivalent per day)	953 - 1,017	984

Source: Indonesia Ministry of Finance

AUTOMOTIVE AND FINANCING INDUSTRY

In 2026, the national automotive industry is expected to face additional challenges as purchasing power gradually recovers. Domestic demand for four-wheeled vehicles is expected to remain low, particularly in the first half of the year, as consumers become more selective about their vehicle purchases. The sustainability of government incentive policies and financing support will be critical in driving increased demand in this segment. Gaikindo predicts that car sales performance in 2026 will be heavily influenced by a variety of external factors, including government policy direction, economic conditions, and banking sector dynamics.

On the other hand, the two-wheeled vehicle segment is expected to be more resilient. Growth in this segment is expected to be moderate, reflecting its role as the primary mode of transportation for people's daily mobility and the characteristics of its larger market. However, a number of external factors, such as tax policies and economic developments, must still be carefully monitored because they have the potential to affect motorcycle sales performance in 2026.

In 2026, the financing industry is projected to continue to present growth opportunities despite persistent challenges, including fluctuations in purchasing power and heightened industry competition. These opportunities are supported by finance companies' capacity to adapt through product innovation and diversification of financing portfolios. The expansion of non-automotive segments is increasingly becoming a key driver of growth, reflecting rising demand for financing outside the vehicle sector, both for consumer and productive purposes.

Moreover, the continued development of the electric vehicle market is creating new growth prospects for the financing industry. The growing adoption of electric vehicles, supported by ecosystem development and government policies, offers financing potential that can be selectively captured. Through a combination of product innovation, strategic participation in the electric vehicle segment, and prudent risk management, the financing industry is expected to sustain its growth momentum throughout 2026.

ADIRA FINANCE BUSINESS STRATEGY IN 2026

Looking ahead to 2026, Adira Finance has set up a number of strategies and policies aimed at sustaining and enhancing business performance, including the following:

- Adira Finance will continue to optimize its penetration in the automotive market through product diversification and the implementation of attractive sales programs for custumers, while reinforcing relationships with dealer partners and enhancing collaboration within the MUFG Group to support the growth of the automotive ecosystem.
- The Company expands its presence in non-automotive financing by continuously diversifying its product portfolio to support business growth, including, among others, multipurpose financing (Solusi Dana) and heavy equipment financing.
- Adira Finance focuses on improving customer retention through the introduction of loyalty and referral programs, as well as needs-based cross-selling to existing customers, thereby enhancing the overall customer experience to support the Company's financing growth.
- Adira Finance continues to advance digitalization initiatives within the Company and its broader ecosystem to enhance business efficiency and effectiveness, while also investing in digital business platforms (Adiraku, Mantis, Danadira, momobil.id, momotor.id, moservice.id, and dicicilaja.com).
- The Company remains focused on managing asset quality to maintain a manageable non-performing financing (NPF) ratio through the implementation of prudent risk management practices.
- Adira Finance also continues to ensure adequate liquidity to support its business and fulfill all financial obligations.

BUSINESS CONTINUITY INFORMATION

Potential Matters Impacting Business Sustainability

Until the end of 2025, Adira Finance had not identified any factors or conditions that could have a significant impact on the Company's long-term business continuity in the financing industry.

Throughout 2025, Indonesia's domestic economy faced a number of challenges that had a direct impact on consumers' purchasing power. One factor limiting household consumption was relatively low income growth in comparison to rising basic necessity prices. This situation was made worse by the drop in prices of several key commodities, which impacted the incomes of people in regions reliant on natural resource-based industries.

In addition, labor market dynamics were also a concern, along with the increasing number of layoffs and rising unemployment rates in several industrial sectors. These income pressures and uncertain employment conditions prompted people to be more cautious when making medium and long-term consumption decisions, such as buying a car.

In these circumstances, fiscal policies such as the implementation of regional tax options and tax adjustments for specific goods had the potential to influence motor vehicle sales prices. This combination of factors created unique challenges for the automotive and financing industries, which are directly linked to consumption levels and purchasing power, as well as Adira Finance's business ecosystem.

Facing these challenges, Adira Finance remains committed to implementing a selective and prudent financing distribution strategy, focusing on quality financing growth and adhering to strong and prudent risk-management principles. In line with this, the Company is diversifying its financing portfolio by strengthening the non-automotive segment in order to meet rising public funding demands despite declining purchasing power.

Non-automotive financing, particularly products that support cash needs, is being developed gradually to assist the public in meeting a variety of financial needs while maintaining the quality of its financing portfolio. This step demonstrates Adira Finance's commitment to ensuring long-term business sustainability in the face of ever-changing economic conditions.

Management Assessment In Managing Potential Risks Affecting Business Sustainability

Adira Finance conducts regular and comprehensive evaluations of its strategic plan, assessing the Company's ability to meet performance targets and maintain business sustainability. As of fiscal year 2025, the evaluation results show no risks that could materially impact the Company's business sustainability.

As part of its commitment to transparency and good governance, Adira Finance consistently prepares and presents financial reports that adhere to the most recent Financial Accounting Standards and sustainability principles, providing an objective picture of the Company's financial condition and performance. Based on the Company's performance achievements in 2025 and its solid track record, Management believes that its business sustainability prospects remain strong.

Adira Finance, one of Indonesia's leading finance companies with a proven track record and a reliable reputation, is confident in its ability to maintain business sustainability in the face of industry changes. The Company's strategy of diversifying its financing portfolio into non-automotive segments has allowed it to reduce concentration risk in the automotive industry while also expanding its customer base and strengthening the foundation for long-term growth.

In terms of funding, the Company maintains financial stability by diversifying its funding sources. These efforts include ongoing strategic collaboration with its parent company, PT Bank Danamon Indonesia Tbk, through joint financing initiatives, as well as external funding via bank loans and bond issuance.

Adira Finance has also successfully maintained its highest domestic credit rating, idAAA (Triple A; Stable Outlook) from Pefindo, as well as investment-grade ratings from international rating agencies, including Moody's Baa1/stable and Fitch Ratings' BBB. These ratings strengthen market confidence and increase the Company's ability to access various funding sources, both domestically and internationally.

In line with the ongoing digital transformation, Adira Finance is committed to developing information technology and digital innovation to support its business expansion. The use of Artificial Intelligence (AI) and Machine Learning (ML) technologies is constantly optimized in various business processes to improve operational efficiency, strengthen risk analysis, and provide services that are more adaptable to changing consumer behavior, which is increasingly digital. This step is also a crucial strategy for maintaining the Company's competitiveness in the face of increasing competition in the financing industry.

MANAGEMENT'S ASSUMPTIONS USED IN THE ASSESSMENT

Adira Finance recognized that a number of factors influence the Company's management assessment in managing risks that may affect its business operations and sustainability. These factors or assumptions encompass global and domestic macroeconomic developments, the state of the financing industry, operational and financial performance, liquidity and solvency levels, governance implementation, and the Company's ongoing legal issues.



04

GOOD CORPORATE **GOVERNANCE**



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CORPORATE GOVERNANCE REPORT

Adira Finance remains firmly committed to consistently implementing the principles of Good Corporate Governance (GCG) as one of the fundamental pillars in achieving sustainable growth and maintaining the trust of all stakeholders.

COMMITMENT TO THE IMPLEMENTATION OF GCG/ CORPORATE GOVERNANCE

Adira Finance positions the implementation of GCG as the primary foundation underpinning all business activities and strategic decision-making processes. This commitment is embodied through the transformation of its core value of TARIF into four pillars known as ETAK (Ethical Conduct, Transparency, Accountability, and Sustainability), reflecting recent developments within the corporate business environment.

For Adira Finance, the implementation of GCG goes beyond mere compliance with prevailing laws and regulations. It constitutes an integral part of the Company's efforts to foster sound, sustainable, and highly competitive business growth. Through robust governance practices, the Company is able to preserve stakeholder trust, strengthen its organizational foundation, and enhance integrity across all operational lines.

In addition, Adira Finance continuously refines its governance policies, procedures, and mechanisms in alignment with the evolving dynamics of the financial services industry, regulatory developments, and GCG best practices. All corporate organs, including the Board of Commissioners, the Board of

Directors, and all employees, actively contribute to ensuring the effective implementation of GCG and the creation of added value for long-term business sustainability. With a strong commitment to GCG, Adira Finance is confident in its ability to navigate various business challenges through professional, adaptive, and high-integrity governance practices.

In its implementation, Adira Finance has established various governance policies, including the Corporate Governance Manual, Code of Conduct, Charters of the Board of Commissioners, the Board of Directors, and the Committees under the Board of Commissioners, as well as the Internal Audit Charter and other relevant guidelines to ensure the application of Good Corporate Governance principles at every organizational level. These policies are regularly reviewed and updated to ensure alignment with prevailing laws and regulations as well as evolving best governance practices.

ADIRA FINANCE'S GCG IMPLEMENTATION STEPS

2004	• Adira Finance conducted its IPO; • Adira Finance appointed a Corporate Secretary; • Establishment of the Audit Committee; • Establishment of the Risk Management Committee; • Establishment of the Nomination Committee; • Establishment of the Remuneration Committee; • Majority of the Company's shares were acquired by PT Bank Danamon Indonesia Tbk;
2005	• Merger of the Audit Committee and the Risk Management Committee into the Audit & Risk Management Committee; • Merger of the Remuneration Committee and the Nomination Committee;
2006	Adira Finance issued the Corporate Governance Guidelines;
2008	• Charter and Work Guidelines for the Board of Commissioners; • Charter and Work Guidelines for the Nomination and Remuneration Committee;
2011	• Separation of the Audit & Risk Management Committee into the Audit Committee and the Risk Management Committee; • Ratification of the Charter and Work Guidelines for the Audit Committee;
2012	• Establishment of the Corporate Governance Committee; • Implementation of the ASEAN CG Scorecard;
2014	Implementation of the provisions of OJK Regulation No. 30/POJK.05/2014 concerning the Implementation of Good Corporate Governance Principles for Financing Companies;
2015	• Revision of the Corporate Governance Guidelines; • Implementation of the provisions of OJK Circular Letter No. 32/SEOJK.04/2015;
2016	• Revision of the Charter and Work Guidelines for the Board of Commissioners; • Revision of the Charter and Work Guidelines for the Board of Directors; • Revision of the Charter and Work Guidelines for the Audit Committee;
2017	Revision of the Corporate Governance Guidelines;
2020	• Implementation of the provisions of OJK Regulation No. 29/POJK.05/2020 concerning Amendments to OJK Regulation No. 30/POJK.05/2014 concerning the Implementation of Good Corporate Governance Principles for Financing Companies; • Revision of the Guidelines for the Implementation of the Anti-Money Laundering and Counter-Terrorism Financing Program; • Revision of the Internal Audit Charter;
2021	• Revision of the Charter and Work Guidelines for the Board of Commissioners; • Revision of the Charter and Work Guidelines for the Board of Directors; • Revision of the Charter and Work Guidelines for the Audit Committee; • Revision of the Charter and Work Guidelines for the Risk Monitoring Committee; • Revision of the Charter and Work Guidelines for the Nomination and Remuneration Committee;
2022	• The Company issued the MRTI (Technology & Information Risk Management) guidelines; • Revision of the Risk Management Implementation Guidelines; • Revision of the Corporate Governance Guidelines;
2023	• Adjustment of the Guidelines for the Implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Counter-Proliferation Financing of Weapons of Mass Destruction Program; • The Company received the Top 50 Mid-Cap PLCs award from the Indonesia Institute for Corporate Directorship (IICD) at "The 14th IICD Corporate Governance Awards 2023";
2024	• The Company issued the Technology and Information Security Risk Management Policy; • ISO 37001:2016 certification for the Anti-Bribery Management System (SMAP) in the Procurement Division; • The Company issued the Anti-Bribery and Corruption (ABC) Policy; • Revision of the Risk Management Implementation Guidelines.
2025	• The merger of PT Mandala Multifinance Tbk into PT Adira Dinamika Multi Finance Tbk has become effective. • Revision of Risk Management Implementation Guidelines. • The Company established a financing policy for financing products. • The Company established Guidelines for Restructuring Financing Receivables/Productive Assets. • The Company received a score of 95.84 ("Very Good") for its corporate governance implementation based on the ASEAN CG Scorecard.

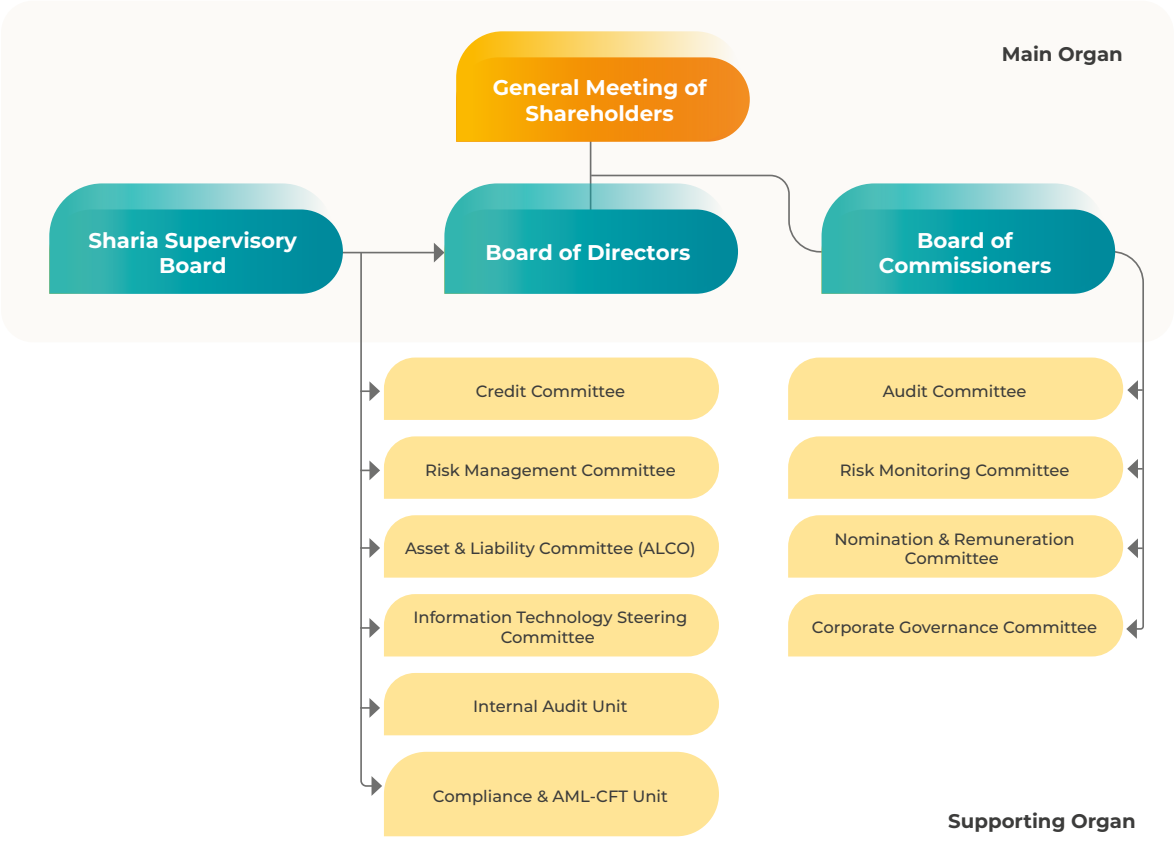
STAGES OF IMPLEMENTING CORPORATE GOVERNANCE PRINCIPLES

Adira Finance actively implements corporate governance principles through the following stages:

Preparation Stage	Implementation Stage	Evaluation Stage
a. Conducting initial outreach; b. Mapping the implementation of Corporate Governance; c. Developing guidelines.	a. Disseminating guidelines; b. Implementation; c. Internalization.	a. Conducting an independent assessment; and/or b. Assessment by an independent party.

ADIRA FINANCE CORPORATE GOVERNANCE STRUCTURE [GRI 2-9]

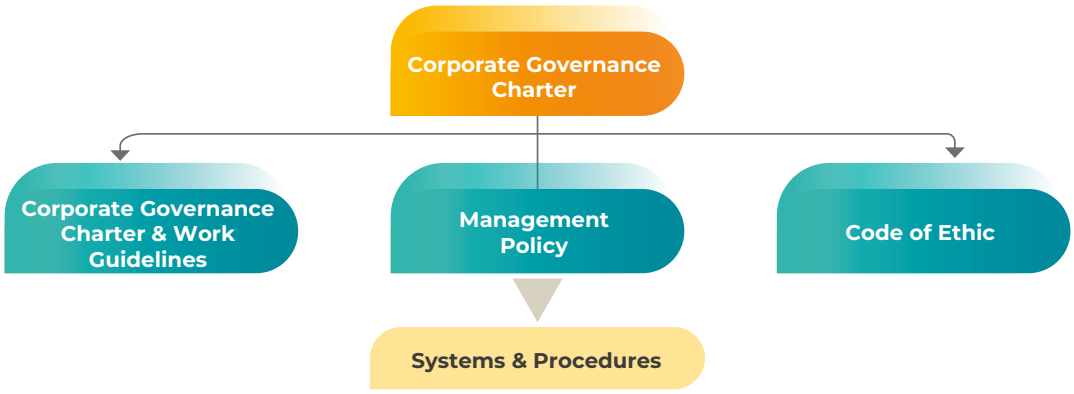
Adira Finance has established a Corporate Governance structure that complies with applicable laws and regulations, including but not limited to Law Number 40 of 2007 concerning Limited Liability Companies. Adira Finance's Corporate Governance Structure is as follows:



CORPORATE GOVERNANCE POLICIES

Adira Finance has established a comprehensive set of policies as the foundational framework for its operations and decision-making processes, ensuring the consistent and effective implementation of Good Corporate Governance (GCG) principles across the organization. These policies include the Corporate Governance Guidelines, Code of Conduct, Charters for the Board of Commissioners, Board of Directors, and Committees under the Board of Commissioners, Internal Audit Guidelines, and various other guidelines. All of these policies are evaluated periodically to ensure their alignment with regulatory developments and the implementation of corporate governance best practices in Indonesia. All of these policies have also been published through the Company's website.

Adira Finance Corporate Governance Policy Structure



INTERNALIZATION OF CORPORATE GOVERNANCE POLICIES

Adira Finance views the implementation of GCG principles as a crucial foundation for building a strong and integrity-driven corporate culture. These principles are not only intended to be understood by the leadership and employees but are also internalized as shared values that reflect the character of all Adira Finance stakeholders. To achieve this, management designs various GCG internalization programs implemented through, among others:

- Ensuring that every Company Regulation book always includes the Company's code of ethics, which is also part of the GCG principles implemented by Adira Finance. This is important because the Adira Finance Company Regulation book is always distributed to all leaders and employees of Adira Finance (including when there are updates or changes).
- Adira Finance's GCG principles are one of the materials presented to every new Adira Finance employee. As is known, every new Adira Finance employee is required to participate in the "New Employee Orientation or OKB" program. This program is designed to introduce Adira Finance to every new employee so they understand all aspects of Adira Finance, including, among others, the history of Adira Finance, vision and mission, culture, code of ethics, and so forth.
- The Company's Board of Directors periodically has a program to go directly to the Company's business networks, where in this activity the Directors provide opportunities for employees at the middle and lower levels to communicate directly with top leaders at Adira Finance. In this program, the Adira Finance Board of Directors consistently reiterates the corporate culture, including the principles of GCG at Adira Finance. The explanation is generally also delivered in the form of actual examples experienced directly by each member of the Board of Directors.
- In every Company Annual Report, the GCG implementation report is one of the sections that receives primary attention from the Company. This section typically gets the largest portion in terms of the number of pages. This is intended so that, in addition to being a manifestation of the Company's transparency principle, every stakeholder such as shareholders, investors, business partners, and other external stakeholders can understand the GCG principles that have been implemented by Adira Finance.

GENERAL MEETING OF SHAREHOLDERS

The General Meeting of Shareholders (GMS) holds the role as the highest organ of the Company, authorized to make strategic decisions, including approving amendments to the Articles of Association, appointing and dismissing members of the Board of Commissioners and Board of Directors, approving the annual report, appointing external auditors, determining the use of net profits, and other authorities in accordance with the provisions of laws and regulations and the Company's Articles of Association.

In order to encourage the attendance rate of shareholders, the Company:

1. Submits announcements and invitations for the GMS through the Stock Exchange website, the Company's website, and the website of the Depository and Settlement Institution or e-GMS provider;

2. Organizes GMS in a hybrid manner;
3. Selects a GMS venue location that has easy access to transportation, both public and private;
4. Provides facilities that can be used by shareholders to participate in the GMS properly and comfortably, including, among others, a good and comfortable meeting room, meeting materials in accordance with applicable regulations, and so forth; and
5. Provides a proxy form format on the Company's website if the relevant shareholder cannot attend in person.

The attendance rate of shareholders at the annual gms from 2021 to 2025 is as follows:

Year	2021	2022	2023	2024	2025
Number of shareholders in attendance	928,092,609 shares	922,193,178 shares	933,231,307 shares	932,104,743 shares	932,115,862 shares
Percent of attendance (%)	92.81	92.22	93.32	93.21	93.21

Adira Finance GMS Implementation in 2025

In 2025, Adira Finance held its AGMS on March 25, 2025, and an EGMS on June 30, 2025, in a hybrid format (electronically via e-GMS and physically). All attendees, both those participating in the e-GMS and those physically present, were able to follow the GMS proceedings and participate actively. The resolutions of the AGMS and EGMS have been reported to the OJK and announced on the Company's website (www.adira.co.id) and the Indonesia Stock Exchange (IDX) website (www.idx.co.id).

Annual GMS on March 25, 2025

Adira Finance's Annual GMS on March 25, 2025, was held in a hybrid format (electronically using the Electronic GMS Implementation Application or eASY.KSEI from PT Kustodian Sentral Efek Indonesia, and physically at Hall ADIRA, Millennium Centennial Center Building, 60th Floor, Jl. Jend. Sudirman Kav. 25, Jakarta 12920, with due observance of POJK No. 15/POJK.04/2020 concerning the Plan and Implementation of General Meetings of Shareholders of Public Companies ("POJK No.15/POJK.04/2020"), POJK No. 16/POJK.04/2020 concerning the Electronic Implementation of General Meetings of Shareholders of Public Companies ("POJK No.16/POJK.04/2020"), and the provisions of the Company's Articles of Association.

The process of implementing the Annual GMS:

Provisions	Implementation
Notification of GMS Plan to OJK	
OJK Regulation No. 15/POJK.04/2020 requires that the agenda of the GMS must be submitted to the OJK no later than 5 working days before the Announcement of the GMS plan is advertised by the Company, excluding the GMS announcement date.	The Notification of the GMS Plan was submitted to the OJK on February 7, 2025, or 5 working days before the Announcement of the GMS was advertised by the Company, along with the agenda of the GMS.
Announcement of GMS Plan	
The Company Law, OJK Regulation No. 15/POJK.04/2020, and the Company's Articles of Association require that the announcement of the planned GMS be made 14 calendar days prior to the GMS Notice, excluding the Announcement Date and the Notice Date. Furthermore, OJK Regulation No. 15/POJK.04/2020 stipulates that the announcement must be made through: a. the e-GMS Provider's website; b. the Stock Exchange website; c. and the Public Company's website, in Indonesian and a foreign language, provided that the foreign language used is at least English.	The announcement of the GMS was delivered on February 14, 2025, or 14 calendar days prior to the date of the GMS Invitation advertisement, excluding the Announcement/ Notification date and the Invitation date, through: a. the Indonesia Stock Exchange website; b. the KSEI website as the provider of e-GMS; and c. the Company's website (www.adira.co.id) in Indonesian and English.

Provisions	Implementation
GMS Invitation	
The Company Law (UUPT) and the Company's Articles of Association in effect at the time the GMS is held stipulate that the GMS Invitation is made within a period of 14 days prior to the GMS being held, whereas OJK Regulation No. 15/POJK.04/2020 stipulates that the GMS Invitation is made within a period of no later than 21 days prior to the date the GMS is held, excluding the date of the invitation and the date of the GMS. Furthermore, OJK Regulation No. 32/POJK.04/2014 also stipulates that the Invitation must be made through: a. The e-GMS Provider's website; b. The Stock Exchange website; c. And the Public Company's website, in Indonesian and a foreign language, with the provision that the foreign language used is at least English.	The Company issued a notice for the GMS on March 3, 2025, or 21 calendar days prior to the GMS date, excluding the date of the notice and the date of the GMS. The notice was provided through: a. the Indonesia Stock Exchange website; b. the KSEI website; and c. the Company's website (www.adira.co.id) in both Indonesian and English.
OJK Regulation No. 15/POJK.04/2020 also stipulates that the Notice must contain at least the following information: a. Date of the meeting; b. Time of the meeting; c. Venue; d. Provisions regarding shareholders entitled to attend; e. Meeting agenda items, including an explanation of each item; and f. Information stating that materials related to the meeting agenda are available to shareholders from the date of the notice for the GMS until the GMS is held.	The Invitation contains: a. Date of the meeting: March 25, 2025; b. Time of the meeting: 10:00 a.m. Western Indonesian Time c. Venue: ADIRA Hall, Millenium Centennial Center Building, 60th Floor, Jl. Jend. Sudirman Kav. 25, Jakarta 12920; d. Shareholders entitled to attend are those registered in the Company's Shareholder Register or registered with the Indonesian Central Securities Depository (KSEI) on February 28, 2025; and e. Meeting agenda items, including explanations for each item. There are seven meeting agenda items and their explanations. Information stating that materials related to the meeting agenda are available to shareholders at Adira Finance's Head Office from the date of the notice for the GMS until the GMS is held.
Implementation of the GMS	
The Company Law, OJK Regulation No. 15/POJK.04/2020 and the Company's Articles of Association require that the GMS be held at the Company's domicile or at the place where the Company conducts its main business activities as determined in the articles of association or at the stock exchange where the Company's shares are listed. The domicile of the Company's head office is in South Jakarta.	The Annual GMS was held on March 25, 2025, at the ADIRA Hall, Millenium Centennial Center Building, 60th Floor, Jl. Jend. Sudirman Kav.25 Jakarta 12920.
Notification of Minutes of GMS Results	
OJK Regulation No. 15/POJK.04/2020 requires that the Announcement of the Minutes of the GMS must be announced to the public no later than 2 working days after the GMS is held and proof of the announcement must be submitted to the OJK no later than 2 days after the announcement.	On March 26, 2025 or 1 working day after the GMS was held, the results of the GMS were reported to the OJK and published on the Company's website and the website of the Indonesia Stock Exchange in Indonesian and English.



Attendance of The Board of Commissioners, Board of Directors, Committee and Sharia Supervisory Board in The Annual GMS on March 25, 2025:

Name	Jabatan	Attendance
Board of Commissioners		
Daisuke Ejima	President Commissioner	Physically Present
Krisna Wijaya	Independent Commissioner	Physically Present
Manggi Taruna Habir	Independent Commissioner	Physically Present
Congsin Congcar	Commissioner	Hadir Zoom Webinar
Hafid Hadeli	Commissioner	Not Present
Board of Directors		
I Dewa Made Susila	President Director	Physically Present
Swandajani Gunadi	Director	Physically Present
Niko Kurniawan Bonggowarsito	Director	Physically Present
Harry Latif	Director	Physically Present
Denny Riza Farib	Director	Physically Present
Sigit Hendra Gunawan	Director	Physically Present
Sylvanus Gani Kukuh Mendrofa	Director	Physically Present
Takanori Mizuno	Director	Physically Present
Audit Committee		
Manggi Taruna Habir	Chairman	Physically Present
Jusuf Sukiman	Member	Physically Present
Restiana Ie Tjoe Linggadjaya	Member	Physically Present
Risk Monitoring Committee		
Krisna Wijaya	Chairman	Physically Present
Manggi Taruna Habir	Member	Physically Present
Rio Erriad	Member	Attend Zoom Webinar
Governance Committee		
Krisna Wijaya	Chairman	Physically Present
Diyah Sasanti Retnaning	Member	Attend Zoom Webinar
Sharia Supervisory Board		
Prof. Dr. H. Faturrachman Djamil, M.A.	Chairman	Attend Zoom Webinar
Prof. Dr. DRS. H. Noor Achmad, M.A., DRS	Member	Attend Zoom Webinar
Dr. Rini Fatma Kartika M.H.	Member	Attend Zoom Webinar

Decision-Making Mechanism

At the 2025 Annual General Meeting of Shareholders (AGMS), the meeting was chaired by Krisna Wijaya (Independent Commissioner of the Company), who was appointed by the Board of Commissioners to lead the GMS. The GMS Chairperson read out the GMS rules of procedure. The GMS Chairperson provided an opportunity for shareholders or their proxies to ask questions on each meeting agenda item. The meeting chairperson and/or designated member of the Board of Directors provided explanations or responses to each question. After all questions were answered, a vote was held, with only shareholders or their authorized proxies eligible to vote. Each share entitles the holder to cast one vote.

Independent Vote Counting Party

To count the votes for each agenda item at the Annual General Meeting of Shareholders, the Company appointed Notary Mala Mukti S.H., LL.M. and PT Adimitra Jasa Korpora to count and validate the votes.

Results of the Annual GMS on March 25, 2025

Annual GMS Resolutions and their Implementation:

Resolution	Amount			Realization
	Agree	Abstain	Disagree	
First Agenda of the Meeting				
1. Approve the Company's annual report for the financial year ending December 31, 2024; 2. Ratify the Company's financial statements for the financial year ending December 31, 2024, audited by the Public Accounting Firm of Liana Ramon Xenia & Rekan (a member firm of Deloitte Southeast Asia Limited), as set out in the Independent Auditor's Report Number 00010/2.1460/AU.1/09/0849-3/1/II/2025 dated February 13, 2025, with an unmodified opinion; 3. Ratify the annual supervisory report of the Company's Board of Commissioners for the financial year ending December 31, 2024; and 4. Grant full release and discharge ("volledig acquit et décharge") to: (i) the Company's Board of Directors in carrying out their duties and responsibilities for the management and representation of the Company; (ii) The Company's Board of Commissioners in carrying out its supervisory duties and responsibilities as well as its duties and responsibilities in providing advice to the Company's Board of Directors, assisting the Company's Board of Directors, and providing approval to the Company's Board of Directors; and (iii) the Sharia Supervisory Board in carrying out its supervisory duties and responsibilities regarding the sharia aspects of the Company's business activities in accordance with Sharia Principles and providing advice and suggestions to the Company's Board of Directors, which are carried out in the financial year ending on December 31, 2024, as long as the implementation of these duties and responsibilities is reflected in the Company's annual report for the financial year ending on December 31, 2024.	932,108,662 shares or 99.99922%	7,200 shares or 0.00077%	-	The GMS approval has been stated in the Deed of MINUTES OF AGMS No. 126 dated March 25, 2025, made before Notary Mala Mukti, S.H., LL.M.
Second Agenda of the Meeting				
Approved the use of the Company's net profit for the 2024 financial year amounting to IDR1,406,681,963,564.00 (one trillion four hundred six billion six hundred eighty-one million nine hundred sixty-three thousand five hundred sixty-four rupiah) with the following details: 1. Approximately 1% (one percent) of the Company's net profit, or IDR14,066,819,636.00 (fourteen billion sixty-six million eight hundred nineteen thousand six hundred thirty-six rupiah), will be set aside as a Reserve Fund, bringing the Company's total Reserve Fund to IDR256,644,771,204.00 (two hundred fifty-six billion six hundred forty-four million seven hundred seventy-one thousand two hundred and four rupiah); 2. Approximately 50% (fifty percent) of the Company's net profit of IDR 703,000,000,000.00 (seven hundred three billion rupiah) or IDR 703.00 (seven hundred three rupiah) per share, will be paid as dividends for the 2024 financial year, with the following provisions: a. Dividends will be paid to shareholders whose names are registered in the Shareholder Register on April 15, 2025, at 4:00 PM Western Indonesian Time (hereinafter referred to as the "Recording Date") and will be paid on April 25, 2025 (hereinafter referred to as the "Payment Date"); b. The Board of Directors will deduct dividend tax from the 2024 financial year dividends in accordance with applicable tax regulations for shareholders; c. The Board of Directors is hereby granted the power and authority to determine matters concerning or related to the implementation of dividend payments for the 2024 financial year; 3. The remaining net profit of the Company for the 2024 financial year whose use has not been determined, namely IDR 689,615,143,928 (six hundred eighty-nine billion six hundred fifteen million one hundred forty-three thousand nine hundred and twenty-eight rupiah) is recorded as the Company's Retained Earnings.	932,108,662 shares or 99.99922%	7,200 shares or 0.00077%	-	• approximately 1% (one percent) of the Company's net profit or IDR14,066,819,636.00 (fourteen billion sixty-six million eight hundred nineteen thousand six hundred and thirty-six rupiah) is set aside as a Reserve Fund, so that the Company's total Reserve Fund becomes IDR256,644,771,204.00 (two hundred fifty-six billion six hundred and forty-four million seven hundred and seventy-one thousand two hundred and four rupiah); • dividend payment which is 50% (fifty percent) of the Company's net profit of IDR703,000,000,000.00 (seven hundred and three billion rupiah) or IDR703.00 (seven hundred and three rupiah) per share, paid as dividends for the 2024 on April 25, 2025.

Resolution	Amount			Realization
	Agree	Abstain	Disagree	
Third Agenda of the Meeting				
1. Appoint Elisabeth Imelda, as Public Accountant, and Liana Ramon Xenia & Rekan (a member firm of Deloitte Southeast Asia Limited) as a Public Accounting Firm registered with the Financial Services Authority, to conduct an audit/examination of the Company's books and records for the 2025 financial year. 2. Grant power and authority to the Board of Commissioners to: a. determine the honorarium and other requirements related to the appointment of the Public Accountant and Public Accounting Firm; and b. appoint a replacement Public Accounting Firm and/or Public Accountant in the event that Liana Ramon Xenia & Rekan (a member firm of Deloitte Southeast Asia Limited) and/or Public Accountant Elisabeth Imelda are unable, for whatever reason, to complete the audit of the Company's Financial Statements for the 2025 financial year.	932,108,662 shares (99.99922%)	7,200 shares (0.00077%)	-	Elisabeth Imelda as Public Accountant and Imelda & Rekan (a member firm of Deloitte Asia Pacific and the Deloitte Global Network) as a Public Accounting Firm registered with the Financial Services Authority, audited the Company's Financial Statements for the 2025 Financial Year
Fourth Agenda of the Meeting				
1. a. Determine the amount of bonuses to be distributed to members of the Company's Board of Directors for the 2024 financial year at IDR21,759,968,000.00 (twenty-one billion seven hundred fifty-nine million nine hundred sixty-eight thousand rupiah) including tax; b. Determine the salaries and allowances of all members of the Company's Board of Directors for the 2025 financial year at IDR52,336,294,477.00 (fifty-two billion three hundred thirty-six million two hundred ninety-four thousand four hundred seventy-seven rupiah) including tax; and c. Authorize the Company's President Commissioner to determine the distribution of salaries and allowances, as well as the distribution of bonuses, for each member of the Company's Board of Directors based on the recommendation of the Nomination and Remuneration Committee Number 005/ADMF/KNR/III/25, dated March 12, 2025. 2. a. Determining the amount of bonuses to be distributed to the Company's Board of Commissioners for the 2024 financial year at IDR1,097,857,143.00 (one billion ninety-seven million eight hundred fifty-seven thousand one hundred and forty-three rupiah) inclusive of tax; b. Determining the amount of salaries or honorariums and allowances for all members of the Company's Board of Commissioners for the 2025 financial year at IDR6,842,832,194.00 (six billion eight hundred forty-two million eight hundred thirty-two thousand one hundred and ninety-four rupiah) inclusive of tax; and c. Granting authority to the President Commissioner of the Company to determine the distribution of the salary or honorarium, allowances, and bonuses for each member of the Company's Board of Commissioners based on the recommendation of the Nomination and Remuneration Committee Number 006/ADMF/KNR/III/25, dated March 12, 2025. 3. Approving the delegation of authority to the Board of Commissioners to determine the salary or honorarium and/or allowances for the 2025 financial year for each member of the Company's Sharia Supervisory Board based on the recommendation of the Nomination and Remuneration Committee Number 007/ADMF/KNR/III/25, dated March 12, 2025.	932,108,662 shares or 99.99922%	7,200 shares or 0.00077%	-	1) The distribution of salaries, allowances, and bonuses for members of the Company's Board of Directors is in accordance with the resolutions of the GMS and the recommendations of the Nomination and Remuneration Committee on March 12, 2025. 2) The distribution of salaries or honorariums, allowances, and bonuses for all members of the Company's Board of Commissioners is in accordance with the resolutions of the GMS and the recommendations of the Nomination and Remuneration Committee on March 12, 2025. 3) The distribution of salaries, honorariums, and/or bonuses for all members of the Company's Sharia Supervisory Board is in accordance with the resolutions of the GMS and the recommendations of the Nomination and Remuneration Committee on March 12, 2025.

Resolution	Amount			Realization
	Agree	Abstain	Disagree	
Fifth Agenda of the Meeting				
1. a. Accepted the resignation of Eng Heng Nee Philip from his position as Commissioner of the Company, effective as of the closing of the Meeting, with gratitude for his services to the Company; b. Approved the retirement of Hafid Hadeli as Commissioner of the Company, effective as of the closing of the Meeting, with gratitude for his services to the Company. c. Approved the appointment of Honggo Widjojo Kangmasto as the new Commissioner of the Company, effective as of the date of passing the Fit and Proper Test from the Financial Services Authority for his appointment as Commissioner of the Company, for the remainder of the term of office of the current members of the Board of Commissioners of the Company; and d. Approved the appointment of Ricky Gunawan as the new Director of the Company, effective as of the date of passing the Fit and Proper Test from the Financial Services Authority for his appointment as Director of the Company, for the remainder of the term of office of the current members of the Board of Directors of the Company; Therefore, the composition of the Company's Board of Commissioners and Board of Directors is as follows: **Board of Commissioners** President Commissioner: Daisuke Ejima; Independent Commissioner: Krisna Wijaya; Independent Commissioner: Manggi Taruna Habir; Commissioner: Congsin Congcar; Commissioner: Honggo Widjojo Kangmasto*); **Board of Directors** President Director: I Dewa Made Susila; Director: Swandajani Gunadi; Director: Niko Kurniawan Bonggowarsito; Director: Harry Latif; Director: Denny Riza Farib; Director: Sigit Hendra Gunawan; Director: Sylvanus Gani Kukuh Mendrofa; Director: Takanori Mizuno; Director: Ricky Gunawan*). *) Effective after passing the Fit and Proper Test from the Financial Services Authority with a term of office that will expire at the close of the Annual General Meeting of Shareholders for the fiscal year ending December 31, 2026, to be held in 2027,8 without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time; and 2. Authorizes the Company's Board of Directors to state the decisions of the five agenda items of the Meeting in one or more deed statements of meeting decisions drawn up before a Notary, and to submit notification of changes to the Company's data to the Minister of Law of the Republic of Indonesia.	932,007,150 saham atau 99.98833%	7,200 saham atau 0.00077%	101,512 saham atau 0.01089%	The composition of the Company's Board of Commissioners and Board of Directors following the Annual General Meeting of Shareholders on March 25, 2025, is as follows: **Board of Commissioners** President Commissioner: Daisuke Ejima; Independent Commissioner: Krisna Wijaya; Independent Commissioner: Manggi Taruna Habir; Commissioner: Congsin Congcar; Commissioner: Honggo Widjojo Kangmasto*); **Board of Directors** President Director: I Dewa Made Susila; Director: Swandajani Gunadi; Director: Niko Kurniawan Bonggowarsito; Director: Harry Latif; Director: Denny Riza Farib; Director: Sigit Hendra Gunawan; Director: Sylvanus Gani Kukuh Mendrofa; Director: Takanori Mizuno; Director: Ricky Gunawan*). *) Effective upon passing the Fit and Proper Test from the Financial Services Authority
Sixth Agenda of the Meeting				
1. Granting approval to the Company's Board of Directors to conduct a Continuous Public Offering of Continuous Bonds VII and Continuous Sukuk Mudharabah VI with a value of IDR 8,000,000,000,000.00 (eight trillion Rupiah) and IDR 2,000,000,000,000.00 (two trillion Rupiah), respectively; 2. Authorizing the Company's Board of Directors to take all necessary actions in connection with the Continuous Public Offering of Bonds and Sukuk, including but not limited to signing deeds before a Notary.	931,217,366 shares or 99.90360%	7,200 shares or 0.00077%	891,296 shares or 0.09562%	• The GMS approval has been stated in the Deed of AGMS Minutes No. 126 dated March 25, 2025, drawn up before Notary Mala Mukti, S.H., LL.M. • The Continuous Public Offering of Bonds VII and Continuous Mudharabah Sukuk VI received an effective statement from the Financial Services Authority on June 26, 2025.

Meanwhile, in the Seventh agenda item, the following was reported:

1. Adira Finance Phase III Continuous Bond VI 2024
   - Total Bond Public Offering Proceeds of IDR1,600,000,000,000.00 (one trillion six hundred billion rupiah);
   - The cost of the public offering of bonds was IDR 4,800,136,598.00 (four billion eight hundred million one hundred thirty-six thousand five hundred ninety-eight rupiah);
   - Net proceeds amount to IDR1,595,199,863,402.00 (one trillion five hundred ninety-five billion one hundred ninety-nine million eight hundred sixty-three thousand four hundred two rupiah);
   - The use of Bond Public Offering Proceeds until May 31, 2024 is for motor vehicle consumer financing amounting to IDR1,595,199,863,402.00 (one trillion five hundred ninety-five billion one hundred ninety-nine million eight hundred sixty-three thousand four hundred two rupiah);

   Thus, the remaining Bond funds amount to IDR0 (zero rupiah), indicating that the funds have been fully utilized.
   The use of the Bond proceeds is in accordance with the prospectus and has been reported by the Company to the Financial Services Authority on May 31, 2024, through Letter No. 122/ADMF/V/24.

2. Adira Finance Phase III Continuous Mudharabah Sukuk 2024
   - Total Mudharabah Sukuk Public Offering Amount of IDR400,000,000,000.00 (four hundred billion rupiah)
   - The cost of the public offering of Mudharabah Sukuk is IDR1,296,557,896.00 (one billion two hundred ninety-six million five hundred fifty-seven thousand eight hundred ninety-six rupiah);
   - Net proceeds amount to IDR398,703,442,104.00 (three hundred ninety-eight billion seven hundred three million four hundred forty-two thousand one hundred four rupiah);
   - The use of Sukuk Mudharabah Public Offering Proceeds until May 31, 2024 is for consumer financing in connection with the Company's business activities through Murabahah. The amount is IDR398,703,442,104.00 (three hundred ninety-eight billion seven hundred three million four hundred forty-two thousand one hundred four rupiah);

   Thus, the remaining Sukuk Mudharabah funds are IDR0 (zero rupiah) or have been fully utilized.
   The use of Sukuk Mudharabah funds is in accordance with the prospectus and has been reported by the Company to the Financial Services Authority on May 31, 2024, through letter number 123/ADMF/V/24.

3. Adira Finance Phase IV Continuous Bonds VI 2024
   - Total proceeds from the public offering of bonds amounting to IDR2,000,000,000,000.00 (two trillion rupiah);
   - Costs of the public offering of bonds amounting to IDR5,839,307,000.00 (five billion eight hundred thirty-nine million three hundred seven thousand rupiah);
   - Net proceeds amount to IDR1,994,160,693,000.00 (one trillion nine hundred ninety-four billion one hundred sixty million six hundred ninety-three thousand rupiah);
   - Use of Proceeds from the Public Offering of Bonds until October 31, 2024, for motor vehicle consumer financing in the amount of IDR1,994,160,693,000.00 (one trillion nine hundred ninety-four billion one hundred sixty million six hundred ninety-three thousand rupiah);

   Thus, the remaining Bond funds are IDR0 (zero rupiah) or have been fully utilized.
   The use of Bond funds is in accordance with the prospectus and has been reported by the Company to the Financial Services Authority on October 31, 2024 through letter number 204/ADMF/X/24.

Extraordinary GMS on June 30, 2025

Adira Finance's Extraordinary GMS on June 30, 2025, will be held in a hybrid format (electronically using the eASY.KSEI (electronic general meeting system) from PT Kustodian Sentral Efek Indonesia) and physically at the ADIRA Hall, Millenium Centennial Center Building, 60th Floor, Jl. Jend. Sudirman Kav. 25, Jakarta 12920, in compliance with OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Implementation of General Meetings of Shareholders of Public Companies ("POJK No. 15/POJK.04/2020"), OJK Regulation No. 16/POJK.04/2020 concerning the Electronic Implementation of General Meetings of Shareholders of Public Companies ("POJK No. 16/POJK.04/2020"), and the provisions of the Company's Articles of Association.

The Extraordinary GMS Process:

Provisions	Implementation
Notification of GMS Plan to the OJK	
OJK Regulation No. 15/POJK.04/2020 requires that the agenda of the GMS must be submitted to the OJK no later than 5 working days before the Announcement of the GMS plan is advertised by the Company, excluding the GMS announcement date.	Notification of the GMS Plan has been submitted to the OJK on May 14, 2025 or 5 working days before the GMS Announcement was advertised by the Company along with the GMS agenda.
Announcement of GMS Plan	
The Company Law, OJK Regulation No. 15/POJK.04/2020, and the Company's Articles of Association require that the announcement of the planned GMS be made 14 calendar days prior to the GMS Notice, excluding the Announcement Date and the Notice Date. Furthermore, OJK Regulation No. 15/POJK.04/2020 stipulates that the announcement must be made through: a. the e-GMS Provider's website; b. the Stock Exchange website; c. and the Public Company's website, in Indonesian and a foreign language, provided that the foreign language used is at least English.	The announcement of the GMS was delivered on May 21, 2025, or 14 calendar days prior to the date of the GMS Invitation advertisement, excluding the Announcement/Notification date and the Invitation date, through: a. the Indonesia Stock Exchange website; b. the KSEI website as the provider of e-GMS; and c. the Company's website (www.adira.co.id) in Indonesian and English.
Summons for GMS	
The Company Law and the Company's Articles of Association in effect at the time the GMS is held stipulate that the Notice for a GMS must be issued 14 days before the GMS is held. Meanwhile, OJK Regulation No. 15/POJK.04/2020 stipulates that the Notice for a GMS must be issued no later than 21 days before the GMS is held, excluding the date of the notice and the date of the GMS. Furthermore, OJK Regulation No. 32/POJK.04/2014 also stipulates that the Notice must be issued through: a. the e-GMS Provider's website; b. the Stock Exchange website; c. and the Public Company's website, in Indonesian and a foreign language, provided that the foreign language used is at least English.	The Company issued a notice for the GMS on June 5, 2025, or 21 calendar days prior to the GMS date, excluding the date of the notice and the date of the GMS. The notice was provided through: a. the Indonesia Stock Exchange website; b. the KSEI website; and c. the Company's website (www.adira.co.id) in both Indonesian and English.
OJK Regulation No. 15/POJK.04/2020 also stipulates that the Notice must contain at least the following information: a. Date of the GMS; b. Time of the GMS; c. Venue; d. Provisions regarding shareholders entitled to attend; e. Meeting agenda items, including explanations for each item; and f. Information stating that materials related to the meeting agenda are available to shareholders from the date of the notice for the GMS until the GMS is held.	The notice contains: a. The date of the meeting is June 30, 2025; b. The time of the meeting is 2:00 PM WIB (Western Indonesian Time). c. The venue is the Hall ADIRA, Millenium Centennial Center Building, 60th Floor, Jl. Jend. Sudirman Kav. 25, Jakarta 12920; d. The shareholders entitled to attend are those registered in the Company's Shareholder Register or registered with the Indonesian Central Securities Depository (KSEI) on June 4, 2025; and e. The meeting agenda, including an explanation of each item. There are five meeting agenda items and their explanations. Information stating that materials related to the meeting agenda are available to shareholders at Adira Finance's Head Office from the date of the notice for the GMS until the GMS is held.
Implementation of the GMS	
The Company Law, OJK Regulation No. 15/POJK.04/2020, and the Company's Articles of Association require that the GMS be held at the Company's domicile or at the Company's primary business location as specified in the articles of association, or at the stock exchange where the Company's shares are listed. The Company's head office is domiciled in South Jakarta.	The Extraordinary GMS was held on June 30, 2025 at the PT Adira Dinamika Multi Finance Tbk Hall, Millenium Centennial Center Building, 60th Floor, Jl. Jend. Sudirman Kav.25 Jakarta 12920.
Notification of Minutes of GMS Results	
OJK Regulation No. 15/POJK.04/2020 requires that the Announcement of the Minutes of the GMS be made public no later than two business days after the GMS is held, and proof of the announcement must be submitted to the OJK no later than two days after the announcement.	On July 2, 2025, or two business days after the GMS, the GMS results were reported to the OJK and published on the Company's website and the Indonesia Stock Exchange website in both Indonesian and English.

Attendance Of The Board Of Commissioners, Board Of Directors, Committee And Sharia Supervisory Board In Extraordinary GMS On June 30, 2025:

Name	Position	Attendance
Board of Commissioners		
Daisuke Ejima	President Commissioner	Physically Present
Krisna Wijaya	Independent Commissioner	Physically Present
Manggi Taruna Habir	Independent Commissioner	Physically Present
Congsin Congcar	Commissioner	Attend via Zoom Webinar
Honggo Widjojo Kangmasto	Commissioner	Physically Present
Board of Directors		
I Dewa Made Susila	President Director	Physically Present
Swandajani Gunadi	Director	Physically Present
Niko Kurniawan Bonggowarsito	Director	Physically Present
Harry Latif	Director	Physically Present
Denny Riza Farib	Director	Physically Present
Sigit Hendra Gunawan	Director	Physically Present
Sylvanus Gani Kukuh Mendrofa	Director	Physically Present
Takanori Mizuno	Director	Attend via Zoom Webinar
Ricky Gunawan	Director	Physically Present
Audit Committee		
Manggi Taruna Habir	Chairman	Physically Present
Jusuf Sukiman	Member	Attend via Zoom Webinar
Restiana Ie Tjoe Linggadjaya	Member	Attend via Zoom Webinar
Risk Monitoring Committee		
Krisna Wijaya	Chairman	Physically Present
Manggi Taruna Habir	Member	Physically Present
Rio Erriad	Member	Physically Present
Governance Committee		
Krisna Wijaya	Chairman	Physically Present
Diyah Sasanti Retnaning	Member	Attend via Zoom Webinar
Sharia Supervisory Board		
Prof. Dr. H. Faturrachman Djamil, M.A.	Chairman	Attend via Zoom Webinar
Prof. Dr. DRS. H. Noor Achmad, M.A., DRS	Member	Attend via Zoom Webinar
Dr. Rini Fatma Kartika M.H.	Member	Attend via Zoom Webinar

Decision-Making Mechanism

At the 2025 Extraordinary General Meeting of Shareholders (EGMS), the meeting was chaired by Krisna Wijaya (Independent Commissioner of the Company), who was appointed by the Board of Commissioners to lead the GMS. The GMS Chairperson read out the GMS rules of procedure. The GMS Chairperson provided an opportunity for shareholders or their proxies to ask questions on each meeting agenda item. The meeting chairperson and/or designated member of the Board of Directors provided explanations or responses to each question. After all questions were answered, a vote was held, with only shareholders or their authorized proxies eligible to vote. Each share entitles the holder to cast one vote.

Independent Party as Vote Counter

To count the votes on each agenda item at the Extraordinary General Meeting of Shareholders, the Company appointed Notary Mala Mukti S.H., LL.M. and PT Adimitra Jasa Korpora to count and validate the votes.

Results Of The Extraordinary GMS On June 30, 2025

Extraordinary GMS Resolutions And Its Implementation:

Resolution	Number			Realization
	In Favour	Abstaint	Against	
First Agenda of the Meeting				
1. Approved the merger between the Company and PT Mandala Multifinance Tbk ("MFIN"), in accordance with the terms and conditions set forth in the Merger Plan, whereby MFIN will act as the surviving company (the "Merger"), including: a. The Merger Plan, jointly prepared by the Board of Directors of the Company and MFIN, and approved by the Board of Commissioners of the Company and MFIN, including all amendments thereto that have been announced and notified; b. The draft deed of merger, including all amendments thereto, and other transaction documents relating to the Merger. 2. Approved and granted power of attorney with the right of substitution to the Board of Directors of the Company, without exception, to take any and all necessary actions in connection with the implementation of the merger as referred to above, including but not limited to: a. To carry out the necessary matters in accordance with the terms and conditions as set out in the Merger Plan and the draft deed of merger, based on the decision of the First Meeting agenda item, including to state the decision of the First Meeting agenda item in one or more deed of meeting decision statements made before a Notary, provide, obtain and/or receive any information and/or documents, initial and/or sign any documents, including any amendments, changes, variations, and additions to the merger documents, report and notify authorized parties/officials in connection with the merger, determine the time for the implementation of the Merger Deed and take all necessary actions in connection with the Merger Plan and the Merger Deed, obtain approval and/or receive notification, including from the Minister of Law of the Republic of Indonesia. b. In the event of cancellation of the Merger plan, to make an announcement regarding the cancellation of the Merger plan and take all necessary actions in accordance with the terms and conditions as referred to in the Merger Plan and the Merger Deed between the Company and MFIN.	921,640,311 shares or 98.763237%	48,000 shares or 0.005144%	11,492,900 shares or 1.231583%	The approval of the GMS has been stated in the Deed of MINUTES OF EGMS No. 113 dated June 30, 2025 and Statement of Decision of EGMS No. 65 dated September 30, 2025 made before Notary Mala Mukti, S.H., LL.M.
Second Agenda of the Meeting				
1. Approved the issuance of 235,803,109 (two hundred and thirty-five million eight hundred and three thousand one hundred and nine) new shares with a nominal value of IDR. 100.00 (one hundred rupiah) per share to MFIN shareholders as a result of the Merger and further amended the provisions of Article 4 paragraph (2) of the Company's Articles of Association in connection with the increase in the Company's issued and paid-up capital from IDR. 100,000,000,000.00 (one hundred billion rupiah) to IDR. 123,580,310,900.00 (one hundred and twenty-three billion five hundred and eighty million three hundred and ten thousand nine hundred rupiah), which will be effective on the effective date of the Merger.	923,374,711 shares or 98.949132%	48,000 shares or 0.005144%	9,758,500 shares or 1.045724%	• The approval of the GMS has been stated in the Deed of Minutes of the EGMS No. 113 dated June 30, 2025 and the Statement of Resolutions of the EGMS No. 65 dated September 30, 2025 made before Notary Mala Mukti, S.H., LL.M.

Resolution	Number			Realization
	In Favour	Abstaint	Against	
2. Approve and grant power of attorney with the right of substitution, to the Company's Board of Directors to carry out all necessary actions in connection with the amendment to Article 4 paragraph (2) of the Company's Articles of Association and the composition of the Company's shareholders as a result of the Merger based on the decision of the Second Meeting agenda item, including to state the decision of the Second Meeting agenda item in one or more deed of meeting decision statements made before a Notary, with due regard to the provisions of the Company's Articles of Association and applicable laws and regulations; 3. Ratify and approve all and every action taken by the Company's Board of Directors and/or Board of Commissioners without any exceptions in connection with matters related to the amendment to Article 4 paragraph (2) of the Company's Articles of Association and the composition of the Company's shareholders as a result of the Merger with due regard to the provisions of the Company's Articles of Association and applicable laws and regulations.				• The addition to the Issued and Fully Distributed Capital has been recorded in the amount of 1,235,803,109 shares with a total nominal value of IDR123,580,310,900.00
Third Agenda of the Meeting				
1. Approved the reappointment of the members of the Board of Commissioners, Board of Directors, and Sharia Supervisory Board of the Company as the Surviving Company, effective on the effective date of the Merger and upon passing the competency and compliance test by the Financial Services Authority (OJK). Their terms of office will expire at the close of the Company's Annual General Meeting of Shareholders (AGMS) to be held in 2029, without prejudice to the right of the Company's GMS to dismiss them at any time: **BOARD OF COMMISSIONERS** President Commissioner: Mr. Daisuke Ejima; Independent Commissioner: Mr. Krisna Wijaya; Independent Commissioner: Mr. Manggi Taruna Habir; Commissioner: Mr. Congsin Congcar; Commissioner: Mr. Honggo Widjojo Kangmasto; **BOARD OF DIRECTORS** President Director: Mr. I Dewa Made Susila; Director: Ms. Swandajani Gunadi; Director: Mr. Niko Kurniawan Bonggowarsito; Director: Mr. Harry Latif; Director: Mr. Denny Riza Farib; Director: Mr. Sigit Hendra Gunawan; Director: Mr. Sylvanus Gani Kukuh Mendrofa; Director: Mr. Takanori Mizuno; Director: Mr. Ricky Gunawan **SHARIA SUPERVISORY BOARD** Chairman: Mr. DR. H. FATHURRAHMAN DJAMIL (PROF. DR. H. FATHURRAHMAN DJAMIL, M.A.); Member: Mr. DR. H. NOOR ACHMAD, M.A., DRS. (PROF. DR. DRS. H. NOOR ACHMAD, M.A., DRS.) Member: Mrs. RINI FATMA KARTIKA (DR. RINI FATMA KARTIKA, M.H.)	923,350,611 shares (98.946550%)	72,100 shares (0.007726%)	9,758,500 shares (1.045724%)	The composition of the Company's Board of Commissioners and Board of Directors on the effective date of the Merger, namely October 1, 2025, is as follows: **Board of Commissioners** President Commissioner: Mr. Daisuke Ejima; Independent Commissioner: Mr. Krisna Wijaya; Independent Commissioner: Mr. Manggi Taruna Habir; Commissioner: Mr. Congsin Congcar; Commissioner: Mr. Honggo Widjojo Kangmasto; **Board of Directors** President Director: Mr. I Dewa Made Susila; Director: Ms. Swandajani Gunadi; Director: Mr. Niko Kurniawan Bonggowarsito; Director: Mr. Harry Latif; Director: Mr. Denny Riza Farib; Director: Mr. Sigit Hendra Gunawan; Director: Mr. Sylvanus Gani Kukuh Mendrofa; Director: Mr. Ricky Gunawan

Resolution	Number			Realization
	In Favour	Abstaint	Against	
2. Approved that in the event that the members of the Company's Board of Directors, Board of Commissioners, and Sharia Supervisory Board after the Merger are subsequently declared not approved/declared to have failed the Capability and Compliance assessment conducted by the OJK, then the appointment of the Company's Board of Directors, Board of Commissioners, and Sharia Supervisory Board after the Merger is deemed never to have been effective, and therefore the Company does not require the approval of the Company's General Meeting of Shareholders to cancel the appointments previously made by the Company. 3. Granted power of attorney with the right of substitution to the Company's Board of Directors to carry out all necessary actions in connection with the reappointment of members of the Company's Board of Directors, Board of Commissioners, and Sharia Supervisory Board after the Merger based on the decisions of the third agenda item of the Meeting, including to state the decisions of the third agenda item of the Meeting in one or more deed of meeting decision statements made before a Notary, submitting notification of changes to the Company's data to the Minister of Law of the Republic of Indonesia.				**Sharia Supervisory Board** Chairman: Mr. DR. Prof. Dr. H. Fathurrahman DJAMIL (Prof. Dr. H. Fathurrahman DJAMIL, M.A.); Member: Mr. Dr. H. Noor Achamad, M.A., DRS. (Prof. Dr. DRS. H. Noor Achamad, M.A., DRS.) Member: Mrs. Rini Fatma Kartika (Dr. Rini Fatma Kartika, M.H.).
Fourth Agenda of the Meeting				
1. Approved the change in the composition of the Company's controlling shareholders as a result of the Merger from PT BANK DANAMON INDONESIA Tbk as the sole controlling shareholder to PT BANK DANAMON INDONESIA Tbk and MUFG BANK, Ltd, which will be effective after being declared to have passed the capability and compliance assessment by the OJK and on the effective date of the merger. 2. Granted power of attorney with the right of substitution to the Company's Board of Directors to carry out all necessary actions in connection with the change in the Company's controlling shareholders based on the resolutions of the fourth agenda item of the Meeting, including to state the resolutions of the fourth agenda item of the Meeting in one or more deed of meeting resolutions made before a Notary, submitting notification of changes to the Company's data to the Minister of Law of the Republic of Indonesia.	923,374,711 shares or (98.949132%)	48,000 shares or (0.005144%)	9,758,500 shares or (1.045724%)	The GMS approval has been stated in the Deed of Minutes of the EGMS No. 113 dated June 30, 2025 and the Statement of Decisions of the EGMS No. 65 dated September 30, 2025 made before Notary Mala Mukti, S.H., LL.M.
Fifth Agenda of the Meeting				
Approving the repurchase of shares belonging to the Company's shareholders who do not approve the Merger and requesting the Company to purchase their shares at the price and with the required procedures as stated in the Summary of the Merger Plan and Disclosure of Information regarding the share repurchase ("Share Buyback") by the Company, including: a. Approving and granting power of attorney, with the right of substitution, to the Company's Board of Directors to take any and all actions without exception in relation to matters relating to the implementation of the Share Buyback based on the resolutions of the Fifth Meeting agenda item, including stating the resolutions of the Fifth Meeting agenda item in one or more deed of meeting resolutions drawn up before a Notary, taking into account the provisions of the Company's Articles of Association and applicable laws and regulations; b. Ratifying and approving any and all actions taken by the Company's Board of Directors and/or Board of Commissioners, without exception, in relation to matters relating to the Share Buyback, taking into account the provisions of the Company's Articles of Association and applicable laws and regulations.	933,133,211 shares or 99.994856%	48,000 shares or 0.005144%	-	The GMS approval has been stated in the Deed of Minutes of the EGMS No. 113 dated June 30, 2025 and the Statement of Decisions of the EGMS No. 65 dated September 30, 2025 made before Notary Mala Mukti, S.H., LL.M.

For 2026, the Annual General Meeting of Shareholders (AGMS) is planned to be held in April 2026.

Resolutions And Implementation Of Results Of The Previous Year's AGM

The Annual General Meeting (AGMS) implementation process:

Provisions	Implementation
Notification of GMS Plan to OJK	
OJK Regulation No. 15/POJK.04/2020 requires that the agenda of the GMS must be submitted to the OJK no later than 5 working days before the Announcement of the GMS plan is advertised by the Company, excluding the GMS announcement date.	The Notification of the GMS Plan was submitted to the OJK on February 7, 2024, or 5 working days before the Announcement of the GMS was advertised by the Company, along with the agenda of the GMS.
Announcement of GMS Plan	
The Company Law, OJK Regulation No. 15/POJK.04/2020, and the Company's Articles of Association require that the announcement of the planned GMS be made 14 calendar days prior to the GMS Notice, excluding the Announcement Date and the Notice Date. Furthermore, OJK Regulation No. 15/POJK.04/2020 stipulates that the announcement must be made through: a. the e-GMS Provider's website; b. the Stock Exchange website; c. and the Public Company's website, in Indonesian and a foreign language, provided that the foreign language used is at least English.	Notification of the planned GMS was submitted on February 19, 2024, or 14 calendar days prior to the date of the GMS Invitation advertisement, excluding the Announcement/Notice date and the Invitation date, through: a. the Indonesia Stock Exchange website; b. the KSEI website as the e-GMS provider; and c. the Company's website (www.adira.co.id) in Indonesian and English.
GMS Invitation	
The Company Law and the Company's Articles of Association in effect at the time the GMS is held stipulate that the Notice for a GMS must be issued 14 days before the GMS is held. Meanwhile, OJK Regulation No. 15/POJK.04/2020 stipulates that the Notice for a GMS must be issued no later than 21 days before the GMS is held, excluding the date of the notice and the date of the GMS. Furthermore, OJK Regulation No. 32/POJK.04/2014 also stipulates that the Notice must be issued through: a. the e-GMS Provider's website; b. the Stock Exchange website; c. and the Public Company's website, in Indonesian and a foreign language, provided that the foreign language used is at least English.	The Company issued a notice for the GMS on March 5, 2024, or 21 calendar days prior to the GMS date, excluding the notice date and the GMS date. The notice was provided through: a. the Indonesia Stock Exchange website; b. the Indonesian Central Securities Depository (KSEI) website; and c. the Company's website (www.adira.co.id) in both Indonesian and English.
OJK Regulation No. 15/POJK.04/2020 also stipulates that the Notice must contain at least the following information: a. Date of the GMS; b. Time of the GMS; c. Venue; d. Provisions regarding shareholders entitled to attend; e. Meeting agenda items, including explanations for each item; and f. Information stating that materials related to the meeting agenda are available to shareholders from the date of the notice for the GMS until the GMS is held.	The notice contains: a. The date of the meeting is March 27, 2024; b. The time of the meeting is 10:00 a.m. Western Indonesian Time c. The venue is Ballroom B, Ayana Midplaza, Jakarta, Jl. Jend. Sudirman Block 10-11, Central Jakarta 10220; d. The shareholders entitled to attend are those registered in the Company's Shareholder Register or registered with the Indonesian Central Securities Depository (KSEI) on March 4, 2024; and e. The meeting agenda, including explanations for each item. There are seven meeting agenda items and their explanations. Information stating that materials related to the meeting agenda are available to shareholders at Adira Finance's Head Office from the date of the notice for the GMS until the GMS is held.
Implementation of the GMS	
The Company Law, OJK Regulation No. 15/POJK.04/2020, and the Company's Articles of Association require that the GMS be held at the Company's domicile or at the Company's primary business location as specified in the articles of association, or at the stock exchange where the Company's shares are listed. The Company's head office is domiciled in South Jakarta.	The Annual GMS was held on March 27, 2024, at Ballroom B, Ayana Midplaza, Jakarta, Jl. Jend. Sudirman Block 10-11, Central Jakarta 10220.
Notification of Minutes of GMS Results	
OJK Regulation No. 15/POJK.04/2020 requires that the Announcement of the Minutes of the GMS be made public no later than 2 business days after the GMS is held, and proof of the announcement must be submitted to the OJK no later than 2 days after the announcement.	On April 1, 2024, or 2 business days after the GMS is held, the results of the GMS have been reported to the OJK and the IDX, in both Indonesian and English.

Attendance of the Board of Commissioners, Directors, Committee and Sharia Supervisory Board at the Annual GMS on March 27, 2024:

Name	Position	Attendance
Board of Commissioners		
Daisuke Ejima	President Commissioner	Physically Present
Krisna Wijaya	Independent Commissioner	Physically Present
Manggi Taruna Habir	Independent Commissioner	Physically Present
Congsin Congcar	Commissioner	Attend via Zoom Webinar
Hafid Hadeli	Commissioner	Physically Present
Board of Directors		
I Dewa Made Susila	President Director	Physically Present
Swandajani Gunadi	Director	Physically Present
Niko Kurniawan Bonggowarsito	Director	Physically Present
Harry Latif	Director	Physically Present
Jin Yoshida	Director	Physically Present
Denny Riza Farib	Director	Physically Present
Audit Committee		
Manggi Taruna Habir	Chairman	Physically Present
Jusuf Sukiman	Member	Physically Present
Restiana Ie Tjoe Linggadjaya	Member	Physically Present
Risk Monitoring Committee		
Krisna Wijaya	Chairman	Physically Present
Manggi Taruna Habir	Member	Physically Present
Rio Erriad	Member	Physically Present
Governance Committee		
Krisna Wijaya	Chairman	Physically Present
Diyah Sasanti	Member	Attend via Zoom Webinar
Sharia Supervisory Board		
Prof. Dr. H. Faturrachman Djamil, M.A.	Chairman	Attend via Zoom Webinar
Prof. Dr. DRS. H. Noor Achmad, M.A., DRS	Member	Attend via Zoom Webinar
Dr. Rini Fatma Kartika M.H.	Member	Attend via Zoom Webinar

Decision-Making Mechanism

At the 2024 Annual General Meeting of Shareholders (AGMS), the meeting was chaired by Krisna Wijaya (Independent Commissioner of the Company), who was appointed by the Board of Commissioners to lead the GMS. The GMS Chairperson read out the GMS rules of procedure. The GMS Chairperson provided an opportunity for shareholders or their proxies to ask questions on each meeting agenda item. The meeting chairperson and/or designated member of the Board of Directors provided explanations or responses to each question. After all questions were answered, a vote was held, with only shareholders or their authorized proxies eligible to vote. Each share entitles the holder to cast one vote.

Independent Party as Vote Counter

To conduct vote counting on each agenda item at the Annual General Meeting of Shareholders, the Company appointed Notary Mala Mukti S.H., LL.M. and PT Adimitra Jasa Korpora to count and validate the votes.

Resolutions of the Annual General Meeting of Shareholders on March 27, 2024

Annual General Meeting Resolutions and their Implementation:

Resolution	Number			Realization
	In Favour	Abstaint	Against	
First Agenda of the Meeting				
1. Approve the Company's Annual Report for the financial year ending December 31, 2023 (31-12-2023); 2. Ratify the Company's Financial Statements for the financial year ending December 31, 2023 (31-12-2023), audited by the Public Accounting Firm Imelda & Rekan (a member firm of Deloitte Asia Pacific and the Deloitte Global Network), as contained in the Independent Auditor's Report Number 00011/2.1265/AU.1/09/0849-2/1/II/2024 dated February 12, 2024 (12-2-2024), with an unmodified opinion; 3. Ratify the Supervisory Report of the Company's Board of Commissioners for the financial year ending December 31, 2023 (31-12-2023); 4. Granting full release and discharge of all responsibilities ("volledig acquit et decharge") to a) the Company's Board of Directors in carrying out their duties and responsibilities for management and representing the Company; b) the Company's Board of Commissioners in carrying out their supervisory duties and responsibilities, as well as providing advice to the Company's Board of Directors, assisting the Company's Board of Directors, and granting approval to the Company's Board of Directors; and c) the Sharia Supervisory Board in carrying out its supervisory duties and responsibilities regarding the sharia aspects of the Company's business activities in accordance with Sharia Principles, as well as providing advice and suggestions to the Company's Board of Directors, for the financial year ending December 31, 2023 (31-12-2023), provided that the implementation of these duties and responsibilities is reflected in the Company's annual report for the financial year ending December 31, 2023 (31-12-2023).	931,985,543 shares or 99.9872%	73,000 shares or 0.0078%	46,200 shares or 0.0050%	The approval of the GMS was set out in the Deed of Minutes of the AGM No. 98 dated March 27, 2024, drawn up before Notary Mala Mukti, S.H., LL.M.
Second Agenda of the Meeting				
Approved the use of the Company's net profit for the 2023 financial year, amounting to IDR1,944,047,263,246, with the following details: 1. Approximately 1% of the net profit, or IDR19,440,472,632, will be set aside as a Reserve Fund, bringing the Company's total Reserve Fund to IDR242,577,951,568; 2. Approximately 50% (fifty percent) of the Company's net profit, or IDR972,000,000,000, or IDR972 per share, will be paid as dividends for the 2023 financial year, with the following provisions: a. Dividends will be paid to shareholders whose names are registered in the Shareholder Register on April 17, 2024, at 4:00 PM Western Indonesian Time (hereinafter referred to as the "Recording Date") and will be paid on May 2, 2024 (hereinafter referred to as the "Payment Date"); b. The Board of Directors will deduct dividend tax from the 2023 fiscal year dividends in accordance with applicable tax regulations for shareholders; c. The Board of Directors is hereby granted the power and authority to determine matters concerning or related to the implementation of dividend payments for the 2023 fiscal year. 3. The remaining net profit of the Company for the 2023 fiscal year, which has not yet been determined for its use, amounting to IDR952,606,790,614, is recorded as the Company's Retained Earnings.	931,985,543 shares or 99.9872%	73,000 shares or 0.0078%	46,200 shares or 0.0050%	• Approximately 1% of net profit, or IDR19,440,472,632, was set aside as a Reserve Fund, bringing the Company's total Reserve Fund to IDR242,577,951,568. • Dividend payments representing 50% of the Company's net profit for the 2023 fiscal year, or IDR972,000,000,000, or IDR972,000,000, were made on May 2, 2024.

Resolution	Number			Realization
	In Favour	Abstaint	Against	
Third Agenda of the Meeting				
Appointing Elisabeth Imelda, as a Public Accountant and Imelda & Rekan (a member firm of Deloitte Asia Pacific and the Deloitte Global Network) as a Public Accounting Firm registered with the Financial Services Authority, to conduct an audit/examination of the Company's books or records for the 2024 financial year with an audit fee of IDR1,600,000,000 (one billion six hundred million Rupiah) excluding taxes and out of pocket expenses, for the year ending December 31, 2024.	931,985,543 shares or 99.9872%	73,000 shares or 0.0078%	46,200 shares or 0.0050%	Elisabeth Imelda as a Public Accountant and Imelda & Rekan (a member firm of Deloitte Asia Pacific and the Deloitte Global Network) as a Public Accounting Firm registered with the Financial Services Authority, audited the Company's Financial Statements for the 2024 Financial Year with an audit fee of IDR1,600,000,000 excluding taxes and out-of-pocket expenses.
Fourth Agenda of the Meeting				
1. a. Determine the amount of bonuses to be distributed to members of the Company's Board of Directors for the 2023 (two thousand twenty-three) financial year at IDR27,500,000,000.00 (twenty-seven billion five hundred million rupiah) including tax. b. Determine the salaries and allowances of all members of the Company's Board of Directors for the 2024 (two thousand twenty-four) financial year at IDR52,104,663,146.00 (fifty-two billion one hundred four million six hundred sixty-three thousand one hundred forty-six rupiah) including tax; and c. Authorize the Company's President Commissioner to determine the distribution of salaries and allowances, as well as the distribution of bonuses, for each member of the Company's Board of Directors based on the recommendation of the Nomination and Remuneration Committee Number 004/ADMF/KNR/III/24, dated March 13, 2024 (13-3-2024). 2. a. Determining the amount of bonuses to be distributed to the Company's Board of Commissioners for the 2023 (two thousand twenty-three) financial year at IDR1,485,714,286.00 (one billion four hundred eighty-five million seven hundred fourteen thousand two hundred eighty-six rupiah) inclusive of tax; b. Determining the amount of salaries or honorariums and allowances for all members of the Company's Board of Commissioners for the 2024 (two thousand twenty-four) financial year at IDR8,748,756,337.00 (eight billion seven hundred forty-eight million seven hundred fifty-six thousand three hundred thirty-seven rupiah) inclusive of tax; and c. Authorizing the Company's President Commissioner to determine the distribution of the salary or honorariums and allowances, as well as bonuses, for each member of the Company's Board of Commissioners based on the recommendation of the Nomination and Remuneration Committee Number 003/ADMF/KNR/III/24, dated March 13, 2024 (13-3-2024). 3. Approve the delegation of authority to the Board of Commissioners to determine the salary or honorarium and/or allowances for the 2024 (two thousand - twenty four) financial year for each member of the Company's Sharia Supervisory Board based on the recommendation of the Nomination and Remuneration Committee Number 005/ADMF/KNR/III/24, dated the thirteenth of March two thousand twenty four (13-3-2024).	931,982,443 shares or 99.9869%	76,100 shares or 0.0082%	46,200 shares or 0.0050%	1) The distribution of salaries, allowances, and bonuses for members of the Company's Board of Directors is in accordance with the resolutions of the GMS and the recommendations of the Nomination and Remuneration Committee on March 13, 2024. 2) The distribution of salaries or honorariums, allowances, and bonuses for all members of the Company's Board of Commissioners is in accordance with the resolutions of the GMS and the recommendations of the Nomination and Remuneration Committee on March 13, 2023. 3) The distribution of salaries, honorariums, and/or allowances for all members of the Company's Sharia Supervisory Board is in accordance with the resolutions of the GMS and the recommendations of the Nomination and Remuneration Committee on March 13, 2023.

Resolution	Number			Realization
	In Favour	Abstaint	Against	
Fifth Agenda of the Meeting				
1. a. Approved the reappointment of all members of the Board of Commissioners, all members of the Board of Directors except Mr. JIN YOSHIDA who was not reappointed because he has received a new assignment as Director of PT BANK DANAMON INDONESIA Tbk, and all members of the Sharia Supervisory Board, which will be effective from the closing of this Meeting until the closing of the 3rd (third) Annual General Meeting of Shareholders after this Meeting, namely the financial year ending on December 31, 2026 (31-12-2026), which will be held in 2027 (two thousand twenty-seven), by expressing gratitude to Mr. JIN YOSHIDA for the services he has provided to the Company; and b. Approved the appointment of Mr. SIGIT HENDRA GUNAWAN, Mr. SYLVANUS GANI KUKUH MENDROFA, and Mr. TAKANORI MIZUNO, each as Directors of the Company, effective from the date of passing the Fit and Proper Test from the Financial Services Authority regarding their appointment as Directors of the Company, with a term of office that will expire until the closing of the 3rd Annual General Meeting of Shareholders following this Meeting, namely for the fiscal year ending December 31, 2026, which will be held in 2027. Therefore, the composition of the Company's Board of Commissioners and Board of Directors is as follows: **Board of Commissioners:** President Commissioner : Mr. Daisuke Ejima Independent Commissioner : Mr. Krisna Wijaya; Independent Commissioner : Mr. Manggi Taruna Habir; Commissioner : Mr. Eng Heng Nee Philip; Commissioner : Mr. Congsin Congcar; and Commissioner : Mr. Hafid Hadeli. **Board of Directors:** President Director : Mr. I Dewa Made Susila; Director : Mrs. Swandajani Gunadi; Director : Mr. Niko Kurniawan Bonggowarsito; Director : Mr. Harry Latif; Director : Mr. Denny Riza Farib Director : Mr. Sigit Hendra Gunawan (effective from the date of passing the fit and proper test from the Financial Services Authority); Director : Mr. Sylvanus Gani K. Mendrofa (effective from the date of passing the fit and proper test from the Financial Services Authority); and Director : Mr. Takanori Mizuno (effective from the date of passing the fit and proper test from the Financial Services Authority).	931,885,143 shares or 99.9764%	76,100 shares or 0.0082%	143,500 shares or 0.0154%	The composition of the Company's Board of Commissioners and Board of Directors following the Annual General Meeting of Shareholders on March 27, 2024, is as follows: **Board of Commissioners:** President Commissioner: Daisuke Ejima Independent Commissioner: Krisna Wijaya; Independent Commissioner: Manggi Taruna Habir; Commissioner: Eng Heng Nee Philip; Commissioner: Congsin Congcar; and Commissioner: Hafid Hadeli **Board of Directors:** President Director: I Dewa Made Susila; Director: Swandajani Gunadi; Director: Niko Kurniawan Bonggowarsito; Director: Harry Latif; Director: Denny Riza Farib; Director: Mr. Sigit Hendra Gunawan (effective as of the date of passing the Fit and Proper test from the Financial Services Authority); Director: Mr. Sylvanus Gani K. Mendrofa (effective from the date of passing the Fit and Proper test from the Financial Services Authority);

Resolution	Number			Realization
	In Favour	Abstaint	Against	
1. With a term of office that will expire at the closing of the Annual General Meeting of Shareholders for the fiscal year ending on December 31, 2026 (31-12-2026), which will be held in 2027 (two thousand twenty-seven), without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time; and 2. To authorize the Company's Board of Directors to state the decisions of the fifth agenda item of the Meeting in one or more deed of meeting decision statements drawn up before a Notary, and to submit notification of changes to the Company's data to the Minister of Law and Human Rights of the Republic of Indonesia.				Director: Mr. Takanori Mizuno (effective from the date of passing the Fit and Proper Test from the Financial Services Authority) His term of office will expire at the close of the Annual General Meeting of Shareholders for the fiscal year ending December 31, 2026, to be held in 2027. Changes to the Company's data have been set forth in Deed of Statement of Resolutions of the Annual General Meeting of Shareholders Number 99 dated March 27, 2024, and Deed of Statement of Resolutions of the Annual General Meeting of Shareholders Number 117 dated July 26, 2024, drawn up before Mala Mukti, S.H., LL.M., Notary in Jakarta.
Sixth Agenda of the Meeting				
1. Grant approval to the Company's Board of Directors to transfer and/or pledge the Company's assets as collateral in the form of receivables representing more than 50% (fifty percent), but not exceeding 400% (four hundred percent), of the Company's net assets, to guarantee the payment of Bonds to be issued by the Company and other debts, provided that: a) joint financing assets between the Company and PT Bank DANAMON INDONESIA Tbk are not included in the collateralized assets; and b) the Gearing Ratio may not exceed 6.5x (six point five times) the total net assets based on the latest financial statements audited by a Public Accounting Firm. If the Gearing Ratio reaches 6x (six times) the total net assets, the Company's Board of Directors must obtain approval from the Company's Board of Commissioners and the Majority Shareholder. 2. that such action does not violate the terms and conditions set forth in the agreements between the Company and third parties; and 3. authorize the Company's Board of Directors to take all necessary actions in connection with guaranteeing the Company's receivables/bills, including but not limited to signing a fiduciary guarantee deed before a Notary.	931,090,181 shares or 99.8912%	73,000 shares or 0.0078%	941,562 shares or 0.1010%	The GMS approval has been stated in the Deed of Minutes of the Annual General Meeting of Shareholders of PT Adira Dinamika Multi Finance Tbk No. 98 dated March 27, 2024, made before Mala Mukti, S.H., LL.M Notary in Jakarta.

In addition to producing several resolutions, the following reports were also presented at the Annual GMS:

1. Realization report on the use of proceeds from the issuance of Adira Finance Sustainable Bonds VI Phase I Year 2023, whereby;
   - Total Proceeds from the Public Offering of Bonds amounted to IDR1,700,000,000,000.00 (one trillion seven hundred billion Rupiah);
   - Costs of the Public Offering of Bonds amounted to IDR6,954,225,700.00 (six billion nine hundred fifty-four million two hundred twenty-five thousand seven hundred Rupiah);
   - Net Proceeds amounted to IDR1,693,054,774,300.00 (one trillion six hundred ninety-three billion fifty-four million seven hundred seventy-four thousand three hundred Rupiah); and
   - The use of proceeds from the Public Offering of Bonds up to July 28, 2023, was used for motor vehicle consumer financing amounting to IDR1,693,054,774,300.00 (one trillion six hundred ninety-three billion fifty-four million seven hundred seventy-four thousand three hundred Rupiah).

   Thus, the remaining bond funds are IDR0 (zero Rupiah) or have been fully utilized. The use of these Bond proceeds was in accordance with what was stated in the prospectus and has been reported by the Company to the Financial Services Authority on July 28, 2023, via letter number 139/ADMF/CS/VII/23.

2. Realization report on the use of proceeds from the issuance of Adira Finance Sustainable Mudharabah Sukuk V Phase I Year 2023, whereby;
   - Total Proceeds from the Public Offering of Mudharabah Sukuk amounted to IDR300,000,000,000.00 (three hundred billion Rupiah);
   - Costs of the Public Offering of Mudharabah Sukuk amounted to IDR1,375,322,550.00 (one billion three hundred seventy-five million three hundred twenty-two thousand five hundred fifty Rupiah);
   - Net Proceeds amounted to IDR298,624,677,450.00 (two hundred ninety-eight billion six hundred twenty-four million six hundred seventy-seven thousand four hundred fifty Rupiah); and
   - The use of proceeds from the Public Offering of Mudharabah Sukuk up to July 28, 2023, was used for consumer financing related to the Company's business activities on a murabahah basis amounting to IDR298,624,677,450.00 (two hundred ninety-eight billion six hundred twenty-four million six hundred seventy-seven thousand four hundred fifty Rupiah).

   Thus, the remaining Sukuk Mudharabah funds are IDR0 or have been fully utilized. The use of these Sukuk Mudharabah proceeds was in accordance with what was stated in the prospectus and has been reported by the Company to the Financial Services Authority on July 28, 2023, via letter number 140/ADMF/CS/VII/23.

3. Realization report on the use of proceeds from the issuance of Adira Finance Sustainable Bonds VI Phase II Year 2023, whereby;
   - Total Proceeds from the Public Offering of Bonds amounted to IDR1,250,000,000,000.00 (one trillion two hundred fifty billion Rupiah);
   - Costs of the Public Offering of Bonds amounted to IDR3,777,061,820.00 (three billion seven hundred seventy-seven million sixty-one thousand eight hundred twenty Rupiah);
   - Net Proceeds amounted to IDR1,246,222,938,180.00 (one trillion two hundred forty-six billion two hundred twenty-two million nine hundred thirty-eight thousand one hundred eighty Rupiah); and
   - The use of proceeds from the Public Offering of Bonds up to December 8, 2023, was used for consumer financing related to the Company's business activities amounting to IDR1,246,222,938,180.00 (one trillion two hundred forty-six billion two hundred twenty-two million nine hundred thirty-eight thousand one hundred eighty Rupiah).

   Thus, the remaining bond funds are IDR0 or have been fully utilized. The use of these Bond proceeds was in accordance with what was stated in the prospectus and has been reported by the Company to the Financial Services Authority on December 8, 2023, via letter number 211/ADMF/CS/XII/23.

4. Realization report on the use of proceeds from the issuance of Adira Finance Sustainable Mudharabah Sukuk V Phase II Year 2023, whereby;
   - Total Proceeds from the Public Offering of Mudharabah Sukuk amounted to IDR300,000,000,000.00 (three hundred billion Rupiah);
   - Costs of the Public Offering of Mudharabah Sukuk amounted to IDR1,062,939,325.00 (one billion sixty-two million nine hundred thirty-nine thousand three hundred twenty-five Rupiah);
   - Net Proceeds amounted to IDR298,937,060,675.00 (two hundred ninety-eight billion nine hundred thirty-seven million sixty thousand six hundred seventy-five Rupiah); and

- The use of proceeds from the Public Offering of Mudharabah Sukuk up to December 8, 2023, was used for consumer financing related to the Company's business activities on a murabahah basis amounting to IDR298,937,060,675.00 (two hundred ninety-eight billion nine hundred thirty-seven million sixty thousand six hundred seventy-five Rupiah).

Thus, the remaining Sukuk Mudharabah funds are IDR0 or have been fully utilized. The use of these Sukuk Mudharabah proceeds was in accordance with what was stated in the prospectus and has been reported by the Company to the Financial Services Authority on December 8, 2023, via letter number 212/ADMF/CS/XII/23.

Adira Finance Shareholders

Adira Finance's issued shares are common shares, so there is no difference among Controlling Shareholders, other than due to the number of shares owned.

Requirements

For controlling shareholders, in accordance with the provisions of OJK Regulation Number 28/POJK.05/2014, the controller of a financing company must fulfill requirements including submitting a written statement:

1. Capital contribution does not originate from loans;
2. Capital contribution does not originate from money laundering activities and financial crimes;
3. Not listed in the bad credit register;
4. Not listed in the Fail Grade List (Daftar Tidak Lulus/DTL) in the banking sector;
5. Has never been convicted of a criminal offense in the field of financial services and/or the economy within the last 5 (five) years;
6. Has never been declared bankrupt or found guilty of causing a company to be declared bankrupt based on a court decision that has permanent legal force;
7. Has never been a controlling shareholder in a financial services company whose business license was revoked due to violations within the last 5 (five) years.

In the event that the shareholder is a legal entity, the above provisions also apply to the directors of the shareholder.

Furthermore, the Company's Controlling Shareholders are required to fulfill all fit and proper test requirements, in accordance with Financial Services Authority Regulation Number 4/POJK.05/2013 dated December 23, 2013, concerning Fit and Proper Test for Main Parties in Insurance Companies, Pension Funds, Financing Companies, and OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions and OJK Circular Letter No. 31/SEOJK.3/2016 concerning Fit and Proper Test for Non-Bank Financial Services Institutions.

The fit and proper requirements that must be fulfilled by the Controlling Shareholder are as follows:

1. Integrity factors which include:
   a. Legally competent to perform legal acts;
   b. Possesses good character and morals, at least demonstrated by an attitude of complying with applicable regulations, including never having been convicted of a criminal offense within a certain period before being nominated;
   c. Has a commitment to comply with laws and regulations and to support OJK policies;
   d. Has a commitment to a sound Financial Services Institution; and
   e. Not included as a party prohibited from becoming a Main Party.
2. Financial Feasibility factors which include:
   a. Has no bad credit and/or financing;
   b. Has never been declared bankrupt and/or has never been a shareholder, controller of an insurance company (who is not a shareholder), member of the board of directors, board of commissioners, or member representative body found guilty of causing a company to be declared bankrupt based on a court decision within the last 5 (five) years prior to nomination;
   c. Has financial capability that can support the development of the Financial Services Institution; and
   d. Has a commitment to undertake necessary efforts if the Financial Services Institution experiences financial difficulties.

The following is the fit and proper test pass status of Adira Finance's Controlling Shareholders as of the date this Annual Report was issued:

Name	Date of Passing Fit and Proper Test	Description
PT Bank Danamon Indonesia Tbk	July 3, 2025	Established based on the Decree of the OJK Board of Commissioners No. KEP-37/D.06/2025
MUFG Bank, Ltd.	July 3, 2025	Established based on the Decree of the OJK Board of Commissioners No. KEP-39/D.06/2025

Share Ownership Composition

To administer its shares, the Company has appointed PT Adimitra Jasa Korpora as its Securities Administration Bureau, which is responsible for, among other things:

1. Providing monthly shareholder reports.
2. Providing reports on share ownership of 5% or more of the issued and fully paid shares.
3. Providing reports on share ownership of the Board of Directors and Board of Commissioners.
4. Providing a list of controlling shareholders.

Company Share Capital as of December 31, 2025:

Description	Nominal Value IDR100 per Share	
	Number of Value	Total Nominal Value (IDR)
Authorized Capital	4,000,000,000	400,000,000,000
Issued and Fully Paid-Up Capital	1,235,803,109	123,580,310,900
Shares in Portfolio	2,764,196,891	276,419,689,100

List of the Company's 20 Largest Shareholders as of December 31, 2025:

No.	Name	Number of Shares	Percentage of Ownership
1.	PT Bank Danamon Indonesia Tbk	920,700,000	74.50
2.	MUFG Bank Ltd	233,863,559	18.92
3.	Saham Treasury	9,816,154	0.79
4.	Investor Korporasi 1	4,703,200	0.38
5.	PT Zurich Asuransi Indonesia Tbk	4,204,800	0.34
6.	Investor Korporasi 2	3,909,600	0.32
7.	Investor Korporasi 3	3,621,300	0.29
8.	Investor Individu 1	3,118,700	0.25
9.	Investor Individu 2	1,932,700	0.16
10.	Investor Individu 3	1,492,000	0.12
11.	Investor Individu 4	1,401,200	0.11
12.	Investor korporasi 4	1,195,900	0.10
13.	Investor Individu 5	1,080,000	0.09
14.	Investor Individu 6	1,080,000	0.09
15.	Investor Individu 7	945,700	0.08
16.	Investor Korporasi 5	878,800	0.07
17.	Investor Individu 8	852,000	0.07
18.	Investor Individu 9	850,500	0.07
19.	Investor Individu 10	820,000	0.07
20.	Investor Individu 11	818,000	0.07

Throughout 2025, there was a change in the Company's Controlling Shareholders in connection with the corporate action of the Business Merger between the Company and PT Mandala Multifinance Tbk, from PT Bank Danamon Indonesia Tbk to PT Bank Danamon Indonesia Tbk and MUFG Bank, Ltd., with share ownership of 74.50% and 18.92%, respectively. No other shareholders held shares above 5%.

As of December 31, 2025, the shareholder composition based on investor origin consisted of:

No	List of Shareholders	Number of Shareholders	Number of Shares	Percentage of Ownership (%)
LOCAL SHARES				
1.	Institutions	41	944,768,733	76.45
2.	Individual	7,793	43,278,349	3.50
FOREIGN SHARES				
1.	Institutions	41	247,007,809	19.99
2.	Individual	15	748,218	0.06
TOTAL		**7,890**	**1,235,803,109**	**100.00**

Shareholders have the following rights:

1. The right to propose agenda items for every Annual GMS to be conducted by the Company;
2. The right to propose and appoint members of the Company's Board of Commissioners and/or Board of Directors at a GMS;
3. The right to obtain information related to the Company, especially for Company actions requiring prior approval from shareholders in accordance with applicable laws and regulations;
4. The right to receive notification and invitation for the holding of a GMS, including the agenda to be discussed at the GMS;
5. The right to receive a portion of the Company's profits allocated to shareholders in the form of dividends and other profit distributions proportional to the number of shares owned.

RESPONSIBILITIES OF ADIRA FINANCE SHAREHOLDERS

1. Controlling shareholders are required to fulfill requirements in accordance with applicable laws and regulations;
2. Controlling shareholders are required to meet the capital adequacy of the Financing Company in the manner stipulated by laws and regulations;
3. Shareholders, understanding that the exercise of their voting rights influences the management of the Company, must, as far as possible, exercise their voting rights in the interest of the Company. Shareholders are free to choose how to exercise their voting rights. However, for sound and transparent corporate management, a general shareholder should endeavor to exercise all rights granted to them, such as paying close attention to the implementation of company management and exercising their voting rights;
4. Controlling shareholders and those who influence the management of the Company must act in the interest of the Company and all its shareholders. For any action contrary to this, controlling shareholders must bear responsibility;
5. A controlling shareholder is a party, regardless of the proportion of share ownership, that has de facto influence over important matters including the management of the Company, such as the appointment and dismissal of management. Therefore, controlling shareholders must use their power to select candidates for positions on the Board of Commissioners and Board of Directors who possess high integrity and competence to manage and control the Company soundly;
6. The responsibility for operating the Company lies with the Board of Directors. However, it is actually difficult for directors to resist the unbalanced power exercised by controlling shareholders as long as they have influence over the selection of directors. Therefore, controlling shareholders, in addition to their right to vote their shares due to direct participation in the management

of the Company as directors, must accept the responsibility imposed upon them due to the power granted to them, related to their influence over the management of the Company;

7. Any intervention in management by a controlling shareholder contrary to the interests of the Company can be controlled through strengthening the managerial accountability of the directors. However, the influence of controlling shareholders over the management of the Company, in addition to the exercise of their voting rights or direct participation in the management of the Company as directors, is crucial so that the following can be properly understood: their responsibility is proportional to the influence they hold;
8. Shareholders of Adira Finance are prohibited from using Adira Finance for their personal or family interests, their business activities or business groups, in a manner that contradicts applicable laws and regulations; and
9. Shareholders are prohibited from interfering in the operation of the Company, the authority for which rests with the Board of Directors.

MANAGEMENT OF SUSTAINABILITY ASPECTS

[GRI 102-29][GRI 102-31][GRI 102-32]

The Company consistently manages its business activities with due regard to economic, social, and environmental aspects. In every financing activity and office operation, the Company implements relevant guidelines to protect economic, environmental, and social impacts, so that all business activities are aligned with environmental preservation efforts, provide positive impacts for stakeholders, and support the achievement of the Sustainable Development Goals (SDGs) at both local and national levels.

The Company has a Sustainable Finance Action Plan (RAKB) which serves as a specific guideline in various environmental and social protection efforts, and ensures that the sustainable benefits from our operations and business activities can be tangibly felt by stakeholders.

To support the implementation of environmental and social protection efforts, and to play a role in implementing related guidelines, the Company established a sustainability working team in 2020, which includes the Strategic Marketing Division, Corporate University Division, Credit Division, HCGA Division, Brand Communication Division, Compliance & AML Division, and Corporate Secretary & Investor Relations Division. The implementation of the Sustainable Finance Program is the responsibility of the Director of HC Management, CREM & Marketing, the Director of Business & Portfolio, and the Director of Risk Management.

DUTIES AND RESPONSIBILITIES FOR SUSTAINABILITY ASPECTS [SEOJK E.1][GRI 2-14]

Adira Finance has appointed the Directors of Marketing, HCGA, CREM & Corpu, the Director of Business & Portfolio, and the Director of Risk Management, along with several subordinate divisions, to be responsible for the economic, environmental, and social activities outlined in the Sustainable Finance Action Plan. Environmental and social activities, including managing impacts, risks, and opportunities, are carried out by several relevant divisions within different directorates.

In monitoring Sustainable Finance Actions, the four-eye principle is required to improve the effectiveness and efficiency of sustainable finance implementation, particularly in credit distribution to sustainable business activities. The Unit in Charge and Person in Charge for monitoring and evaluating Sustainable Finance Actions are as follows:

Activities	Unit in Charge	PIC
Monitoring the preparation of the Sustainability Report.	Corporate Secretary	Head of Corporate Secretary
Monitoring the implementation of the sustainable financial action program	Human Capital & General Affair	Head of Culture & HSE
Monitoring the Implementation of Internal Education	Corporate University	Head of Corporate University
Monitoring the Realization of Corporate Social Responsibility	· Brand & Corporate Communication, · Human Capital & General Affair, · Unit Usaha Syariah	· Head of Brand & Corporate Communication; · Head of Human Capital & General Affair; · Head of Syariah.

Activities	Unit in Charge	PIC
Monitoring Workplace Management Implementation	Human Capital & General Affair	Head of Human Capital & General Affair
Monitoring Credit Disbursement to Sustainable Business Activities	Risk Management	· Head of Credit · Head of Risk · Head of Marketing
Monitoring Credit Risk Profiles	Risk Management	Head of Credit dan Head of Risk
Sampling Compliance Tests for Credit Disbursement to Sustainable Business Activities	· Risk Management · Compliance & AML	· Head of Risk · Head of Compliance
Evaluation of the Sustainable Finance Action Program	Sustainability Working Group	Sustainability Working Group Coordinator

Evaluation of the RAKB program implementation is conducted every 3 (three) months, comparing the program implementation plan with the RAKB. If the Sustainable Finance Action Plan has not been implemented according to the planned work program and timeline, the Company will take the following follow-up actions:

a) Review the performance indicators used for subsequent years based on the implementation of the Sustainable Finance program;
b) Revise the Sustainable Finance Action Plan.

SUSTAINABLE FINANCE COMPETENCY DEVELOPMENT [SEOJK E.2][GRI 2-17]

Sustainability and climate change continue to be key topics in the financial world, including for Adira Finance, which regularly conducts sustainable finance competency development for the Board of Commissioners and Directors. This is crucial to ensure that top management obtains strategic knowledge and the latest information on sustainability aspects, particularly economic, environmental, and social aspects, in line with the Indonesian Government's commitment to the SDGs and Net Zero Emission targets.

The process of improving employee competency related to social and environmental risk management includes [FS4]:

Activities	Date	Venue	Participant
Scope 1 and Scope 2 Emissions Reporting Training	July 3, 2025	Online (Microsoft Teams)	100 employees
Financial Literacy – Financial Planning	Monthly (Jan - Dec)	Online	9,333 employees
Sustainable Finance Awareness	Monthly (Jan - Dec)	Online	3,041 employees

BOARD OF COMMISSIONERS

The Board of Commissioners has the duty and responsibility to supervise and provide direction to the Board of Directors in managing the Company, ensuring that all operational and strategic activities are carried out properly and aligned with the interests of shareholders and other stakeholders.

Duties and Responsibilities of the Board of Commissioners

1. The Board of Commissioners is obliged to ensure the implementation of Good Corporate Governance (GCG) in every business activity of the Company at every level and hierarchy of the Company's organization.
2. Review the Company's Vision and Mission periodically.
3. The Board of Commissioners is obliged to supervise the implementation of the duties and responsibilities of the Board of Directors, and provide advice/recommendations to the Board of Directors.
4. In carrying out supervision, the Board of Commissioners is obliged to direct, monitor, and evaluate the implementation of the Company's strategic policies.
5. In carrying out supervision, the Board of Commissioners is prohibited from being involved in making decisions on the Company's operational activities, except for:
   a. provision of funds to related parties as regulated in the applicable laws and regulations.
   b. other matters stipulated in the Company's Articles of Association or applicable laws and regulations.

6. Decision-making by the Board of Commissioners as referred to above does not negate the responsibility of the Board of Directors for the implementation of the Company's management.
7. The Board of Commissioners must allocate sufficient time to carry out their duties and obligations effectively.
8. The Board of Commissioners is obliged to ensure that the Board of Directors has followed up on all audit findings and recommendations from the Company's internal audit unit, external auditors, inspection results from the Ministry of Finance and/or inspection results from other authorities.
9. In order to support the effectiveness of the implementation of their duties and responsibilities, the Board of Commissioners is obliged to establish at least:
   a. Audit Committee;
   b. Risk Monitoring Committee;
   c. Nomination and Remuneration Committee; and
   d. Corporate Governance Committee.

Authority of the Board of Commissioners

The Board of Commissioners has the following authority:

1. In accordance with the Company's Articles of Association, the Board of Commissioners has the authority to grant approval to the Board of Directors for carrying out certain legal actions;
2. The Board of Commissioners has the authority to temporarily dismiss members of the Board of Directors, stating the reasons;
3. The Board of Commissioners may undertake management actions of the Company under certain circumstances and for a specific period in accordance with the provisions of the Articles of Association or resolutions of the GMS.

Charter of the Board of Commissioners

In carrying out their duties and responsibilities, the Board of Commissioners of Adira Finance is guided by:

a. Law No. 40 of 2007 concerning Limited Liability Companies;
b. OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies;
c. OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies as amended by OJK Regulation No. 29/POJK.05/2020;
d. The Company's Articles of Association;
e. The Charter of the Board of Commissioners dated July 29, 2021.

The Charter of the Board of Commissioners of Adira Finance regulates, among others:

i. Legal Basis;
ii. Organization;
iii. Requirements for Members of the Board of Commissioners;
iv. Appointment, Resignation, and Dismissal;
v. Term of Office;
vi. Independence;
vii. Duties and Responsibilities;
viii. Authority;
ix. Independent Commissioners;
x. Concurrent Positions of Members of the Board of Commissioners;
xi. Orientation for New Members of the Board of Commissioners;
xii. Transparency;
xiii. Work Ethics;
xiv. Meetings;
xv. Reporting and Accountability;
xvi. Training;
xvii. Others

The Charter of the Board of Commissioners has also been uploaded on the Company›s official website at www.adira.co.id.

Appointment, Dismissal, and Resignation of Members of the Board of Commissioners

Based on the provisions of Law Number 40 of 2007 concerning Limited Liability Companies, specifically Article 111, OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, and the Articles of Association of Adira Finance, the appointment and dismissal of members of the Board of Commissioners are carried out through the GMS. The term of office for each member of the Board of Commissioners ends at the closing of the third Annual GMS after the date of appointment, but the GMS still has the authority to dismiss a member of the Board of Commissioners at any time before their term of office ends.

Furthermore, in accordance 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, members of the Board of Commissioners may also resign from their position before their term of office ends. Subsequently, the Company is obliged to hold a GMS to decide on the resignation request, no later than 90 days after receipt of said resignation request. Regarding the resignation request of a member of the Board of Commissioners, the Company is also obliged to disclose information to the public and submit it to the OJK no later than 2 (two) working days after receipt of the request and after the results of the GMS are available.

Requirements for the Board of Commissioners

Members of the Company's Board of Commissioners must fulfill all fit and proper test requirements, in accordance with Financial Services Authority Regulation Number 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Non-Bank Financial Services Institutions and OJK Circular Letter Number 31/SEOJK.05/2016 concerning Fit and Proper Test for Main Parties of Non-Bank Financial Services Institutions. The fit and proper requirements that must be fulfilled by a member of the Board of Commissioners of a Financing Company are as follows:

1. Integrity Factors which include:
   a. Legally competent to perform legal acts;
   b. Possesses good character and morals, at least demonstrated by an attitude of complying with applicable regulations, including never having been convicted of a criminal offense within a certain period before being nominated, covering:
      1) Criminal offenses in the financial services sector for which the sentence has been completed within the last 20 years prior to nomination;
      2) Criminal offenses, i.e., crimes listed in the Criminal Code (KUHP) and/or similar offenses abroad punishable by imprisonment of 1 year or more, for which the sentence has been completed within the last 10 years prior to nomination; and/or
      3) Other criminal offenses punishable by imprisonment of 1 (one) year or more, including corruption, money laundering, narcotics/psychotropics, smuggling, customs, excise, human trafficking, illegal arms trafficking, terrorism, counterfeiting currency, in the field of taxation, in the field of forestry, in the field of environment, and in the field of marine and fisheries, for which the sentence has been completed within the last 20 (twenty) years prior to nomination;
   c. Has a commitment to comply with laws and regulations and to support OJK policies;
   d. Has a commitment to the development of a sound Non-Bank Financial Services Institution;
   e. Not included as a party prohibited from being a candidate for Main Party.
2. Financial Reputation Factors which include:
   a. Has no bad credit and/or bad financing; and
   b. Has never been declared bankrupt and/or has never been a shareholder, controller of an insurance company (who is not a shareholder), member of the Board of Directors, person executing management duties, or member of the Board of Commissioners found guilty of causing a company to be declared bankrupt within the last 5 (five) years prior to nomination.
3. Competency Factors which include:
   a. Knowledge and ability in strategic management conducted to ensure that members of the Board of Commissioners:
      1) Have adequate and relevant knowledge for their position;
      2) Have an understanding of laws and regulations;
      3) Have the ability to carry out strategic management in the context of developing a sound business
   b. Experience in the field of Non-Bank Financial Services Institutions and/or other fields relevant to their position; and
   c. Expertise in the field of Non-Bank Financial Services Institutions and/or other fields relevant to their position.

Structure of the Board of Commissioners

The structure of the Company's Board of Commissioners consists of at least 3 (three) members of the Board of Commissioners, in line with the Company's Articles of Association, with the following composition:

- 1 (one) President Commissioner;
- 2 (two) or more Commissioners, with the provision that among the members of the Board of Commissioners, 1 (one) person may be appointed as Vice President Commissioner and from among the members of the Board of Commissioners, some may concurrently serve as Independent Commissioners who are not affiliated with the main shareholders, members of the Board of Directors, and/or other members of the Board of Commissioners.

Composition of the Board of Commissioners

The Company's Board of Commissioners is currently determined based on the resolution of the Extraordinary GMS on June 30, 2025, consisting of 5 (five) members with the following composition:

- 1 (one) President Commissioner and 4 (four) Commissioners.
- 4 (four) members out of 5 (five) members of the Board of Commissioners are domiciled in Indonesia.
- 2 (two) members out of 5 (five) members of the Board of Commissioners, or 40% of the total members of the Board of Commissioners, are Independent Commissioners, which is

in accordance with OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and exceeds the minimum number of Independent Commissioners required in OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies as amended by OJK Regulation No. 29/POJK.05/2020 and further amended by OJK Regulation No. 48 of 2024 concerning Good Governance for Financing Institutions, Venture Capital Companies, Microfinance Institutions, and Other Financial Services Institutions.

Concurrent Positions of Members of the Board of Commissioners

In accordance with the provisions of OJK Regulation No. 30/POJK.05/2014 as amended by OJK Regulation No. 29/POJK.05/2020 and further amended by OJK Regulation No. 48 of 2024 concerning Good Governance for Financing Institutions, Venture Capital Companies, Microfinance Institutions, and Other Financial Services Institutions, regarding concurrent positions for members of the Board of Commissioners, it is regulated as follows:

1. Members of the Board of Commissioners are prohibited from holding concurrent positions:
   a) as members of the board of directors and/or executive officers at:
      1) other companies and/or institutions if they already serve as members of the board of commissioners at 2 (two) other companies and/or institutions; or
      2) more than 1 (one) other company and/or institution if they already serve as a member of the board of commissioners at 1 (one) other company and/or institution;
   b) as members of the board of commissioners at more than 2 (two) other companies and/or institutions;
   c) in other positions that may create a conflict of interest in carrying out duties as a member of the Board of Commissioners; and/or
   d) in other positions in accordance with the provisions of laws and regulations.
2. Not considered concurrent positions as referred to in paragraph (1) if:
   a) a non-independent member of the Board of Commissioners carries out functional duties from a shareholder of the Financing Institution in the form of a legal entity to become a member of the board of commissioners in a subsidiary within its business group;
   b) a member of the Board of Commissioners is a management official of an association carrying out functional duties to become a member of the board of commissioners in a subsidiary controlled by the association;
   c) a member of the Board of Commissioners is a management official of an association carrying out functional duties to become a member of the board of commissioners at an Institution based on an appointment by the Financial Services Authority; and/or
   d) a member of the Board of Commissioners holds a position in a non-profit organization or institution.

As long as the person concerned does not neglect the implementation of their duties and responsibilities as a member of the Board of Commissioners of the Financing Company.

Furthermore, as a public company, members of the Company's Board of Commissioners are also subject to provisions regarding concurrent positions regulated in OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, which among other things stipulate as follows:

1. Members of the Board of Commissioners may hold concurrent positions as:
   a. Members of the Board of Directors in at most 2 (two) other issuers or public companies; and
   b. Members of the Board of Commissioners in at most 2 (two) other issuers or public companies.
2. In the event that a member of the Board of Commissioners does not concurrently serve as a member of the board of directors, the member of the Board of Commissioners may serve on at most 4 (four) other issuers or public companies.
3. Members of the Board of Commissioners may concurrently serve as members of committees in at most 5 (five) committees at issuers or public companies where they also serve as members of the board of directors or members of the board of commissioners.
4. In the event that there are other laws and regulations governing provisions regarding concurrent positions that differ from the provisions in this OJK Regulation, the provisions that are more strictly regulated shall apply.

Based on the data we have up to the date of issuance of this Annual Report, all members of the Board of Commissioners of Adira Finance still comply with the provisions on concurrent positions as regulated in OJK Regulation No. 30/POJK.05/2014, POJK No. 29/POJK.05/2020, and OJK Regulation No. 33/POJK.04/2014.

The composition of the Company's Board of Commissioners still serving at the time of issuance of this 2025 Annual Report is:

Name	Domicile	Position	Member Since	Year Ended	Other Positions Outside the Company
Daisuke Ejima	Jakarta	President Commissioner	October 10, 2023	Closing of the AGMS for the 2028 Financial Year	President Director of PT Bank Danamon Indonesia Tbk
Krisna Wijaya	Jakarta	Independent Commissioner	May 18, 2016	Closing of the AGMS for the 2028 Financial Year	1. President Commissioner/Independent Commissioner of PT Jaminan Kredit Indonesia 2. Advisory Board of Infobank Magazine 3. President Commissioner/Independent Commissioner of PT Brilian Indah Gemilang 4. Member of the Sharia Supervisory Board of PT Chub Syariah Insurance 5. Member of the Clarification/ Presentation Assessment Team for the Fit and Proper Test in the Banking Sector, Financial Services Authority
Manggi Taruna Habir	Jakarta	Independent Commissioner	August 31, 2021	Closing of the AGMS for the 2028 Financial Year	1. Independent Commissioner of PT ABM-Investama Tbk 2. Independent Member of the Audit Committee and Risk Monitoring Committee of PT Bank Jago Tbk 3. President Commissioner/Independent Commissioner of PT Berdayakan Usaha Indonesia
Congsin Congcar	Thailand	Commissioner	December 28, 2020	Closing of the AGMS for the 2028 Financial Year	1. Head of Krungsri Auto Group (resigning as of December 31, 2025) 2. Director of Ayudhya Capital Services Co., Ltd.
Honggo Widjojo Kangmasto	Jakarta	Commissioner	June 26, 2025	Closing of the AGMS for the 2028 Financial Year	Deputy President Director of PT Bank Danamon Tbk

Information regarding the work experience and educational background of each member of the Board of Commissioners can be found in the Company Data - Board of Commissioners Profile section.

Duties of Members of the Board of Commissioners

In line with their respective competencies and areas of expertise, several members of the Board of Commissioners serve concurrently as chairmen and members of committees under the Board of Commissioners, as detailed below:

Committee	Committee Membership by Members of the Board of Commissioners
Audit Committee	1. Manggi Taruna Habir (Chairman)
Risk Oversight Committee	1. Krisna Wijaya (Chairman) 2. Manggi Taruna Habir (Member)
Nomination and Remuneration Committee	1. Manggi Taruna Habir (Chairman) 2. Daisuke Ejima (Member) 3. Honggo Widjojo Kangmasto (Member)
Corporate Governance Committee	1. Krisna Wijaya (Chairman)

Duties and Responsibilities of the President Commissioner

The President Commissioner of Adira Finance has the following duties and responsibilities:

1. Supervising and providing input to the Board of Directors regarding the Company's strategy and business development;
2. Supervising and providing input to the Board of Directors regarding the Company's nomination and remuneration policies;
3. Supervising and providing input to the Board of Directors regarding the development and evaluation of nomination and remuneration policies for the Board of Commissioners, the Board of Directors, and the Company's Sharia Supervisory Board; and
4. Supervising and providing input to the Board of Directors regarding the implementation of good corporate governance.

Independence of the Board of Commissioners

To maintain independence, each member of the Board of Commissioners of Adira Finance is not permitted to have family, financial, management, or share ownership relationships with other members of the Board of Commissioners or members of the Company's Board of Directors.

The tables below show the presence or absence of family, financial, management, or share ownership relationships among members of the Board of Commissioners.

Family Relationship:

No.	Name	Family Relationship with:														
		Board of Commissioners					Board of Directors								Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	Daisuke Ejima		-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.	Krisna Wijaya	-		-	-	-	-	-	-	-	-	-	-	-	-	-
3.	Manggi Taruna Habir	-	-		-	-	-	-	-	-	-	-	-	-	-	-
4.	Congsin Congcar	-	-	-		-	-	-	-	-	-	-	-	-	-	-
5.	Honggo Widjojo Kangmasto	-	-	-	-		-	-	-	-	-	-	-	-	-	-

Financial Relationship:

No.	Nama	Financial Relationship with:														
		Board of Commissioners					Board of Directors								Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	Daisuke Ejima		-	-	-	-	-	-	-	-	-	-	-	-	√	-
2.	Krisna Wijaya	-		-	-	-	-	-	-	-	-	-	-	-	-	-
3.	Manggi Taruna Habir	-	-		-	-	-	-	-	-	-	-	-	-	-	-
4.	Congsin Congcar	-	-	-		-	-	-	-	-	-	-	-	-	-	-
5.	Honggo Widjojo Kangmasto	-	-	-	-		-	-	-	-	-	-	-	-	√	-

Noter:
Daisuke Ejima and Honggo Widjojo Kangmasto are the President Director and Deputy President Director, respectively, of PT Bank Danamon Indonesia Tbk

The table below shows the management and ownership relationships of members of the Company's Board of Commissioners in other financing companies as of the date of publication of this 2025 Annual Report, as follows:

Information	Management and Ownership in Other Financing Companies						Detailed Explanation
	As Member of the Board of Commissioners		As Member of the Board of Directors		As Shareholder		
Board of Commissioners	Yes	No	Yes	No	Yes	No	
Daisuke Ejima	-	√	-	√	-	√	All members of the Board of Commissioners do not have any management or ownership relationships in other financing companies.
Krisna Wijaya	-	√	-	√	-	√	
Manggi Taruna Habir	-	√	-	√	-	√	
Congsin Congcar	-	√	-	√	-	√	
Honggo Widjojo Kangmasto	-	√	-	√	-	√	

Reporting Obligations of the Board of Commissioners

Members of the Board of Commissioners must report to the Company periodically or upon changes in:

- Their or their family's share ownership of 5% or more, either in Adira Finance or in other companies domiciled in Indonesia or abroad.
- Concurrent positions held, either in Adira Finance or in other companies or institutions.

Share Ownership, Either Direct Or Indirect In Companies, Financing Companies And Other Companies By The Board Of Commissioners

Name	Share Ownership			
	Adira Finance	Other Financing Companies	Other Companies	Family at Adira Finance, Other Financing Companies and Other Companies
Daisuke Ejima	-	-	-	-
Krisna Wijaya	-	-	-	-
Manggi Taruna Habir	-	-	-	-
Congsin Congcar	-	-	-	-
Honggo Widjojo Kangmasto	-	-	1,573,300 shares in PT Bank Danamon Indonesia Tbk	-

The status of passing the Fit and Proper Test of Members of the Board of Commissioners on the issuance date of this 2024 Annual Report is as follows:

Name	Passing Date of Fit and Proper Test	Description
Daisuke Ejima	July 2, 2025	The organizer of the fit and proper test is the Financial Services Authority.
Krisna Wijaya	July 3, 2025	
Manggi Taruna Habir	July 2, 2025	
Congsin Congcar	July 1, 2025	
Honggo Widjojo Kangmasto	June 26, 2025	

Certification of Member of the Board of Commissioners

In accordance with the provisions of Article 65 Paragraph (3) of OJK Regulation No. 35/POJK.05/2018 concerning the Business Operations of Financing Companies, members of the Board of Commissioners of a Financing Company are required to possess basic-level certification in the financing sector from an institution appointed by the association.

The certification data for members of the Board of Commissioners of Adira Finance is as follows:

Name	Position	Certification	Date	Issuing Institution
Daisuke Ejima	President Commissioner	Basic Financing Certification	May 26, 2023	
Krisna Wijaya	Independent Commissioner	Basic Financing Certification	November 22, 2016	
Manggi Taruna Habir	Independent Commissioner	Basic Financing Certification	May 28, 2021	Indonesian Financing Professional Certification Institute
Congsin Congcar	Commissioner	Basic Financing Certification	June 25, 2020	
Honggo Widjojo Kangmasto	Commissioner	Basic Financing Certification	April 30, 2025	

Based on the matters mentioned above, it can be concluded that:

- All 5 (five) members of the Board of Commissioners exceed the minimum requirements stipulated in the Company's Articles of Association.
- All members of the Board of Commissioners have fulfilled the requirements of financing company regulations, including the conditions for passing the fit and proper test.
- Each member of the Board of Commissioners has no family relationship or blood relation up to the second degree with fellow members of the Board of Commissioners and/or members of the Company's Board of Directors.
- The Company's Independent Commissioners, namely Krisna Wijaya and Manggi Taruna Habir, have no family relationship or blood relation up to the second degree with fellow members of the Board of Commissioners and/or members of the Company's Board of Directors, have no financial and management relationships with shareholders, thus fulfilling the requirements to serve as independent commissioners in accordance with provisions in the capital market sector (OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies).
- Each member of the Board of Commissioners does not hold concurrent positions as a member of the Board of Commissioners, as a member of the Board of Directors, or as a shareholder in other financing companies.
- The composition of the number of Independent Commissioners is 40%, which fulfills the minimum number required by the Financial Services Authority Regulation, which is a minimum of 30% of the total members of the Board of Commissioners.
- All 5 (five) members of the Company's Board of Commissioners have obtained basic-level financing certification in the financing sector from an institution appointed by the Indonesian Financing Companies Association (APPI).

Decisions of the Board of Commissioners in 2025

1. Decision of the Board of Commissioners regarding the Approval of the Board of Commissioners to the Board of Directors in connection with Article 12 Paragraph 4 of the Articles of Association dated July 30, 2025.
2. Decision of the Board of Commissioners regarding the Implementation of the Extraordinary General Meeting of Shareholders dated June 2, 2025.
3. Decision of the Board of Commissioners regarding the Implementation of the Extraordinary General Meeting of Shareholders dated March 3, 2025.
4. Decision of the Board of Commissioners regarding the Composition of the Nomination and Remuneration Committee Members of PT Adira Dinamika Multi Finance Tbk dated April 9, 2025.
5. Decision of the Board of Commissioners regarding the Reappointment of Members of the Risk Monitoring Committee of PT Adira Dinamika Multi Finance Tbk dated April 9, 2025.

Approvals of the Board of Commissioners in 2025

1. Approval of the Composite Rating of Financial Soundness Level for 2025.
2. Approval of changes to the composition of the Company's Nomination and Remuneration Committee.
3. Approval of the Realization of the Company's Business Plan for 2025.
4. Approval of the Agenda for the 2025 Annual General Meeting of Shareholders and the Appointment of Krisna Wijaya as chair of the meeting.

5. Approval of the Appointment of Liana Ramon Xenia & Rekan (a member firm of Deloitte Asia Pacific and the Deloitte Global Network) as the Public Accounting Firm for the 2025 fiscal year and Elisabeth Imelda as the Public Accountant for the 2025 fiscal year.
6. Approval of the Revision to the Annual Business Plan for the 2025 fiscal year.
7. Approval of Guidelines for Restructuring Financing Receivables/Productive Assets.
8. Approval of the Risk Management Implementation Guidelines for 2025.
9. Approval of Financing Policy for Financing Product Programs.
10. Approval of the 2025 Risk Appetite Statement (RAS) Review.
11. Approval of the Memorandum on Market and Liquidity Risk Limits for 2025.
12. Approval of the Company's Business Plan Realization for the First Half of 2025.
13. Approval of the Annual Business Plan for the 2026 fiscal year.
14. Approval of the Sustainable Finance Action Plan for the 2026 fiscal year.

Recommendations of the Board of Commissioners in 2025

1. Providing recommendations and input on the budget plan and annual plan submitted by the Board of Directors.
2. Providing recommendations and input on the Company's Strategy.
3. Providing recommendations and input on the development of the Company's human resources and information technology.
4. Providing recommendations and input to the Audit Committee, Risk Management Committee, Nomination & Remuneration Committee, and Corporate Governance Committee so that the performance and role of these Committees continuously improve over time.

Orientation/Introduction Program for New Members of the Board of Commissioners

The Company has a policy for an introduction/orientation program for members of the Board of Commissioners who are appointed for the first time. This program aims to enable new members of the Board of Commissioners to gain an in-depth understanding of Adira Finance. This introduction/orientation program is conducted in the form of presentations, provision of written materials, visits to business networks, and direct meetings with internal parties of Adira Finance with whom they will interact while carrying out their duties as members of the Board of Commissioners. This introduction/orientation program is implemented by the Corporate Secretary.

Generally, the introduction/orientation material includes:

1. General Knowledge of Financing Companies.
2. Principles of Good Corporate Governance.
3. Explanation of Adira Finance, starting from its vision, mission, philosophy, history of establishment, business activities, business performance, financial and non-financial condition, long-term, medium-term, and short-term strategies, company strengths, as well as opportunities and challenges constantly faced by the Company.
4. Structure of Company Organs, duties and responsibilities of each company organ, and control system policies.

In 2025, there was a new member of the Board of Commissioners, namely Honggo Widjojo Kangmasto. The introduction program for the new member of the Board of Commissioners was carried out by the Corporate Secretary.

INDEPENDENT COMMISSIONERS

Adira Finance is required to have Independent Commissioners totaling at least 30% of all members of the Company's Board of Commissioners in accordance with the provisions of OJK Regulation Number 33/POJK.04/2014 dated December 8, 2014, concerning the Board of Commissioners and Board of Directors of Issuers. In addition to the above provisions, Independent Commissioners are also regulated in OJK Regulation Number 29/POJK.05/2020 concerning Good Corporate Governance for Financing Companies, which stipulates that a Financing Company must have at least 1 (one) Independent Commissioner.

The members of the Independent Commissioners of Adira Finance at the time this Annual Report was prepared consist of 2 (two) out of the total number of members of the Company's Board of Commissioners, which amounts to 5 (five) people, or constitute 40% of the total members of the Company's Board of Commissioners. The term of office for both members of the Independent Commissioners of Adira Finance will end at the Company's Annual GMS for the 2028 fiscal year, which must be held no later than the end of June 2029.

In addition to fulfilling the requirements as members of the Board of Commissioners and passing the fit and proper test conducted by the Financial Services Authority, members of the Independent Commissioners must fulfill the following requirements:

1. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 months,

except for reappointment as an Independent Commissioner for the subsequent period;
2. Does not own shares, either directly or indirectly, in the Company;
3. Has no affiliated relationship with the Company, members of the Company's Board of Commissioners, members of the Company's Board of Directors, or the Company's Major Shareholders;
4. Has no business relationship, either directly or indirectly, related to the Company's business activities.

Procedure for Selecting Independent Commissioner Members:
1. The Board of Directors has the right to propose names of candidates for Independent Commissioner members to the Company's Nomination and Remuneration Committee. Proposed candidates must meet the competency and independence requirements necessary as members of the Independent Commissioners.
2. The Nomination and Remuneration Committee will conduct interviews and examine the requirements of the proposed candidates. After conducting interviews and examining the candidate's requirements, the Nomination and Remuneration Committee will submit recommendations regarding candidates to be appointed as members of the Independent Commissioners to the Board of Directors and Board of Commissioners.
3. The Board of Directors and Board of Commissioners will propose the appointment of the Independent Commissioner to the Company's GMS.
4. The appointment of Independent Commissioner members is carried out by the GMS.

Before being appointed as Independent Commissioners, each candidate for Independent Commissioner must sign an independence statement referring 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. This independence statement is renewed annually to ensure that the independence requirements of each Independent Commissioner are still met.

The Independence Status of the Independent Commissioner Members as of the date of issuance of this 2025 Annual Report is as follows:

No.	Name of Independent Commissioner	Date of Most Recent Independence Statement Letter
1.	Krisna Wijaya	March 10, 2025
2.	Manggi Taruna Habir	March 10, 2025

OJK Independence Criteria	Krisna Wijaya	Manggi Taruna Habir
Not a person working or having the authority and responsibility to plan, lead, control or supervise the Company's activities within the last 6 months, except for re-appointment as an Independent Commissioner in the following period.	√	√
Not having any share directly or indirectly with the Company.	√	√
Not having any affiliation with the Company, members of the Board of Commissioners of the Company, members of the Board of Directors of the Company, or the main shareholders of the Company.	√	√
Not having direct or indirect business relationships related to the Company's business activities.	√	√

Board of Commissioners Meetings

Board of Commissioners meetings are held at least 1 (one) time every 2 (two) months, and at least 1 (one) meeting must be attended by all members of the Board of Commissioners, unless deemed necessary by 1 (one) member of the Board of Commissioners, or upon a written request from 1 (one) or more members of the Board of Directors, or upon a request from 1 (one) or more shareholders collectively holding 1/10 of the total issued shares of the Company with valid voting rights. A Board of Commissioners meeting is valid and can only make binding decisions if more than 1/2 of the total number of Commissioners are present or represented at the meeting.

Decisions of the Board of Commissioners Meeting must be made based on deliberation to reach consensus. If a consensus decision cannot be reached, then the decision is made by voting with approval from more than 1/2 of the votes validly cast in the meeting. If the affirmative and negative votes are balanced, the proposal is considered rejected. Each member of the Board of Commissioners present at the meeting has the right to cast 1 (one) vote plus an additional 1 (one) vote for each other member of the Board of Commissioners they represent.

Any member of the Board of Commissioners who personally, in any way, directly or indirectly, has an interest in a transaction, contract, or proposed contract to which the Company is a party must declare the nature of their interest in a Board of Commissioners Meeting and is not entitled to participate in voting related to matters connected with that transaction or contract, unless the Board of Commissioners Meeting decides otherwise.

The Board of Commissioners may also make valid and binding decisions without holding a Board of Commissioners Meeting, provided that all members of the Board of Commissioners have given their written approval for the proposed matter and signed such approval. Decisions made in this manner have the same force as decisions validly made at a Board of Commissioners Meeting.

Throughout 2025, the Board of Commissioners held 6 (six) Board of Commissioners Meetings, with a Commissioner attendance rate reaching 97%. This attendance rate demonstrates the high commitment of all members of the Company's Board of Commissioners and has fulfilled the minimum meeting attendance requirements as regulated in OJK Regulation Number 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies, where the minimum attendance at meetings is 75% per year.

The attendance list for Board of Commissioners Meetings during 2025 is as follows:

Name	Date					
	23 Jan	26 Mar	8 Mei	30 Jul	8 Oct	27 Nov
Daisuke Ejima	√	√	√	√	√	√
Krisna Wijaya	√	√	√	√	√	√
Manggi Taruna Habir	√	√	√	-	√	√
Eng Heng Nee Philip*)	√	-	-	-	-	-
Congsin Congcar	√	√	√	√	√	√
Hafid Hadeli**)	√	-	-	-	-	-
Honggo Widjojo Kangmasto***)	-	-	-	√	√	√

*) Resigned effective as of the closing of the AGM on March 25, 2025.
**) Retired effective as of the closing of the AGM on March 25, 2025.
***) Appointed at the AGM on March 25, 2025 and effective after passing the fit and proper test from OJK dated June 26, 2025.

A brief report of the Board of Commissioners Meetings during 2025 is as follows:

No.	Date	Agenda
1.	January 23, 2025	- Report from the Audit Committee - Report from the Risk Oversight Committee - Plan for the 2025 AGMS
2.	March 26, 2025	- Report from the Audit Committee - Report from the Nomination & Remuneration Committee
3.	May 8, 2025	- Report from the Audit Committee - Report from the Risk Monitoring Committee
4.	July 30, 2025	- Report from the Audit Committee - Report from the Risk Monitoring Committee - Update on Transaction Limit Approval
5	October 8, 2025	- Report from the Audit Committee
6	November 27, 2025	- Report from the Audit Committee - Report from the Risk Monitoring Committee - Approval of the Agenda for the EGMS in January 2026

The number of members of the Board of Commissioners present at the Board of Commissioners Meetings throughout 2025 is as follows:

Name	Number of Meetings	Number of Attendance	% of Attendance	Reason for Absence
Daisuke Ejima	6	6	100	-
Krisna Wijaya	6	6	100	-
Manggi Taruna Habir	6	5	83	Illness
Eng Heng Nee Philip*)	1	1	100	-
Congsin Congcar	6	6	100	-
Hafid Hadeli**)	1	1	100	-
Honggo Widjojo Kangmasto***)	3	3	100	-

*) Resigned effective as of the closing of the AGM on March 25, 2025.
**) Retired effective as of the closing of the AGM on March 25, 2025.
***) Appointed at the AGM on March 25, 2025 and effective after passing the fit and proper test from OJK dated June 26, 2025.

Joint Meeting of the Board of Commissioners and Board of Directors

The Company's Board of Commissioners and Directors, in accordance with their respective duties and responsibilities, share the same obligation to maintain the Company's business sustainability. The successful implementation of this obligation can be seen from:

1. Maintaining the Company's performance, as reflected in the financial statements audited by a Public Accounting Firm and published to the public.
2. The control system is running well and the Company's risk management is being managed effectively.
3. The principles of Good Corporate Governance have been implemented effectively and consistently by all Company units.
4. The Company's business performance is also enjoyed by shareholders in the form of dividend distributions.
5. The interests of all stakeholders are being maintained in a balanced and fair manner.

To ensure the Company's business sustainability, the Company's Board of Commissioners and Directors regularly hold joint meetings to discuss the Company's performance and address emerging or anticipated issues in order to find the best solutions together.

During 2025, the Company's Board of Commissioners and Board of Directors held 6 (six) joint meetings, with 99% attendance. This high attendance rate demonstrates the strong commitment of all members of the Board of Commissioners and Board of Directors.

The attendance list for joint meetings of the Board of Commissioners and Board of Directors throughout 2025 is as follows:

Name	Date					
	January 23, 2025	March 26, 2025	May 8, 2025	July 30, 2025	October 8, 2025	November 27, 2025
Daisuke Ejima	√	√	√	√	√	√
Krisna Wijaya	√	√	√	√	√	√
Manggi Taruna Habir	√	√	√	-	√	√
Eng Heng Nee Philip*)	√	-	-	-	-	-
Congsin Congcar	√	√	√	√	√	√
Hafid Hadeli**)	√	-	-	-	-	-
Honggo Widjojo Kangmasto***)	-	-	-	√	√	√
I Dewa Made Susila	√	√	√	√	√	√
Swandajani Gunadi	√	√	√	√	√	√
Niko Kurniawan Bonggowarsito	√	√	√	√	√	√
Harry Latif	√	√	√	√	√	-
Denny Riza Farib	√	√	√	√	√	√
Sigit Hendra Gunawan	√	√	√	√	√	√
Sylvanus Gani K. Mendrofa	√	√	√	√	√	√
Takanori Mizuno****)	√	√	√	√	√	-
Ricky Gunawan****)	-	-	-	√	√	√

*) Retireed effective as of the closing of the AGMS on March 25, 2025
***) Appointed at the AGMS on March 25, 2025
****) Appointed at the AGM on March 25, 2025 and effective after passing the fit and proper test from OJK dated June 26, 2025.
****) As of October 1, 2025, no longer a member of the Company's Board of Directors
*****) Appointed at the AGM on March 25, 2025, and effective after passing the OJK's competency and suitability test dated June 30, 2025

The number of members of the Board of Commissioners and Directors present at Joint Meetings during 2025 is as follows:

Name	Number of Meetings	Number of Attendance	% of Attendance	Reason for Absence
Daisuke Ejima	6	6	100	-
Krisna Wijaya	6	6	100	-
Manggi Taruna Habir	6	5	83	Illness
Eng Heng Nee Philip*)	1	1	100	-
Congsin Congcar	6	6	100	-
Hafid Hadeli**)	1	1	100	-
Honggo Widjojo Kangmasto***)	3	3	100	-
I Dewa Made Susila	6	6	100	-
Swandajani Gunadi	6	6	100	-
Niko Kurniawan Bonggowarsito	6	6	100	-
Harry Latif****)	5	5	100	-
Denny Riza Farib	6	6	100	-
Sigit Hendra Gunawan	6	6	100	-
Sylvanus Gani K. Mendrofa	6	6	100	-
Takanori Mizuno****)	5	5	100	-
Ricky Gunawan*****)	3	3	100	-

*) Resigned effective as of the closing of the AGM on March 25, 2025.
**) Retired effective as of the closing of the AGM on March 25, 2025.
***) Appointed at the AGM on March 25, 2025 and effective after passing the fit and proper test from OJK dated June 26, 2025.
****) As of October 1, 2025, no longer a member of the Company's Board of Directors.
*****) Appointed at the AGM on March 25, 2025, and effective after passing the OJK's competency and suitability test dated June 30, 2025

The brief report of the Joint Meeting of the Company's Board of Commissioners and Directors during 2025 is as follows:

No.	Date	Discussion Agenda
1.	January 23, 2025	- Business & Financial Results Report for Fiscal Year 2024 - Target Plan & Key Initiatives for Fiscal Year 2025 - Other Reports
2.	March 26, 2025	- Business Reports - Project Reports
3.	May 8 2025	- Routine Reports - Special Reports - Gemba - Other Reports - Project Harmony
4.	July 30, 2025	- ADMF Executive Summary for Semester I 2025 - Business & Financial Results Report - Other Reports
5.	October 8, 2025	- CEO Report - Financial and Business Reports - Other Reports: MFIN Integration
6.	November 27, 2025	- Business and Financial Performance Update for Q4 2025 - Business Plan, RBT, and Priorities for Fiscal Year 2026 - Other Reports

BOARD OF DIRECTORS

The Board of Directors is the Company's organ that holds full authority and responsibility in managing the Company to achieve the aims and objectives of the Company, and acts as the Company's representative both inside and outside of court in accordance with the provisions of the Articles of Association.

Duties and Responsibilities of the Board of Directors

Main duties of the Company's Board of Directors:

1. In accordance with the provisions of Article 92 Paragraph 1 of Law Number 40 of 2007 concerning Limited Liability Companies, the Board of Directors is tasked with managing the Company for the benefit of the Company and in accordance with the aims and objectives of the Company.
2. In accordance with the provisions of Article 12 Paragraph 1 of OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, the Board of Directors is tasked with carrying out and being responsible for the management of the issuer or public company for the benefit of the issuer or public company in accordance with the aims and objectives of the issuer or public company as stipulated in the articles of association.

In carrying out these main duties, the Board of Directors has the following tasks, among others:

1. Formulating and evaluating the Company's vision, mission, and values, to then be submitted to the Board of Commissioners for approval;
2. Formulating long-term, medium-term, and short-term strategies to then be approved by the Board of Commissioners;
3. Submitting a work plan, including the Company's annual budget, to the Board of Commissioners for approval, before the Company's financial year begins;
4. Managing and safeguarding the Company's assets to provide maximum benefit for the Company;
5. Implementing the principles of Good Corporate Governance;
6. Implementing an effective internal control system to ensure the safeguarding of the Company's wealth and resources;
7. Preparing the annual report in accordance with the provisions of laws and regulations, signed by all members of the Board of Directors and Board of Commissioners, to be submitted to the Annual GMS as a form of accountability to the shareholders. In the event that any member of the Board of Directors or Board of Commissioners does not sign the annual report, the reasons must be provided in writing;
8. Submitting the Company's financial statements to the public accountant appointed by the GMS for audit. The report or results of the public accountant's audit are submitted in writing to the Annual GMS through the Board of Directors;
9. Opening branch offices and/or representative offices at the Company's domicile and in other places, within and/or outside the territory of the Republic of Indonesia;
10. Holding and maintaining a Register of Shareholders and a Specific Register at the Company's domicile, or appointing and authorizing a Securities Administration Bureau to carry out the recording of shares in the Register of Shareholders and Specific Register;

11. Organizing the GMS in accordance with the provisions of the articles of association and applicable laws and regulations;
12. Implementing every resolution of the GMS.

Authority of the Board of Directors

The Board of Directors has the authority:

1. The Board of Directors represents the Company inside and outside of court in all matters and in all events;
2. Binding the Company with other parties and other parties with the Company;
3. Carrying out all actions, both concerning management and ownership, subject to the following restrictions and conditions for:
   a. entering into lease agreements, factoring agreements, or consumer financing agreements with other parties, or providing money loan facilities or financing facilities that resemble or result in the provision of money loans to other parties, exceeding the amount from time to time determined by the Board of Commissioners; or
   b. binding the Company as a guarantor or surety (borgtocht), or being otherwise responsible for the payment obligations of other parties; or
   c. establishing a new company, making or increasing capital participation (except for increases in capital participation in connection with the issuance of dividend shares or bonus shares or in connection with credit recovery efforts), or reducing capital participation in other companies, without prejudice to the approval of the competent authority; or
   d. borrowing money from other parties or accepting credit facilities or other banking facilities that cause the Company to owe debts to other parties exceeding the amount from time to time determined by the Board of Commissioners; or
   e. writing off or removing the Company's receivables from the books exceeding the amount from time to time determined by the Board of Commissioners; or
   f. transferring or releasing the Company's right to collect its written-off receivables, exceeding the amount from time to time determined by the Board of Commissioners; or
   g. selling or transferring or releasing rights, or pledging/encumbering the Company's assets, whether in a single transaction or in several transactions that are independent or related to one another, in an amount exceeding the amount from time to time determined by the Board of Commissioners.

   The Board of Directors must obtain prior written approval or have related documents co-signed by the Board of Commissioners; such approval may be given for a single action or more than one action and may be reviewed from time to time, all without prejudice to laws and regulations;
4. Transferring the Company's assets or providing collateral for the Company's debts amounting to more than 50% (fifty percent) of the Company's total net assets as stated in the Company's latest financial statements audited by a public accountant, in 1 (one) or more transactions, whether related to one another or not, must obtain approval from the General Meeting of Shareholders.

Charter of the Board of Directors

In carrying out their duties and responsibilities, the Board of Directors of Adira Finance is guided by:

a. Law No. 40 of 2007 concerning Limited Liability Companies;
b. OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies;
c. OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies as amended by OJK Regulation No. 29/POJK.05/2020;
d. The Company's Articles of Association;
e. The Charter of the Board of Directors dated May 3, 2021.

The Charter of the Board of Directors of Adira Finance regulates, among others:

i. Legal Basis;
ii. Organization;
iii. Requirements for Members of the Board of Directors;
iv. Appointment, Resignation, and Dismissal;
v. Term of Office;
vi. Independence;
vii. Duties and Responsibilities;
viii. Authority;
ix. Concurrent Positions of Members of the Board of Directors;
x. Orientation for New Members of the Board of Directors;
xi. Transparency;
xii. Work Ethics;
xiii. Meetings;
xiv. Reporting and Accountability;
xv. Training;

The Charter of the Board of Directors has also been uploaded on the Company's official website at www.adira.co.id.

Appointment, Dismissal, and Resignation of Members of the Board of Directors

Appointment of members of the Board of Directors:
Regarding the appointment of members of the Board of Directors, provisions include Article 94 of Law Number 40 of 2007 concerning Limited Liability Companies, Article 3 Paragraph 1 of OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, and the Articles of Association of Adira Finance, which stipulate that the appointment and dismissal of members of the Board of Directors are carried out through the GMS.

Dismissal of members of the Board of Directors:
Regarding the dismissal of members of the Board of Directors, provisions include Article 105 Paragraph 9 of Law Number 40 of 2007 concerning Limited Liability Companies, Article 10 of OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, and the Articles of Association of Adira Finance, which broadly stipulate that members of the Board of Directors can be dismissed at any time based on a GMS resolution stating the reasons, or upon the expiration of their term of office if not reappointed by the GMS.

Temporary Dismissal of members of the Board of Directors:
Regarding the temporary dismissal of members of the Board of Directors, provisions include Article 106 Paragraph 9 of Law Number 40 of 2007 concerning Limited Liability Companies, Article 10 of OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, and the Articles of Association of Adira Finance, which broadly stipulate:

1. A member of the Board of Directors may be temporarily dismissed by the Board of Commissioners, stating the reasons.
2. The temporary dismissal must be notified in writing to the relevant member of the Board of Directors.
3. A temporarily dismissed member of the Board of Directors is not authorized to perform their duties.
4. Within 30 days (according to Law Number 40 of 2007 concerning Limited Liability Companies) or 90 days (according to OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies) after the date of temporary dismissal, a GMS must be held to revoke or confirm the decision of temporary dismissal.
5. At the GMS, the relevant member of the Board of Directors is given the opportunity to defend themselves.
6. If the GMS confirms the decision of temporary dismissal, the relevant member of the Board of Directors is permanently dismissed.
7. If the period for holding the GMS lapses or the GMS cannot reach a decision, the temporary dismissal becomes void.

Resignation of members of the Board of Directors:
Regarding the resignation of members of the Board of Directors, provisions include Article 107 letter b of Law Number 40 of 2007 concerning Limited Liability Companies, Article 8 of OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, and the Articles of Association of Adira Finance, which broadly stipulate:

1. A member of the Board of Directors may resign from their position before their term of office ends.
2. In the event that a member of the Board of Directors resigns, the relevant member of the Board of Directors is obliged to submit a resignation request to the Company.
3. The Company is obliged to hold a GMS to decide on the resignation request of the Board of Directors member no later than 90 (ninety) days after the receipt of the resignation request.

Requirements for the Board of Directors

The requirements for members of the Board of Directors of Adira Finance are regulated in the Company Law, OJK Regulations, and the Company's Articles of Association.

Article 93 Paragraph 1 of the Company Law states that individuals who can be appointed as members of the Board of Directors are those who are legally competent to perform legal acts, unless within the last 5 (five) years prior to their appointment they have:

a. been declared bankrupt;
b. been a member of the board of directors or board of commissioners found guilty of causing a company to be declared bankrupt; or
c. been convicted of a criminal offense detrimental to state finances and/or related to the financial sector.

Article 11 of OJK Regulation Number 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies stipulates the criteria for members of the Board of Directors of a Financing Company as follows:

a. Able to act in good faith, honestly, and professionally;
b. Able to act in the interests of the Company and/or stakeholders;

c. Prioritize the interests of the Company and/or other stakeholders over personal interests;
d. Able to make decisions based on independent and objective assessment for the benefit of the Company and debtors, creditors, and/or other stakeholders; and
e. Able to avoid abusing their authority to obtain improper personal gain or cause loss to the Company.

Members of the Company's Board of Directors must fulfill all fit and proper test requirements, in accordance with OJK Regulation Number 27/POJK.03/2016 dated July 22, 2016, concerning Fit and Proper Test for Main Parties of Financial Services Institutions, OJK Regulation Number 4/POJK.05/2013 dated December 23, 2013, concerning Fit and Proper Test for Main Parties in Insurance Companies, Pension Funds, Financing Companies, OJK Circular Letter Number 31/SEOJK.05/2016 dated August 30, 2016, concerning Fit and Proper Test for Main Parties of Non-Bank Financial Services Institutions, and Article 10 of OJK Regulation Number 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies.

The fit and proper requirements that must be fulfilled by a member of the Board of Directors of a Financing Company are as follows:
1. Integrity Factors which include:
   a. legally competent to perform legal acts;
   b. possesses good character and morals, at least demonstrated by an attitude of complying with applicable regulations, including never having been convicted of a criminal offense within a certain period before being nominated, covering:
      (1) criminal offenses in the financial services sector for which the sentence has been completed within the last 20 years prior to nomination;
      (2) criminal offenses, i.e., crimes listed in the Criminal Code (KUHP) and/or similar offenses abroad punishable by imprisonment of 1 year or more, for which the sentence has been completed within the last 10 years prior to nomination; and/or
      (3) other criminal offenses punishable by imprisonment of 1 (one) year or more, including corruption, money laundering, narcotics/psychotropics, smuggling, customs, excise, human trafficking, illegal arms trafficking, terrorism, counterfeiting currency, in the field of taxation, in the field of forestry, in the field of environment, and in the field of marine and fisheries, for which the sentence has been completed within the last 20 (twenty) years prior to nomination;
   c. has a commitment to comply with laws and regulations and to support OJK policies;
   d. has a commitment to the development of a sound Non-Bank Financial Services Institution;
   e. not included as a party prohibited from being a candidate for Main Party.
2. Financial Reputation Factors which include:
   a. Has no bad credit and/or bad financing; and
   b. Has never been declared bankrupt and/or has never been a shareholder, controller of an insurance company (who is not a shareholder), member of the board of directors, person executing management duties, or member of the board of commissioners found guilty of causing a company to be declared bankrupt within the last 5 (five) years prior to nomination.
3. Competency Factors which include:
   a. Knowledge and ability in strategic management conducted to ensure that members of the board of directors:
      (1) have adequate and relevant knowledge for their position;
      (2) have an understanding of laws and regulations;
      (3) have the ability to carry out strategic management in the context of developing a sound business
   b. Experience in the field of Non-Bank Financial Services Institutions and/or other fields relevant to their position; and
   c. Expertise in the field of Non-Bank Financial Services Institutions and/or other fields relevant to their position.

Article 4 of OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies stipulates the requirements for members of the Board of Directors as follows:
a. Possess good character, morals, and integrity;
b. Legally competent to perform legal acts;
c. Within 5 (five) years prior to appointment and during their tenure:
   i. Have never been declared bankrupt;
   ii. Have never been a member of the Board of Directors and/or Board of Commissioners found guilty of causing a company to be declared bankrupt;

iii. Have never been convicted of a criminal offense detrimental to state finances and/or related to the financial sector;
iv. Have never been a member of the Board of Directors and/or Board of Commissioners who, during their tenure:
    1. Failed to hold the annual GMS;
    2. Had their accountability as a member of the Board of Directors and/or Board of Commissioners rejected by the GMS or failed to provide accountability as a member of the Board of Directors and/or Board of Commissioners to the GMS; and
    3. Caused a company that obtained a license, approval, or registration from the OJK to fail to meet its obligation to submit annual reports and/or financial statements to the OJK.

d. Have a commitment to comply with laws and regulations; and
e. Have knowledge and/or expertise in the field required by the Issuer or Public Company.

Based on the data held by the Company, up to the date of issuance of this Annual Report, all members of the Board of Directors of Adira Finance have met and continue to meet the requirements or criteria stipulated in the Company Law, OJK Regulations, Indonesia Stock Exchange Regulations, and the Company's Articles of Association.

Structure of the Board of Directors

In accordance with the Company's Articles of Association, the structure of the Board of Directors consists of at least 3 (three) members of the Board of Directors with the following composition:

- 1 (one) President Director;
- 2 (two) or more Directors, with the provision that among the members of the Board of Directors, 1 (one) person may be appointed as Vice President Director.

Composition of the Board of Directors

The Company's Board of Directors is currently determined based on the resolution of the Extraordinary GMS on June 30, 2025, consisting of 8 (eight) members with the following composition:

- 1 (one) President Director, and 7 (seven) Directors.
- All members of the Board of Directors are domiciled in Indonesia.
- The majority of the Board of Directors members have more than 5 (five) years of experience in the financial or banking sector.
- There is 1 (one) female member of the Board of Directors, thus gender representation is fulfilled.

Concurrent Positions of Members of the Board of Directors

Regarding concurrent positions for members of the Board of Directors of Adira Finance, they are regulated in OJK Regulation Number 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies and OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies.

In accordance with the provisions of Article 9 of OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies, members of the Board of Directors of a Financing Company are prohibited from holding concurrent positions except as members of the Board of Commissioners in at most 3 (three) other financing companies. Concurrent positions are not considered as such if a member of the Board of Directors is responsible for supervising investments in subsidiaries engaged in the financing sector, or carries out functional duties as a member of the Board of Commissioners in a subsidiary controlled by the Company, provided that such concurrent positions do not cause the person concerned to neglect the implementation of their duties and authority as a member of the Company's Board of Directors.

The provisions regarding concurrent positions for members of the Board of Directors as regulated in Article 6 of OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies are as follows:

1. Members of the Board of Directors may hold concurrent positions as:
    a. Members of the Board of Directors in at most 1 (one) other issuer or public company;
    b. Members of the Board of Commissioners in at most 3 (three) other issuers or public companies; and/or
    c. Members of committees in at most 5 (five) committees at issuers or public companies where they also serve as members of the Board of Directors or members of the Board of Commissioners.
2. Concurrent positions may only be held as long as they do not conflict with other laws and regulations.
3. In the event that there are other laws and regulations governing provisions regarding concurrent positions that differ from the provisions of this OJK Regulation, the provisions that are more strictly regulated shall apply.

The composition of the Company's Board of Directors as of December 31, 2025:

Name	Domicile	Position	Member Since	Year Ended	Other Positions Outside the Company
I Dewa Made Susila	Jakarta	President Director	October 1, 2025	Closing of the AGMS for the 2028 financial year	Commissioner PT Home Credit Indonesia
Swandajani Gunadi	Jakarta	Director	October 1, 2025	Closing of the AGMS for the 2028 financial year	-
Niko Kurniawan Bonggowarsito	Jakarta	Director	October 1, 2025	Closing of the AGMS for the 2028 financial year	-
Harry Latif*)	Jakarta	Director	October 1, 2025	Closing of the AGMS for the 2028 financial year	-
Denny Riza Farib	Bekasi	Director	October 1, 2025	Closing of the AGMS for the 2028 financial year	-
Sigit Hendra Gunawan	Tangerang Selatan	Director	October 1, 2025	Closing of the AGMS for the 2028 financial year	-
Sylvanus Gani Kukuh Mendrofa	Jakarta	Director	October 1, 2025	Closing of the AGMS for the 2028 financial year	-
Ricky Gunawan	Jakarta	Director	Juny 30. 2025	Closing of the AGMS for the 2028 financial year	-

*) Resigned based on Resignation Letter dated October 31, 2025

Information regarding the work experience and educational history of each member of the Board of Directors can be found in the Company Data section - Board of Directors Profile.

Scope of Work and Responsibilities of Each Member of the Board of Directors

1. **I Dewa Made Susila – President Director**
   - Develops strategic plans to achieve the Company's vision, mission, and goals to increase the Company's revenue, profitability, and growth.
   - Periodically evaluates and monitors the Company's performance to ensure progress and achievement of Company targets.
   - Evaluates and monitors the Company's operations to ensure efficiency and effectiveness of quality, service, products, and resource management.
   - Approves important Company Operational policies in accordance with applicable regulations.
   - Ensures governance compliance with regulatory policies to achieve the principles of Good Corporate Governance.

2. **Swandajani Gunadi – Director of Human Resources & Corporate Real Estate Management and Marketing**
   - Responsible for formulating Company policies and strategies related to human resource management, business networks, and corporate culture.
   - Oversees Company operations related to human resource and business network management to ensure the achievement of efficiency and effectiveness in line with Company objectives.
   - Responsible for the development of the Company's organization and its completeness according to business needs.
   - Monitors compliance and the implementation of embedded supervision related to the company's human resources and business networks in accordance with regulatory policies.
   - Evaluates and develops resource management strategies according to organizational developments and business needs.
   - Responsible for organizational and HR development within the Directorate of Human Resources & Corporate Real Estate Management.
   - Responsible for formulating Company policies and strategies related to marketing, brand & communication, and Business Analytics.
   - Oversees Company operations related to marketing strategy, brand management & communication, and business analytics.
   - Develops customer-focused products and marketing programs according to market potential and business needs.

- Monitors and evaluates the effectiveness of product development and marketing program implementation for the short, medium, and long term.
- Responsible for determining and managing budgets related to marketing strategy, brand management & communication.
- Responsible for organizational and HR development within the Marketing Directorate..

3. **Niko Kurniawan Bonggowarsito – Director of Sales, Service and Distribution**
   - Leads and directs the formulation of sales, service, and distribution policies and strategies to increase sales growth through business networks to achieve Company targets and objectives.
   - Responsible for the implementation of policies and improvements related to sales, service, and distribution of automotive and non-automotive financing.
   - Evaluates policies and strategies and provides improvement solutions so that sales, service, and distribution targets can run well and achieve set targets.
   - Ensures the Sales, Service & Distribution Directorate operates in accordance with Company or Regulatory regulations and policies.
   - Responsible for organizational and HR development within the Sales, Service & Distribution Directorate.

4. **Harry Latif – Director of Business and Portfolio**
   - Leads and directs the formulation of Portfolio policies and strategies to increase growth through enhanced collaboration with multi-channels, business ecosystems, and capacity building to achieve Company targets and objectives.
   - Responsible for the implementation of policies and improvements to increase the market share of automotive and non-automotive financing (Market Leader).
   - Evaluates the implementation of policies and strategies and provides necessary improvement solutions to enhance business.
   - Ensures the Portfolio Sales Directorate operates in accordance with company or Regulatory regulations and policies.
   - Responsible for organizational and HR development within the Portfolio Sales Directorate.

5. **Denny Riza Farib – Director of Collection and Legal**
   - Leads and directs the formulation of policies and strategies related to Collection, Loan Recovery, and Loan Asset Recovery, prioritizing prudential principles in the acquisition process and improving the quality of financing asset management.
   - Leads and directs the formulation of policies and strategies related to the Legal function in accordance with legal feasibility.
   - Responsible for the implementation of policies and improvements to enhance the implementation results of processes and supporting tools under the Directorate's coordination in line with company and regulatory policies.
   - Ensures all relevant work units within the Collection and Legal Directorate carry out work processes in accordance with company regulations.
   - Responsible for organizational and HR development within the Collection and Legal Directorate.

6. **Sigit Hendra Gunawan – Director of Risk Management**
   - Leads and directs the formulation of policies and strategies related to risk management to minimize business risk to achieve Company targets and objectives.
   - Responsible for the implementation of policies and improvements to enhance the Company's risk management governance in accordance with Company and Regulatory policies.
   - Evaluates policies and strategies and provides improvement solutions both in terms of policies and processes related to risk management.
   - Ensures all work units within the Risk Management Directorate carry out work processes in accordance with Company Regulations.
   - Responsible for organizational and HR development within the Risk Management Directorate.

7. **Sylvanus Gani Kukuh Mendrofa – Director of Finance**
   - Leads and directs policies and strategies in the financial field.
   - Leads and directs the formulation of business strategies, short-term, medium-term, and long-term financial objectives and targets to align with Company policies.

- Leads and directs the Company's bookkeeping and financial reporting activities to ensure a financial system with appropriate controls, policies, and procedures to produce complete, consistent, reliable, and timely financial information.
- Leads and directs activities to explore the most advantageous funding sources to support the Company's business operations.
- Leads and directs all activities related to Corporate Secretary & Investor Relations in accordance with Regulatory policies for the financing industry.
- Responsible for organizational and HR development within the Finance Directorate team.

8. Ricky Gunawan – Director of Information Technology and Digital

- Responsible for ensuring and providing strategic direction for business and non-business collaboration activities (human resources, technology, and culture) between Adira Finance-Danamon-MUFG Global and the Company's business ecosystem.
- Leads the development of business collaboration between Adira Finance-Danamon-MUFG Global and the ecosystem to support the Company's business growth.
- Initiates cooperation with group companies related to the Company's business to support business growth.
- Supports ADMF's business transformation and optimizes MUFG Global resources.
- Provides periodic updates to Company management regarding the latest MUFG Global policies or regulations that have a direct or indirect impact on the Company.
- Develops the organization and human resources within the Strategy and Business Alliance Directorate, to be able to accommodate the Company's business needs.

Independence of the Board of Directors [GRI 2-9]

In order to maintain independence, each member of the Board of Directors of Adira Finance is not permitted to have family relationships, financial relationships, management relationships, or share ownership relationships with members of the Board of Commissioners and other members of the Company's Board of Directors.

The tables below show the presence or absence of family, financial, management, and ownership relationships of the Board of Directors members.

Family Relationship:

No.	Name	Family Relationship with:														
		Board of Commissioners					Board of Directors								Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	I Dewa Made Susila	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.	Swandajani Gunadi	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.	Niko Kurniawan Bonggowarsito	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.	Harry Latif	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5.	Denny Riza Farib	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6.	Sigit Hendra Gunawan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7.	Sylvanus Gani K. Mendrofa	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8.	Ricky Gunawan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Financial Relationship:

No.	Name	Financial Relationship with:													
		Board of Commissioners					Board of Directors							Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	I Dewa Made Susila	-	-	-	-	-		-	-	-	-	-	-	-	-	-
2.	Swandajani Gunadi	-	-	-	-	-	-		-	-	-	-	-	-	-	-
3.	Niko Kurniawan Bonggowarsito	-	-	-	-	-	-	-		-	-	-	-	-	-	-
4.	Harry Latif	-	-	-	-	-	-	-	-		-	-	-	-	-	-
5.	Denny Riza Farib	-	-	-	-	-	-	-	-	-		-	-	-	-	-
6.	Sigit Hendra Gunawan	-	-	-	-	-	-	-	-	-	-		-	-	-	-
7.	Sylvanus Gani K. Mendrofa	-	-	-	-	-	-	-	-	-	-	-		-	-	-
8.	Ricky Gunawan	-	-	-	-	-	-	-	-	-	-	-	-		-	-

The table below shows the relationship between the management and ownership of members of the Company's Board of Directors in other financing companies as of the date of publication of this 2025 Annual Report, as follows:

Information	Management and Ownership in Other Financing Companies						Detailed Explanation
	As Member of the Board of Commissioners		As Member of the Board of Directors		As Shareholder		
Direksi	Yes	No	Yes	No	Yes	No	
I Dewa Made Susila	√	-	-	√	√	-	I Dewa Made Susila is a Commissioner and shareholder at PT Home Credit Indonesia.
Swandajani Gunadi	-	√	-	√	-	√	
Niko Kurniawan Bonggowarsito	-	√	-	√	-	√	
Harry Latif	-	√	-	√	-	√	
Denny Riza Farib	-	√	-	√	-	√	
Sigit Hendra Ginawan	-	√	-	√	-	√	
Sylvanus Gani K. Mendrofa	-	√	-	√	-	√	
Ricky Gunawan	-	√	-	√	-	√	

Reporting Obligations of the Board of Directors

Members of the Board of Directors must report to the Company periodically or upon changes in:

- Their or their family's share ownership of 5% or more, either in Adira Finance or in other companies domiciled in Indonesia or abroad.
- Concurrent positions held, either in Adira Finance or in other companies or institutions.

Direct or Indirect Share Ownership in the Company, Financing Companies, and other Companies by the Board of Directors

Name	Share Ownership			
	Adira Finance	Other Financing Companies	Other Companies	Family at Adira Finance, Other Financing Companies and Other Companies
I Dewa Made Susila	-	PT Home Credit Indonesia (90 series C shares and 90 series D shares ~ 15% of the nominal value of the shares)	-	-
Swandajani Gunadi	-	-	-	-
Niko Kurniawan Bonggowarsito	-	-	-	-
Harry Latif	-	-	-	-
Denny Riza Farib	-	-	-	-
Sigit Hendra Gunawan	-	-	-	-
Sylvanus Gani Kukuh Mendrofa	-	-	-	-
Ricky Gunawan	-	-	-	-

The status of passing the Fit and Proper Test of Members of the Board of Commissioners on the issuance date of this Annual Report is as follows:

Name	Passing Date of Fit and Proper Test	Description
I Dewa Made Susila	June 30, 2025	The organizer of the fit and proper test is the Financial Services Authority.
Swandajani Gunadi	July 1, 2025	
Niko Kurniawan Bonggowarsito	June 19, 2025	
Harry Latif	June 25, 2025	
Denny Riza Farib	June 25, 2025	
Sigit Hendra Gunawan	July 1, 2025	
Sylvanus Gani K. Mendrofa	June 30, 2025	
Ricky Gunawan	June 30, 2025	

Certification of Board of Directors

In accordance with Article 65 Paragraph (2) of OJK Regulation No. 35/POJK.05/2018 concerning the Business Conduct of Financing Companies, the Board of Directors of Financing Companies is required to hold basic-level certification in the financing sector from an institution designated by the association.

The following is the certification data for members of the Board of Directors of Adira Finance:

Name	Position	Certification	Date	Issuing Institution
I Dewa Made Susila	President Director	Expert Financing Certification	November 22, 2016	Indonesian Financing Professional Certification Institute
Swandajani Gunadi	Director	Expert Financing Certification	March 2, 2017	Indonesian Financing Professional Certification Institute
Niko Kurniawan Bonggowarsito	Director	Expert Financing Certification	August 2, 2018	Indonesian Financing Professional Certification Institute
		US Certified Marketing Manager (CMM)	-	American Ceritification Institute

Name	Position	Certification	Date	Issuing Institution
Harry Latif	Director	Expert Financing Certification	October 24, 2019	Indonesian Financing Professional Certification Institute
Denny Riza Farib	Director	Expert Financing Certification	March 31, 2023	Indonesian Financing Professional Certification Institute
Sigit Hendra Gunawan	Director	Expert Financing Certification	March 2, 2022	Indonesian Financing Professional Certification Institute
Sylvanus Gani K. Mendrofa	Director	Expert Financing Certification	November 24, 2023	Indonesian Financing Professional Certification Institute
		Chartered Accountant	-	Indonesian Institute of Accountants
Ricky Gunawan	Director	Expert Financing Certification	January 24, 2025	Indonesian Financing Professional Certification Institute

Based on the matters mentioned above, it can be concluded that:

- All 8 (eight) members of the Board of Directors exceed the minimum requirements stipulated in the Company's Articles of Association and applicable laws and regulations.
- All members of the Board of Directors have fulfilled the requirements both in the regulations of the financing company sector and the capital market sector.
- Each member of the Board of Directors has no family relationship or blood relation up to the second degree with fellow members of the Board of Commissioners and/or members of the Company's Board of Directors.
- Each member of the Board of Directors does not hold concurrent positions as a member of the Board of Commissioners, as a member of the Board of Directors, or as a shareholder in other financing companies that exceed the provisions of OJK Regulations in the Financing Company sector and the Capital Market sector.
- The composition of the Board of Directors fulfills the principles of gender representation and diversity.

The Board of Directors is fully responsible for the management of the Company to fulfill the interests and objectives of the Company and represents the Company both inside and outside the Court in accordance with Law No. 40 of 2007 concerning Limited Liability Companies. Thus, the Board of Directors has the authority to take management actions and bind the Company with other parties.

Implementation of the Duties and Responsibilities of the Board of Directors

In summary, the implementation of the duties and responsibilities of the Board of Directors in 2025 includes the following:

Management Field:

1. Conducted an evaluation and subsequently prepared the annual report for the 2024 fiscal year to be reported to the Board of Commissioners and to the GMS at the Annual GMS held on March 25, 2025.
2. Prepared and submitted the Realization Report of the Business Plan for the 2025 Fiscal Year.
3. Prepared and determined the revision of the Annual Business Plan for the 2025 fiscal year.
4. Created and determined the work plan and budget plan for the 2026 fiscal year.
5. Prepared and determined the Sustainable Finance Action Plan for the 2026 fiscal year.
6. Developed the Company's products and services.
7. Developed the Company's business network.
8. Developed the Company's organization to adapt to business strategies and the development of the Company's business network.

Risk Management Field:

1. Evaluated and refined the risk management policies implemented by the Company.
2. Prepared the Company's risk management guidelines in accordance with applicable laws and regulations.

3. Consistently implemented the established risk management system to anticipate any potential risks the Company may face.
4. Prepared resource development to run the Company's risk management system.

Control Field:
1. Conducted internal control by making the performance of the Internal Audit Unit and the Company's Compliance Unit more effective.
2. Provided direction for follow-up on the results of supervision carried out by the Internal Audit Unit and the Company's Compliance Unit and monitored their completion.
3. Maintained good communication with the External Auditor appointed by the Company's Board of Commissioners, including discussing the findings of the External Auditor.
4. Followed up on every finding from the supervision carried out by the External Auditor or the authorized authorities supervising the Company.
5. Resolved every violation committed within the Company.

Governance Field:
1. Implemented corporate governance obligations and responsibilities in accordance with the Corporate Governance guidelines established together with the Company's Board of Commissioners.
2. Ensured the dissemination of Good Corporate Governance principles to all Company employees.

Social Responsibility Field:
1. Directed the implementation of the Company's social responsibility to reach as many of the Company's stakeholders as possible.
2. Established strategies and policies for implementing the Company's social responsibility to maintain the sustainability of the Company's business activities.
3. Evaluated every implementation of the Company's social responsibility to make improvements or enhancements in the future.

Succession Policy

The Board of Directors plays a crucial role in the management and administration of the Company. Therefore, a succession policy is necessary to ensure the continuity and sustainability of the Company's business. Adira Finance's Board of Directors succession policy is guided by Law No. 40 of 2007 concerning Limited Liability Companies; OJK Regulation No. 27/POJK.03/2016 concerning the Fit and Proper Test for Key Parties of Financial Services Institutions; OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies, as amended by OJK Regulation No. 29/POJK.05/2020 concerning Amendments to OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies; Financial Services Authority Regulation No. 48 of 2025 concerning Good Governance for Financing Institutions, Venture Capital Companies, Microfinance Institutions, and Other Financial Services Institutions; OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies; and the Company's Articles of Association.

The nomination process for members of the Company's Board of Directors follows this mechanism:
1. Each year, the Company's Board of Directors assesses senior officials within the Company who have the potential to hold positions as members of the Board of Directors in the future. This data is stored in the Corporate Resources Directorate.
2. In the event that the appointment of a new member of the Board of Directors is necessary, a selection process is conducted internally and externally. The candidate selection process is carried out by members of the Company's Board of Directors based on data from the Human Resources Directorate. Meanwhile, external candidates may be proposed by shareholders who meet the requirements to propose candidates in accordance with applicable laws and regulations.
3. The data of the candidates will then be verified by the Nomination and Remuneration Committee. Candidates who meet the requirements based on the assessment of the Nomination and Remuneration Committee will then be recommended to the Board of Commissioners to be proposed at the GMS.

4. Before the GMS is held, to comply with applicable regulations, the relevant candidate must undergo a fit and proper test.
5. Candidates who have met the requirements and passed the fit and proper test will be proposed at the GMS for appointment as members of the Board of Directors.

Orientation/Introduction Program for New Members of the Board of Directors

The Company has a policy for an introduction/orientation program for members of the Board of Directors who are appointed for the first time. This program aims to enable new members of the Board of Directors to gain an in-depth understanding of Adira Finance. This introduction/orientation program is conducted in the form of presentations, provision of written materials, visits to business networks, and direct meetings with internal parties of Adira Finance with whom they will interact while carrying out their duties as members of the Board of Directors. This introduction/orientation program is implemented by the Corporate Secretary.

Generally, the introduction/orientation material includes:

1. General Knowledge of Financing Companies.
2. Principles of Good Corporate Governance.
3. Explanation of Adira Finance, starting from its vision, mission, philosophy, history of establishment, business activities, business performance, financial and non-financial condition, long-term, medium-term, and short-term strategies, company strengths, as well as opportunities and challenges constantly faced by the Company.
4. Structure of Company Organs, duties and responsibilities of each company organ, and control system policies.

In 2025, there was 1 (one) new member of the Board of Directors, namely Ricky Gunawan, who participated in the introduction/orientation program.

Board of Directors Meetings

Board of Directors meetings may be held at least once a month, unless deemed necessary by one member of the Board of Directors, or upon the written request of one or more members of the Board of Commissioners, or upon the written request of one or more shareholders jointly holding 1/10 (one-tenth) of the total number of shares issued by the Company with valid voting rights. A Board of Directors meeting is only valid and may adopt binding decisions if more than one-half (one-half) of the total number of members of the Board of Directors are present or represented at the meeting.

Decisions at Board of Directors meetings must be made by deliberation to reach consensus. If a decision cannot be reached by deliberation to reach consensus, the decision shall be made by a vote of more than one-half (one-half) of the total votes validly cast at the meeting. If the votes for and against are equal, the proposal shall be deemed rejected. Each member of the Board of Directors present at the meeting shall be entitled to cast one vote and one additional vote for each other member of the Board of Directors they represent.

Any member of the Board of Directors who personally, in any way, directly or indirectly, has an interest in a transaction, contract, or proposed contract to which the Company is a party must declare the nature of such interest at a Board of Directors Meeting and is not entitled to vote on matters related to the transaction or contract, unless the Board of Directors Meeting determines otherwise.

The Board of Directors may also make valid and binding decisions without holding a Board of Directors Meeting, provided that all members of the Board of Directors have given their written approval to the proposal and signed the agreement. Decisions made in this manner have the same force as decisions legally made at a Board of Directors Meeting.

Throughout 2025, the Board of Directors held 21 (twenty one) Board of Directors Meetings, with an attendance rate of 94%. This attendance rate complies with the provisions of OJK Regulation Number 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies, which requires that the Board of Directors' attendance at meetings reach at least 50% per year.

The attendance list for Board of Directors Meetings in 2025 is as follows:

Name	Date																		
	January 8, 2025	February 3, 2025	February 18, 2025	March 4, 2025	March 18, 2025	April 11, 2025	May 6, 2025	May 20, 2025	June 3, 2025	June 17, 2025	July 9, 2025	July 22, 2025	August 5, 2025	August 19, 2025	September 9, 2025	September 23, 2025	October 7, 2025	October 21, 2025	November 4, 2025	November 18, 2025	December 16, 2025
I Dewa Made Susila	√	√	√	√	√	√	√	-	√	√	√	√	√	√	√	√	√	√	-	√
Swandajani Gunadi	√	√	√	√	-	√	√	-	√	√	√	√	√	√	√	-	√	√	√	√	√
Niko Kurniawan B.	√	√	√	√	√	-	√	√	√	-	√	√	√	√	√	√	√	√	√	√	√
Harry Latif*)	√	√	√	√	√	√	√	√	√	√	√	√	-	√	-	√	√	√	-	-	-
Denny Riza Farib	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Sigit Hendra Gunawan	√	√	√	√	√	√	√	-	√	√	√	√	√	√	√	√	√	√	√	√	√
Sylvanus Gani K. Mendrofa	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Takanori Mizuno**)	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	-	-	-
Ricky Gunawan***)	-	-	-	-	-	-	-	-	-	-	√	√	√	-	√	√	√	√	√	√	√

*) Resigned based on Resignation Letter dated October 31, 2025.
**) As of October 1, 2025, no longer a member of the Company's Board of Directors.
***) Appointed at the AGM on March 25, 2025, and effective after passing the OJK's competency and suitability test dated June 30, 2025.

A brief report of the Board of Directors Meetings during 2025 is as follows:

Date	Agenda	Attendance of Member of the Board of Directors								
		I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan B.	Harry Latif*)	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Takanori Mizuno**)	Ricky Gunawan***)
January 8, 2025	- BDI Conglomeration - SMAP - BOD updates	√	√	√	√	√	√	√	√	-
February 3 2025	- Underperformed Business Unit - January 2025 Evaluation & February-March 2025 Anticipation - IIMS Update	√	√	√	√	√	√	√	√	-
February 18 2025	- MRP + Sumatra update - Directorate Update	√	√	√	√	√	√	√	√	-
March 4, 2025	- MRP & Used Vintage Cars - IIMS Evaluation - BOD updates	√	√	√	√	√	√	√	√	-
March 18, 2025	- Mutual Project Update - Business Discussion	√	-	√	√	√	√	√	√	-
April 11, 2025	- CEO Message - Business Results - Project Update: Harmony & Mutual - 2Q Forecast: Business & Financials - Check Points: Regional Visit - GEMBA	√	√	-	√	√	√	√	√	-
May 6, 2025	- Regular Reports - Special Report - Project Harmony	√	√	√	√	√	√	√	√	-

Date	Agenda	Attendance of Member of the Board of Directors								
		I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan B.	Harry Latif*)	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Takanori Mizuno**)	Ricky Gunawan***)
May 20, 2025	- BAS: Update on Project Mutual - Internal Audit Unit: Rating & MCA Audit - Regular Business Updates	-	-	√	√	√	-	√	√	-
June 3, 2025	- BAS: Update on GESIT - HCGA: Update on Midyear Plan - Regular Updates	√	√	√	√	√	√	√	√	-
June 17, 2025	- BAS: Update on Project Mutual - Biz & Porto: Regular Update & Forecast Closing June 2025 - Biz & Porto: 4W Project Overview - Financial Updates	√	√	-	√	√	√	√	√	-
July 9, 2025	- Project Harmony Update - Risk Updates - Business Updates - Financial Updates	√	√	√	√	√	√	√	√	√
July 22, 2025	- Financial Updates - Risk Update Forecast - Report ALP CErDIK	√	√	√	√	√	√	√	√	√
August 5, 2025	- QA Update - Financial Update	√	√	√	-	√	√	√	√	√
August 19, 2025	- Internal Audit Update - Business Update - Business Plan Implementation for the First Half of 2025 (OJK)	√	√	√	√	√	√	√	√	-
September 9, 2025	- Risk Performance Update - Planning Cycle - Cost Optimization	√	√	√	-	√	√	√	√	√
September 23, 2025	- Project Mutual Progress Update - Project Harmony: Free Float - Billing Center Project - Project Harmony: Fiduciary	√	-	√	√	√	√	√	√	√
October 7, 2025	- Dry Run BOC-BOD Meeting - Check Point Modelling/Financial for 3 Years	√	√	√	√	√	√	√	√	√
October 21, 2025	- Project Mutual Update - BOD Discussion - Procurement Update	√	√	√	√	√	√	√	√	√
November 4, 2025	- Customer Program Updates - Auto Debit Proposal - Update: Compliance - Financial updates	√	√	√	-	√	√	√	-	√
November 18, 2025	- 2026 Audit Plan & Socialization of IA Relationship with Management - Compliance Update: Fiduciary Guarantee Assessment - Planning Cycle #2 - Routine Report Analysis/Highlight: October 2025	-	√	√	-	√	√	√	-	√
Desember 16, 2025	- Dealer Survey Results Update - MCC & Tugu Tani Relayout Plan - Fiduciary Efficiency Project Update	√	√	√	-	√	√	√	-	√

*) Resigned based on Resignation Letter dated October 31, 2025.
**) As of October 1, 2025, no longer a member of the Company's Board of Directors.
***) Appointed at the AGM on March 25, 2025, and effective after passing the OJK's competency and suitability test dated June 30, 2025.

The number of members of the Board of Directors present at Board of Directors Meetings during 2025 is as follows:

Name	Number of Meetings	Number of Attendance	% Attendance	Reason for Absence
I Dewa Made Susila	21	19	90,5	Business Trip
Swandajani Gunadi	21	18	85,7	Business Trip
Niko Kurniawan Bonggowarsito	21	19	90,5	Business Trip
Harry Latif *)	18	16	88,9	Business Trip
Denny Riza Farib	21	21	100	-
Sigit Hendra Gunawan	21	20	95,2	Business Trip
Sylvanus Gani K. Mendrofa	21	21	100	-
Takanori Mizuno**)	16	16	100	-
Ricky Gunawan ***)	11	10	90,9	Business Trip

*) Resigned based on Resignation Letter dated October 31, 2025.
**) As of October 1, 2025, no longer a member of the Company's Board of Directors
***) Appointed at the AGM on March 25, 2025, and effective after passing the OJK's competency and suitability test dated June 30, 2025.

MANAGEMENT CONTRACT

The management contract is a contract for the management of the Company by the Board of Directors, drawn up and signed by the President Director with the controlling shareholder. The other members of the Board of Directors sign a management contract with the President Director. The management contract is valid from the Annual General Meeting of Shareholders held on March 25, 2025, for all members of the Board of Directors, until the closing of the Annual General Meeting of Shareholders for the 2025 fiscal year, held in 2026. The management contract regulates the obligations of the Board of Directors, including achieving net profit and company health targets, as well as the rights and authorities granted to the Board of Directors during the contract term.

BOARD OF DIRECTORS' ASSESSMENT OF THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF DIRECTORS

Executive Committee Performance Assessment Policy and Procedures

Annually (at least once a year), the Board of Directors conducts a performance assessment of the Committees at the Board of Directors/Executive Committee level. The criteria and basis for assessing the performance of the Executive Committee based on each Term of Reference (TOR) are as follows:

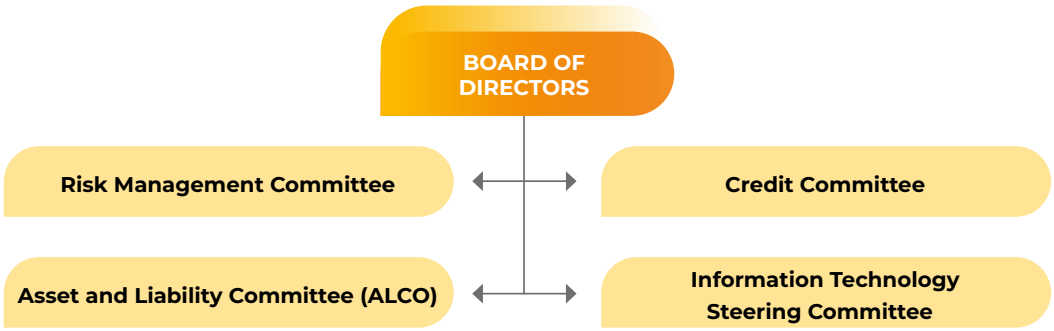
1. Number of meetings held;
2. Attendance of members of the Board of Directors;
3. Service Level Agreement (SLA) Minutes of Meetings;
4. Action Matters Arising; and
5. Distribution of meeting invitations.

Throughout 2025, the Board of Directors assessed that the implementation of the Executive Committee's duties, responsibilities, and meeting discussions were carried out effectively and effectively. The participation and attendance of members of the Board of Directors at committee meetings throughout the 2025 financial year, including decisions made during the meetings, can also be used as a reference.

Results of the Executive Committee's Performance Assessment in 2025

Committee	Score
Risk Management Committee	100
Asset and Liability Committee (ALCO)	100
Credit Committee	100
Information Technology Steering Committee	100

EXECUTIVE COMMITTEE



In carrying out its duties, the Board of Directors is assisted by four Executive Committees, namely:

1. Risk Management Committee

The Risk Management Committee was established based on Board of Directors Decree Number 025/ADMF/BOD/CS/I/07 dated January 18, 2007. This committee is responsible for assessing all Company operational policies, evaluating Company risks, ensuring that policy enhancements and improvements have been implemented, and other matters related to the Company's business risks.

Membership Structure

Chairman	Director of Risk Management
Vice Chairman	Head of Risk Management
Secretary	Head of Risk Analytics & MIS
Permanent Member	a. Director of Collections & Legal Affairs b. Director of Sales, Services & Distribution c. Director of HC Management & CREM d. Director of Information Technology & Digital e. Head of Risk Analytics & MIS f. Head of Operational Risk Management g. Head of Information Risk Management h. Head of Compliance & AML i. Head of Internal Audit

The profiles of the Risk Management Committee members are listed in the Directors' Profiles and Senior Officers' Profiles in the Company Profile chapter of this Annual Report.

Duties and Responsibilities of the Risk Management Committee:

1. The Risk Management Committee is responsible for preparing monthly reports on financial and operational risks across all levels and networks of the organization. Management will review these reports and then take the necessary steps and actions to monitor and mitigate the Company's business risks.
2. The Risk Management Committee conducts a comprehensive monthly evaluation of the Company's risks with the Board of Directors, all Regional Heads, and relevant Division Heads.
3. Provides recommendations to Management regarding the development of the Company's risk management policy.

The Risk Management Committee has a charter for carrying out its duties and responsibilities.

Risk Management Committee Meetings:
Meetings are held at least once every three months. However, the Committee may hold meetings at any time if necessary with at least three business days' notice. Meetings may be held if attended by more than 50% of the Committee's members.

During 2025, the Risk Management Committee held 4 (four) meetings attended by all members of the Risk Management Committee.

Meetings throughout 2025:

No.	Date	Agenda
1.	January 23, 2025	Risk Management Update
2.	April 23, 2025	
3.	July 23, 2025	
4.	November 12, 2025	

Performance and Implementation of Duties of the Risk Management Committee in 2025:
Throughout 2025, the Committee successfully managed the Company's business risks, ensuring that the risk of non-performing receivables remained at a reasonable level. Furthermore, the Committee maintained a balance between maintaining the level of non-performing loans while still maintaining a focus on the Company's financing growth. The non-performing financing receivables (NPF) ratio can be maintained at a relatively low level of 0.25% in 2025.

2. Credit Committee

The Credit Committee was established based on Internal Memorandums No. MI-004/RIM/CRD/IV/2010 and No. MI-005/RIM/CRD/IV/2010, both dated April 30, 2010, which were revised by Internal Memorandum No. MI-013/RISK/RKPCYDEV/VIII/2024 dated August 21, 2024. This committee's function is to monitor the financing approval process and to improve, refine, and simplify the financing disbursement process and procedures. The committee reviews financing application data, repayment capacity, financing type, and the applicant's credit history. Various daily reports are generated to facilitate monitoring of financing quality and to formulate new financing products. The company then reviews the consolidated portfolio, both at the head office and branches, as well as at dealerships with existing contracts.

The Credit Division coordinates Adira Finance's Credit Committee meetings. Furthermore, the Adira Finance Credit Committee, along with the Risk Management unit of PT Bank Danamon Indonesia Tbk, also holds regular meetings to monitor all risks within the financing portfolio. Based on these activities, the Adira Finance Credit Committee then prepares and presents reports to the relevant Directors to ensure adequate control over all potential risks.

Membership Structure

Chairman	Direktur Manajemen Risiko
Member	a. Director of Collections & Legal Affairs b. Director of Business & Portfolio c. Head of Risk Management d. Head of Risk Policy Dev & Buss Incubation e. Head of Operational Risk Management f. Head of Credit Retail Opr Management/Head of Credit Fleet g. Head of Underwriting Retail/National Underwriter Officer/Head of Underwriting SME/Head of Underwriting Fleet Area h. Head of Regional Credit/Credit Operation Manager

The profiles of the Credit Committee members are listed in the Directors' Profiles and Senior Officers' Profiles in the Company Profile chapter of this Annual Report.

Duties and Responsibilities:
1. Analyze, evaluate risk levels, recommend, and clearly approve or reject financing applications in accordance with the BWMK (BWMK provisions are regulated in the following paragraph).
2. Be collectively and jointly responsible for every financing decision taken (joint responsibility).
3. Make financing decisions independently, free from pressure from any party, and prioritize the principle of prudence and free from conflicts of interest.
4. Are not permitted to be involved in financing decisions involving themselves or their family members.

The Credit Committee has guidelines/charters for carrying out its duties and responsibilities.

Credit Committee Meetings:
Meetings are held at least four times annually to discuss Adira Finance's financing policies. However, the Committee may hold meetings at any time if necessary with at least three business days' notice. Meetings may be held if attended by more than 50% of the Committee members.

During 2025, the Credit Committee held 5 (five) meetings attended by all members.

Meetings throughout 2025:

No.	Date	Agenda
1.	February 19, 2025	
2.	April 17, 2025	
3.	August 14, 2025	Risk & Credit Update
4.	March 13, 2025	
5.	May 15, 2025	

Credit Committee Performance and Duties Implementation in 2025:
Throughout 2025, the Credit Committee issued operational policies used by the Company to maintain the quality of the Company's financing in accordance with the Company's risk appetite. In addition, the Credit Committee performed its function as a credit approval committee in accordance with established credit granting authority limits.

3. Asset & Liability Committee (ALCO)

ALCO was established based on Board of Directors Decree No. SKD-004/ADMF-FIN/V/2012 dated May 15, 2012. This committee is responsible for managing the Company's assets and liabilities to ensure the careful implementation of its funding diversification strategy, the Company's liquidity risk is effectively mitigated, and ultimately, maximum returns are achieved.

Membership Structure

Chairman	Direktur Utama
Vice Chairman	Direktur Keuangan
Member	a. Director of Risk Management b. Director of Sales, Services, and Distribution c. Director of Business & Portfolio d. Head of Risk Management e. Head of Finance & Cash Management f. Head of Funding & Capital Market g. Head of Corporate Finance

ALCO member profiles are listed in the Directors' Profiles and Senior Officers' Profiles in the Company Profile chapter of this Annual Report.

Duties and Responsibilities:
1. Establish liquidity management policies.
2. Review and approve the Company's balance sheet risk and return targets.
3. Approve all matters relating to balance sheet risk and return management within established limits.
4. Review, evaluate, and approve proposed hedging strategies within established limits.
5. Approve hedging to manage interest rate risk on foreign currency-denominated funding, taking into account prevailing financial and monetary conditions.
6. Review and evaluate proposed changes in interest rates, and provide input on the calculation of potential profits and risks.
7. Review the diversification of funding maturities and funding sources, ensuring minimal reliance on volatile funding sources.

ALCO has a charter for carrying out its duties and responsibilities.

ALCO Meetings:
Meetings are held at least once every three months. However, the Committee may hold meetings at any time as needed with at least three business days' notice. Meetings may be held if attended by more than 50% of the Committee's membership.

During 2025, ALCO held two meetings with a 100% attendance rate.

Meetings throughout 2025:

No.	Date	Agenda
1.	February 18, 2025	• Market & Liquidity Risk & RAS • Funding Activities • Asset & Portfolio
2.	September 23, 2025	• Market & Liquidity Risk & RAS • Funding Activities • Asset & Portfolio

ALCO Performance and Duties Implementation in 2025:

During 2025, ALCO Meetings resulted in several decisions related to liquidity management and provided input on financing interest rates. The Company's liquidity and financing conditions were well managed throughout 2025, thereby supporting the Company's performance.

4. Information Technology Steering Committee

The Information Technology Steering Committee was established based on Board of Directors Decree No. SKD-003/ADMF-IT/VII/2021 dated April 19, 2021. This committee is responsible for providing recommendations to the Board of Directors regarding all matters related to information technology.

Membership Structure

Chairman	President Director
Member	a. Director of Risk Management b. Director of Information Technology & Digital c. Director of HC Management & Marketing d. Director of Sales, Services & Distribution e. Director of Business & Portfolio f. Director of Finance g. Director of Business Alliance Strategy h. Head of Risk Management i. Head of Digital Business j. Head of Ratail MCY Business k. Head of Non-Auto Business l. Head of Harmony Integration

The profiles of the members of the Information Technology Steering Committee are listed in the Board of Directors Profile and Senior Officials Profile in the Company Profile chapter of this Annual Report.

Duties and Responsibilities:

1. Information Technology development plans aligned with the Company's business activities in accordance with the Articles of Association.
2. Formulation of Information Technology policies and procedures.
3. Conformity of approved Information Technology projects with the Information Technology development plan.
4. Conformity of the implementation of Information Technology projects with the approved Information Technology projects.
5. Conformity of Information Technology with the needs of the management information system and the needs of the Company's business activities.
6. Effectiveness of risk mitigation on the Company's investments in the Information Technology sector so that the Company's investments in the Information Technology sector contribute to achieving the Company's business objectives.
7. Monitoring of Information Technology performance and efforts to improve Information Technology performance.
8. Efforts to resolve various issues related to Information Technology that cannot be resolved by the user work units and Information Technology organizers effectively, efficiently, and in a timely manner; and
9. Adequacy and allocation of Information Technology resources owned by the Company.

The Information Technology Steering Committee has guidelines/charter in carrying out its duties and responsibilities.

Information Technology Steering Committee Meetings:
Meetings are held at least 1 (one) time per year, however the Committee may hold meetings at any time if needed with notification at least 3 (three) working days before the meeting is held. Meetings can be held if attended by more than 50% of the total members of the Committee.

During 2025, the Information Technology Steering Committee held 5 (five) meetings which were attended by all members of the Information Technology Steering Committee.

Meetings in 2025:

No.	Date	Agenda
1.	February 25, 2025	• IT Performance Achievements • IT Work Plan Approval by the Steering Committee
2.	April 29, 2025	• IT Performance Achievements • IT Work Plan Approval by the Steering Committee
3.	June 19, 2025	• IT Performance Achievements • IT Work Plan Approval by the Steering Committee
4.	August 26, 2025	• IT Performance Achievements • IT Work Plan Approval by the Steering Committee
5.	October 23, 2025	• IT Performance Achievements • IT Work Plan Approval by the Steering Committee

Performance of the Information Technology Steering Committee in 2025:
During 2025, the Information Technology Steering Committee established and ratified a series of strategic implementation plans:

a. Continued implementation and development of systems to support the Company's multipurpose loan initiatives.
b. Planned implementation of Comprehensive Data Leak Prevention and enhanced security and resilience.
c. Planned updates to various business systems, such as the revitalization of Adira1.
d. Planned performance improvements to several business support systems, such as data management and telecenters.
e. Implementation of the work plan, information technology strategy, human resource capacity building, and control of budget realization related to information technology in 2025.

RELATIONSHIP BETWEEN THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

In carrying out the Company's activities, the relationship between the Board of Commissioners and the Board of Directors is regulated by various provisions, including the Company's Articles of Association, Corporate Governance Guidelines, the Board of Commissioners' Guidelines and Work Rules, the Board of Directors' Guidelines and Work Rules, and applicable laws and regulations. These relationships include, among other things:

1. In carrying out their management duties, for certain activities/transactions, the Board of Directors must obtain prior approval from the Board of Commissioners, including for the transfer/pledging/transferring of Company assets.
2. The Board of Directors must obtain approval for the Annual Business Plan, the Sustainable Finance Action Plan, the appointment and/or dismissal of the Head of the Audit Unit and the Corporate Secretary.
3. The Board of Directors must submit a report on the Company's management to the Board of Commissioners, either at a Joint Meeting of the Board of Commissioners and the Board of Directors or at any other time deemed necessary by the Board of Commissioners.
4. The Board of Commissioners may request Company data and/or information from the Board of Directors in order to carry out their supervisory duties, either directly or through committees under the Board of Commissioners.
5. Other matters in accordance with the applicable policies as mentioned above.

DIVERSITY OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The GMS appoints and inaugurates members of the Board of Commissioners and the Board of Directors of Adira Finance based on the recommendations of the Nomination and Remuneration Committee, taking into account diverse expertise, educational background, experience, and track record. This process is carried out objectively without discrimination of gender, ethnicity, race, or religion, to ensure that the Board of Commissioners and Directors have optimal capabilities in carrying out their supervisory and management functions in the Company.

The diverse expertise, educational backgrounds, and experience of the members of the Board of Commissioners and Directors of Adira Finance are reflected in the following table:

Name	Gender	Age	Eduction	Expertise
Board of Commissioners				
Daisuke Ejima	Male	57	Master of Business Administration from Michigan University	Business strategy and business development in the financial services sector, risk management and business portfolio management, development of synergies and business integration within global financial business groups, and strategic oversight and corporate governance.
Krisna Wijaya	Male	70	Doctorate in Interdisciplinary Studies from Gadjah Mada University	Strategy and leadership in the banking and financial services sector, Risk management and corporate governance, and Policy and business strategy development for financial institutions.
Manggi Taruna Habir	Male	72	Master of Public Administration from Harvard University	Macroeconomics and economic policy, corporate governance and strategic oversight, and risk management and financial sector stability.
Congsin Congcar	Male	55	SASIN Graduate Institute of Business Administration Chulalongkom University	Risk management and corporate governance, oversight and strengthening of audit and compliance functions, and management of financial institutions' strategies and operations
Honggo Widjojo Kangmasto	Male	59	Master of Business Administration from Royal Melbourne Institute of Technology, Melbourne, Australia	Strategy and development of financial services, risk management and credit portfolio management, operational management and organizational transformation, and development of business synergies within the financial group ecosystem.
Direksi				
I Dewa Made Susila	Male	55	Master of Management from PPM College of Management	Business strategy and leadership in the financing industry, financial management and corporate funding management, and strengthening corporate governance and risk management.
Swandajani Gunadi	Female	53	Bachelor of Agronomy from Bogor Agricultural University	Human resource management and organizational development, marketing strategy and customer relationship management, digital transformation in human capital and customer engagement functions, and organizational capability development through a corporate learning ecosystem.
Niko Kurniawan Bonggowarsito	Male	54	Bachelor of Business from the Indonesian Business Institute	Business development and sales strategy, distribution network and dealer partnership management, and financing business operations management.
Harry Latif	Male	54	Bachelor of Economics from Atmajaya University	Business development and sales strategy in the automotive and vehicle financing industries, retail financing portfolio management, and operational and marketing management in the automotive industry.
Denny Riza Farib	Male	53	Bachelor of Science from Padjajaran University	Collection and recovery strategies for financing, management of credit, collection, and legal functions, and strengthening of governance and internal controls.
Sigit Hendra Gunawan	Male	57	Bachelor of Industrial Engineering from Trisakti University	Risk management for financing companies, credit management and financing portfolio management, and strengthening risk governance and internal control.
Sylvanus Gani K. Mendrofa	Male	49	Master of Management from the Australian National University	Corporate financial management and financial planning, funding strategies and capital structure management, and liquidity management and cost efficiency.
Ricky Gunawan	Male	52	Bachelor of Information Technology, Gunadarma University	Digital transformation and information technology development in the financial services industry, IT system and infrastructure development, business process and customer service digitization, and technology strategy and digital innovation management.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS [GRI 2-10]

Performance Assessment of the Board of Commissioners for 2025

Assessing Party and Performance Assessment Procedure for the Board of Commissioners

The performance achievements of the Board of Commissioners of Adira Finance include, among others:

1. Implementation of the principles of Good Corporate Governance in accordance with the Adira Finance Corporate Governance Guidelines.
2. Realization of nearly all of the Company's Vision, Mission, and Philosophy. However, there is still a need to work hard to realize the Company's Vision to become a world-class financing company.
3. Implementation of the Company's Work Plan and Budget as established.
4. Implementation of the Company's Strategic Plan, particularly for short-term plans.
5. Special assignments given to the Board of Commissioners were carried out properly and on time.
6. The Audit Committee has carried out its duties and obligations in accordance with predetermined targets.
7. The Risk Monitoring Committee has carried out its duties and obligations in accordance with predetermined targets.
8. The Nomination and Remuneration Committee has carried out its duties and obligations in accordance with predetermined targets.
9. The attendance rate of members of the Board of Commissioners in Board of Commissioners Meetings and in Joint Meetings with the Company's Board of Directors is above 75%.

Based on these achievements, an assessment is carried out through a self-assessment by the members of the Board of Commissioners. Subsequently, the results of this assessment will be submitted by the President Commissioner to the GMS for approval.

Indicators/Criteria for Performance Assessment of the Board of Commissioners

No.	Indicator	Weight	Achievement	Score	Description
1.	Attendance at every Board of Commissioners Meeting and Joint Meeting	10%	98%	9.8	The attendance rate of members of the Board of Commissioners at Board of Commissioners meetings and joint meetings with the Board of Directors reached 98%.
2.	Understanding of the Company's condition	10%	100%	10	All members of the Board of Commissioners have a good understanding of the Company's current condition.
3.	Level of objectivity, professionalism, and independence in all decision-making	10%	100%	10	All decisions of the Board of Commissioners have been made objectively, professionally, and independently.
4.	Implementation of Good Corporate Governance	15%	100%	15	Adira Finance's Corporate Governance has been implemented effectively.
5.	Implementation of the Company's Strategic Plan	10%	100%	10	The Company's Strategic Plan has been implemented according to the established plan.
6.	Implementation of the Audit Committee's performance	15%	100%	15	The Audit Committee has carried out its duties in accordance with the work plan, with completion times falling short of the specified target.
7.	Implementation of the Risk Monitoring Committee's performance	15%	100%	15	The Risk Monitoring Committee has fully carried out its duties in accordance with the established work plan.
8.	Implementation of the Nomination and Remuneration Committee's performance	15%	100%	15	The Nomination and Remuneration Committee has carried out its duties in accordance with the established work plan.
Total Score		100%	99.8%	99.8	

Assessment of individual performance of the Board of Commissioners

No.	Performance	Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto
1.	Meeting attendance	100	100	83	100	100
2.	Contribution to the oversight function	100	100	100	100	100
3.	Contribution to the Committee's performance	100	100	100	100	100
4.	Contribution to the implementation of Good Corporate Governance principles	100	100	100	100	100
Total Score		100	100	95,75	100	100

Assessment of Members of the Board of Directors [GRI 2-10][GRI 2-11]

Adira Finance implements a performance assessment system for the Board of Directors to measure the level of achievement of the Company's Vision, Mission, and Strategy. The results of this assessment serve as the basis for evaluating achievements and determining the provision of rewards to the Board of Directors, both collectively and individually.

Assessing Party and Performance Assessment Procedure for the Board of Directors

In 2025, Adira Finance carried out a performance assessment process for the Board of Directors, both collectively and individually, referring to agreed-upon qualitative and quantitative criteria. This assessment was conducted internally by all members of the Board of Directors, then obtained approval from the Nomination and Remuneration Committee before being submitted to the Board of Commissioners and the GMS, based on established performance indicators.

The performance assessment of each member of the Board of Directors is conducted by the Nomination and Remuneration Committee to be subsequently submitted to the President Director, using criteria including:

1. Consistency in increasing return on investment for shareholders.
2. Beneficial contribution to the Company's strategy.
3. Level of understanding of the key risks affecting the Company.
4. Providing clear direction to employees to achieve Company goals.
5. Cooperation among fellow members of the Board of Directors.
6. Commitment of the time required to carry out duties properly.
7. Professionalism and willingness to listen to and respect ideas from other directors and other senior officials.

Indicators/Criteria for Performance Assessment of the Board of Directors

Criteria for collective assessment of the Board of Directors include:

1. Implementation of Good Corporate Governance.
2. Contribution and active role of the Board of Directors in the application and implementation of the Company's culture, vision, mission, philosophy, budget, and work plan.
3. Realization of GMS resolutions.
4. Contribution to the implementation of the Company's Work Plan and Budget.
5. Implementation of the Company's Strategic Plan.
6. Level of achievement of Company targets and objectives.
7. Prompt making of important decisions, based on the best possible considerations.
8. Close relationship between the Board of Directors and senior officials.
9. Attendance rate at meetings, both in Board of Directors meetings and Joint Meetings with the Board of Commissioners.

Results of the Board of Directors Performance Assessment in 2025

No.	Indicator	Weight	Achievement	Score	Description
1.	Implementation of Good Corporate Governance	10%	100%	10	Adira Finance's corporate governance has been implemented effectively.
2.	The Board of Directors' contribution and active role in the implementation and execution of the Company's corporate culture, vision, mission, values, budget, and work plan.	15%	100%	15	The Company's Vision, Mission, and Values targets for 2025 have been achieved.
3.	Implementation of GMS decisions.	10%	100%	10	The decisions of the Annual General Meeting of Shareholders held in 2025 have been fully implemented.
4.	Contribution to the implementation of the Company's Work Plan and Budget	10%	100%	10	The Company's Work Plan and Budget were implemented according to the predetermined schedule.
5.	Implementation of the Company's Strategic Plan	10%	100%	10	The Company's Strategic Plan was implemented according to the predetermined plan.
6.	Level of achievement of the Company's targets and objectives.	15%	100%	15	The target given to the Board of Directors for 2025 was achieved 100%
7.	Prompt issuance of important decisions based on sound judgment.	10%	100%	10	Important decisions were made quickly and based on the best considerations.
8.	Close relationships between the Board of Directors and senior officials.	10%	100%	10	Close relationships are maintained between the Board of Directors, senior officials, and other employees.
9.	Attendance at meetings, both Board of Directors meetings and joint meetings with the Board of Commissioners.	10%	95%	9.5	Attendance at Board of Directors meetings and joint meetings with the Board of Commissioners reached 95%.
Total Score		100%	99.4%	99.4	

Individual Assessment Results for Each Member of the Board of Directors

No.	Performance	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan B.	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Takanori Mizuno*)	Ricky Gunawan
1.	Implementation of Good Corporate Governance	100	100	100	100	100	100	100	100	100
2.	The Board of Directors' contribution and active role in the implementation and execution of the Company's corporate culture, vision, mission, values, budget, and work plan.	100	100	100	100	100	100	100	100	100
3.	Realization of GMS resolutions.	100	100	100	100	100	100	100	100	100
4.	Contribution to the implementation of the Company's Work Plan and Budget	100	100	100	100	100	100	100	100	100

No.	Performance	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan B.	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Takanori Mizuno*)	Ricky Gunawan
5.	Implementation of the Company's Strategic Plan	100	100	100	100	100	100	100	100	100
6.	Level of achievement of the Company's targets and objectives.	100	100	100	100	100	100	100	100	100
7.	Prompt issuance of important decisions based on sound judgment.	100	100	100	100	100	100	100	100	100
8.	Close relationships between the Board of Directors and senior officials.	100	100	100	100	100	100	100	100	100
9.	Level of attendance at meetings, both Board of Directors meetings and Joint meetings with the Board of Commissioners.	93	89	93	96	100	96	100	100	93
	Total Score	99.2	98.7	99.2	99.5	100	99.5	100	100	99.2

*) Resigned based on Resignation Letter dated October 31, 2025.
**) As of October 1, 2025, no longer a member of the Company's Board of Directors.
***) Appointed at the AGM on March 25, 2025, and effective after passing the OJK's competency and suitability test on June 30, 2025

REMUNERATION FOR THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND COMMITTEES UNDER THE BOARD OF COMMISSIONERS [GRI 2-19]

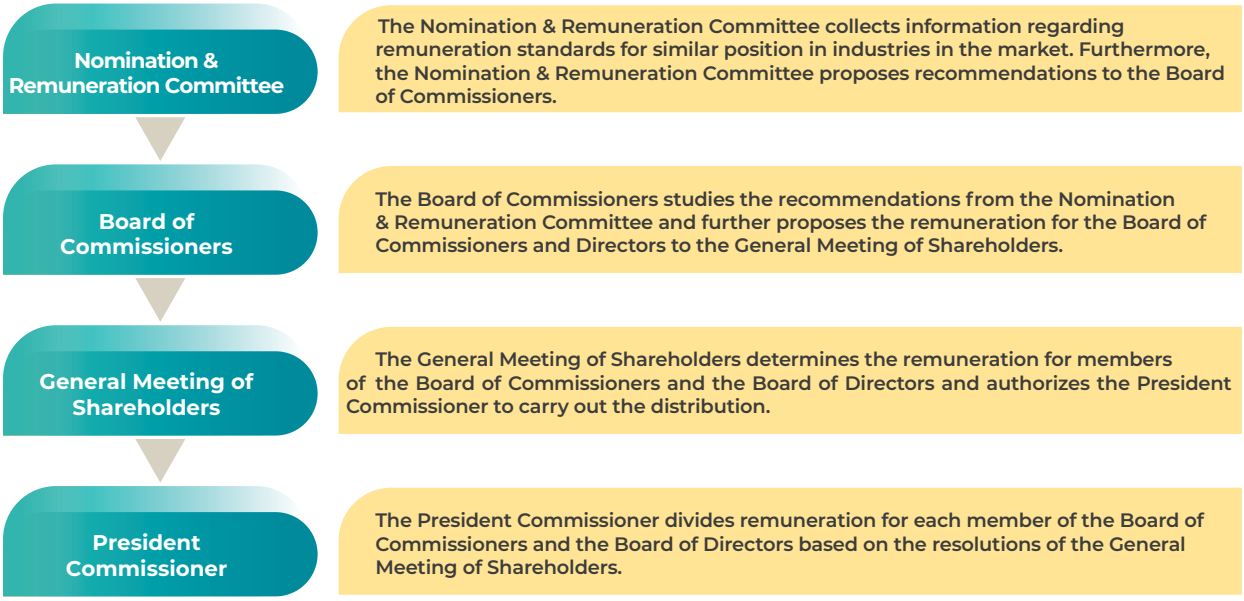
Basis for Determining Remuneration

The GMS determines the remuneration for the Board of Commissioners and Board of Directors of Adira Finance. Furthermore, the President Commissioner determines the distribution of remuneration for each member of the Board of Commissioners and Board of Directors based on the GMS resolution and the recommendations of the Nomination and Remuneration Committee. In this process, the Company considers various aspects, including the amount of remuneration from the previous year, the increasing complexity of responsibilities, comparisons with similar industries, performance achievements, and the Company›s financial health.

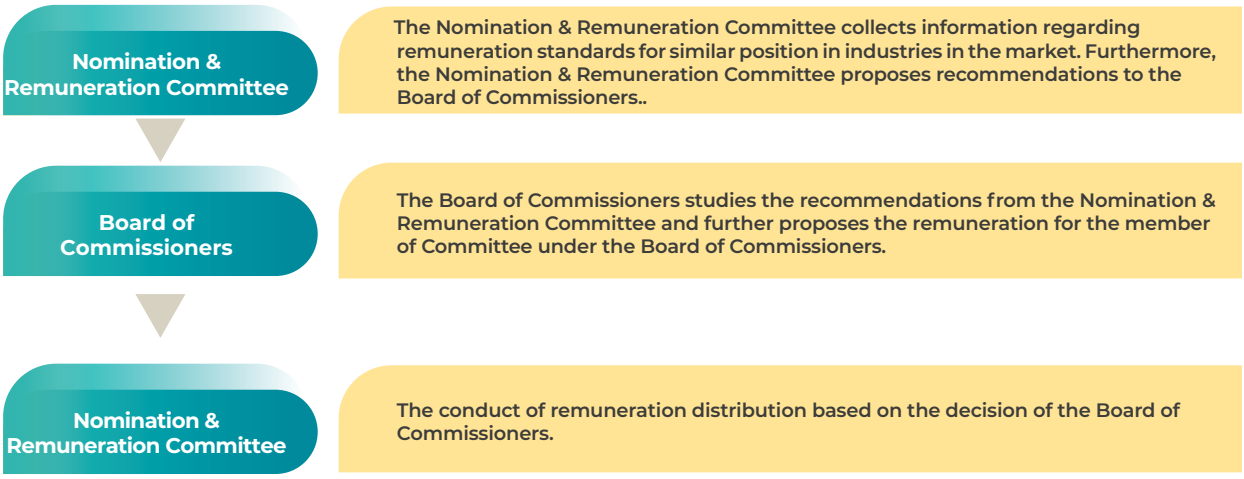
Remuneration for members of Committees under the Board of Commissioners is based on the Decision of the President Commissioner based on recommendations from the Company›s Nomination and Remuneration Committee, after considering various factors, including the previous year›s remuneration, the complexity of job responsibilities, comparisons with remuneration in similar industries, and the Company›s financial health.

Remuneration Determination Procedures and Process [GRI 2-20]

Remuneration determination process for the Board of Commissioners and Directors:



The process of determining the remuneration of Committee members under the Board of Commissioners:



Remuneration Structure

Remuneration structure for the Company's Board of Commissioners and Directors in 2025

1. Short-Term Remuneration

No.	Types of Remuneration	Provisions
Board of Commissioners		
1.	Honorarium	Given monthly in an amount in accordance with the results of the Company's Annual General Meeting of Shareholders, taking into account the recommendations of the Nomination and Remuneration Committee.
2.	Allowances	
	• Transportation Allowance	Paid monthly along with the honorarium.
	• Religious Holiday Allowance	Holiday Allowance, paid before Eid al-Fitr, is equal to one month's honorarium.

No.	Types of Remuneration	Provisions
3.	Facilities	
	• Medical	Provided in the form of health insurance for the Board of Commissioners and their families.
4.	Tantiem	Provided in accordance with the Resolution of the Company's Annual General Meeting of Shareholders, taking into account the recommendations of the Nomination and Remuneration Committee.
Board of Directors		
1.	Salary	Paid monthly, the amount determined by a resolution of the General Meeting of Shareholders (GMS).
2.	Allowances	
	• Religious Holiday Allowance	The amount is equal to one month's salary, paid before Eid al-Fitr.
	• Communication Allowance	The amount is based on the amount of monthly usage.
	• Transportation Allowance	Provided monthly along with salary payments.
	• Housing Allowance	Provided in the form of a loan, repaid in monthly installments.
3.	Facilities	
	• Medical	Provided in the form of health insurance for both the relevant Board of Directors and their families.
4.	Tantiem	The amount depends largely on the Company's performance and is determined by a resolution of the GMS.
Committees under the Board of Commissioners		
1.	Honorarium	Provided monthly in an amount determined by the Board of Commissioners, taking into account recommendations from the Nomination and Remuneration Committee.
2.	Allowances	
	• Religious Holiday Allowances	Holiday Allowance, paid before Eid al-Fitr, is equal to one month's honorarium.

2. Long-Term Remuneration

There is no long-term or post-employment remuneration/compensation for members of the Board of Commissioners, Board of Directors, and Committees under the Board of Commissioners.

Actual Realization of Remuneration for the Board of Commissioners, Board of Directors, and Committees Under the Board of Commissioners in 2025 [GRI 2-21]

Remuneration of the Board of Commissioners:

(In Millions of Rupiah, except Number of Members)

Type of Remuneration	Number of Board of Commissioners Member					Amount of Board of Directors Remuneration				
	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Honorarium	4	4	4	5	6	3,024	3,622	3,466	3,524	4,065
Tantiem	4	4	4	5	6	819	1,130	975	874	570
Allowance	4	4	4	6	6	1,359	2,434	2,720	2,664	2,309
Total						5,202	7,186	7,161	7,062	6,944

Amount of Remuneration per person in 1 year	Number of Board of Commissioners Member
Above IDR2 billion	-
Above IDR1 billion - IDR2 billion	3
Above IDR500 million - IDR1 billion	1
Below IDR500 million	-

Remuneration of Directors:

(In Millions of Rupiah, except Number of Members)

Type of Remuneration	Number of Board of Directors Member					Number of Board of Directors Remuneration				
	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Salary	9	8	6	7	7	15,693	12,596	8,794	9,381	11,702
Tantiem	9	8	6	7	7	27,578	17,358	13,045	18,944	9,228
Allowance	9	8	6	7	7	14,143	40,121	27,638	40,364	24,500
Total						57,414	70,075	49,477	68,689	45,430

Amount of Remuneration per person in 1 year	Number of Board of Directors Member
Above IDR2 billion	9
Above IDR1 billion - IDR2 billion	-
Above IDR500 million - IDR1 billion	-
Below IDR500 million	-

The remuneration of each member of the Board of Directors and Board of Commissioners is disclosed in the table above. The Company does not disclose the detailed remuneration of each member of the Board of Directors and Board of Commissioners because this constitutes personal and sensitive information, and to maintain the confidentiality of individual data in accordance with applicable laws and good corporate governance practices.

Remuneration Of Committees Under The Board Of Commissioners:

Members of Committees under the Board of Commissioners who concurrently serve as members of the Board of Commissioners do not receive additional remuneration, in accordance with Company policy.

(In Millions of Rupiah, except Number of Members)

Type of Remuneration	Number of Committee Members					Total Remuneration for Committee Members				
	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Honorarium	5	4	4	5	6	992	696	660	623	527
Tantiem	5	4	4	5	6	-	120	147	126	94
Total						992	816	807	749	621

Amount of Remuneration per person in 1 year	Number of Committee Members
Above IDR2 billion	-
Above IDR1 billion - IDR2 billion	-
Above IDR500 million - IDR1 billion	-
Below IDR500 million	5

Lowest and Highest Salary Ratio

The salaries compared in the salary ratio are the compensation received by members of the Board of Directors, Board of Commissioners, and employees in the last month of the reporting year.

The highest and lowest salary ratios in 2025, on a comparative scale, are as follows:

Ratio of highest and lowest employee salaries	36 : 1
Ratio of highest and lowest salaries of members of the Board of Directors	5.3 : 1
Ratio of highest and lowest salaries of members of the Board of Commissioners	1.69 : 1
Ratio of highest salaries of members of the Board of Directors and highest salaries of employees	3.70 : 1

BOARD OF COMMISSIONERS' ASSESSMENT OF THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Policy and Procedures for Assessing the Performance of Committees Under the Board of Commissioners

The performance assessment of each Committee under the Board of Commissioners is conducted annually (at least once a year), including:

1. Collegial performance assessment of Committees under the Board of Commissioners;
2. Individual performance assessment of Committee members under the Board of Commissioners; and
3. Performance assessment of Committee Chairs under the Board of Commissioners.

In 2025, the Company conducted a self-assessment of the performance of Committees under the Board of Commissioners using an online survey administered to each Committee member under the Board of Commissioners. The process and results of this performance assessment are confidential, anonymous, and independent. The results of this performance assessment are expected to provide input for improving the performance of Committees under the Board of Commissioners in the future.

Performance Assessment Criteria for Committees Under the Board of Commissioners

The performance assessment criteria for Committees at the Board of Commissioners level are as follows:

1. Collegial Assessment of Committee Performance at the Board of Commissioners
   a. Committee Structure and Composition
   b. Effectiveness of Committee Meetings
   c. Effectiveness of Implementation of Committee Duties and Responsibilities
2. Individual Performance Assessment of Committee Members at the Board of Commissioners level
   a. Competence and Capabilities of Committee Members
   b. Effectiveness of Implementation of Committee Member Duties and Responsibilities
3. Performance Assessment of Committee Chairs at the Board of Commissioners level
   a. Effectiveness of Implementation of Duties and Responsibilities
   b. Leadership within the Committee

Parties Who Conduct Performance Assessments of Committees Under the Board of Commissioners

The parties who assess the performance of Committees under the Board of Commissioners are as follows:

No.	Performance Evaluation	The assessment was conducted by
1.	Collective Committee	Each member of the Committee assesses the performance of the Committee
2.	Individual Committee Members	Each member of the Committee provides an assessment for each other member of the Committee.
3.	Committee Chair	Each member of the Committee assesses the performance of the Committee Chair.

The results of the performance assessment are submitted to the Nomination and Remuneration Committee. The Nomination and Remuneration Committee then submits and discusses all performance assessment results of the Committees at the Board of Commissioners level in a Board of Commissioners meeting. The discussion results will be followed up in the form of improvements or action plans (if necessary).

Performance Assessment Results of Committees Under the Board of Commissioners in 2025

Audit Committee Performance Assessment

The performance assessment of committees under the Board of Commissioners includes, among other things, meeting attendance, implementation of core duties, and the timeliness of submission of required reports.

Audit Committee performance assessment in 2025:

No.	Assessment Criteria	Weight (%)	Achievement (%)	Weight x Achievement (%)
1.	Meeting attendance rate	20	89	17.8
2.	Task execution	40	100	40
3.	Report submission accuracy	40	100	40
Total				**97.8**

Risk Monitoring Committee Performance Assessment

The performance assessment of committees under the Board of Commissioners includes, among other things, meeting attendance, implementation of core duties, and the timeliness of submission of required reports.

Risk Monitoring Committee performance assessment in 2025:

No.	Assessment Criteria	Weight (%)	Achievement (%)	Weight x Achievement (%)
1.	Meeting attendance rate	20	86	17.2
2.	Task execution	40	100	40
3.	Report submission accuracy	40	100	40
Total				**97.2**

Performance Assessment of the Nomination and Remuneration Committee

The performance assessment of committees under the Board of Commissioners includes, among other things, meeting attendance, implementation of core duties, and the timeliness of submission of required reports.

Performance assessment of the Nomination and Remuneration Committee in 2025:

No.	Assessment Criteria	Weight (%)	Achievement (%)	Weight x Achievement (%)
1.	Meeting attendance rate	20	100	20
2.	Task execution	40	100	40
3.	Report submission accuracy	40	100	40
Total				**100**

Corporate Governance Committee Performance Assessment

The performance assessment of committees under the Board of Commissioners includes, among other things, meeting attendance, implementation of core duties, and the timeliness of submission of required reports.

Corporate Governance Committee performance assessment in 2025:

No.	Assessment Criteria	Weight (%)	Achievement (%)	Weight x Achievement (%)
1.	Meeting attendance rate	20	100	20
2.	Task execution	40	100	40
3.	Report submission accuracy	40	100	40
Total				**100**

AUDIT COMMITTEE REPORT

The Audit Committee acts as an extension of the Board of Commissioners in carrying out its oversight function over the Company's performance. This committee is one of the main pillars in implementing the principles of Good Corporate Governance, as stipulated in the Audit Committee Guidelines and Work Procedures, OJK Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Implementation of the Audit Committee's Work, OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies, as amended by OJK Regulation No. 29/POJK.05/2020, and OJK Regulation No. 48 of 2024 concerning Good Corporate Governance for Financing Institutions, Venture Capital Companies, Microfinance Institutions, and Other Financial Services Institutions.

Formation of the Company Audit Committee

The Company's Audit Committee was first established on August 30, 2004, at a Meeting of the Company's Board of Commissioners. On November 29, 2005, based on a decision by the Company's Board of Commissioners, the Audit Committee and Risk Management Committee were merged into the Audit and Risk Management Committee.

With the Company's growing business and the increasing challenges faced by the Audit Committee, it was deemed necessary to separate the Audit and Risk Management Committees. Based on these considerations, on April 28, 2011, the Company's Audit and Risk Management Committees were separated into the Audit and Risk Management Committees.

Audit Committee Guidelines and Working Procedures

Adira Finance's Audit Committee has had a Guidelines and Work Procedures since 2004, and these have been reviewed and revised several times. The Audit Committee Guidelines and Work Procedures were last revised on September 21, 2022. The Audit Committee Guidelines and Work Procedures are also uploaded to the Company's official website at www.adira.co.id.

Membership

The composition of the Adira Finance Audit Committee, in accordance with the Decree of the Company's Board of Commissioners dated April 2, 2024, until the closing of the Annual General Meeting of Shareholders for the 2026 financial year, which will be held no later than June 30, 2027, is as follows:
Chairman: Manggi Taruna Habir (Independent Commissioner)
Member: Jusuf Sukiman (Independent Party)
Member: Restiana Ie Tjoe Linggadjaya (Independent Party)

Details regarding the work experience and educational background of each Audit Committee member who is still serving as of the date of this 2025 Annual Report can be found in the Company Profile - Audit Committee Profile section.

Audit Committee Independence

All members of the Audit Committee are independent parties who have no financial, managerial, share ownership, or family relationships with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationships with any of the Company's subsidiaries or affiliated companies, which could affect their ability to act independently.

To determine the independence of the Company's Audit Committee members, data on the family, financial, managerial, and ownership relationships of each Audit Committee member can be obtained.

The family and financial relationships of Audit Committee members with members of the Board of Commissioners and/or members of the Board of Directors, and the Company's shareholders are as follows:

Family Relationship:

No.	Name	Family Relationship with:													
		Board of Commissioners					Board of Directors							Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	Manggi Taruna Habir	-	-		-	-	-	-	-	-	-	-	-	-	-	-
2.	Jusuf Sukiman	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.	Restiana Ie Tjoe Linggadjaya	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Financial Relationship:

No.	Name	Financial Relationship with:													
		Board of Commissioners					Board of Directors							Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	Manggi Taruna Habir	-	-		-	-	-	-	-	-	-	-	-	-	-	-
2.	Jusuf Sukiman	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.	Restiana Ie Tjoe Linggadjaya	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

All members of the Company's Audit Committee are independent in accordance with Financial Services Authority Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Implementation of Audit Committee Work.

The table below shows the management and ownership relationships of the Company's Audit Committee members in other companies:

Information	Management and Ownership in Other Financing Companies						Detailed Explanation
	As Member of the Board of Commissioners		As Member of the Board of Directors		As Shareholder		
Audit Committee	Yes	No	Yes	No	Yes	No	
Manggi Taruna Habir	-	√	-	√	-	√	All members of the Audit Committee do not have any management or ownership relationships in other financing companies.
Jusuf Sukiman	-	√	-	√	-	√	
Restiana Ie Tjoe Linggadjaya	-	√	-	√	-	√	

Term of Office of the Audit Committee

The term of office of Audit Committee members may not exceed the term of office of members of the Board of Commissioners and may be re-elected for only one subsequent term, in accordance with OJK Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Implementation of the Work of Audit Committees. If the Chair of the Audit Committee resigns before his term of office, another Independent Commissioner will replace him.

The following is the term of office of Audit Committee members:

Member's Name	Taking Office	End of Term of Office
Manggi Taruna Habir	September 16, 2021	Closing of the Annual General Meeting of Shareholders for the 2026 financial year
Jusuf Sukiman	September 16, 2021	Closing of the Annual General Meeting of Shareholders for the 2026 financial year
Restiana Ie Tjoe Linggadjaya	July 1, 2022	Closing of the Annual General Meeting of Shareholders for the 2026 financial year

Duties and Responsibilities of the Audit Committee

The Audit Committee must monitor and evaluate the planning and implementation of audits as well as monitor the follow-up on audit results in order to assess the adequacy of internal control, including the adequacy of the financial reporting process.

The Audit Committee is tasked with providing independent professional opinions to the Board of Commissioners regarding reports or matters submitted by the Board of Directors to the Board of Commissioners and identifying matters requiring the attention of the Board of Commissioners, which include, among others:

1. Reviewing financial information to be released by the Company, such as financial statements, projections, and other financial information, and ensuring that the financial statements are in accordance with applicable accounting standards.
2. Analyzing the Company's compliance with laws and regulations in the capital market sector and other laws and regulations related to the Company's activities.
3. Evaluating and analyzing the Company's audit plan and its implementation. Ensuring that audits are conducted at an appropriate frequency and scope and monitoring the follow-up of audit reports.
4. Analyzing the independence and objectivity of the public accountant and the conformity of the audit implementation by the Public Accounting Firm (KAP) with applicable auditing standards.
5. Analyzing the adequacy of the examination conducted by the KAP to ensure all significant risks have been considered.
6. Monitoring and evaluating the planning and implementation of the internal audit unit's duties, the conformity of the external auditor's audit implementation with auditing standards, the conformity of financial statements with financial accounting standards, and the implementation of follow-up by the Board of Directors on the findings of the internal audit unit, external auditors, supervisory results of the Financial Services Authority, and/or supervisory results of other authorities and institutions.
7. The Committee is obliged to provide recommendations regarding the appointment of a public accountant and KAP to the Board of Commissioners to be submitted to the GMS.
8. Submitting reports on the Audit Committee's evaluation results regarding the implementation of audit services on historical annual financial information.
9. Reviewing and reporting to the Board of Commissioners on complaints related to the Company.
10. Maintaining the confidentiality of all Company documents, data, and information in its possession.
11. Creating, reviewing, and updating the Audit Committee's Charter.
12. Monitoring the follow-up on audit results in order to assess the adequacy of internal control, including the adequacy of the financial reporting process.

Requirements for Audit Committee Members

1. Must possess high integrity, abilities, knowledge, and experience appropriate to their field of work, and be able to communicate well.
2. One of the Independent Party members of the Committee must have expertise in the field of audit.
3. One of the Independent Party members of the Committee must have expertise in finance or accounting for Financing Companies or sharia accounting for Sharia Financing Companies or Financing Companies that have a Sharia Business Unit (UUS).

4. One of the Independent Party members of the Committee must have expertise in the field of law and/or capital market.
5. Understand financial statements, the Company's business, particularly related to the Company's services or business activities, the audit process, risk management, and laws and regulations in the Capital Market sector as well as other relevant laws and regulations.
6. Not an insider of a public accounting firm, legal consulting firm, public appraisal firm, or other party providing assurance services, non-assurance services, appraisal services, and/or other consulting services to the Company concerned within the last 6 (six) months.
7. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months. However, this provision does not apply to Independent Commissioners.
8. Audit Committee members, either directly or indirectly, must not own shares in the Company. If a Committee member acquires Company shares, either directly or indirectly, due to a legal event, they must transfer the shares to another party within 6 months of acquisition.
9. Committee members are prohibited from having an affiliated relationship with members of the Board of Commissioners, members of the Board of Directors, or controlling shareholders of the Company or Public Company.
10. Committee members, either directly or indirectly, are prohibited from having business relationships related to the Company's business activities.
11. Must be willing to continuously improve their competence through education and training.
12. Must comply with the Audit Committee's code of ethics established by the Company.
13. Must have at least 1 (one) member with an educational background and expertise in accounting and finance.

Authority of the Audit Committee

1. Access Company documents, data, and information regarding employees, funds, assets, and other Company resources related to the implementation of their duties.
2. Communicate directly with employees, including the Board of Directors and parties carrying out internal audit, risk management, and accounting functions related to the duties and responsibilities of the Audit Committee.
3. Involve independent parties outside the Audit Committee members as necessary to assist in carrying out their duties (if required).
4. Exercise other authorities granted by the Board of Commissioners.

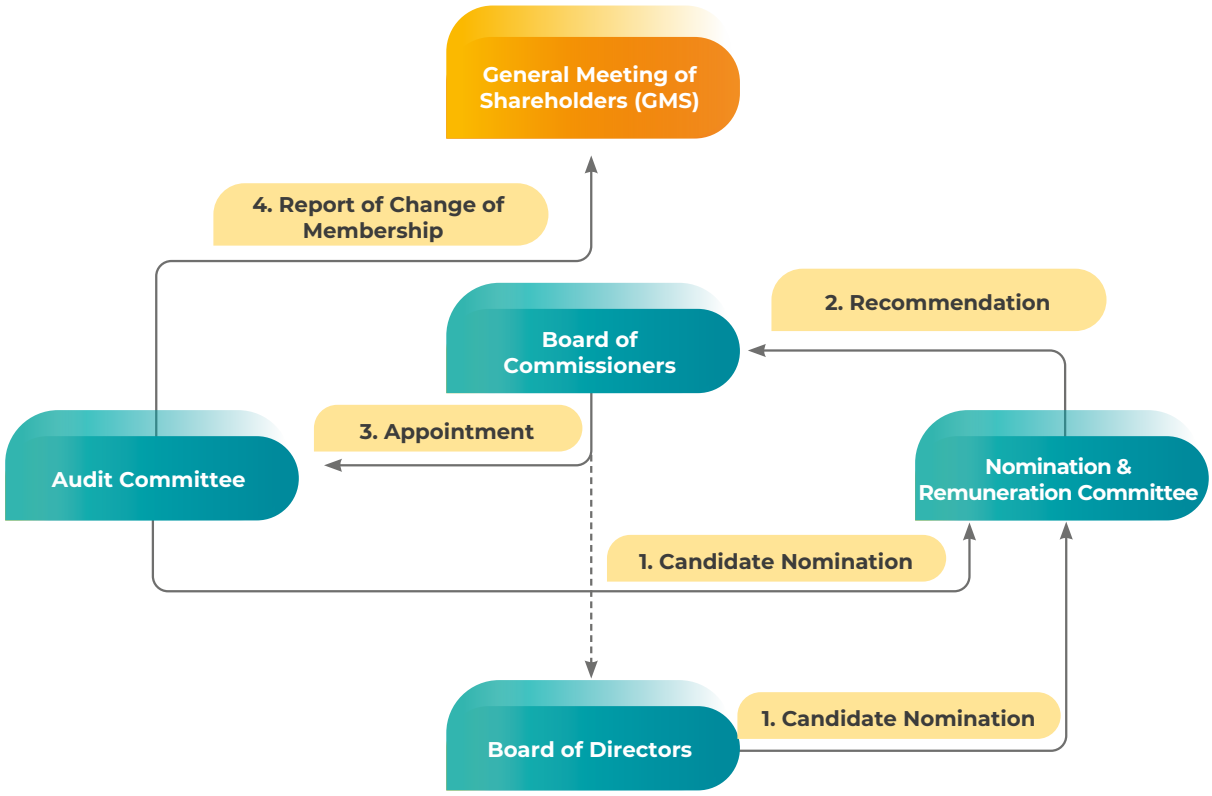
Work Ethics

Every member of the Audit Committee must possess good integrity, character, and morals.

Procedure for Selecting Audit Committee Members Not Originating from Members of the Company's Board of Commissioners

1. The Chairman of the Audit Committee or the Board of Directors has the right to propose names of candidates for Audit Committee members originating from outside the Company's Board of Commissioners members to the Company's Nomination and Remuneration Committee. Proposed candidates must meet the competency and independence requirements needed as members of the Audit Committee.
2. The Nomination and Remuneration Committee will conduct interviews and examine the requirements of the proposed candidates. After conducting interviews and examining the candidate's requirements, the Nomination and Remuneration Committee will submit recommendations regarding candidates to be appointed as members of the Audit Committee to the Board of Commissioners.
3. The Board of Commissioners will study the recommendation from the Nomination and Remuneration Committee. If the recommendation is approved, the Board of Commissioners will issue a decree of appointment as a member of the Audit Committee. A copy of the appointment letter is also submitted to the Company's Board of Directors.
4. The appointment of new Audit Committee members will be reported by the Chairman of the Audit Committee at the first GMS after the appointment is made.

Procedure for Selecting The Company's Audit Committee Members



Implementation of Audit Committee Duties During 2025

In 2025, the Audit Committee carried out its duties in accordance with the Audit Committee Guidelines and Work Procedures. The Audit Committee's duties throughout 2025 included:

1. Reviewing the Company's financial reports prior to submission to the Financial Services Authority, the Stock Exchange, other institutions, and the public, including the Annual Financial Report for the fiscal year ending December 31, 2024, the Financial Report for the First Quarter of 2025, the Financial Report for the First Half of 2025, the Financial Report for the Third Quarter of 2025, and the Annual Financial Report for the fiscal year ending December 31, 2025.
2. Providing recommendations to the Board of Commissioners regarding the appointment of a Public Accountant and Public Accounting Firm, which will be proposed by the Board of Commissioners to the GMS to audit the Company's financial reports. The Public Accountants appointed by the GMS to audit the Company's financial statements as stipulated in OJK Regulation No. 9 of 2023 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities are the Public Accounting Firms of Liana Ramon Xenia and Partners (a Member Firm of Deloitte Asia Pacific and the Deloitte Global Network) and Elisabeth Imelda.
3. Review the effectiveness of internal controls, risk reporting, risk management implementation, and compliance with applicable laws and regulations.
4. Prepare a report on the implementation of the Audit Committee's duties to the Board of Commissioners.
5. Evaluating the implementation of audit services for financial information in 2024 by Public Accountants and/or Public Accounting Firms.

All findings, notes, and recommendations resulting from the Audit Committee's activities, reviews, and analyses during 2025 have been communicated and discussed with the Company's Management and the Independent External Auditor, and have been reported to the Company's Board of Commissioners for improvement and follow-up by the Company's Management.

Audit Committee Reporting

Report	Addressed to	Reporting Date
Audit Committee Report	Board of Commissioners	January 23, 2025
Audit Committee Report	Board of Commissioners	March 26, 2025
Evaluation Report on the Implementation of Audit Services for Financial Information for the 2024 Financial Year by Public Accountants and/or Accounting Firms	Directorate of Supervision of Financing Institutions, Financial Services Authority	June 30, 2025
Audit Committee Report	Board of Commissioners	May 8, 2025
Audit Committee Report	Board of Commissioners	July 30, 2025
Audit Committee Report	Board of Commissioners	October 8, 2025
Audit Committee Report	Board of Commissioners	November 27, 2025

Audit Committee Member Training

In 2025, to improve the knowledge and quality of Audit Committee members, the Company's Audit Committee members participated in training programs, including:

Name	Training Provider	Training Name
Manggi Taruna Habir	Asosiasi Perusahaan Pembiayaan Indonesia (APPI)-	National Seminar: Will Trade War Create Financial Turmoil
Jusuf Sukiman	ISACA Indonesia Chapter	GRACS x IPSS 2025 | Trust by Design: Privacy, Security, and AI Governance
Restiana Ie Tjoe Linggadjaya	Yayasan Pendidikan Internal Audit (YPIA)	Seminar Nasional Internal Audit (SNIA) 2025: What Driving Change to Stay Ahead of The Curve for Internal Auditors in the Coming Years? Yayasan Pendidikan Internal Audit (3-4 December 2025)
	ISACA Indonesia Chapter	GRACS IPSS 2025 (IT Governance, Risk Management, Assurance, and Cyber Security, and Indonesia Privacy and Security Summit 2025): Trust by Design: Privacy, Security, and AI Governance for the Future, Jakarta (28 Oct 2025)
	The Institute of Internal Auditors (IIA) Indonesia	National Conference 2025: Audit for Tomorrow, The Institute of Internal Auditors (27-28 Aug 2025)
	Yayasan Pendidikan Internal Audit (YPIA)	Konferensi Auditor Internal (KAI) 2025: Navigating Emerging Risk, Governance, and Opportunities, Yayasan Pendidikan Internal Audit (2-3 Jul 2025)
	Infobank Institute	Risk Appetite Framework, Refreshment Certification Level 7, Banking Strategic Learning (24 June 2025)

Audit Committee Meetings

Provisions regarding the Company's Audit Committee Meetings:

- The Audit Committee will hold regular Committee Meetings at least once every three months.
- Committee Meetings may only be held if attended by more than half (one-half) of the total number of members.
- Decisions at Committee Meetings are made by consensus. In the event that consensus cannot be reached, decisions are made by majority vote.
- Audit Committee Meetings are chaired by the Committee Chair.
- If the Audit Committee Chair is absent, one of the Audit Committee members present at the meeting shall be appointed to chair the Audit Committee Meeting.
- The results of Audit Committee Meetings must be recorded in the minutes of the meeting and properly documented.
- Any differences of opinion arising during Audit Committee Meetings must be clearly stated in the minutes of the meeting, along with the reasons for the differences.

Throughout 2025, the Audit Committee held six meetings with an attendance rate of 89%. This high attendance rate demonstrates the high level of commitment from all members of the Company's Audit Committee.

A brief report of the Audit Committee meetings for 2025 is as follows:

Audit Committee Meeting

Date	Agenda	Presence of Committee Members		
		Manggi Taruna Habir	Jusuf Sukiman	Restiana Ie Tjoe Linggadjaya
January 23, 2025	1. ADMF Financial Statements for Fiscal Year 2024 2. Taxation Report 3. Follow-up from the Last Audit Committee Meeting 4. Progress of Regular Internal Audits and Key Issues Highlighted 5. Summary of Internal Quality Assurance Review 6. Status of Information Technology Audit Follow-up Plan 7. Fraud	√	√	√
April 28, 2025	1. ADMF Financial Statements for Q1 2025 2. Taxation Report 3. Progress of Regular Internal Audits and Key Issues Highlighted 4. Status of Information Technology Audit Follow-up Plan 5. Fraud 6. Recurring Audit Issues and WBS Case Analysis	√	√	√
July 23, 2025	1. ADMF Financial Statements for Q1 2025 2. Merger Plan Report – Readiness for Regulatory Reporting 3. Taxation Report 4. 2025 Financial Statement Audit Update 5. Follow-up from the Last Audit Committee Meeting 6. Progress of Regular Internal Audits and Key Issues Highlighted 7. Update Information Technology 8. Mandala Internal Audit Division Update 9. Fraud	-	√	√
October 30, 2025	Audit of ADMF Interim Financial Statements as of September 30, 2025	-	√	√
November 12, 2025	1. Regular Internal Audit Developments and Key Issues Highlighted 2. BDI-ADMF Joint Audit Results 3. Fraud	√	√	√
November 24, 2025	Internal Audit Plan and Resources 2025	√	√	√

RISK MONITORING COMMITTEE REPORT

The Risk Monitoring Committee is one of the committees that assists the Board of Commissioners in carrying out its oversight function over the Company's performance. This is a key pillar in the implementation of Good Corporate Governance principles, as outlined in the Risk Monitoring Committee Charter (Guidelines and Work Procedures).

Establishment of the Corporate Risk Monitoring Committee

Initially, the Risk Monitoring Committee at Adira Finance was called the Corporate Risk Management Committee, which was first established on August 30, 2004, based on a resolution of the Company's Board of Commissioners Meeting. Then, on November 29, 2005, based on a resolution of the Company's Board of Commissioners Meeting, the Audit Committee and Risk Management Committee were merged into the Audit and Risk Management Committee.

As the business grew and the challenges faced by the Risk Management Committee increased, it was deemed necessary to separate the Audit and Risk Management Committees. Based on these considerations, on April 28, 2011, the Company's Audit and Risk Management Committees were separated into the Audit Committee and the Risk Management Committee. Furthermore, to comply with OJK Regulation No. 29/POJK.05/2020 concerning Amendments to POJK No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies, the Committee's name was changed to the Risk Monitoring Committee on March 30, 2021.

Risk Monitoring Committee Guidelines and Working Procedures

Adira Finance's Risk Monitoring Committee has had Guidelines and Work Procedures since 2011. These have been evaluated several times, most recently revised on July 29, 2021. The Risk Monitoring Committee Guidelines and Work Procedures are also uploaded to the Company's official website at www.adira.co.id.

Membership

In accordance with the Decision of the Board of Commissioners dated April 9, 2025, the composition of the Risk Oversight Committee is as follows:
Chairman: Krisna Wijaya (Independent Commissioner)
Member: Manggi Taruna Habir (Independent Commissioner)
Member: Rio Erriad (Independent Party)
Member: Eng Heng Nee Philip (Independent Party)

Details regarding the work experience and educational background of each member of the Risk Oversight Committee can be found in the Company Data - Risk Oversight Committee Profile section.

Independence of the Risk Management Committee

All members of the Risk Management Committee are independent parties who have no financial, managerial, share ownership, and/or family relationships with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationships with any of the Company's subsidiaries or affiliated companies that could influence their decisions.

To determine the independence of the members of the Company's Risk Monitoring Committee, data on the family, financial, management, and ownership relationships of each member of the Risk Monitoring Committee can be obtained.

The family and financial relationships of the Risk Monitoring Committee members with members of the Board of Commissioners and/or members of the Board of Directors, and the Company's shareholders are as follows:

Family Relationships:

No.	Name	Family Relationship with:														
		Board of Commissioners					Board of Directors								Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	Krisna Wijaya	-		-	-	-	-	-	-	-	-	-	-	-	-	-
2.	Manggi Taruna Habir	-	-		-	-	-	-	-	-	-	-	-	-	-	-
3.	Rio Erriad	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.	Eng Heng Nee Philip	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Financial Relationship:

No.	Name	Financial Relationship with:														
		Board of Commissioners					Board of Directors								Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	Krisna Wijaya	-		-	-	-	-	-	-	-	-	-	-	-	-	-
2.	Manggi Taruna Habir	-	-		-	-	-	-	-	-	-	-	-	-	-	-
3.	Rio Erriad	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Eng Heng Nee Philip	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

The table below shows the management and ownership relationships of members of the Corporate Risk Monitoring Committee in other financing companies:

Information	Management and Ownership in Other Financing Companies						Detailed Explanation
	As Member of the Board of Commissioners		As Member of the Board of Directors		As Shareholder		
Risk Monitoring Committee	Yes	No	Yes	No	Yes	No	
Krisna Wijaya	-	√	-	√	-	√	All members of the Risk Management Committee do not have any management or ownership relationships in other financing companies.
Manggi Taruna Habir	-	√	-	√	-	√	
Rio Erriad	-	√	-	√	-	√	
Eng Heng Nee Philip	-	√	-	√	-	√	

Term of Office of The Risk Monitoring Committee

The term of office of members of the Risk Monitoring Committee may not exceed the term of office of members of the Board of Commissioners and may be re-elected for only one subsequent term, in accordance with the Company's Risk Monitoring Committee Guidelines and Work Procedures dated July 29, 2021. If the Committee Chair resigns before his term of office, another Independent Commissioner will replace him.

The following is the term of office of members of the Risk Monitoring Committee currently in office:

Member Name	Taking Office	End of Term of Office
Krisna Wijaya	September 30, 2021	Closing of the Annual General Meeting of Shareholders for the 2026 financial year
Manggi Taruna Habir	June 6, 2022	Closing of the Annual General Meeting of Shareholders for the 2026 financial year
Rio Erriad	September 30, 2021	Closing of the Annual General Meeting of Shareholders for the 2026 financial year
Eng Heng Nee Philip	April 9, 2025	Closing of the Annual General Meeting of Shareholders for the 2026 financial year

Duties and Responsibilities of the Risk Monitoring Committee

The Risk Management Committee is responsible for monitoring and evaluating the Company's risk management planning and implementation.

The Risk Management Committee is tasked with providing independent professional opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners and identifying matters requiring the Board of Commissioners' attention. These include:

1. Developing an annual activity plan approved by the Board of Commissioners.
2. Monitoring and evaluating the alignment of the Company's risk management policies with their implementation in order to provide recommendations to the Board of Commissioners.
3. Monitoring and evaluating the implementation of the duties of the risk management committee and risk management work unit.
4. Reporting to the Board of Commissioners on various risks faced by the Company and the implementation of risk management by the Board of Directors.
5. Evaluating the Company's risk management policies at least annually.
6. Evaluating the Board of Directors' accountability for the implementation of risk management policies at least quarterly.
7. Maintaining the confidentiality of all Company documents, data, and information in its possession.
8. Create, review, and update the Risk Monitoring Committee Guidelines and Work Procedures.
9. Organize and authorize investigations within the scope of its duties.
10. Collaborate with external consultants, accountants, or other external parties who advise or provide direction to the Committee regarding investigations, and seek various relevant information from employees of collaborating parties upon the Committee's request.
11. Other tasks, in addition to those mentioned above, assigned by the Board of Commissioners to the Committee in accordance with its functions and duties from time to time as needed.

Authority of the Risk Monitoring Committee

1. The Company's Risk Monitoring Committee is authorized to have full, free, and unrestricted access to information regarding employees, funds, assets, and other Company resources related to the implementation of its duties.
2. In exercising its authority, the Risk Monitoring Committee must collaborate with the Company's risk management unit and other units as deemed necessary.
3. Exercise other authority granted by the Board of Commissioners.

Implementation of the Risk Monitoring Committee's Duties During 2025

Throughout 2025, the Risk Monitoring Committee carried out its duties in accordance with the Risk Monitoring Committee's Guidelines and Work Procedures. The Risk Monitoring Committee's duties throughout 2025 included:

1. Developing an annual activity plan approved by the Board of Commissioners.
2. Evaluating the alignment between the Company's risk management policies and their implementation.
3. Monitoring and evaluating the implementation of the Company's risk management to provide recommendations to the Board of Commissioners.

4. Reporting to the Board of Commissioners on various risks faced by the Company and the implementation of risk management by the Board of Directors.
5. Evaluating the Company's risk management policies.
6. Evaluating the accountability of the Board of Directors for the implementation of risk management policies on a regular basis.

Risk Monitoring Committee Reporting

Report	Addressed to	Reporting Date
Risk Monitoring Committee Report	The Board of Commissioners	January 23, 2025
Risk Monitoring Committee Report	The Board of Commissioners	May 8, 2025
Risk Monitoring Committee Report	The Board of Commissioners	July 30, 2025
Risk Monitoring Committee Report	The Board of Commissioners	November 12, 2025

Training for Risk Monitoring Committee Members

To improve the knowledge and quality of Risk Monitoring Committee members, in 2025, members of the Company's Audit Committee participated in training programs, including:

Name	Training Organizer	Nama Pelatihan
Krisna Wijaya	Association of Indonesian Financing Companies	National Seminar: Will Trade War Create Financial Turmoil?
Manggi Taruna Habir	Association of Indonesian Financing Companies	National Seminar: Will Trade War Create Financial Turmoil?
Rio Erriad	Mutu Institute	Halal Supervisor Competency Certification
	Financial Services Authority supervises PVML (Supervisor of Financing Institutions, Venture Capital, MFIs and Other Financial Services	Certification Program for PVML and IAKD Supervisors at the Deputy Director Level of the OJK (Guest Speaker)
Eng Heng Nee Philip	-	-

Risk Monitoring Committee Meetings

Provisions regarding Company Risk Monitoring Committee Meetings:

- The Risk Monitoring Committee will hold meetings as needed or at least four times per year.
- Meetings may only be held if attended by at least 50% of the total number of members, including one Independent Commissioner.
- Meeting decisions are made by consensus. In the event that consensus cannot be reached, decisions are made by majority vote.
- Committee meetings are chaired by the Committee Chair.
- If the Committee Chair is absent, one of the Committee members present at the meeting is appointed to chair the Risk Management Committee meeting.
- The results of Committee meetings must be recorded in the minutes of the meeting and properly documented.
- Any differences of opinion arising during the meeting must be clearly stated in the minutes of the meeting, along with the reasons for the differences.

During 2025, the Risk Oversight Committee held four meetings, with 86% attendance among Risk Oversight Committee members. This high attendance rate demonstrates the strong commitment of all members of the Company's Risk Oversight Committee.

The attendance list for Risk Oversight Committee meetings during 2025 is as follows:

Date	Agenda	Presence of Committee Members			
		Krisna Wijaya	Manggi Taruna Habir	Rio Erriad	Eng Heng Nee Philip*)
January 23, 2025	1. Annual Assessment 2024 Financial Soundness Level 2. Guidelines of Anti Fraud Strategy Implementation 3. Annual Review 2024/2025 Market and Liquidity Risk Limit 4. Risk Matrix and Risk Appetite Statement December 2024 5. Regular Updates - Risk - Credit Risk & Sales - Operational Risk - Information Risk - Market & Liquidity Risk - Legal Risk - Re[utation Risk - Compliance Risk - Anti Money Laundering Update	√	√	√	-
April 23, 2025	1. Credit Product Program 2. Risk Matric and Risk Appetite Statement March 2024 3. Regular Updates - Risk - Credit Risk & Sales - Operational Risk - Information Risk - Market & Liquidity Risk - Legal Risk - Re[utation Risk - Compliance Risk - Anti Money Laundering Update	√	√	√	-
July 23 2025	1. New: Restructuring Guideline of Financing Receivables/Productive Assets in Adira Finance 2. Annual Review: 2025 - Guideline of Risk Management Implementation 3. Annual Review: 2025 - Risk Appetite Statement 4. Risk Matrix and Risk Appetite Statement December 2024 5. Regular Updates - Risk - Credit Risk & Sales - Operational Risk - Information Risk - Market & Liquidity Risk - Legal Risk - Re[utation Risk - Compliance Risk - Anti Money Laundering Update	√	-	√	√
November 12, 2025	1. Risk Matrix and Risk Appetite Statement September 2024 2. Regular Updates - Risk - Credit Risk & Sales - Operational Risk - Information Risk - Market & Liquidity Risk - Legal Risk - Re[utation Risk - Compliance Risk - Anti Money Laundering Update	√	√	√	-

*) Appointed as a member of the Risk Monitoring Committee on April 9, 2025.

All findings, notes, and recommendations resulting from the implementation of activities, reviews, and analyses by the Risk Management Committee during 2025 have been communicated and discussed with the Company's Management and reported to the Company's Board of Commissioners for improvement and follow-up by the Company's Management.

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee was established to assist the Board of Commissioners in carrying out its duties and responsibilities related to providing recommendations on the nomination and remuneration of members of the Board of Commissioners and the Board of Directors, in accordance with GCG principles. The Nomination and Remuneration Committee consists of five members, chaired by an Independent Commissioner of the Company.

Guidelines and Working Procedures for the Nomination and Remuneration Committee

The Adira Finance Nomination and Remuneration Committee has had a Guideline and Work Procedure since 2008 and has undergone several evaluations, most recently on July 29, 2021.

The Guidelines and Work Procedures for the Nomination and Remuneration Committee have also been uploaded to the Company's official website at www.adira.co.id.

Membership

In accordance with the Decision of the Board of Commissioners dated October 18, 2021, the composition of the Nomination and Remuneration Committee is as follows:
Chairman: Manggi Taruna Habir (Independent Commissioner)
Member: Yasushi Itagaki (President Commissioner)
Member: Eng Heng Nee Philip (Commissioner)
Member: Tri Evita Aryani (Head of Human Capital & General Affairs)

In connection with the resignation of Yasushi Itagaki as President Commissioner of the Company at the Annual General Meeting of Shareholders held on April 4, 2023, the composition of the Nomination and Remuneration Committee until February 6, 2024, is as follows:
Chairman: Manggi Taruna Habir (Independent Commissioner)
Member: Eng Heng Nee Philip (Commissioner)
Member: Tri Evita Aryani (Head of Human Capital & General Affairs)

In accordance with the Decision of the Board of Commissioners dated February 7, 2024, the composition of the Nomination and Remuneration Committee is as follows:
Chairman: Manggi Taruna Habir (Independent Commissioner)
Member: Daisuke Ejima (President Commissioner)
Member: Eng Heng Nee Philip (Commissioner)
Member: Hafid Hadeli (Commissioner)
Member: Tri Evita Aryani (Head of Human Capital & General Affairs)

In accordance with the Board of Commissioners' Decision dated April 9, 2025, the composition of the Nomination and Remuneration Committee is as follows:
Chairman: Manggi Taruna Habir (Independent Commissioner)
Member: Daisuke Ejima (President Commissioner)
Member: Eng Heng Nee Philip (Independent Party)
Member: Honggo Widjojo Kangmasto (Commissioner)
Member: Tri Evita Aryani (Head of Human Capital & General Affairs)

Information regarding work experience The educational background and background of each member of the Nomination and Remuneration Committee can be found in the Company Data section – Nomination and Remuneration Committee Profile.

Based on OJK Regulation No. 29/POJK.05/2020 concerning Amendments to OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies and OJK Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies, specifically Article 3 Paragraph 1 letter a, the chair of the Nomination and Remuneration Committee must be an Independent Commissioner.

Independence of Nomination and Remuneration Committee Members

To determine the independence of the members of the Company's Nomination and Remuneration Committee, data on the family relationships, financial background, management, and ownership of each member of the Nomination and Remuneration Committee can be obtained.

The family and financial relationships of members of the Nomination and Remuneration Committee with members of the Board of Commissioners and/or members of the Board of Directors and the Company's shareholders are as follows:

Family Relationships:

No.	Name	Family Relationship with:														
		Board of Commissioners					Board of Directors								Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	Manggi Taruna Habir	-	-		-	-	-	-	-	-	-	-	-	-	-	-
2.	Daisuke Ejima		-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.	Eng Heng Nee Philip	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.	Honggo Widjojo Kangmasto	-	-	-	-		-	-	-	-	-	-	-	-	-	-
5.	Tri Evita Aryani	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Financial Relationships:

No.	Name	Financial Relationship with:														
		Board of Commissioners					Board of Directors								Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	Manggi Taruna Habir	-	-		-	-	-	-	-	-	-	-	-	-	-	-
2.	Daisuke Ejima		-	-	-	-	-	-	-	-	-	-	-	-	√	-
3.	Eng Heng Nee Philip	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.	Honggo Widjojo Kangmasto	-	-	-	-		-	-	-	-	-	-	-	-	√	-
5.	Tri Evita Aryani	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Caption: Daisuke Ejima and Honggo Widjojo Kangmasto respectively serve as President Director and Deputy President Director of PT Bank Danamon Indonesia Tbk

The table below shows the management and ownership relationships of members of the Company's Nomination and Remuneration Committee in other financing companies:

Information	Management and Ownership in Other Financing Companies						Detailed Explanation
	As Member of the Board of Commissioners		As Member of the Board of Directors		As Shareholder		
Nomination and Remuneration Committee	Yes	No	Yes	No	Yes	No	
Manggi Taruna Habir	-	√	-	√	-	√	All members of the Nomination and Remuneration Committee do not have any management or ownership relationships in other financing companies.
Daisuke Ejima	-	√	-	√	-	√	
Eng Heng Nee Philip	-	√	-	√	-	√	
Honggo Widjojo Kangmasto	-	√	-	√	-	√	
Tri Evita Aryani	-	√	-	√	-	√	

Term of Office of the Nomination and Remuneration Committee

According to applicable regulations, the term of office of committee members may not exceed the term of office of members of the Board of Commissioners.

The following is the term of office of members of the Nomination and Remuneration Committee:

Member Name	Taking Office	End of Term of Office
Manggi Taruna Habir	October 18, 2021	-
Daisuke Ejima	February 7, 2024	-
Eng Heng Nee Philip	April 9, 2025	-
Honggo Widjojo Kangmasto	April 9, 2025	-
Tri Evita Aryani	October 18, 2021	-

Duties and Responsibilities of the Nomination and Remuneration Committee

The duties and responsibilities of the Nomination and Remuneration Committee are as follows:

1. Regarding the Nomination Policy:
   a. Providing recommendations to the Board of Commissioners regarding:
      (1) the composition of the positions of members of the Board of Directors and/or members of the Board of Commissioners;
      (2) the policies and criteria required in the nomination process; and
      (3) the performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners;
   b. Assisting the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on established benchmarks for evaluation;
   c. Providing recommendations to the Board of Commissioners regarding capacity development programs for members of the Board of Directors and/or members of the Board of Commissioners; and
   d. Providing proposals for qualified candidates for members of the Board of Directors and/or members of the Board of Commissioners to the Board of Commissioners for submission to the General Meeting of Shareholders (GMS).
2. Regarding the Remuneration Policy:
   a. Providing recommendations to the Board of Commissioners regarding:
      (1) the remuneration structure for members of the Board of Directors and/or members of the Board of Commissioners;
      (2) policies regarding the remuneration of members of the Board of Directors and/or Board of Commissioners; and
      (3) the amount of remuneration for members of the Board of Directors and/or Board of Commissioners.
   b. assisting the Board of Commissioners in conducting performance assessments to ensure the appropriateness of the remuneration received by each member of the Board of Directors and/or Board of Commissioners.

Requirements for Nomination and Remuneration Committee Members

1. Possess integrity and good morals.
2. Possess sound knowledge and experience in human resource management.
3. Possess adequate knowledge of labor laws and other related laws and regulations.

Authorities of the Nomination and Remuneration Committee

1. Access records or information regarding employees, funds, assets, and other Company resources related to the performance of their duties.
2. Summon and request information from prospective members of the Board of Commissioners and/or prospective members of the Board of Directors and/or other senior Company officials to provide an overview of the capabilities and suitability of prospective members of the Board of Commissioners and/or prospective members of the Board of Directors and/or senior Company officials.
3. Has the right to recommend or reject candidates for the Board of Commissioners and/or Board of Directors and/or senior Company officials proposed by any party.

Implementation of the Nomination and Remuneration Committee's Duties During 2025

Throughout 2025, the Nomination and Remuneration Management Committee carried out its duties in accordance with the Nomination and Remuneration Committee's Guidelines and Work Procedures. The Nomination and Remuneration Management Committee's duties throughout 2025 included:

1. In relation to nomination activities, providing recommendations to the Board of Commissioners regarding:
   a. The composition of the positions of members of the Board of Directors and/or Board of Commissioners;
   b. The policies and criteria required in the nomination process; and
   c. The performance evaluation policy for members of the Board of Directors and/or Board of Commissioners.
2. Assisting the Board of Commissioners in assessing the performance of members of the Board of Directors and/or Board of Commissioners based on established benchmarks for evaluation purposes.
3. Provide recommendations to the Board of Commissioners regarding the capacity development program for members of the Board of Directors and/or Board of Commissioners.
4. Provide proposals for qualified candidates for members of the Board of Directors and/or Board of Commissioners to the Board of Commissioners for submission to the GMS.
5. Regarding the remuneration function, provide recommendations to the Board of Commissioners regarding:
   a. Remuneration structure;
   b. Remuneration policy; and
   c. Remuneration amount.
6. Assist the Board of Commissioners in assessing the performance of each member of the Board of Directors and/or Board of Commissioners in assessing the appropriateness of the remuneration received by each member of the Board of Directors and/or Board of Commissioners.
7. Determine the criteria for Board of Directors members, the required expertise, and the number of Board members.
8. Ensure that remuneration levels are formulated taking into account the financial risks, demands, and requirements of each responsibility in the relevant industry.
9. Recommend remuneration packages for the Board of Directors in the form of incentive programs, such as the Company's bonus distribution scheme.
10. Manage and monitor adequate remuneration policies and programs.

Reporting of the Nomination and Remuneration Committee

Report	Addressed to	Reporting Date
Report of the Nomination and Remuneration Committee	Board of Commissioners	March 26, 2025

Training for Nomination and Remuneration Committee Members

To improve the knowledge and quality of Nomination and Remuneration Committee members, in 2025, members of the Company's Nomination and Remuneration Committee participated in the following trainings:

Name	Training Name	Training Provider
Manggi Taruna Habir	Asosiasi Perusahaan Pembiayaan Indonesia (APPI)	National Seminar Will Trade War Create Financial Turmoil?
Daisuke Ejima	Asosiasi Perusahaan Pembiayaan Indonesia (APPI)	Strengthening Multifinance Resilience Amidst Economic Slowdown and Regulatory Shifts
Eng Heng Nee Philip	-	-
Honggo Widjojo Kangmasto	-	-
Tri Evita Aryani	-	-

Nomination and Remuneration Committee Meetings

During 2025, the Nomination and Remuneration Committee has held two hybrid meetings (online and offline) and one circular meeting with 100% attendance. This high attendance rate demonstrates the strong commitment of all members of the Company's Nomination and Remuneration Committee. At these meetings, the Committee evaluated and reviewed the Company's remuneration system.

The attendance list for the Nomination and Remuneration Committee meetings during 2025 is as follows:

Date	Agenda	Presence of Committee Members				
		Manggi T. Habir	Daisuke Ejima	Eng Heng Nee Philip*)	Honggo Widjojo Kangmasto*)	Tri Evita Aryani
February 28, 2025	Bonus 2024 & Salary Increase 2025	√	√	-	-	√
August 4, 2025	LTI Program	√	√	√	√	√
December 16, 2025 (circular)	Changes in the Composition of the Board of Directors	√	√	√	√	√

*) Appointed as a member of the Company's Nomination and Remuneration Committee on April 9, 2025.

Throughout 2025, all reports and recommendations resulting from the implementation of activities, reviews, and analyses by the Nomination and Remuneration Committee have been communicated and discussed with the Company's Management and reported to the Company's Board of Commissioners for follow-up by the Company's Management.

Succession Policy

Adira Finance has and implements a succession policy for the Board of Commissioners, Directors, and/or senior officials aimed at preparing for leadership regeneration within the Company. The main points of the Adira Finance Succession Policy are as follows:

a. Developing and providing recommendations regarding the system and procedures for selecting and/or replacing members of the Board of Commissioners and Directors to the Board of Commissioners for submission to the GMS.
b. Providing recommendations regarding candidates for members of the Board of Commissioners and/or Directors to the Board of Commissioners for submission to the GMS.

CORPORATE GOVERNANCE COMMITTEE

The Corporate Governance Committee was established to support the Board of Commissioners in carrying out its oversight function and ensuring the implementation of GCG principles at all levels of the organization. This committee plays a strategic role in providing recommendations and input to the Board of Commissioners regarding strengthening governance, compliance with laws and regulations, and the implementation of best practices to maintain integrity, transparency, and accountability in all Adira Finance business activities.

Through the Corporate Governance Committee, the Company ensures that all business processes and decision-making prioritize the principle of prudence and align with the interests of shareholders and other stakeholders. Currently, the Corporate Governance Committee is chaired by an Independent Commissioner and consists of one independent party.

Membership

As of the publication of this Annual Report, the membership of the Corporate Governance Committee is as follows:

Chairman : Krisna Wijaya (Independent Commissioner)
Member : Diyah Sasanti (Independent Party)

Details regarding the work experience and educational background of each member of the Corporate Governance Committee can be found in the Company Data section of the Corporate Governance Committee Profile.

Independence of Corporate Governance Committee Members

All members of the Corporate Governance Committee are independent parties who have no financial, managerial, share ownership, or family relationships with any member of the Board of Commissioners, Board of Directors, and/or Controlling Shareholders, or any business relationship with any subsidiary or affiliated company in the Company that could affect their ability to act independently.

To determine the independence of the Corporate Governance Committee members, the family, financial, managerial, and ownership relationships of each member of the Corporate Governance Committee can be seen.

The family and financial relationships of members of the Corporate Governance Committee with members of the Board of Commissioners and/or members of the Board of Directors and shareholders of the Company are as follows:

Family Relationships:

No.	Name	Family Relationship with:														
		Board of Commissioners					Board of Directors								Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	Krisna Wijaya	-		-	-	-	-	-	-	-	-	-	-	-	-	-
2.	Diyah Sasanti	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Financial Relationships:

No.	Name	Financial Relationships with:														
		Board of Commissioners					Board of Directors								Controlling Shareholder	
		Daisuke Ejima	Krisna Wijaya	Manggi Taruna Habir	Congsin Congcar	Honggo Widjojo Kangmasto	I Dewa Made Susila	Swandajani Gunadi	Niko Kurniawan Bonggowarsito	Harry Latif	Denny Riza Farib	Sigit Hendra Gunawan	Sylvanus Gani K. Mendrofa	Ricky Gunawan	PT Bank Danamon Indonesia Tbk	MUFG Bank, Ltd.
1.	Krisna Wijaya	-		-	-	-	-	-	-	-	-	-	-	-	-	-
2.	Diyah Sasanti	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

The table below shows the management and ownership relationships of members of the Corporate Governance Committee in other financing companies:

Description	Management and Ownership in Other Financing Companies						Detailed Explanation
	As a Member of the Board of Commissioners		As a Member of the Board of Directors		As a Shareholder		
Corporate Governance Committee	Yes	No	Yes	No	Yes	No	
Krisna Wijaya	-	√	-	√	-	√	All members of the Corporate Governance Committee do not have any management or ownership relationships in other financing companies.
Diyah Sasanti	-	√	-	√	-	√	

Duties and Responsibilities of The Corporate Governance Committee

The duties and responsibilities of the Corporate Governance Committee are as follows:

a. Reviewing, evaluating, and recommending Adira Finance's Corporate Governance framework, policies, and comprehensiveness;
b. Monitoring the implementation of Good Corporate Governance principles across all Adira Finance business activities at all levels;
c. Reviewing, evaluating, and recommending programs/activities related to Adira Finance's responsibilities to stakeholders; and
d. Carrying out other duties assigned by the Board of Commissioners related to the development and implementation of Corporate Governance.

Requirements for Corporate Governance Committee Members

1. Possessing integrity and good morals;
2. Possessing sound knowledge and experience in the field of Corporate Governance;
3. Possessing adequate knowledge of labor laws and other related laws and regulations.

Authorities of the Corporate Governance Committee

1. Access records or information regarding employees, funds, assets, and other Company resources related to the implementation of its duties.
2. Communicate directly with employees, including the Board of Directors and other Company employees related to the duties and responsibilities of the Corporate Governance Committee.

Implementation of the Corporate Governance Committee's Duties During 2025

Throughout 2025, the Corporate Governance Committee carried out its duties in accordance with the Corporate Governance Committee's Guidelines and Work Procedures. The Corporate Governance Committee's duties throughout 2025 included:

1. Monitor the implementation of Good Corporate Governance principles across all Adira Finance business activities at all levels;
2. Review, evaluate, and recommend programs/activities related to Adira Finance's responsibilities to stakeholders; and
3. In order to implement Integrated Governance, the Chair of the Corporate Governance Committee has become a member of the Danamon Group Integrated Governance Committee and regularly attends meetings held twice a year.

Corporate Governance Committee Reporting

Report	Addressed To	Reporting Date
Adira Finance Governance Update • Self-Assessment of Good Corporate Governance Practices • Analysis of New Regulations Relating to Finance Companies and Their Implementation in the Company • Non-Compliance with Existing Regulations • Self-Assessment of Company Health Level • Update on Integrated Audits (Internal and Regulatory) • Information on Fraud Cases	Integrated Governance Committee, Bank Danamon	February 6, 2025
Good Corporate Governance Implementation Report for the Company for Fiscal Year 2024	Financial Services Authority	April 29, 2025
Adira Finance Governance Update • Self-Assessment of Good Corporate Governance Practices • Analysis of New Regulations Relating to Finance Companies and Their Implementation in the Company • Non-Compliance with Existing Regulations • Self-Assessment of the Company's Health Level • Update on Integrated Audits (Internal and Regulatory) • Fraud Case Information • Corporate Actions	Integrated Governance Committee, Bank Danamon	Agustus 11, 2025

Training for Corporate Governance Committee Members

To improve the knowledge and quality of Corporate Governance Committee members, by 2025, the Corporate Governance Committee members had participated in training programs, including:

Name	Training Provider	Training Name
Krisna Wijaya	Indonesian Financing Companies Association (APPI)	National Seminar: Will the Trade War Create Financial Turmoil?
Diyah Sasanti	-	-

Corporate Governance Committee Meetings

During 2025, the Corporate Governance Committee held 2 (two) meetings with 100% attendance. This high attendance rate demonstrates the high level of commitment from all members of the Corporate Governance Committee.

The attendance list for Corporate Governance Committee meetings during 2025 is as follows:

Date	Agenda	Attendanceof Committee Members	
		Krisna Wijaya	Diyah Sasanti
February 6, 2025	• Self-Assessment of Good Corporate Governance Practices • Analysis of New Regulations Relating to Finance Companies and Their Implementation in the Company • Non-Compliance with Existing Regulations • Self-Assessment of Company Health Level • Update on Integrated Audits (Internal and Regulatory) • Fraud Case Information	√	√
August 11, 2025	• Self-Assessment of Good Corporate Governance Practices • Analysis of New Regulations Relating to Finance Companies and Their Implementation in the Company • Non-Compliance with Existing Regulations • Self-Assessment of Company Health Level • Update on Integrated Audits (Internal and Regulatory) • Fraud Case Information • Corporate Actions	√	√

All reports and recommendations from the results of the implementation of activities, reviews and analyses of the Corporate Governance Committee during 2025 have been communicated and discussed with the Company's Management and have been reported to the Company's Board of Commissioners for follow-up by the Company's Management.

CORPORATE SECRETARY

The Corporate Secretary has a strategic role as a liaison between the Company and shareholders, the Financial Services Authority (OJK), the Indonesia Stock Exchange (IDX), stakeholders, and the public. This function aims to ensure the fulfillment of the principle of information disclosure, compliance with laws and regulations, and the consistent implementation of GCG practices throughout the Company. Through this role, the Corporate Secretary contributes to supporting smooth corporate communication, delivering transparent and accurate information, and strengthening the image and reputation of Adira Finance as a trusted and professional financing company. Within the Company's organizational structure, the Corporate Secretary reports directly to the President Director and has the main duties of managing relationships with investors, the public, internal parties, and managing Company data.

The provisions that serve as guidelines for the Corporate Secretary of Adira Finance are:

- OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies; and
- Other regulations related to the Company, including regulations in the fields of Limited Liability Companies, Capital Market, and Financial Services Institutions.

Duties and Responsibilities

The duties of the Corporate Secretary include the following:

1. Monitoring capital market developments, especially regulations in force in the capital market sector, and disseminating them to the Board of Commissioners, Board of Directors, and Company stakeholders.
2. Providing input to the Company's Board of Directors and Board of Commissioners to comply 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 Corporate Governance, which includes:
   a. Information disclosure to the public;
   b. Timely submission of reports to regulators;
   c. Organizing and documenting GMS, including preparing the process (reporting GMS plans, announcements, invitations, and submission of GMS results), preparing GMS materials (including the Company's Annual Report), and conducting the GMS;
   d. Organizing and documenting meetings of the Board of Directors and/or Board of Commissioners; and
   e. Implementing orientation programs regarding the Company for new members of the Board of Directors and/or Board of Commissioners, as well as Committees under the Board of Commissioners.
4. Providing services to stakeholders regarding any information concerning the Company's condition.
5. Acting as a liaison between the Company and its shareholders, regulatory parties (Financial Services Authority, IDX, and others), other stakeholders, and the public.
6. Monitoring and providing input on the Company's compliance with applicable laws and regulations related to the Company's business activities.
7. Preparing specific registers related to the Board of Directors, Board of Commissioners, and their families, both within the Company and its Affiliates, which include, among others, share ownership, business relationships, and other data that can provide information regarding the risk of conflicts of interest with the Company.
8. Creating and/or maintaining a register of shareholders, including ownership of 5% or more of the Company's total shares.
9. Maintaining and fostering intensive communication with investors. In 2025, the Corporate Secretary held 18 (eighteen) meetings with investors or analysts.

Requirements for the Corporate Secretary

1. Legally competent to perform legal acts;
2. Possesses knowledge and understanding in the fields of law, finance, and corporate governance;
3. Understands the Company's business activities;
4. Has good communication skills; and
5. Domiciled in Indonesia.

The Corporate Secretary is appointed or dismissed based on a decision of the Board of Directors, reports directly to the President Director, and is required to make periodic reports at least 1 (one) time a year.

From April 30, 2024, until the issuance of this Annual Report, the position of Corporate Secretary of Adira Finance has been held by Veronika Dyah Puspitaningrum, referring to the Board of Directors' decree No. 006/ADMF/BOD/IV/2024.

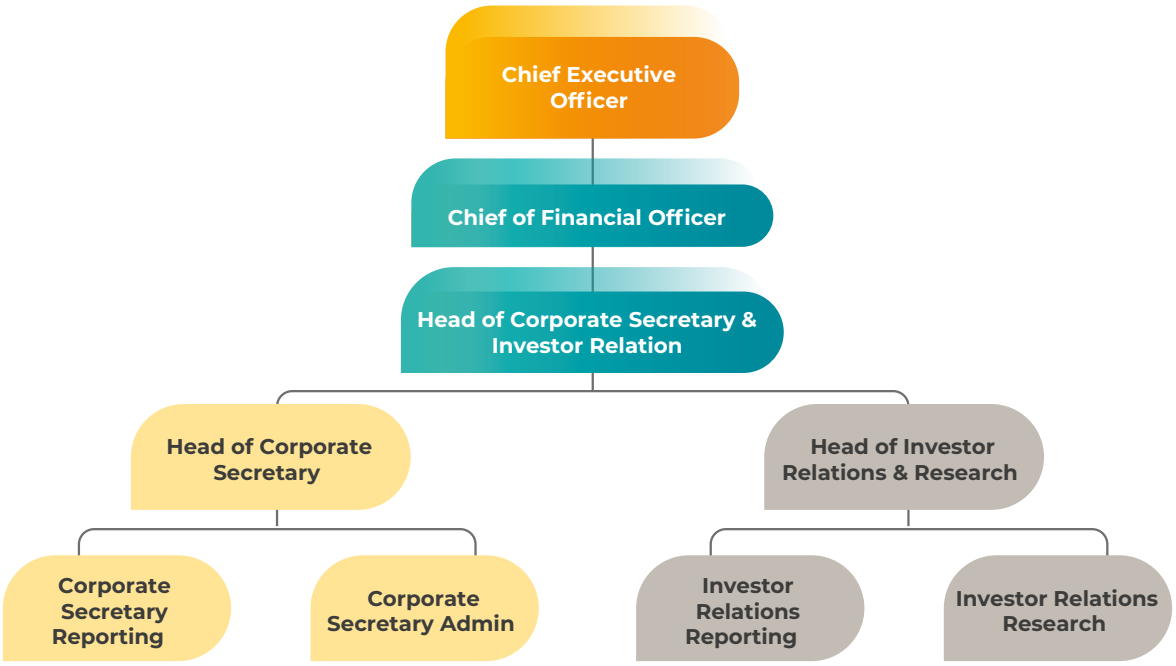
Profile of the Corporate Secretary



Veronika Dyah Puspitaningrum
Corporate Secretary

Citizenship	Indonesia
Place/Date of Birth	Jakarta, July 24, 1980
Age	45 Years Old
Domicile	South Jakarta
Legal Basis for Appointment	Board of Directors Decree No. 006/ADMF/BOD/IV/2024
Educational History	• Bachelor of Political Science, Padjajaran University • Master of Law, Pelita Harapan University
Work Experience	• Corporate Secretary (2024-present) • Head of Compliance & AML Unit (2022-present) • Vice President of Risk and Fraud Management Group, PT Fintek Karya Nusantara (2020-2022) • Vice President of Operational Risk Management & Methodology Unit, PT Bank Commonwealth (2018-2020) • Vice President of Operational Risk for Retail Banking Unit, PT Bank UOB Indonesia (2018) • Assistant Vice President of Operational Risk for Support Function, PT Bank CIMB Niaga Tbk (2014-2017) • Senior Manager of Quality Assurance Unit, PT Bank OCBC NISP Tbk (2012-2014) • Assistant Manager of Operational Risk Management, PT Bank of China, Ltd. (2011-2012) • Assistant Manager of Risk and Control Development, PT Bank Tabungan Pensiunan Nasional Tbk (2009-2011) • Senior Officer of Operational Risk Management Training & Socialization, PT Bank Permata Tbk (2006 - 2009) • Operations Officer Training Program - Development Program, PT Bank Permata Tbk (2005 - 2006)
Education or Training to Improve Competence 2025	- Cyber Security Fundamental, ISACA - ISO/IEC 27001:2013 Lead Auditor Information Security Management Systems, IRCA - Adira Leadership Progam (ALP) – Internalisasi CErDik for VP & SVP Enabler
Certification	- Risk Management Level 3 Certification, Risk Management Certification Agency - Managerial Certification, Indonesian Financing Company Certification Agency - General Data Protection Regulation

Company Secretary Organizational Structure:



Implementation Of 2025 Activities

Activities organized by the Corporate Secretary throughout 2025:

1. Held the Annual GMS on March 25, 2025, and the Extraordinary GMS on June 30, 2025.
2. Held analyst and/or investor meetings, totaling 18 (eighteen) meetings throughout 2025.
3. Maintained communication with the Ministry of Finance, the Financial Services Authority, Bank Indonesia, the Indonesia Stock Exchange, KSEI, BAE, and other institutions.
4. Attended every meeting of the Board of Commissioners and Board of Directors and prepared minutes of the meetings held.
5. Participated in the merger process with PT Mandala Multifinance Tbk.
6. Participated in the issuance of Bonds and Sukuk.

INTERNAL AUDIT

The Internal Audit function within Adira Finance is carried out by the Internal Audit Unit (SKAI), which plays a crucial role in ensuring the effectiveness of internal control implementation, risk management, and good corporate governance processes across all lines of the Adira Finance organization. Through planned, systematic, and risk-based audit implementation, SKAI supports the sustainable achievement of the Company's goals by ensuring that all operational activities are carried out in accordance with policies, procedures, and applicable laws and regulations. Additionally, SKAI also plays a role in providing constructive improvement recommendations to enhance the effectiveness, efficiency, and integrity of the Company's business processes.

Internal Audit Unit Charter

SKAI has an Internal Audit Unit Charter (Piagam SKAI) that regulates several matters, including:

- Structure, position & independence so that SKAI can carry out its duties freely and objectively.
- SKAI's Vision is to carry out the best Internal Audit function, in accordance with International Best Practices, and become a trusted advisor that proactively provides strategic advice and services that add value to the company by ensuring the implementation of corporate governance principles in line with the company's strategy and policies.
- SKAI's Mission is to provide independent and objective assurance and become a business partner that adds value and improves the Company's operational performance through a systematic approach in evaluating and enhancing the effectiveness of risk management processes, control, and corporate governance processes.
- The objectives of SKAI are to be able to:
  - Identify and evaluate significant risks and contribute to risk management and internal control systems;
  - Maintain effective internal control by evaluating the adequacy, efficiency, and effectiveness of these controls, which includes:
    1. Effectiveness and efficiency of operational activities.
    2. Reliability and integrity of information.
    3. Compliance with applicable laws and regulations.
    4. Safeguarding of Company assets.
  - Provide an independent view to the Board of Commissioners, through the Audit Committee, and Management on the adequacy of internal control and compliance with policies and procedures; and
  - Provide consulting services that add value and improve the Company's operational performance.
- SKAI's Accountability, whereby SKAI is structurally accountable for all its activities to the President Director and functionally responsible to the Board of Commissioners through the Audit Committee.
- SKAI's Scope covers all entities within PT Adira Dinamika Multi Finance Tbk.
- SKAI's Authority, among others:
  - Has unrestricted access to all Company functions, activities, records, assets, and personnel relevant to its duties and functions.
  - Can communicate directly, including holding periodic and incidental meetings with the Board of Directors, Board of Commissioners, Audit Committee, and Sharia Supervisory Board.
  - Can allocate resources, determine frequency, select subjects, determine the scope of work, and apply techniques needed to achieve audit objectives.
  - Can obtain necessary personnel assistance, from within or outside the organization, to carry out audits and other special services.

  Obtain relevant information regarding:
- Important changes to the company structure, core system structure, and accounting system.
- Events related to non-compliance with applicable laws and regulations.

SKAI is prohibited or not authorized to:

- Hold concurrent duties and positions outside SKAI and carry out operational tasks of the Company and its affiliates.
- Initiate and approve accounting transactions outside SKAI's work area.
- Direct the activities of Company employees not employed by SKAI, except those assigned to the audit team or seconded to SKAI.
- SKAI's Duties and Responsibilities, among others:
  a. Assist the President Director and Board of Commissioners in supervising by operationally outlining the planning, implementation, and monitoring of audit results;

b. Carry out the internal audit function in accordance with applicable laws and regulations and internal audit professional standards as regulated in the GIAS and the internal auditor code of ethics as well as the applicable company organizational code of ethics;
c. Prepare a flexible annual audit plan, budget, and required resources using an appropriate risk-based audit methodology, including risks and controls identified by management, and submit the audit plan to the President Director and Board of Commissioners through the Audit Committee for evaluation and approval annually;
d. Implement the approved annual audit plan, including special assignments or projects requested by management and the Board of Commissioners through the Audit Committee;
e. Maintain an audit staff with adequate knowledge, expertise, experience, and professional certification to meet the requirements of this audit charter;
f. Review internal audit policies/procedures/ manuals to ensure compliance with applicable regulations, including The Global Internal Audit Standards (GIAS) and alignment with Financial Services Authority (OJK) regulations;
g. Report audit results and inform the status of corrective actions on audit recommendations to the President Director and Board of Commissioners, through the Audit Committee;
h. Establish a follow-up process to monitor and ensure that corrective actions have been taken by management effectively and efficiently or that senior management has accepted the risk that could not be mitigated;
i. Investigate suspected significant fraudulent activities within the company, including coordinating investigative actions with other work units and reporting results to Management and the Board of Commissioners through the Audit Committee if the results have broad and material impact;
j. Implement and report the results of a quality assurance and improvement program covering all aspects of internal audit activities, including evaluation of compliance with applicable regulations.

- SKAI's Code of Ethics that must be adhered to and implemented by the head and all members of SKAI. This code of ethics includes integrity, objectivity, confidentiality, competence, and professional proficiency.
- Requirements to become a member of SKAI, namely:
  - Possess integrity and professional, independent, honest, and objective behavior in carrying out duties;
  - Possess knowledge and experience regarding audit techniques, risk management, internal control systems, and other disciplines relevant to the field of duty;
  - Possess knowledge of laws and regulations in the financing sector, capital market, and other relevant laws and regulations;
  - Comply with professional standards as regulated in the GIAS and must comply with the internal audit code of ethics;
  - Must maintain the confidentiality of Company information and/or data, unless required by laws and regulations or court orders or decisions;
  - Possess an understanding of Good Corporate Governance principles and risk management;
  - Continuously improve knowledge, expertise, professional abilities, and the effectiveness and quality of their work;
  - Have loyalty to the Company and must not knowingly engage in deviant or illegal activities.
- Regarding SKAI's Relationship with External Parties :
  - The working relationship between SKAI and external auditors must be known and approved in advance by the Audit Committee and the President Director, considering input from competent internal parties;
  - SKAI must ensure the independence of external parties in providing services to SKAI;
  - The relationship between SKAI and external parties refers to applicable laws and regulations, including restrictions on the use of services and the cooling-off period).
- Internal Audit Implementation Standards, whereby in carrying out its duties, SKAI will comply with Financial Services Authority (OJK) regulations, the Company's code of ethics, and refer to the GIAS.

The main person responsible for the Company's Internal Audit is the President Director, who in its implementation is assisted by SKAI.

The appointment of the Head of SKAI was carried out in accordance with the provisions of OJK Regulation No. 56/POJK.04/2015 concerning the Establishment and Preparation of the Internal Audit Unit Charter and Guidelines for the Company's Internal Audit Work Unit, namely appointed by the President Director on July 11, 2018, after being approved by the Company's Board of Commissioners on July 11, 2018, and reported to the OJK on July 12, 2018. The current Head of the Company's Internal Audit Division is Haryadwi Saputra Kartawidjaja.

Profile of the Head of the Internal Audit Unit



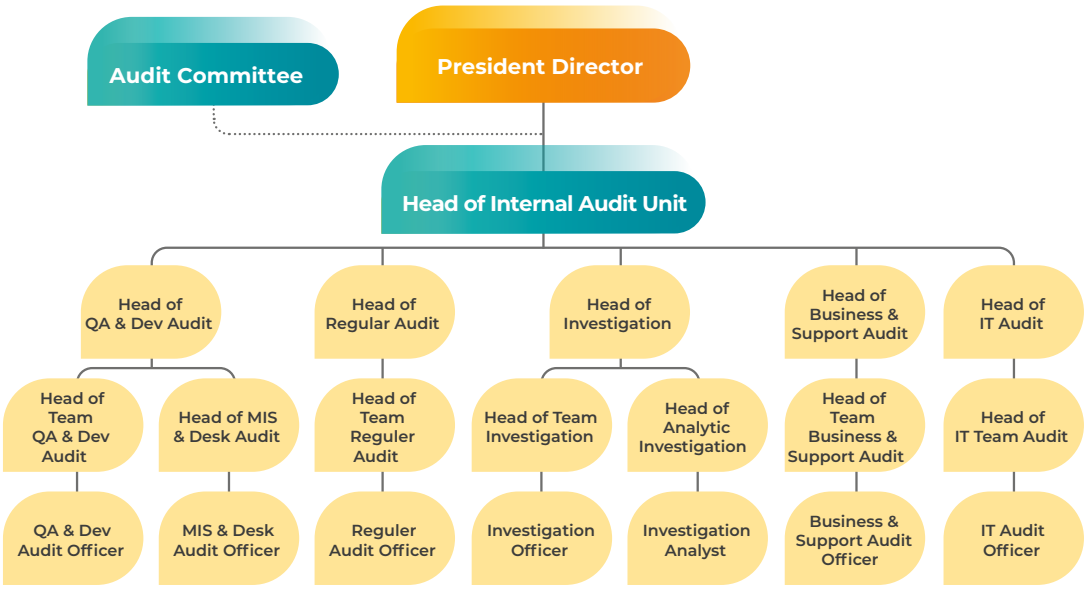
Haryadwi Saputra Kartawidjaja
Head of Internal Audit Unit

Citizenship	Indonesia
Place/Date of Birth	Malang, November 5, 1979
Age	46 Tahun
Domicile	Jakarta
Legal Basis for Appointment	First appointed as Head of Internal Audit Unit on July 11, 2018 based on Board of Directors Decree No. 013/ADMF/BOD/VII/18
Educational History	Bachelor's degree in Accounting & Finance from Wrights State University in 2002
Work Experience	· PT Adira Dinamika Multi Finance Tbk as Head of the Internal Audit Unit · Citibank NA as Vice President of the Internal Audit Division · PT Bank ANZ Indonesia as Vice President of the Internal Audit Division · PT Bank Danamon as Assistant Vice President of the Internal Audit Division · HSBC as Assistant Manager of the Internal Audit Division · KPMG as Senior Auditor
Education or Training to Improve Competence 2025	1. Socialization of POJK 46/2024 concerning LP Development and Knowledge 2. Training on the Roles & Responsibilities of Internal Audit for the Implementation of Personal Data Protection 3. Adira Leadership Program (ALP) – Internalization of CErDik for VP & SVP Enablers 4. BDI Audit Methodology Training: TOD, Risk Assessment & New Rating Audit 5. GRACS IPSS 2025.
Certification	Basic Certification of Managerial Financing by the Indonesian Financing Professional Certification Agency (SPPI)

In carrying out its functions, Adira Finance's Internal Audit Division proactively carries out various audit activities, including operational audits at branch offices, regional/area offices, head office, and other functions. These activities aim to ensure that risk management implementation is in accordance with the company's internal policies and procedures and applicable external regulations. In addition to its assurance function, the Internal Audit Division also serves as a strategic partner by providing constructive consulting services to strengthen the internal control system and encourage improvements and value creation in the company's overall operational processes.

The scope of audit activities conducted by the Internal Audit Division includes, but is not limited to, evaluations of dealer cooperation agreement validation, credit applications, credit approvals, collateral management, collection processes, non-performing loan recovery and remarketing processes, as well as financing and accounting processes, including documentation systems.

Organizational Structure of The SKAI



Currently the Company's Internal Audit Unit is supported by 90 auditors with the following composition:

Position	Number of People
Division Head	1
Manager	8
Supervisor	15
Auditor	45
Business & Support	3
Information Technology	2
Quality Assurance & Development	7
Fraud Investigator	9
Total	**90**

The human resource development program at Adira Finance's Internal Audit Unit (SKAI) is tailored to the Company's needs and implemented on an ongoing basis. SKAI human resource development is implemented by requiring every auditor to regularly attend training, both internally and externally.

Internal Audit Planning and Implementation in 2025

A. Plan and Implementation
   Based on the 2025 work plan, 201 audit activities are planned, covering the head office, branches, regions, warehouses, and other functional areas.

The actual implementation of internal audits reached 183 audit assignments.

Position	Plan	Actualization
Head Office	8	9
Branch	154	154
Region/Area/Warehouse	19	20
Total Internal Audit Assignments	181	183

Position	Plan	Actualization
HI Branch	20	20
Total Internal Audit Assignments	20	20

Each audit report is submitted to Company Management and the audited party, accompanied by a corrective action plan, including sanctions/penalties, if necessary. The audited party must report the progress of these actions to the Internal Audit Division monthly to ensure that each audited party is continually striving for improvements or corrections. In addition to submitting audit results to the President Director, reports are also submitted to the Company's Audit Committee.

2026 Audit Plan

In 2026, the Internal Audit Unit has developed a work plan focusing on:

- updating internal audit methods and programs.
- developing internal audit human resources.
- auditing units with previously unsatisfactory or high-risk audit results

To realize this work plan, Internal Audit will continue to improve the quality of its human resources and the infrastructure supporting Internal Audit's duties.

Policy and Implementation of Meeting Frequency with the Board of Directors, Board of Commissioners, and/or Audit Committee

Internal Audit regularly holds meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee. As stipulated in the Internal Audit Charter, Adira Finance's Internal Audit has full and unimpeded access to hold regular and ad hoc meetings with the Board of Directors, Board of Commissioners, Audit Committee, and Sharia Supervisory Board.

During 2025, Internal Audit held a total of 5 (five) meetings. The agenda items discussed at these meetings included:

No.	Date	Agenda
1	January 23, 2025	1. ADMF Financial Statements for Fiscal Year 2024 2. Taxation Report 3. Follow-up from the Last Audit Committee Meeting 4. Regular Internal Audit Developments and Key Issues Highlighted 5. Summary of Internal Quality Assurance Review 6. Status of Information Technology Audit Action Plan 7. Fraud
2	April 28, 2025	1. ADMF Financial Report for the First Quarter of 2025 2. Taxation Report 3. Regular Internal Audit Developments and Key Issues Highlighted 4. Status of the Information Technology Audit Follow-up Plan 5. Fraud 6. Recurring Audit Issues and WBS Case Analysis
3	July 23, 2025	1. ADMF Financial Report for the First Half of 2025 2. Merger Plan Report - Readiness for Reporting to Regulators 3. Taxation Report 4. 2025 Financial Report Audit Update 5. Follow-up from the Last Audit Committee Meeting 6. Regular Internal Audit Developments and Highlighted Important Issues 7. Information Technology Updates 8. Mandala Internal Audit Division Updates 9. Fraud
4	November 12, 2025	1. Development of Regular Internal Audits and Key Issues Highlighted 2. Results of the Joint BDI-ADMF Audit 3. Fraud
5	November 24, 2025	Internal Audit Plan and Resources 2025

COMPLIANCE FUNCTION

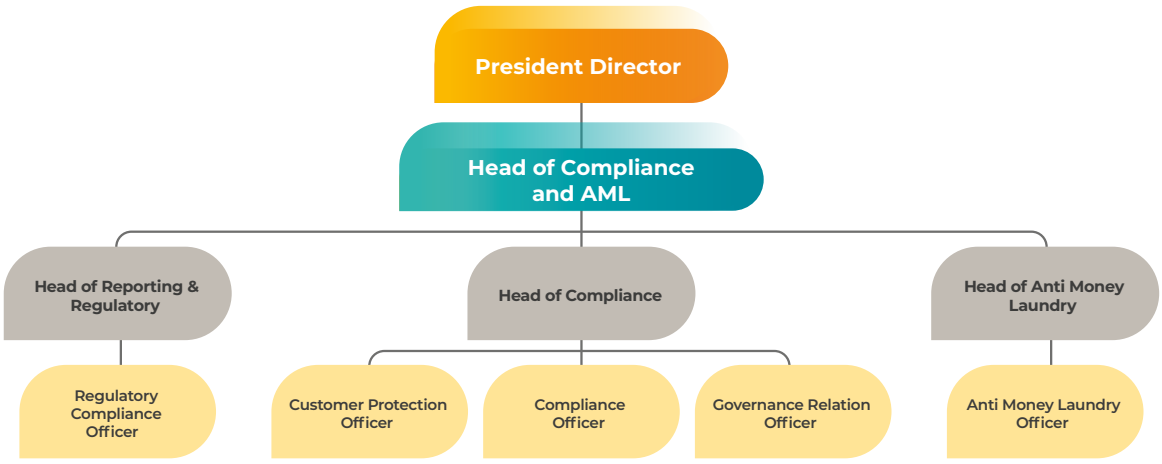
The Company has established a Compliance Function that is independent and free from influence from other work units to ensure that the Company's business activities comply with applicable laws and regulations through a series of preventive measures and actions.

Profile of the Compliance Director



The Director of Compliance serves concurrently with the President Director. The President Director's profile can be found in the discussion on Directors' Profiles.

Compliance Function Structure



Compliance Function Policy

The Compliance Function has an internal policy/provision regarding the Compliance Function, which will be reviewed periodically in accordance with applicable regulations and the Company's current conditions. This internal policy/provision serves as a guideline for implementing the Company's Compliance Function.

Main Duties of the Compliance Function

- Acting as a resource for applicable rules and regulations related to Financing Companies.
- Developing compliance measures and/or programs to support the creation of a compliance culture within the Company.
- Identifying, measuring, monitoring, and controlling compliance risks in accordance with the Company's risk management policy, which refers to the provisions of the Financial Services Authority.
- Reviewing and/or evaluating the effectiveness, adequacy, and suitability of the Company's policies, provisions, systems, and procedures to ensure compliance with relevant regulations.
- Conducting reviews and/or recommending updates and improvements to the Company's policies, provisions, systems, and procedures to ensure compliance with relevant regulations.
- To ensure that the Company's policies, provisions, systems, procedures, and business activities comply with the provisions of relevant regulations.

- Submitting periodic reports related to the implementation of the Compliance Function to the Director in charge of the Compliance Function, the Risk Monitoring Committee, the Financial Conglomerate Holding Company, and the Integrated Governance Committee.
- Acting as a liaison officer between the Company and regulators and maintaining good relations with the latter.
- Preparing reports required by the Compliance Function to regulators.
- Monitoring and ensuring the fulfillment of commitments to regulators in an accurate and timely manner.

Compliance Function Activities Throughout 2025

1. Identification of new regulations related to Financing Companies, of which there are 16 new regulations*) during 2025;
2. Training and outreach related to Financial Services Authority provisions aimed at all Company employees to build a culture of compliance at all levels of the organization and in all business activities.

Training and Socialization as	December 31, 2025
E-learning Compliance 2025	Every year, the Compliance Function together with related work units prepares a training program to improve understanding regarding applicable regulations for all employees called Compliance Training, where 33,737 employees have participated in Compliance Training during 2025.
Dissemination of new provisions/ regulations to work units	The Compliance Function communicates new provisions or regulations to relevant work units via email blasts and/or virtual socialization (if necessary). In 2025, 16 new regulations were socialized via email blasts. The Compliance Function collaborated with relevant work units to ensure compliance with these new regulations.
Refreshment of Financial Services Authority provisions	In 2025, the Compliance Function refreshed Financial Services Authority (OJK) regulations using internal communication channels, focusing on regulations related to Consumer Protection (changes to product and/or service provisions applicable to consumers, ethics in conveying product and/or service information, and ethics in billing to consumers).

3. Compliance risk management is carried out through the process of identifying, measuring, monitoring, and controlling compliance risks in accordance with the implementation of risk management. The Company's compliance risk is well managed, as reflected in its compliance risk profile in 2025, which is ranked 2 (inherent risk and quality of risk management implementation are ranked 2). Compliance risk management throughout 2025 is described as follows:
   a. Identification process
      Identifying new regulations related to financing companies, so that the results can be seen in point 1.

   b. Measurement process
      Conducting measurements through a gap analysis of the new regulations as referred to in point 1 with the Company's implementation, including the preparation of follow-up actions and completion targets (if any) as a commitment to completion.

      In addition, compliance risk measurement is carried out through the implementation of the Compliance Regulatory Self-Assessment (CRSA) program for Collection and Sales & Service Distribution in several branches.

      The Company conducts an annual self-assessment of its implementation of Consumer Protection & Requirement to measure the Company's level of compliance with Financial Services Authority regulations related to Consumer Protection.

   c. Monitoring Process
      Monitoring compliance indicators, namely the financing receivables ratio, gearing ratio, equity ratio, productive financing receivables ratio, gross non-performing financing receivables ratio, maximum financing limit, and direct equity participation.

Compliance Indicators Until December 2025

Parameters		Requirements	Compliance
Piutang Pembiayaan		Min 40%	Complied
Gearing Ratio		Max 10x	Complied
Equity Ratio		Min 50%	Complied
Capitalization		Min 10%	Complied
Rasio piutang pembiayaan produktif Productive Financing Receivables Ratio		Min 10%	Complied
Gross Non-Performing Financing Receivables/Net Performing Finance (NPF)		Max 5%	Complied
Maximum Limit for Provision of Financing	Related Party	Complied	Complied
	Non-Related Party (Individual)	Complied	Complied
	Non-Related Party (Group)	Complied	Complied
Direct Capital Participation		Total participation is a maximum of 20% of the company's core capital.	Complied
		Entities within a group are a maximum of 10% of core capital.	Complied

In addition, monitoring of compliance with mandatory reporting requirements in accordance with Financial Services Authority regulations is carried out to minimize potential inherent risks and to monitor commitments to resolve gap analyses (if any).

d. Internal control process
   Implementing internal control through increasing awareness of the compliance culture as referred to in point 2 and implementing an advisory function regarding the Company's business development and/or initiation, as well as other Company activities.

4. Reviewing and/or reviewing 19 internal policies, provisions, and/or procedures in accordance with applicable regulations;
5. Reports on the implementation of the Compliance Function have been submitted to
   - The Director in charge of the Compliance Function on a monthly and quarterly basis
   - The Risk Monitoring Committee on a quarterly basis
   - The Financial Conglomerate Holding Company (Bank Danamon) on a monthly, quarterly, and semi-annual basis
   - The Integrated Governance Committee on a semi-annual basis
6. As a liaison officer, communication with regulators is conducted through two approaches or methods: communication initiated by the regulator (e.g., invitations to presentations, socializations, or hearings) and communication initiated by the Company (e.g., via email, official letters, or requests for hearings);
7. Reports to regulators prepared by the Compliance Function during 2025 include:
   - Reports on plans, changes to plans, and implementation of annual business plans;
   - Reports on plans, changes to plans, and implementation of financial literacy and inclusion activities;
   - Reports on the appointment of Public Accountants (AP) and Public Accounting Firms (AP/KAP);
   - Reports on the realization of the use of AP/KAP;
   - Self-assessment report on consumer protection implementation;
   - Other incidental reports, such as financing disbursement data based on debtor age and occupation classification, data/information requests for offsite monitoring, human resource development blueprints, Financial Inclusion Monthly (BIK), GENCARKAN reports, and digital financing services.
8. In 2025, the Financial Services Authority (OJK) conducted an audit of the MUFG Group Financial Conglomerate through the Financial Conglomerate's Holding Company (Bank Danamon). The Company committed to completing the recommended improvements within the deadline. As a result of this audit, no administrative sanctions were imposed that would impact the Company's business continuity.

Note:
*) Based on email blasts conducted by the Compliance Function throughout 2025

Human Resource Development of the Compliance Function In 2025

As of December 2025, the Compliance Function is supported by 10 employees (including the Head of Compliance) who have participated in 40 training and/or outreach sessions organized by the regulator to enhance their knowledge and competency to support the implementation of their duties and responsibilities.

Facilitator	Number of Training and/or Socialization Sessions
Financial Services Authority	33
Financial Transaction Reports and Analysis Center (PPATK)	6
Financial Action Task Force (FATF)	1

Implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Counter-Proliferation Financing of Weapons of Mass Destruction Program

Organization

In order to support the implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Counter-Proliferation Financing of Weapons of Mass Destruction (AML, CTF, and CPF) Program, the Board of Commissioners and Board of Directors continuously provide full commitment to ensure that the Company always complies with the provisions of the Financial Services Authority, INTRAC, and other applicable laws and regulations related to AML, CTF, and CPF.

The implementation of the AML, CTF, and CPF Program within the Company is carried out by the AML Unit, which reports to the Head of the Compliance Function and the President Director overseeing the compliance function. The Company consistently strives to improve the quality of the implementation of the AML, CTF, and CPF Program, through active supervision by Management, refinement of policies, organization of training programs, improvement of information systems, and other initiatives.

Implementation of The AML, CTF, AND CPF Program During 2025*

1. Evaluation of Policies and Procedures
   a. In order to comply with provisions related to the implementation of AML, CTF, and CPF, the Company has conducted an annual review of the Guidelines for the Implementation of the AML, CTF, and CPF Program and other internal provisions.
   b. Conducted reviews and assessments of 5 internal policies, provisions, and/or procedures in accordance with applicable regulations and the implementation of the advisory function related to the AML, CTF, and CPF program to ensure compliance with applicable regulations.
2. Transaction Screening and Monitoring
   a. Screening must be applied before establishing a business relationship with prospective customers, prospective third parties (vendors), and prospective employees. This is to ensure that prospective customers, prospective third parties, and prospective employees are not included in the category of List of Persons Involved in Criminal Cases (DOTMP), List of Suspected Terrorists & Terrorist Organizations (DTTOT)/Counter-Proliferation Financing of Weapons of Mass Destruction List (DPPPSPM). As additional information, throughout 2025, the Company has added names related to online gambling based on data published by the Financial Services Authority to the watchlist database.
   b. Routine screening and transaction monitoring of existing customers to ensure:
      - Customers categorized as Politically Exposed Persons (PEP);
      - There are no customers included in the watchlist (List of Suspected Terrorists and Terrorist Organizations (DTTOT), Counter-Proliferation Financing of Weapons of Mass Destruction List (DPPSPM), negative news, and information from regulators and/or Law Enforcement Officials);
      - The suitability of transactions conducted by customers with their profiles and characteristics.
   c. Screening and transaction monitoring of prospective employees/employees and third parties (vendors) who will cooperate with the Company must be carried out during the onboarding process and periodically post-onboarding. This is to ensure that prospective employees/employees and prospective vendors/vendors are not included in the DOTMP list.
3. Training and Socialization Program
   Organized online and offline training programs for new and existing employees, including AML, CTF, and CPF training for frontliners (Sales, Collection,

CS, Teller, Service Head) and for Person in Charge (Head of Branch SSD, Cluster Collection Head, Branch Business Manager). Additionally, the AML Unit participated in training and/or seminars held by the Financial Services Authority and INTRAC as described in the 2025 Compliance Function Human Resources Development sub-chapter.

4. Reporting
   The Company has submitted reports in accordance with regulations related to AML, CTF, and CPF as follows.
   a. Reports to the Financial Services Authority (OJK)
      - Plan and realization report for customer data updates
      - 2025 Individual Risk Assessment (IRA) Report
      - 2025 Risk Assessment Report for Money Laundering Crime (TPPU)/Terrorism Financing Crime (TPPT)
   b. Reports to INTRAC (PPATK)
      - 241 Suspicious Financial Transaction Reports (LTKM)
      - 13 Cash Financial Transaction Reports (LTKT)
      - Quarterly reports on new customers through the Integrated Service User Information System (SIPESAT) application
      - Submission of the 2025 National Risk Assessment (NRA) questionnaire
      - Submission of the 2025 INTRAC Financial Integrity Rating with a Score of 9.79/10.00 (Very Good)
   c. Submission of other reports related to the implementation of the AML, CTF, and CPF program to Law Enforcement Officials, such as nil reports for DTTOT/DPPSPM & SIPENDAR.

5. Audit
   In November 2025, a Special Audit was conducted by INTRAC (PPATK) regarding the Implementation of Compliance with the Anti-Money Laundering, Counter-Terrorism Financing, and Counter-Proliferation Financing of Weapons of Mass Destruction Program. There were several aspects that were the main factors in the audit process, including those related to the obligation to report LTKT & LTKM, Implementation of internal control, Implementation of policies and procedures, and the Management Information System. Therefore, the Company is committed to completing the recommended improvements within the deadline.

INTERNAL CONTROL SYSTEM

Adira Finance implements a comprehensive and sustainable internal control system as part of its efforts to maintain the Company's management. This system is designed to ensure that all business activities are conducted in accordance with internal policies, applicable laws and regulations, and GCG principles. By implementing an effective control system, Adira Finance can identify and manage risks appropriately, protect the Company's assets, and support the achievement of strategic objectives sustainably.

Operational, Financial, and Compliance Control System

Furthermore, the Company's internal control system also aims to ensure the achievement of:

1. Operational effectiveness and efficiency;
2. Reliable and trustworthy Company Financial Reports; and
3. The Company's business activities are consistently in line with applicable laws and regulations.

The Company's internal control system encompasses, among other things, financial and operational controls, including compliance with applicable laws and regulations.

Financial control consists of the organizational structure, procedures, and recording systems related to the management and safeguarding of Company assets, ensuring the reliability of financial records and their consequences. The organizational structure, procedures, and recording systems are designed to provide sufficient assurance that:

- Transactions are executed in accordance with management authorizations established for their duties and responsibilities;
- Transactions are recorded to (1) enable the preparation of financial statements in accordance with accounting principles, in accordance with applicable accounting standards, or other criteria necessary for such statements; and (2) demonstrate accountability for the management of Company assets;
- The use of Company assets is permitted only when authorized by Management;
- Responsibilities for recording Company assets are compared with existing assets at regular intervals, and appropriate action is taken if any differences arise.

Operational control includes the organizational structure, procedures, and records related to the decision-making process related to the authorization of transactions by Management. This approval/ authorization is a management function that is directly related to the responsibility for achieving the Company's objectives and is the starting point for establishing financial controls over transactions.

Responsibilities of the Board of Commissioners and Board of Directors

The Board of Commissioners and the Board of Directors are committed to ensuring that Good Corporate Governance practices are implemented effectively as a basis for achieving the Company's objectives of maintaining and enhancing its value. One implementation of Good Corporate Governance is ensuring that the internal control system is adequately implemented.

The Board of Directors is responsible for implementing a sound internal control system to achieve the Company's objectives. The Company's internal control system is implemented by the Board of Directors, senior officials, Internal Audit, and all Company employees. The Board of Commissioners is responsible for overseeing the implementation of internal control in all Company business activities at all levels of the organization. The Board of Commissioners' oversight activities are supported by the Audit Committee and the Risk Management Committee, which report directly to the Board of Commissioners.

Broadly speaking, the Company's internal controls include the control environment, risk measurement, control activities, information and communication technology, and monitoring.

Control Environment

The control environment is a crucial component because it shapes the culture and behavior of individuals, fostering awareness of the importance of control. To create a control environment that supports the effectiveness of internal control, the Company has implemented various policies, including:

- Ensuring that all members of the Company's management possess high integrity and ethical values;
- Establishing a Company philosophy that is socialized and implemented across all components within the Company;
- Creating an organizational structure that enables effective control;
- Encouraging the active role of Committees under the Board of Commissioners to supervise and provide input to ensure the effective operation of internal control;
- Establishing clear duties and responsibilities across organizational units;
- Establishing human resource development policies to ensure the Company's human resources possess high integrity.

Risk Measurement

Risk assessment is the identification and assessment of risks faced in achieving objectives. Companies are increasingly required to recognize and manage the risks of their activities to an acceptable level. The Company views risk management as crucial, therefore, it has long established a Risk Management Directorate. The Risk Management Directorate is supported in carrying out its activities by the Risk Management Committee, which reports to the Company's Board of Directors.

The primary duties of the Company's Risk Management Directorate include conducting analyses to identify the risks currently and likely to be faced by the Company, formulating recommendations on the level of risk that Management can take and the tolerance level for each risk, and formulating risk management policies to maintain the Company's risk level.

Furthermore, risk management also receives attention from the Board of Commissioners, which, through the Risk Management Committee under the Board of Commissioners, continuously monitors and supervises the risk management carried out by the Company's Board of Directors.

The Company has identified the risks faced by the Company, which consist of:

1. Microeconomic Risks, including credit risk, operational risk, market risk, liquidity risk, legal risk, compliance risk, reputation risk, and strategic risk.
2. Macroeconomic Risks, including economic risk, social and security risk, monetary policy risk, exchange rate risk, the impact of the global crisis, the risk of the availability and demand for motor vehicles, and competition risk.

Risk assessments are conducted quarterly to measure the level of current and anticipated risks the Company faces. The results of these assessments, along with recommendations for improvement or mitigation, are submitted to the Board of Directors. These analyses are also submitted to the Risk Management Committee under the Company's Board of Commissioners.

A more detailed explanation of risk management performance through 2025 can be found in the Risk Management Section.

Control Activities

Control activities are all policies and procedures to ensure that the necessary actions to address risks are actually implemented in order to achieve organizational goals. The effectiveness of control activities will depend on the accuracy of the company's risk identification and measurement. Some of the policies adopted by the Company in control activities include:

- Assigning tasks, responsibilities, and authorities according to the functions of each organizational unit;
- Preparing for proper data recording and document storage;
- Preparing for proper security of Company data and documents;
- Conducting assessments or audits of Company performance by independent parties, such as public accounting firms.

Information and Communication Technology

The Company recognizes that the control components (control environment, risk assessment, control activities, monitoring) will be easily realized if there is a good and reliable information and communication system within the organization. An information and communication system is considered effective and reliable if every member of the organization receives clear instructions on what to do to achieve the overall goals of each individual, department, and the company.

The Company has policies in place to guide its information and communication technology (ICT) operations. These policies include the Adira Finance Network Access Regulations, as stipulated in Internal Memo No. MI-004/IT/ITCTRCOM/VII/2021 dated July 28, 2021. These policies, among other things, regulate the authentication of internal and external user access; the configuration of desktops, email, internet, and connectivity into and out of the Adira Finance network; the standardization of user IDs and software; the use of USB ports and shared folders; and many other written policies. These guidelines are designed to ensure that IT-based company management is effective, efficient, reliable, and maintains a high level of security.

The achievements of the Information Technology Directorate include evaluating and revising Adira Finance's information and communication technology guidelines, including information technology governance, the role and function of Adira Finance's information and communication technology, risk management, service management, security management, supervision and evaluation of the use of information and communication technology systems to ensure the effectiveness of internal control and maintain compliance with applicable laws and regulations.

Monitoring

The entire process must be monitored and necessary modifications made. Therefore, the internal control system is dynamic, changing according to changing conditions.

Monitoring is a continuous effort to ensure that every action of the company is synergistically directed towards achieving its objectives. This is accomplished by reassessing the strength of the control environment, risk assessment efforts, and the selection of control activities. A crucial element of monitoring is reporting deviations and deficiencies.

Monitoring and evaluation are carried out through, among other things:

- Supervision at every level of management within the company;
- An accountability and assessment system that allows for the assessment of each member of management and units within the company's organization;
- Implementation of supervision through internal audits conducted by the Internal Audit Unit;
- Implementation of supervision through audits by independent parties such as public accounting firms;
- Implementation of supervision by the Board of Directors;
- Oversight by the Audit Committee, particularly regarding the company's financial records;

- Oversight by the Risk Management Committee, particularly regarding the Company's operational activities and compliance with applicable laws and regulations;
- Oversight by the Board of Commissioners of all Company management activities carried out by the Board of Directors.

Review of The Effectiveness and Management Statements Regarding the Internal Control System

Evaluations of the effectiveness of the Company›s internal control system are conducted periodically and at any time, if necessary, with the involvement of the Company›s Internal Audit and the Independent External Auditor.

While the Company recognizes that no internal control system can eliminate all business risks, it strives to manage and control these risks to a minimum. Based on the evaluation results during 2025, the Company considers that the internal control system implemented by the Company is adequate to ensure the achievement of its objectives.

In the view of the Board of Directors, the Company has a sound internal control system that provides tools to anticipate and manage risks, taking into account changes in the risk profile resulting from changes in business strategy, external factors, and regulatory requirements.

This is evident from the Internal Audit Division›s assessment and recommendations, which indicate improved progress, with the exception of the Internal Audit Division›s audit of the Company›s newly established business network, which is currently undergoing improvements and refinement of procedures. The same is true for the audit results from the Company›s External Auditor.

PUBLIC ACCOUNTANT

To ensure that the Company's financial statements are presented properly and correctly, and in accordance with the Articles of Association and applicable laws and regulations, including Financial Services Authority Regulation No. 14/POJK.04/2022 concerning the Submission of Periodic Financial Statements of Issuers or Public Companies, Adira Finance has appointed an independent and competent External Independent Auditor (Public Accountant). The appointment of the Public Accountant was carried out through a transparent process and in accordance with applicable regulations, to provide sufficient assurance regarding the fairness of the presentation of the Company's financial statements and to support increased stakeholder trust.

Appointment Mechanism

The appointment of the Company's External Auditor for the 2025 financial year was carried out in accordance with the provisions of OJK Regulation No. 09/2023 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No. In accordance with OJK Regulation No. 18/SEOJK.03/2023 concerning Procedures for the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities, the mechanism is as follows:

1. The Company's Audit Committee, based on input from the Company and taking into account the provisions of applicable laws and regulations regarding the use of public accountant services and public accounting firms in financial services and capital market activities, recommends to the Company's Board of Commissioners to propose to the GMS the appointment of Public Accounting Firm Liana Ramon Xenia & Rekan ("LRX") as the Company's External Auditor and Elisabeth Imelda as the Public Accountant to audit and provide an opinion on the Company's financial statements for the financial year ending December 31, 2025. LRX is a member (as such term is used in Minister of Finance Regulation Number 186/PMK.01/2021 and Financial Services Authority Regulation Number 9 of 2023 ("Relevant Laws")) of Deloitte Southeast Asia Limited ("DSEAL"). DSEAL is a registered Foreign Audit Organization ("OAA") for LRX in accordance with the Relevant Laws. LRX is a separate and legally independent entity that is fully responsible for its own acts and omissions and is not authorized to bind or create any obligations for DSEAL to third parties.

2. Based on the recommendations received from the Audit Committee, the Company's Board of Commissioners at the GMS held on March 25, 2025, proposed the appointment of the Public Accounting Firm of Liana Ramon Xenia & Rekan and Elisabeth Imelda as Public Accountants to be appointed as the Company's Independent External Auditors.
3. The Annual General Meeting of Shareholders, which has the right to appoint an Independent External Auditor, at the Annual General Meeting of Shareholders held on March 25, 2025, decided to appoint the Public Accounting Firm of Liana Ramon Xenia & Rekan and Elisabeth Imelda as Public Accountants to audit the Company's financial statements for the 2025 financial year. The appointed Independent External Auditor must not be under the control of the Board of Commissioners, Board of Directors, or other interested parties in any form.
4. The appointment of the Public Accounting Firm by the General Meeting of Shareholders was reported to the Financial Services Authority (OJK) on August 7, 2025, in accordance with OJK Regulation No. 09/2023 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities

Duties and Period of Assignment of the External Independent Auditor

The duties of the External Independent Auditor are to audit and provide an opinion on the Company's financial statements as of and for the year ending December 31, 2025. The appointed External Independent Auditor is responsible for expressing an opinion on the compliance of the audited financial statements with generally accepted accounting principles in Indonesia and providing recommendations for improvements to weak internal controls within the Company.

2025 marks the fifth year for the Public Accounting Firm of Liana Ramon Xenia & Rekan as the Company's Independent External Auditor.

The Public Accountant representing the audit of the 2025 financial statements mentioned above is Elisabeth Imelda.

Audit Service Fees

Biaya jasa audit profesional untuk mengaudit Laporan Keuangan Perusahaan untuk tahun buku 2025 adalah sebesar Rp2,55 The professional audit service fee for auditing the Company's Financial Statements for the 2025 fiscal year was IDR2.75 billion.

Other Services by the External Auditor

During 2025, the Public Accounting Firm of Liana Ramon Xenia & Rekan provided other services related to the ongoing public offering of the 2025 Shelf-Registered Bonds VII and Sukuk Mudharabah VI, as well as audit and assurance services related to the Business Merger, and attestation services for the Prudential Principles Implementation Activity Report, with a total fee of IDR1.62 billion.

Independence Statement

In carrying out its duties, the External Independent Auditor declares that there is no conflict of interest in the audit.

Communication Between the External Auditor and the Audit Committee

In carrying out its duties, the External Independent Auditor communicates with the Company's Audit Committee, and the results of this communication are then reported to the Board of Commissioners by the Audit Committee. In 2025, the Audit Committee and the External Auditor held three meetings: February 10, 2025, July 23, 2025, September 24, 2025, and October 30, 2025.

Data on Public Accountants who audited the Company's books:

Financial Yeal	Public Accounting Firm	Accountant Name	Type of Service	Audit Fee
2025	Liana Ramon Xenia & Rekan (firma anggota Deloitte Southeast Asia Limited) (d/h Imelda & Rekan)	Elisabeth Imelda	Financial Statement Audit and other services	IDR4,375,000,000*)
2024	Liana Ramon Xenia & Rekan (firma anggota Deloitte Southeast Asia Limited) (d/h Imelda & Rekan)	Elisabeth Imelda	Financial Statement Audit	IDR1,600,000,000
2023	Imelda & Rekan (member firm of Deloitte Asia Pasifik and Deloitte Global)	Elisabeth Imelda	Financial Statement Audit	IDR1,600,000,000
2022	Imelda & Rekan (member firm of Deloitte Asia Pasifik and Deloitte Global)	Elisabeth Imelda	Financial Statement Audit	IDR800,000,000
2021	Imelda & Rekan (member firm of Deloitte Asia Pasifik and Deloitte Global)	Bayu M. Dayat	Financial Statement Audit	IDR800,000,000

*) Details of public accounting firm/public accountant services fees for 2025 can be found in the Public Accountant and Public Accounting Firm Services of this Annual Report.

Public Accounting Firm Opinion on the Company's Financial Statements

The Company's Financial Statements have been prepared in accordance with Indonesian Financial Accounting Standards and have been audited by the Public Accounting Firm (KAP) Liana Ramon Xenia & Rekan ("LRX"), in accordance with the Auditing Standards established by the Indonesian Institute of Certified Public Accountants. LRX is a member (as such term is used in Minister of Finance Regulation Number 186/PMK.01/2021 and Financial Services Authority Regulation Number 9 of 2023 ("Relevant Laws")) of Deloitte Southeast Asia Limited ("DSEAL"). DSEAL is a registered Foreign Audit Organization ("OAA") for LRX in accordance with the Relevant Laws. LRX is a separate and legally independent entity that is fully responsible for its own acts and omissions and has no authority to bind or create any obligations for DSEAL to third parties.

In the opinion of the Public Accounting Firm, the Company's Financial Statements present fairly, without modification, in all material respects, the Company's financial position as of December 31, 2025, and its financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards

External Auditor Evaluation

To ensure that the External Auditor has performed its duties in accordance with applicable regulations, the Company's Audit Committee conducted an evaluation of the performance of the duties of the External Auditor appointed by the GMS on March 25, 2025, and reported the results of its evaluation to the Financial Services Authority (OJK) on June 30, 2025. This is in accordance with Article 14 and Article 28 Paragraph 1 letter b of OJK Regulation No. 09/2023 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities.





RISK MANAGEMENT

Adira Finance consistently strives to establish and develop a strong risk culture through the implementation of good corporate governance practices, instilling values of regulatory compliance, providing adequate infrastructure, and implementing structured and sound work processes. These efforts are undertaken to ensure that all of the Company's business activities are managed prudently, measurably, and sustainably.

Risk management is a crucial aspect for the Company in ensuring long-term business continuity. The primary objective of implementing risk management practices is to safeguard and protect the Company by managing potential losses that may arise from various business activities and ensuring that risk levels remain within established limits and risk tolerances.

Adira Finance consistently builds and develops a strong risk culture through the implementation of good corporate governance practices, enforcing values of regulatory compliance, providing adequate infrastructure, and implementing structured and sound work processes. These steps serve as an important foundation for supporting effective, prudent, and sustainable decision-making at all levels of the organization.

The Company has adopted the "Implementation of Consolidated Risk Management for Banks Exercising Control over Subsidiaries," which the Company implements in its capacity as a subsidiary of PT Bank Danamon Indonesia Tbk (Bank Danamon), the Company's controlling shareholder. This refers to Bank Indonesia Regulation No. 8/6/PBI/2006 dated January 30, 2006, as amended by Financial Services Authority Regulation No. 38/POJK.03/2017.

Since 2016, the Company has had Risk Management Implementation Guidelines in accordance with OJK Circular Letter No. 10/SEOJK.05/2015 concerning Guidelines for the Implementation of Risk Management for Non-Bank Financial Services Institutions, which has been adjusted to the latest regulation, POJK No. 42 of 2024 concerning the Implementation of Risk Management for Financing Institutions, Venture Capital Companies, Microfinance Institutions, and Other Financial Services Institutions.

The success of the Company's risk management depends on the effectiveness of the risk management framework that provides the Company's foundation. The Company's risk management framework consists of:

1. The Three Lines of Defense Approach
2. The four pillars of the Company's risk management implementation, including:
   a) Active oversight by the Board of Directors, Board of Commissioners, and Sharia Supervisory Board (SSB).
   b) Adequate risk management policies and procedures and the establishment of risk management limits.
   c) Adequate risk identification, measurement, monitoring, and control processes, as well as the risk management information system.
   d) A comprehensive internal control system.
3. Risk awareness and risk culture
4. Reporting

1. THREE LINES OF DEFENSE APPROACH

A. First Line of Defense

The business/operational function acts as the first line of defense and is responsible for identifying, evaluating, controlling, and mitigating risks within the business. The business/operational function has primary responsibility for managing risk exposures arising from each business opportunity, consistent with the target market and approved for the business.

Senior management plays a critical role in ensuring that the business/operational function effectively serves as the “First Line of Defense” within the Risk Management and Control Framework.

B. Second Line of Defense

In implementing corporate risk management, the Risk Management Directorate serves as a key unit providing the second line of defense.

The Risk Analytics & MIS Division conducts independent monitoring and reviews risk limits for various business activities. In determining risk limits, it collaborates with the business/operational function to ensure that risks are accurately identified, measured, and managed according to agreed parameters and reported to relevant parties.

The Company also has an Operational Risk Management Division and an Information Risk Management Division tasked with overseeing the implementation of operational risk management, as well as a Quality Assurance Division tasked with ensuring that risk management guidelines/policies are properly implemented by business/operational functions.

The Compliance Division is responsible for managing compliance risk and ensuring that all regulations issued by the Financial Services Authority (OJK) and other authorized authorities are disseminated and followed by all business/operational functions and/or other related divisions across all activities and levels of the organization.

C. Third Line of Defense

Internal Audit serves as the third line of defense within the risk management and control framework by independently testing and auditing the accuracy of business/operational and supporting function processes to ensure that they have performed their functions and responsibilities and adhered to risk management guidelines and procedures.

2. IMPLEMENTATION OF RISK MANAGEMENT

A. Active Supervision by the Board of Directors, Board of Commissioners, and Sharia Supervisory Board (DPS)

The implementation of risk management involves active supervision by the Company's Board of Directors and Board of Commissioners. Therefore, the Board of Directors and Board of Commissioners must understand the risks, provide direction, supervise and mitigate risks, develop a risk management culture, ensure an adequate organizational structure, establish the duties and responsibilities of each work unit, and ensure sufficient quantity and quality to support the effective implementation of risk management.

In practice, committees are formed at the Board of Commissioners level, such as the Audit Committee, Risk Monitoring Committee, Nomination and Remuneration Committee, and Corporate Governance Committee. Meanwhile, at the Board of Directors level, the Risk Management Committee is formed.

Additionally, at the Board of Directors level, committees are also formed to specifically monitor operational risks, namely the Operational Risk Management Committee, the Fraud Committee, and the Information Technology Oversight Committee (KPTI), which oversees the development of the Company's IT systems, as well as a committee specifically monitoring market and liquidity risk, namely the Assets and Liabilities Committee.

In carrying out business activities based on Sharia principles, a Sharia Supervisory Board (DPS) must be placed in the Company's Sharia Business Unit (UUS) and appointed at the General Meeting of Shareholders (GMS) after receiving a recommendation from the National Sharia Board – Indonesian Ulema Council, and has been reported to the Financial Services Authority (OJK) in accordance with applicable regulations.

i. Authority and Responsibility of the Board of Directors, Board of Commissioners, and Sharia Supervisory Board (DPS)

The authority and responsibility of the Board of Directors, Board of Commissioners, and Sharia Supervisory Board (DPS) are as follows:

a) The Board of Directors, Board of Commissioners, and Sharia Supervisory Board, according to their respective scopes of authority, are responsible for ensuring the effective implementation of risk management in accordance with the characteristics, complexity, and risk profile of the Company.
b) The Board of Directors and Board of Commissioners must ensure that each work unit/function within the Company implements risk management.
c) The Board of Directors must ensure clarity of risk management authority and responsibility, adequate systems for measuring risk, adequate limit structures for risk-taking, effective internal control, and a comprehensive, periodic, and timely reporting system.

The Board of Directors has the authority and responsibility regarding:

a) Formulating written and comprehensive risk management policies and strategies, including:
   - Formulating and updating procedures and tools to identify, measure, control, and monitor risks.
   - Formulating overall risk limits and limits per risk type, considering the risk appetite and risk tolerance according to the Company's condition and taking into account the impact of risk on capital adequacy. The Board of Directors establishes the Risk Management Implementation Guidelines, which subsequently require approval from the Board of Commissioners.
   - Ensuring that all policies, provisions, systems, procedures, and business activities carried out by the Company comply with applicable laws and regulations.
   - Evaluating and updating risk management strategies, policies, and procedures or the Risk Management Implementation Guidelines at least once (1) a year or more frequently in the event of significant changes.
b) Being responsible for the implementation of risk management policies and the overall risk exposure taken by the Company, including:
   - Evaluating and providing direction based on reports submitted by the risk management function, including risk profile reports.
   - Taking necessary actions in accordance with the Company's risk profile.

- Ensuring that all material risks and the impacts arising from said risks have been followed up and submitting accountability reports on such follow-ups to the Board of Commissioners periodically.
- Ensuring the implementation of corrective measures for problems or deviations in the Company's business activities found by the internal control function or Internal Audit.
- Submitting periodic accountability reports on the implementation of risk management policies and risk exposure taken by the Company to interested parties (including the Board of Commissioners and the Sharia Supervisory Board (DPS)).

c) Evaluating and deciding on transactions and risk limits requiring Board of Directors' approval, including formulating and establishing transaction approval mechanisms, including those exceeding authority limits for each position level.
d) Developing a risk management culture at all organizational levels, among others, by building risk awareness.
e) Establishing the organizational structure for risk management implementation.
f) Ensuring the improvement of human resource competency related to risk management.
g) Ensuring that the risk management work unit operates independently.
h) Conducting periodic reviews to ensure:
   - Accuracy of risk assessment methodologies.
   - Adequacy of the risk management information system implementation.
   - Appropriateness of risk management policies and procedures and the determination of risk limits.

The Board of Commissioners has the authority and responsibility for implementing risk management, including:
a) Approving the Risk Management Implementation Guidelines prepared by the President Director and the Director in charge of Risk Management, taking into account the Company's risk appetite and risk tolerance.
b) Evaluating the Risk Management Implementation Guidelines at least annually or at any time in the event of significant changes.
c) Evaluating the accountability of the Board of Directors and providing guidance for periodic improvements to the implementation of the Risk Management Implementation Guidelines.
d) Evaluating and deciding on requests from the Board of Directors relating to transactions and risk limits that require the approval of the Board of Commissioners.

e) Establishing a Risk Monitoring Committee to monitor the implementation of risk management within the Company.

The Sharia Supervisory Board (SSB) has the authority and responsibility to:
a) Evaluating risk management policies and strategies related to compliance with Sharia principles periodically, or more frequently in the event of significant changes.
b) Evaluating the accountability of the Board of Directors for the implementation of risk management policies related to compliance with Sharia principles on a regular basis. Evaluations are conducted to ensure that risk management policies and processes are implemented in accordance with Sharia principles.
c) Act as an advisor and provide recommendations to the Board of Directors and Sharia business management on matters related to Sharia principles.
d) Coordinate with the National Sharia Council to discuss the Company's proposals and recommendations for products and services that require review and decision by the National Sharia Council.

ii. Human Resources (HR)

In order to carry out its responsibility for implementing HR-related risk management within the Company, the Board of Directors must:
a) Determine HR qualifications for each position related to the implementation of risk management.
b) Ensure the adequacy of the quantity and quality of HR within the Company and ensure that such HR understands their duties and responsibilities for implementing risk management.
c) Develop HR-related activities to ensure the availability of competent employees in the field of risk management.
d) Ensure the effectiveness of the management and improvement of HR competencies related to the implementation of risk management.

e) Assign competent officials and staff to work units according to their nature, number, and complexity.
f) Ensure that officials and staff assigned to each work unit have: an understanding of inherent risks, an understanding of relevant risk factors, market conditions affecting the Company and their impact, and the ability to communicate risk implications in a timely manner.
g) Ensure that all HR understand the strategy, level of risk taken, risk tolerance, and risk management framework and implement them consistently.

The Company has a Director who is responsible for fulfilling the Company's HR needs in accordance with risk appetite and risk tolerance, namely the Director who oversees the Human Resources and Marketing functions.

iii. Risk Management Organization

To implement comprehensive and effective risk management, the Company has established a risk management organizational structure that includes work units in accordance with the Company's policies, size, and complexity of its activities.

At the Board of Commissioners level, the Company has established a Risk Monitoring Committee, while at the Board of Directors level, the Company has established a Risk Management Committee. The Company also has a Risk Management Work Unit that assists the Board of Directors in implementing risk management within the Company.

a) Risk Monitoring Committee

This committee, at the Board of Commissioners level, consists of at least one Independent Commissioner, an independent party with expertise in finance, and an independent party with expertise in risk management.

The primary role of the Risk Monitoring Committee is to monitor and provide recommendations to the Board of Commissioners regarding:

- Evaluation of the Risk Management Implementation Guidelines and the implementation of these policies.
- Evaluation of the Board of Directors' accountability for the implementation of risk management policies at least quarterly.
- Monitoring and evaluating the implementation of the Risk Management Committee and the Risk Management Work Unit in providing recommendations to the Board of Commissioners.
- Risk management policies/documents/reports that require the approval of the Board of Commissioners, as recommended by the Board of Directors.

A more detailed explanation of the roles and responsibilities of the Risk Monitoring Committee refers to the Risk Monitoring Committee Guidelines and Work Procedures.

b) Risk Management Committee

A risk committee at the Board of Directors level. The Company has established a Risk Management Committee whose role is to provide recommendations to the Board of Directors on the implementation of risk management, including the preparation, revision, and refinement of the Risk Management Implementation Guidelines.

The Risk Management Committee consists of the Board of Directors and relevant Senior Management. The Chairperson is the Director or Senior Management responsible for risk management.

The primary role of the Risk Management Committee is to evaluate and provide recommendations to the President Director regarding risk monitoring related to:

- Preparation of risk management strategies, policies, and frameworks, risk appetite, risk tolerance, and contingency plans to anticipate abnormal conditions.
- Improvements or adjustments to risk management implementation based on the results of the risk management implementation evaluation.
- Periodically reviewing various risks faced by the Company and other significant risk issues.
- Implementation of risk management and improvement processes in line with external and internal changes that may affect capital adequacy and risk profiles.

- The Company's risk organizational structure ensures that risk management processes are aligned with organizational developments.
- Alignment of activity implementation with applicable rules and regulations.
- Determining the formation of reserves to accommodate potential inherent risks and ensure the availability of disaster recovery procedures.
- Steps for handling a risk event and comprehensive decisions related to the risk issue/event.
- Establishment of policies and/or business decisions that deviate from normal procedures.

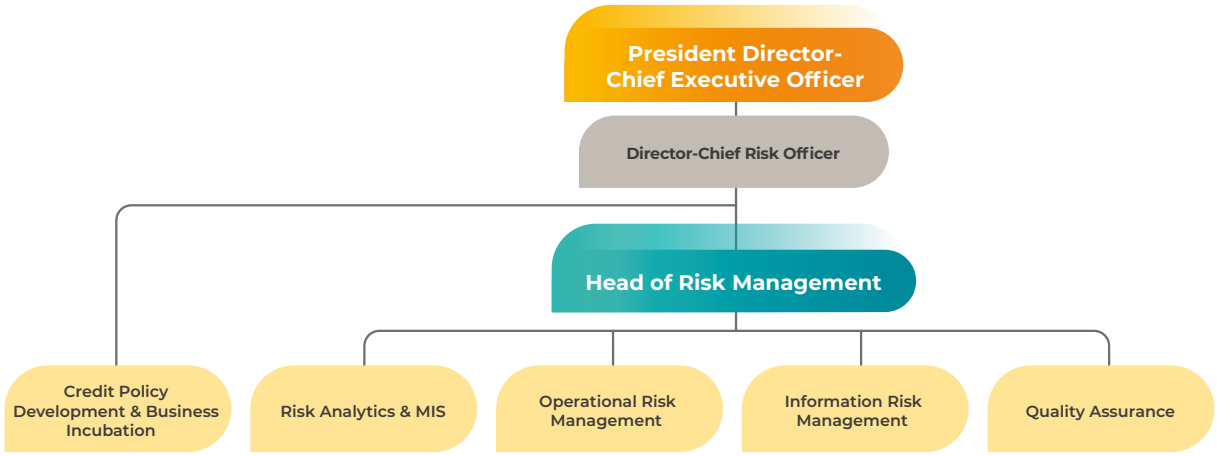
c) Risk Management Function

The Company has a Risk Management Work Unit, namely the Risk Management Directorate, which has the role and responsibility for risk management within the Company.

The organizational structure of the Risk Management Directorate includes work units that are independent of the Company's business/operational functions, as follows:

- Operational Risk Management Division (which includes the Control and Implementation of Anti-Fraud Strategy functions)
- Risk Analytics & MIS Division (which includes the Market & Liquidity Risk function), which is a work unit independent of the Company's business and operational functions.
- Information Risk Management Division
- Quality Assurance Division

The organizational structure of the Risk Management Directorate is illustrated in the following diagram:



The Risk Management Directorate is a unit led by the Director in charge of the Risk Management function, who reports directly to the President Director regarding the implementation of risk management within the Company.

The Director in charge of the Risk Management function has operational responsibility for overseeing and managing all risks, including the responsibility for providing recommendations on all risk-related policies. The Director in charge of the Risk Management function is structurally responsible to the President Director and functionally to the Risk Monitoring Committee. The Director in charge of the Risk Management function is also the Chair of the Risk Management Committee.

The Risk Management Directorate has the authority and responsibility to:

- Establish the risk architecture and develop an overall risk management strategy, including the Risk Management Implementation Guidelines, core policies, procedures, and controls, and contingency plans in the event of abnormal external conditions.
- Identify risks, including those inherent in business activities.
- Develop risk measurement methods appropriate to the size and complexity of the Company's business.
- Monitor the implementation of the risk management strategy developed by the Board of Directors.
- Periodically review risk management strategies, policies, and processes and recommend changes (if necessary) to the Risk Management Committee.
- Disseminate risk policies and strategies to all relevant units.
- Recommend portfolio limits and ensure compliance with these limits.
- Assess and monitor overall risk exposure for each risk type and functional activity, conducting tests using abnormal scenarios/assumptions and historical data.
- Ensure that risk is measured accurately and data is reported appropriately.
- Evaluate the accuracy of models and validate the data used to measure risk, if the Company uses models for internal purposes.
- Provide recommendations to business/operational functions and/or the Risk Management Committee, as authorized.
- Evaluate potential losses under different scenarios and relate them to the Company's capital capacity to bear the risk.
- Prepare risk profile reports periodically for the Board of Directors, the Board of Commissioners, and the Financial Services Authority (OJK).
- Review risks in business plans (including proposed activities and/or new product development).
- Ensure a strong risk awareness and culture within the risk-taking unit.
- Ensure experienced and competent individuals are in key risk-related positions across all functional areas.
- Ensure Disaster Recovery Plans and Business Continuity Plans are in place.
- Ensure fraud risk management is in place in all critical work areas.
- Ensure strict controls over information and documentation security are in place.
- Coordinate stress testing to determine the impact of significant changes in macroeconomic conditions on the Company's portfolio.
- Evaluate the accuracy of internal models and validate the data used to measure risk.
- Provide information to the Risk Management Committee on matters requiring follow-up regarding the evaluation of risk management implementation.
- Review proposed new strategic business lines that significantly impact risk exposure.

d) Other Work Units

In carrying out its duties, the Risk Management Directorate manages eight risks within the Company and collaborates with other work units/divisions related to each risk.

The work units/divisions that collaborate on each risk will be discussed in the respective risk section.

B. Adequacy of Risk Management Policies and Procedures, and Establishment of Risk Limits

The implementation of risk management is supported by a framework that includes clearly defined strategies, policies, procedures, and limits aligned with the vision, mission, and business strategy.

The implementation of risk management also includes a feedback process based on accurate and quality information, ensuring adaptation to changing conditions faced by the Company.

The development and implementation of strategies, policies, procedures, and limits are carried out by considering, among other things, the type and complexity of business activities, risk profile, level of risk to be taken, capital adequacy, quality of human resources and adequate infrastructure, and regulations established by relevant authorities and/or other parties

i. Risk Management Strategy

The risk management strategy is formulated for long-term goals to ensure business continuity, achieve expected capital adequacy, and comprehensively control and manage risks within the Company.

The risk management strategy is formulated by considering internal (human resources, infrastructure, capital) and external (economic conditions) conditions and is aligned with the Company's risk appetite and risk tolerance.

ii. Risk Appetite and Risk Tolerance

In developing risk management policies, the Company's Board of Directors provides clear guidance regarding the Company's risk appetite and risk tolerance, which should be taken into account in developing risk management policies, including setting limits.

In determining risk tolerance, the Company considers the Company's strategy and objectives, as well as its risk-bearing capacity.

iii. Risk Management Policies and Procedures

The Company has risk management policies and procedures outlined in the Risk Management Implementation Guidelines, which are prepared in accordance with the provisions of the Financial Services Authority (OJK), other competent authorities, and other applicable regulations. These policies will be reviewed and updated periodically to accommodate changes.

The Risk Management Implementation Guidelines are written guidelines used in implementing risk management and must be consistent with the Company's vision, mission, and strategic plan.

The Risk Management Implementation Guidelines are established to ensure that the Company maintains risk exposure consistent with internal policies and procedures, as well as external regulations, laws, regulations, and other relevant provisions. They are managed by officials with knowledge, skills, and expertise in risk management, commensurate with the level of business complexity.

From a policy perspective, the Risk Management Implementation Guidelines contain at least:

a) Determining risks related to the Company's business activities (products, services, and transactions).
b) Methods and information systems for identifying, measuring, monitoring, and controlling risks, as well as risk management information systems.
c) Determining the level of risk to be taken, establishing risk tolerance, and establishing risk limits.
d) Data, report formats, and types of information in risk management reports.
e) Authority and hierarchical limits.
f) Risk profile rankings as the basis for implementing risk management, which refer to the regulations of the Financial Services Authority (OJK) or other competent authorities.
g) Organizational structure that defines the roles and responsibilities of the Board of Commissioners, Board of Directors, committees, risk management work units, and other work units.
h) Business Continuity Plan (BCP) or Business Continuity Management (BCM) policies include the development of a Business Continuity Plan (BCP), a Disaster Recovery Plan, and a contingency plan. BCP/BCM policy development involves relevant work units and is flexible. Testing, evaluation, and updating of the BCP/BCM are conducted periodically in accordance with internal company regulations.
i) Establishment of an internal control system for implementing risk management

The Risk Management Implementation Guidelines include policies regarding risk management in general and for each risk, and must be relevant for implementation within the Company.

From a procedural perspective, the Risk Management Implementation Guidelines must include at least:
a) Clear accountability and levels of delegation of authority.
b) Periodic reviews are conducted at least annually or at any time in the event of significant changes.
c) Adequate procedural documentation to facilitate reviews and audit trails.

In addition, the Company also has policies and procedures to manage the risks inherent in the development or expansion of its business activities. These policies and procedures are formulated in accordance with the Company's risk appetite and regulatory regulations.

The Risk Management Directorate is responsible for centrally coordinating all risk management policies and implementation within the Company.

iv. Determination of Risk Limits

The Company has limits established according to the level of risk taken (risk appetite), risk tolerance, and strategy.

Limits are used as thresholds to determine the level of risk mitigation that management will implement. The Company has an approval mechanism in place for exceeding predetermined limits.

The limits proposed by each work unit, which encompass the risks faced by the Company, must be approved by the Board of Directors or the Board of Commissioners through the Risk Monitoring Committee, or the Board of Directors, in accordance with their respective authorities.

Risk management limits must be reviewed periodically, or more frequently in the event of significant changes, to ensure that practices are in line with the expected risk limits.

The Company has established risk management limits at the corporate level, outlined in its Risk Appetite Statement (RAS).

The components included in the Company's Risk Appetite Statement (RAS) include:
a) Applicable regulatory requirements.
b) Parameters for maintaining a strong level of financial health for the Company, based on the considerations of the Board of Commissioners and Board of Directors.
c) Management's responsibility for ensuring strategic alignment.
d) Room for business growth to meet annual financial targets.

Some of the considerations used in determining the Risk Management limits in the Risk Appetite Statement (RAS) include a combination of, but are not limited to:
a) Comparison with peers/similar companies.
b) Limits set by regulations.
c) Stakeholder views.
d) Expert assessment.
e) Historical and/or expected risk profile.
f) Targets set by the Board of Commissioners.

The Company monitors its Risk Appetite Statement (RAS) monthly, and reviews it at least once a year, or more frequently if there are changes, such as:
a) Changes in regulations
b) Changes in risk model assumptions
c) Material events and/or losses
d) Company conditions

C. Adequacy of Risk Identification, Measurement, Control, and Monitoring Processes, and Risk Management Information Systems

Risk management is implemented through the processes of risk identification, measurement, control, and monitoring, and must be supported by a risk management information system tailored to the characteristics and complexity of the Company's business activities.

i. Risk Identification

Steps in risk identification include:

a) Periodically identifying all risks across all business activities using the Company's own methods or systems.
b) Analyzing all potential risk sources for each activity before they are introduced or implemented.
c) Considering factors influencing risk, including additional risks.

ii. Risk Measurement

Accurate risk measurement is crucial. Risk measurement is conducted periodically and comprehensively across the Company's business activities. Risks must be measurable to determine the adequacy of reserves and the capital capacity to absorb the resulting risks.

The risk measurement system, technology, or model will be tailored to the nature, size, and complexity of the business and must be able to capture all risk exposures. The assumptions underlying risk identification and measurement must be validated and clearly understood by risk management officials. Risk measurement can use quantitative and/or qualitative methods.

The important steps in establishing a risk measurement process are:

a) Assigning skilled and experienced officials to determine the risk measurement process.
b) Ensuring the availability of sufficient, appropriate, and accurate data and information.
c) Developing an appropriate methodology or model for each type of risk. The methodology or model must be documented.
d) Having an adequate risk measurement application and understanding the limitations of the technology (if the risk measurement is conducted using an application).
e) Testing actual results against predicted results to validate the methodology or model.
f) Periodically evaluating/reviewing the appropriateness of the assumptions, data sources, and procedures used to measure risk.
g) Refining the measurement methodology if there are significant changes in material factors influencing risk.
h) Conducting periodic stress tests, a process of estimating potential economic losses under abnormal market conditions, allows the Company to assess the impact on profitability and capital. Stress testing results are used as input when establishing risk limit policies.

iii. Risk Monitoring

The company must have a monitoring system and procedures that include: monitoring risk exposure, risk tolerance, compliance with internal limits, and stress testing results, as well as consistency of implementation with established policies and procedures.

Risk monitoring is conducted by the Risk Analytics & MIS Division, with monitoring and evaluation results reported periodically to management for risk mitigation and necessary action.

iv. Risk Control

The company must have risk control mechanisms and methods in place, referring to established policies and procedures.

The company's risk control process is tailored to risk exposure, risk appetite, and risk tolerance.

The company must have a framework that is responsive to changes resulting from the types of risks involved.

v. Risk Management Information System

The company must have an adequate management information system to support the implementation of risk identification, measurement, control, and monitoring, tailored to the company's needs for effective risk management.

Things to consider in implementing a management information system related to risk management include:

a) Developed according to the company's needs to support the implementation of risk identification, measurement, monitoring, and control.

b) Ensure the availability of accurate, complete, informative, timely, and reliable information to monitor the effectiveness of risk management implementation and support reporting to Company management, the Financial Services Authority (OJK), or other authorized authorities.
c) Ensure the systems used and the information generated are appropriate to the characteristics and complexity of the Company's business activities and are adaptive to change. Periodic reviews are conducted to ensure the systems are adequate.
d) Locate a data center in Indonesia for law enforcement purposes and customer data protection.
e) Ensure that decisions regarding the appointment of third parties are made objectively and independently, if outsourcing services are used for information system development.
f) Ensure testing is conducted for the implementation of new management information systems and technology and does not disrupt the continuity of existing information systems.
g) The Company must maintain system documentation to facilitate inherent controls and the implementation of audit trails.
h) Prepare effective backup systems and procedures.
i) Ensure that all risks inherent in the Company are integrated into the existing management information system.

D. Comprehensive Internal Control System [GRI 2-15] [GRI 2-27]

The internal control system in implementing risk management includes, among other things, the suitability of the internal control system and the implementation of risk management, the assignment of authority, monitoring of policies, procedures, and limits, a clear organizational structure and the establishment of an adequate four-eyes principle, and the adequacy of procedures to ensure regulatory compliance.

The implementation of risk management, including the adequacy of policies, procedures, and management information systems, is regularly reviewed (at least annually or as needed) by relevant work units. This includes: the suitability of the risk management framework to the Company's business and regulations, including the appropriateness of methods, assumptions, measurement variables, and established limits. Furthermore, the implementation of risk management by business and operational functions (risk-taking functions) or support functions; findings that require improvement are monitored by relevant work units.

The Company implements effective risk management and internal control systems, including through the implementation of a three-layered defense approach, establishing risk tolerances, and implementing risk awareness and a culture of risk, as described in the previous section.

The Company has an Internal Audit that reports independently to the Board of Commissioners through the Audit Committee and the President Director regarding the risks inherent in business and operational activities. Internal Audit will specifically detect weaknesses and violations of regulations that could cause the Company to suffer material and non-material losses. Internal Audit must ensure:

a) The accuracy of internal controls, taking into account the type and level of risks inherent in the business.
b) The accuracy of the organizational structure and reporting lines.
c) Compliance with applicable laws, regulations, and internal policies.
d) The effectiveness and efficiency of operational activities.
e) The existence of a strong risk culture throughout the organization.
f) The accuracy and timeliness of financial and operational reports.
g) The adequacy of the management information system.
h) Complete and adequate documentation.
i) Management's response to audit results.

Internal Audit may conduct audits using its own team, a work unit, or an external team as long as there is no conflict of interest. Internal Audit employs a risk-based approach and has an effective rating process to assess the value of all audited work units.

Internal Audit must have an annual audit plan that must be approved by the President Director and the Audit Committee.

Internal Audit, together with the Risk Management Directorate, must be independent of the business function in providing feedback to the Board of Directors and Board of Commissioners regarding the health of the Company.

3. RISK AWARENESS AND RISK CULTURE

It is very important for all employees to be aware of the risks faced in various activities, thereby creating a strong risk management culture. The combination of unique values such as trust, implementation, and management oversight will ensure that these activities are carried out prudently and based on best practices.

Risk culture is established through:

- Direction and supervision from the Board of Directors, Board of Commissioners, and Sharia Supervisory Board (DPS).
- Introducing risk management as an integral part of business execution.
- Compliance with all applicable policies, procedures, laws, and regulations.

Risk awareness and culture at all levels of the organization must be built through:

- Communication regarding the importance of managing risk.
- Communication of risk tolerance levels and expected risk profiles across various levels and portfolio management.
- Empowering employees to handle risks prudently in their activities, including preparing adequate risk mitigation.
- Monitoring the effectiveness of risk management across all areas.

4. REPORTING

In accordance with the provisions of the Financial Services Authority (OJK), the Company is required to submit a Risk Profile Report, which includes a self-assessment of inherent risks and the Quality of Risk Management Implementation for the 8 (eight) types of risks faced by the Company; this is used to assess the Company's Soundness Level, annually or more frequently if needed.

The Risk Analytics & MIS Division, as a work unit independent of the Company's business and operational functions, is responsible for preparing the Risk Profile Report in accordance with the provisions of the Financial Services Authority (OJK) and will coordinate with relevant divisions.

The Risk Profile Report must be reviewed and approved by the Company's Board of Directors and submitted to the Board of Commissioners through the Risk Monitoring Committee.

Implementation of Risk Management for Each Risk [SEOJK E.3][GRI 2-18]

In implementing risk management, the Company largely adopts and accommodates patterns applied by the banking sector as the business sector in Indonesia considered most established and experienced in implementing risk management concepts, also considering the need to apply a consolidated risk management framework between the Company and the Parent Company.

The Company faces 8 (eight) risks, both internal and external factors, including:

1. **Strategic Risk**

   Strategic risk is the risk arising from inaccuracy in making and/or implementing a strategic decision and failure to anticipate changes in the business environment.

   Strategic risk can be caused, among others, by:

   a) Formulation of strategies that are not aligned with the Company's vision and mission.
   b) Incomprehensive analysis of the strategic environment.
   c) Mismatch of strategic plans across strategic levels.
   d) Failure to anticipate changes in the business environment such as technological changes, changes in macroeconomic conditions, market competition, and policy changes by relevant authorities

   In formulating and determining strategy, the Company needs to consider the following:

   a) Understanding the conditions of the business, economic, and financing industry environment.
   b) Measuring the strengths and weaknesses of internal and external factors within the Company.
   c) Analyzing all available alternative strategies.

To determine the effectiveness of the designed strategy, the Company conducts periodic evaluations of the strategy and its implementation continuously.

The Company periodically monitors actual performance compared to plans and budgets and understands the reasons for any deviations. Monitoring of strategic risk is carried out by the Board of Directors through the Balanced Scorecard (BSC), which is one of the tools used to measure and monitor the implementation of the Company's strategic risk management.

In accordance with Financial Services Authority Regulation No. 24/POJK.05/2019 concerning Business Plans for Non-Bank Financial Services Institutions, in 2025 the Company submitted its annual business plan for 2026 according to the format stipulated by the Financial Services Authority (OJK).

2. Operational Risk

Operational risk is the risk arising from inadequacy and/or malfunctioning of internal processes, human error, system failure, and/or external events affecting the Company's operations.

Operational risk can be caused, among others, by weaknesses in human resources, weaknesses in internal processes, inadequate systems and infrastructure, and external events that have a negative impact on the Company.

These sources of operational risk can lead to events that negatively impact the Company's operations, so the occurrence of different types of operational risk events is one measure of the success or failure of Operational Risk Management. Some examples of operational risk events can be categorized, among others, as organizational and business activity complexity, human resources, technology and information systems, fraud (internal and external), business and organizational disruption, and the level of the Company's interaction and dependency.

Companies are required to implement continuous operational risk control, including by:

a) Identifying potential control weaknesses.
b) Ensuring that operational policies and procedures with adequate control mechanisms are in place and reviewed periodically.
c) Determining the most appropriate operational risk mitigation and safeguarding information technology processes and outsourcing within the Company's operational activities.
d) Determining risk appetite.
e) Analyzing requests for temporary deviations from policies/procedures.
f) Ensuring that risks in the high-impact, low-frequency quadrants are structuredly accommodated within the Business Continuity Management (BCM) program.
g) Implementing risk management actions (acceptance/transfer/rejection of operational risks).

The implementation of the operational risk management process within the Company includes:

a) Business Continuity Management (BCM)
   BCM is a comprehensive management process that identifies potential impacts that threaten the organization and provides a framework for building resilience and capability with effective responses that safeguard stakeholder interests, reputation, brand, and valued core business activities.

As an integral part of the operational risk management framework, effective BCM implementation is essential to anticipate operational risks, especially those with significant impacts (catastrophic events), regardless of their cause, such as crises and/or disruptions to business operations, system disruptions, fires, and so on.

The objectives of the BCM program are:

- Ensure timely process continuity for all functions/units during a crisis or disaster
- Maintain key resources needed to support activity recovery
- Reduce reputational risk
- Increase public trust and the macro-financial system
- Improve resilience and recovery capabilities

Through the implementation of BCM, the Company identifies critical activities and events that could potentially threaten business continuity if a disruption occurs.

Based on the results of this analysis, the Company develops a Business Continuity Plan (BCP) as a documented framework for handling and recovering critical activities in each work unit within a predetermined recovery timeframe.

The Company has mitigating measures in place for external incidents that could potentially impact the Company's business continuity. Therefore, the Company's BCP is prepared to cover all activities and external crisis scenarios that are prioritized based on the results of the risk assessment and the level of criticality of the activity, which consists of:

Business Continuity Plan (BCP)	Description
Financial BCP	Contains steps for handling and recovery of critical activities caused by disasters or power, communication, and network disruptions in daily cash flow processes, particularly as the entity operates in a cash-intensive industry.
Information Technology BCP	Contains steps for handling and recovery of critical activities in the event of disruptions to the Company's core systems and digital platforms.
Depository Financing Guarantee BCP	The BPKB (Financing Guarantee Vehicle) is a collateral held by the Company until the consumer has fully paid their obligations to the Company, making the security of the storage location very important. The Financial Guarantee Storage BCP (Basic Planning and Management Plan) outlines the steps for handling and recovering the BPKB receipt, storage, and disbursement process in the event of a disaster or power, communication, or network disruption
Business Operations BCP	The Company's primary activities occur at branch offices, clusters, credit centers, operation centers, and warehouses. Therefore, the BCP outlines the steps to be taken in the event of an emergency caused by communication and network (system) disruptions and power outages, particularly in acquisition, account management, and collection management activities.
Incident Management Plan (IMP)	It provides a documented framework to enable the organization to handle incidents. This document explains how to anticipate various incidents in crisis situations by activating the Call Tree and mobilizing members of the Incident Management Team during the incident response under the supervision of the Corporate Command Center. The focus of the response is employee safety, managing communications related to reputational risks, and continuity and recovery. This document includes instructions/steps for dealing with the following situations: employee evacuation in the event of violence/crime, earthquakes, floods, bomb threats, riots and mass unrest, as well as fires and utility disruptions.

b) Fraud Management

Fraud risk impacts business and can have a significant financial impact on profits and impact the Company's reputation. Effective fraud management is crucial to mitigate and manage the risks posed by fraud.

Fraud is an act of deviation and/or omission intentionally committed to deceive, defraud, or manipulate the Company, Consumers, or other parties, occurring within the Company's environment and/or using Company resources, resulting in the Company, Consumers, or other parties suffering losses and/or the perpetrator of the fraud and/or other parties gaining direct or indirect benefits.

Based on POJK No. 12 of 2024 concerning the Implementation of Anti-Fraud Strategies for Financial Services Institutions, the Company issued an internal policy regarding fraud management that is enforced nationally. This policy was created to implement a risk management strategy to control the risk of fraud. Therefore, to support the implementation of risk management, the following risk management aspects have been strengthened:

- Active supervision by the Board of Directors and Board of Commissioners
- Policies and Procedures
- Organizational structure and accountability
- Control and monitoring

A more detailed explanation of fraud control will be provided in the Fraud Control chapter/ section

c) Quality Assurance (QA) QA is a program designed to early and systematically monitor and evaluate critical aspects of the Company's processes and products to ensure that quality standards are met. The most important quality standards to be achieved are the management of risk factors and the effective implementation of necessary control/ mitigation mechanisms.

The implementation of the QA framework within the Company encompasses a unified methodology, policies, procedures, and organizational structure aimed at systematically implementing a monitoring and evaluation program to identify, measure, monitor, and control risks arising from operational activities.

The QA strategy also adopts the COSO (Committee of Sponsoring Organizations of the Treadway Commission) framework for assessing and improving internal control systems. COSO identifies eight components in the Internal Control Framework, namely:

- Internal environment
- Objective setting
- Event identification
- Risk assessment
- Risk response
- Control activities
- Information and communication
- Monitoring

The scope of the QA evaluation is that QA must be able to appropriately manage the quality assurance of every activity in the credit process, funding process, and support function processes using appropriate processes, methodologies, and technology.

Operational risk monitoring is carried out through the preparation of periodic reports to management to identify emerging issues related to weaknesses or failures in the implementation of control functions.

Regarding the operational risk management information system, the Company has developed an integrated management information system for operational risk management, namely the Operational Risk Management System (ORMS). This system strengthens the recording, analysis, and reporting of operational risk data, with the ability to identify risks, assess/ measure, monitor, and control/mitigate them throughout the Company. This thereby increases the effectiveness of operational risk management implementation.

The ORMS application will continue to be developed in accordance with the needs and developments in the implementation of the operational risk management framework. The ORMS has been effectively operated in all work units within the Company.

Furthermore, the Company also has a whistleblowing system managed by an independent party to assist in the implementation of operational risk management, particularly regarding fraud incidents within the Company.

The Company, as a subsidiary of PT Bank Danamon Indonesia Tbk (BDI), has consolidated its operational risk Management Information System (MIS) with its parent company.

To manage uncertainty and potential threats in the information technology environment and to protect the Company's digital assets, information technology risk management is required to manage potential risks and challenges related to the collection, storage, processing, and dissemination of information in a digital context (information risk), as well as the potential for adverse consequences or losses specifically arising from the use of or reliance on computer/technology-related systems (technology risk).

To actively oversee the implementation of information technology risk management, the Company has established an Information Technology Steering Committee (KPTI) at the Board of Directors and Senior Management level, which is actively involved in the planning, approval, review, and assessment of information technology risk management.

In addition, the Company has a technology risk management and information security policy that serves as a reference for implementing technology risk management and information security within the Company.

Regarding information security, the Company has implemented a Data Leakage Prevention (DLP) program and ISO 27001:2022 related to Information Security Systems. In addition, the Company has implemented ISO 20000-1 in order to ensure Information Technology service governance that supports overall operational security, efficiency and sustainability.

In connection with the strategy for implementing operational risk management, the Company has implemented:

a) Operational centralization for all Company branch offices so that processes and the implementation of policies and procedures can be carried out in a more standardized manner.
b) Implementing operational risk control consisting of 3 tiers: business function, risk management, and internal audit.
c) Implementing Risk Control Self Assessment (RCSA) which is used to review and measure the magnitude of potential risks occurring during internal processes to produce an operational risk status.
d) Using the Operational Risk Management System (ORMS) to strengthen the recording, analysis, and reporting of operational risk data.
e) Conducting Operational Risk Pre-Assessment (ORPA) to identify and mitigate business initiatives undertaken by the Company.
f) Self Raise Issue (SRI) to facilitate initiatives aimed at mitigating the Company's operational risks.
g) Furthermore, a separate Information Risk Management Division has been established as a work unit distinct from the Operational Risk Management Division to strengthen the implementation of operational risk management related to information management within the Company.

3. **Credit Risk**

Credit risk is the risk arising from the failure of another party to fulfill its obligations to the Company, including credit risk due to customer failure, among others, credit concentration risk, counterparty credit risk, and settlement risk.

Credit risk can increase due to the concentration of financing distribution, for instance, to specific customers, geographic areas, business activities, types of financing, or business sectors. This risk is commonly referred to as financing concentration risk.

Regarding counterparty credit risk and settlement risk, the Company is exposed to these risks because the Company hedges loans obtained in foreign currency through Cross Currency Swap (CCS) transactions. The Company has limits and credit risk management strategies related to counterparty credit risk and settlement risk.

The Company has a credit risk management work unit tasked with monitoring the development and implementation of strategies, thereby minimizing the emergence of credit risk.

Furthermore, in connection with the active supervision of the Board of Directors and Board of Commissioners, a Risk Monitoring Committee has been established at the Board of Commissioners level and a Risk Management Committee at the Company's Board of Directors and Senior Management level, which are actively involved in planning, approving, reviewing, and assessing credit risk.

The Company has implemented a credit risk management strategy formulated in line with the company's objectives to maintain financing quality, profit, and business growth. Periodic evaluations are conducted on financing products/ portfolios as a mitigation against credit risk.

The Company has a credit risk policy that governs the structure and hierarchy of financing policies. The Company develops and implements credit risk policies and procedures appropriately so as to:

a) Support sound financing distribution. The Company has financing distribution policies and procedures approved by the Board of Commissioners.
b) Monitor and control credit risk, including financing concentration risk.
c) Conduct evaluations to capitalize on new business opportunities.
d) Identify and handle non-performing financing

In connection with the analysis process for approval and financing administration, the Company has procedures that include:

a) Clear segregation of functions and delegation of authority in decision-making.
b) Work units/functions that periodically review the quality of financing provided.
c) Development of a financing administration system related to the financing process.
d) Registration and updating of all quantitative and qualitative information.

The Risk Management Directorate is responsible for measuring credit risk both for each portfolio and overall. To measure the risk value of a customer or portfolio, the following matters must be considered:

a) Having written procedures for risk measurement that allow for:
   - Centralization of balance sheet exposures referring to the one obligor concept.
   - Evaluation of credit risk levels using a combination of qualitative and quantitative data.
   - Distribution of measurement results for monitoring purposes by relevant work units.
   - Comprehensive management of counterparty credit risk, both at the counterparty level (by combining credit risk due to counterparty failure with other financing exposures) and at the overall Company level.
b) Developing appropriate methodologies, models, or tools for each type of risk.
   - Developing a measurement tool to measure credit risk on a transactional basis.
   - Conducting financing risk measurement on a portfolio basis. This risk must be defined as a potential loss figure for both obligors and portfolios.
   - Stress test approach to estimate potential economic losses under abnormal conditions. Stress tests must be conducted periodically.
c) Parameters used in measuring credit risk include but are not limited to:
   - Characteristics of each type of transaction.
   - Financial condition of the customer or counterparty and the terms of the financing agreement.
   - Financing tenor.
   - Collateral/guarantees.
   - Potential for default/non-performing financing.
   - Position of write-offs, written-off claims, and restructurings.
   - Company's ability to absorb potential failure/adequacy of provisions

The results of this risk management can be seen from the Company's Net Non-Performing Financing (NPF) trend, which remains within the planned risk corridor, as seen in 2025 and 2024 at 0.25% and 0.34% respectively (still below the limits set by the regulator). This proves that the risk strategy and culture formed and built are aligned with the Company's objectives and business conduct.

The Company's customer profile is fairly diversified so that risk is not concentrated in any one profile. The following is the Company's consumer profile for 2023, 2024, and 2025:

Consumer Profile by Type of Occupation:

Occupation	2023	2024	2025
Employees	52%	53%	53%
Self-Employed	47%	46%	46%
Others	1%	1%	1%

Consumer Profile based on Monthly Income:

Monthly Income	2023	2024	2025
≤ IDR5,000,000	28%	25%	23%
IDR5.000.000 < IDR10.000.000	43%	45%	46%
≥ IDR10.000.000	29%	30%	31%

The following is a description of consumer concentration on financing receivables owned by the Company:

Consumer Type	2023	2024	2025
Individual	95%	95%	94%
Corporate	5%	5%	6%

4. **Market Risk**

Market risk is the risk to the position of assets, liabilities, equity, and/or administrative accounts, including derivative transactions, arising from overall changes in market conditions.

Market risk includes, among others, interest rate/ margin risk (for Sharia), exchange rate risk, and equity risk.

The Company has conducted periodic recording and monitoring of market risks discussed in the Assets and Liabilities Committee so that the Board of Directors and senior management can respond promptly to market risk issues. The Company has an Asset & Liability Management system to support reporting and the implementation of market risk management.

The Company has comprehensive written policies and procedures to manage and control market risk, including policies on limit determination, limit structure, limit approval, and actions to be taken in the event of limit excesses. These policies must be formulated in accordance with the Company's business strategy, capital adequacy, and risk appetite.

Limits are proposed by the Risk Management Directorate and approved by the Board of Directors and Board of Commissioners through the Risk Monitoring Committee.

Market risk is measured under normal conditions and stress conditions. Market risk measurement methods commonly used include the Interest Rate Risk gap (IRR gap), which refers to the difference in cash flows for each maturity bucket arising from on- and off-balance sheet items. Outgoing and incoming cash flows in each maturity bucket are calculated according to the characteristics of each instrument, both maturing and non-maturing instruments.

Furthermore, in the context of consolidated reporting with PT Bank Danamon Indonesia Tbk, as the Parent Company, the Company also calculates IRRBB (Interest Rate Risk in The Banking Book), which consists of calculating Net Interest Income (NII) and Economic Value of Equity (EVE) under stress event conditions (based on scenarios determined by the regulator) as part of implementing effective and adequate market risk management.

In the event of a limit excess, the Risk Management Directorate (Market and Liquidity Risk function) and the Finance Directorate (Funding & Capital Market Division) are required to provide an explanation and/or corrective action for each limit excess in accordance with applicable policies.

In relation to market risk, the Company provides financing to customers in Rupiah currency with fixed interest rates and tenors. The Company's funding sources come from a joint financing scheme with the Parent Company with fixed interest rates and matching tenors. Additionally, for loans in foreign currency, the Company has implemented a fully hedged policy as a form of mitigation against market risk.

5. **Liquidity Risk**

Liquidity risk is the risk arising from the Company's inability to meet maturing liabilities from cash flow funding sources and/or from liquid assets that can be easily converted into cash, without disrupting the Company's activities and financial condition.

Liquidity risk can be caused by the Company's inability to liquidate assets without incurring material discounts due to the absence of an active market or severe market disruption, referred to as market liquidity risk.

The inability to obtain cash flow funding sources, leading to liquidity risk, can be caused by, among others:

a) Inability to generate cash flows from productive assets or from the sale of assets, including liquid assets.
b) Inability to generate cash flows from fund raising, inter-company transactions, and loans received.

The Company has conducted periodic recording and monitoring of liquidity risks discussed in the Assets and Liabilities Committee so that the Board of Directors and senior management can respond promptly to liquidity risk issues.

The Company has comprehensive written policies and procedures to manage and control liquidity risk, including policies for diversification of funding sources, daily and monthly liquidity management, management of high-quality liquid assets, a Contingency Funding Plan (CFP), and limit setting. These policies must be formulated in accordance with the Company's business strategy, capital adequacy, and risk appetite.

Policies for liquidity risk control must also include provisions regarding the limit structure, limit approval, and actions to be taken in the event of limit excesses.

Limits are proposed by the market and liquidity risk function within the Risk Management Directorate and approved by the Board of Directors and Board of Commissioners through the Risk Monitoring Committee.

Liquidity risk is measured under normal conditions and stress conditions. A commonly used liquidity risk measurement method is Maximum Cumulative Outflow (MCO). MCO for a specific maturity bucket refers to the maximum net cumulative cash flow arising from on- and off-balance sheet items. Outgoing and incoming cash flows in each maturity bucket are calculated according to the characteristics of each instrument, both maturing and non-maturing instruments. MCO is calculated using normal and stress event scenarios. Based on MCO analysis, the Company's liquidity condition still showed a positive cash flow trend as of December 2025. Furthermore, based on stress testing simulations on installment receipts from customers, it still showed positive cash flow or remained within the limits set by the Company.

Additionally, in the context of consolidated reporting with PT Bank Danamon Indonesia Tbk, as the Parent Company, the Company also calculates the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) and has limits in accordance with the Company's risk appetite.

In the event of a liquidity risk limit excess, the Risk Management Directorate (market and liquidity risk function) and the Finance Directorate are required to provide an explanation and/or corrective action for each limit excess in accordance with applicable policies.

Some of the results of liquidity risk management at the Company can be seen from the cash ratio, current ratio, and gearing ratio values, which remain within the established limits. Based on figures as of December 2025, the Company's cash ratio was managed at 6% (with a minimum limit of 1%), the Company's current ratio was managed at 133% (with a minimum limit of 100%), and the Company's gearing ratio was managed at 1.4x (with a maximum limit of 10x).

Furthermore, the Company also has a fairly good Credit Rating obtained from Pefindo (idAAA), Fitch (BBB), and Moody's (Baa1), which can support the Company in managing liquidity risk.

6. Legal Risk

Legal risk is the risk arising from legal claims and/or weaknesses in legal/juridical aspects.

Legal risk can originate from, among others, weaknesses in juridical aspects caused by weak agreements made by the Company, the absence of and/or changes in laws and regulations that cause a transaction already conducted by the Company to become non-compliant with provisions, and litigation processes arising either from third-party lawsuits against the Company or from the Company against third parties.

The Company has standards and procedures related to the implementation of legal risk management. Additionally, the Company also has a code of conduct for Company employees as a guide in their work, as well as limits related to legal risk.

Regularly, the Company also conducts training and socialization for relevant internal parties in order to support the Company's operational processes related to legal risk.

The Company has policies related to the implementation of legal risk management (including the Provision of Legal Assistance) and reviews them periodically in accordance with developments in the Company's internal conditions and changes in applicable laws and regulations.

The Company has limits related to legal cases, such as: number of cases, potential loss, outcome of legal proceedings, which are regularly monitored and reported to the Board of Directors and Board of Commissioners.

The Company has identified and analyzed factors that may cause legal risks to arise in its products, processes, and information technology that impact financial position or reputation. In terms of the process for measuring legal risk, both qualitative and quantitative approaches are used.

To accelerate the handling of legal cases at the area and branch levels, the Company has a legal unit at the area level that coordinates directly with the Legal Division at the head office as well as with areas and branch offices.

7. Compliance Risk

Compliance risk is the risk arising from the Company not complying with and/or not implementing the laws and regulations and provisions applicable to the Company.

Compliance risk can originate from, among others:

a) Legal behavior, i.e., the Company's behavior or activities that deviate from or violate provisions and/or laws and regulations.
b) Organizational behavior, i.e., the Company's behavior or activities that deviate from or contradict generally applicable standards.

Compliance risk management strategies at the Company include:

a) Participating in socialization and training related to new regulations held by regulators.
b) Conducting socialization and training related to new regulations for Company employees, reviewing and conducting compliance tests, and preparing reports that must be submitted to regulators and other parties in accordance with the provisions of laws and regulations.
c) Implementing a reward and punishment policy that applies to all levels.
d) Conducting regular self-assessments.
e) Implementing good governance principles within the Company, namely: transparency, accountability, responsibility, independence, and fairness, in relation to Good Corporate Governance (GCG) practices.

The Company has policies and procedures related to the implementation of governance based on transparency, accountability, responsibility, independence, and fairness as outlined in the Good Corporate Governance Implementation Guidelines. These policies and procedures are reviewed periodically or if there are changes related to regulations, to ensure they are in line with the current conditions faced by the Company.

The Company also has a work plan to implement good governance and a Compliance Division that monitors the application of the Company's values across all elements of the Company.

Furthermore, in line with the Financial Services Authority (OJK) regulations regarding the implementation of the Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Counter-Proliferation Financing of Weapons of Mass Destruction (CPF) programs in the financial services sector, the Company has policies related to the implementation of the AML, CTF, and CPF programs that have been adjusted to regulatory requirements.

Regarding the implementation of consumer and public protection in the financial services sector in accordance with Financial Services Authority (OJK) regulations, the Company has policies related to the Guidelines for Consumer and Public Protection in the Financial Services Sector.

The Company has a limit for compliance risk based on the self-assessment conducted by the Company using the OJK format or other formats related to compliance or assessments involving independent assessors.

Compliance risk limits can also originate from limits determined by the regulator.

In measuring compliance risk, indicators or parameters that can be used include:

a) Type and significance of the violation committed.
b) Frequency of violations (including sanctions) or the Company's compliance track record.
c) Violations of laws and regulations or generally applicable business standards.
d) Follow-up on violations.

Additionally, compliance risk measurement is also carried out through compliance testing of policies, products, activities, and other relevant indicators or parameters.

8. **Reputation Risk**
   Reputation risk is the risk arising from a decline in the level of stakeholder trust originating from negative perceptions of the Company.

   Reputation risk arises, among other things, due to negative media coverage and/or rumors about the Company, as well as ineffective corporate communication strategies.

   In order to support the implementation of reputation risk management, the Company uses a whistleblowing system managed by an independent party. Additionally, the Company has also established a customer complaint system, whereby customers can submit complaints through internal channels directly via Customer Service at Branch offices or by contacting the Dering Adira service, which is available 6 (six) days a week during the Company's operational hours, or through the Company's online media (such as WhatsApp/email/Instagram/Facebook and the website www.adira.co.id as well as the Adiraku application), as well as external channels such as through the OJK (like email and the APPK portal) or the media.

   The Company has policies related to reputation risk that are tailored to the Company's internal conditions and applicable laws and regulations.

   The Company has policies and procedures related to:
   a) Customer service in line with regulatory provisions.
   b) Monitoring of negative news and customer complaints.
   c) External communication regarding negative news or counterproductive information.
   d) Handling of customer complaints guided by provisions related to Market Conduct.

   Limits for reputation risk can use quantitative and qualitative methods adjusted to the Company's needs and conditions.

   The Company must identify and analyze factors that can cause reputation risk to arise in its products, processes, and information technology.

   The Company has written policies and procedures to comply with the principles of transparency and improvement of service quality to customers and other stakeholders to control reputation risk, including the restoration of the Company's reputation after an event that creates reputation risk. These policies include communication policies in dealing with customers and third parties. In addition to these policies, the Company is also bound by the applicable regulations of the Indonesia Stock Exchange and the Financial Services Authority (OJK), therefore, in disclosing information to the public, the Company also refers to the provisions of Capital Market regulations.

   In the context of controlling reputation risk, the Company must ensure that all applicable laws and regulations are complied with.

   The Company acts as soon as possible in resolving customer complaints or any legal action that could increase reputation risk.

   The Company is also committed to implementing a Corporate Social Responsibility (CSR) program involving the surrounding community, always paying attention to the balance of economic, social, and environmental aspects, which can build a positive response from stakeholders towards the Company.

RISK CONTROL FOCUS AND INITIATIVES IN 2025

Heading into 2026, the global economy is expected to remain shrouded in uncertainty, with the growth rate projected to continue slowing. The IMF projects global economic growth in 2026 at 3.1%, lower than the 2025 growth projection of 3.2%. This is an impact of US protectionist policies bringing major changes to the global economic landscape, renewed trade tensions between the US and China, and ongoing geopolitical tensions with no known end date, all of which are factors suppressing global economic growth.

In 2026, the government is optimistic that Indonesia's economic growth will increase despite global economic challenges, supported by several driving factors such as strengthening household consumption, investment realization, export performance, and MSME empowerment.

In relation to this condition, the Company continues to implement prudent and balanced risk management to serve as the Company's foundation in maintaining the financing quality levels planned by the Company.

The following are the Company's focus and initiatives in terms of risk control in 2026:

- **Customer Feasibility Assessment**
  Implementing prudential principles in selecting prospective customers, translated into the Company's policies by considering both internal and external factors, such as regulatory requirements, market conditions, and macroeconomic conditions, as well as utilizing information from third parties in order to sharpen customer feasibility analysis so as to maintain planned financing quality levels.
- **Customer and Capacity Management**
  Managing customers by considering available capacity and supported by the use of system management in implementing technology-based policies and tools so that the customer payment process and handling of non-performing financing can be carried out more efficiently and effectively, and maintained at the levels planned by the Company.
- **Analysis based on Statistical Methods and Utilization of Machine Learning**
  In addition to policies that are adaptive to current conditions, the Company also strengthens analysis in the acquisition and customer management processes with statistical modeling and machine learning built on customer data, both demographic and behavioral, as well as utilizing information from third parties so that the risk of each customer can be quantified and the Company can make decisions according to the risk level of each customer.
- **Fraud Management**
  Periodically, the Company conducts Fraud Management through the implementation of Fraud Campaigns for customers and employees in order to increase Fraud Awareness, develop risk detection indicators, and use system management in the monitoring process so that activities that have the potential to cause losses for customers and the Company can be minimized.
- **Utilization of Information Technology**
  Using an integrated and centralized system management to regulate the Company's risk policies and using information technology-based tools that adapt to the Company's business needs, in supporting activities within critical business processes, which can increase employee productivity so as to provide services more efficiently and effectively, and maintain the financing quality levels planned by the Company.
- **Cyber Security and Information Leakage Risk Management**
  The Company continuously monitors and takes necessary actions to mitigate cyber security and information leakage risks by maintaining the confidentiality, integrity, and availability of information. To support the above, the Company strengthens required support systems and also develops human resources and increases the readiness of the DRP (Disaster Recovery Plan) and BCP (Business Continuity Plan) mechanisms. The Company has implemented an Information Security Management System based on ISO 27001:2022, which assists the Company in managing information asset security.
- **Continuous Monitoring and Development of Business Processes**
  Conducting strict and continuous monitoring of the performance of each business process and developing indicators and business processes that are adaptive to current conditions in order to maintain the Company's performance at planned levels.
  In relation to the post-merger transition process with Mandala Finance, the Company's focus and initiatives in terms of risk control in 2026 are.
- **Continuing the post-merger transition process with Mandala Finance**
  Continuing the post-merger transition process with Mandala Finance, which has been running from October 2025 to October 2026 as planned, whereby the Risk Management Directorate contributes to ensuring the transition process runs well in accordance with the risk management function.

- **Policy Harmonization**
  Harmonizing policies, including their implementation in the ex-Mandala Finance office network, so that operational processes can run well and effectively while continuing to provide the best service to customers.

Implementation of Integrated Risk Management

Since 2015, the Financial Services Authority (OJK) has required companies that are part of a financial services conglomerate to implement Integrated Risk Management. This policy is stipulated in Financial Services Authority Regulation Number 17/POJK.03/2014 and Financial Services Authority Circular Letter Number 14/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, as updated and expanded through Financial Services Authority Regulation Number 30 of 2024 concerning Financial Conglomerates and Holding Companies of Financial Conglomerates. The provisions in the said regulation state that a Financial Conglomerate is a group of Financial Services Institutions within one group due to ownership and/or control linkages.

The Company is a subsidiary of PT Bank Danamon Indonesia Tbk and is a member of the MUFG Financial Conglomerate. All entities within the Financial Conglomerate, in carrying out their respective business activities, are inseparable from risks that may arise either individually or in an integrated manner within the Financial Conglomerate. In this regard, PT Bank Danamon Indonesia Tbk, as the Main Entity of the Financial Conglomerate, has established an Integrated Risk Management Committee, of which the Company is a member. The Company also implements integrated risk management to manage risk exposures within the business activities of the MUFG Financial Conglomerate, guided by applicable regulations.

Review of the Effectiveness of the Risk Management System

In 2026, the results of the evaluation of the Company's risk management implementation indicate that the system has been running well and effectively. Adira Finance's risk management policies are continuously updated in accordance with regulatory requirements, current business developments, and international best practices. In conducting its business, Adira Finance always pays attention to economic situations and conditions as well as developments in non-bank financial services institutions.

Statement on the Adequacy of the Risk Management System

Adira Finance has conducted an evaluation of the implementation of risk management in 2026, whereby:

- The Board of Directors evaluates the effectiveness of Adira Finance's risk management implementation through periodic reviews of risk management policies and procedures, the adequacy of the risk management information system, risk exposure reports, and the assessment of Adira Finance's risk profile and the Integrated risk profile.
- The Board of Commissioners, assisted by the Risk Monitoring Committee, supervises and evaluates the implementation of risk management carried out by the Board of Directors.

Based on the results of the evaluation and supervision conducted, the Board of Commissioners assesses that the implementation of risk management at Adira Finance has been adequate and effective.

PROCUREMENT OF GOODS AND SERVICES

Adira Finance has implemented the following policies for the procurement of goods and services and supplier relations:

1. Implementation of Internal Memos and Operating Procedures for the procurement of goods and services within the Company.
2. All procurement processes are conducted online to streamline the process and ensure timely delivery of goods.
3. Main suppliers, both suppliers of goods and services, are required to submit complete company legal documents to ensure that the Company's suppliers of goods and services are truly credible and responsible companies.
4. The Company's Code of Ethics and Regulations prohibit any employee from accepting promises or gifts in any form from suppliers.
5. The Company will conduct annual evaluations of all suppliers to ensure that they will continue to support the Company's business activities.
6. The Company has sent written letters to all suppliers urging them not to make promises or gifts to anyone within the Company. If any party within the Company requests any reward or gift, they are requested to contact the Corporate Secretary for follow-up.

With these policies in place, the following results are achieved:

1. Procurement of goods has been carried out in accordance with the required quantity and quality, at competitive prices, with timely delivery and excellent after-sales service.
2. The entire procurement process and payment to suppliers can be monitored, ensuring compliance with the principles of Good Corporate Governance.

In 2025, the average time required for the Company to complete payments to suppliers was 10 (ten) business days from the date the complete documents were received.

The Company's procurement of goods and services in 2025:

Work Unit	Procurement Value (in millions of Rupiah)	Procurement Value in Foreign Currency (USD)	Procurement Value in Foreign Currency (AUD)	Procurement Amount (Item)
Head Office	1,431,250	1,859,792	-	51,581
Branch Offices	303,831	-	-	121,589

To ensure that all procurement of goods/services is carried out in accordance with applicable regulations, the Company, through its Internal Audit Unit, conducts periodic audits at least once a year and at any time as needed based on assignments from the Company's Board of Directors.

DIVIDEND POLICY

Adira Finance is strongly committed to providing added value to shareholders through a return on investment in the form of cash dividends. Since its Initial Public Offering (IPO), the Company has consistently distributed dividends annually to its shareholders. As stated in the IPO Prospectus, the Company has established a dividend policy with a minimum distribution ratio of 20%–25% of the current year's net profit. The Company will continue to strive to provide optimal investment returns to all shareholders, while taking into account funding needs for business development in subsequent years and the dividend policy established by PT Bank Danamon Indonesia Tbk, its controlling shareholder.

As in previous years, the Company has also distributed cash dividends to all shareholders of the Company in 2024. In the Annual GMS held on ... ... 2025, it was approved to distribute cash dividends amounting to approximately 50% of the Company's net profit in 2024, amounting to IDR... billion or IDR... per share. On the dividend payment date, the Company has paid all the cash dividends payable to all shareholders of the Company on ... ... 2025.

Description	2021	2022	2023	2024	2025
Cash dividends per share (expressed in full Rupiah)	513	607	803	972	
Dividend-to-Net Income Ratio (%)	50.0	50.5	50.0	50.0	
Dividend growth compared to the previous year (%)	-51.35	18.32	32.3	21.05	

PROVISION OF FUNDS FOR RELATED PARTIES

Funding to related parties is the provision of funds in the form of loans, placements, or investments to individuals or companies/entities that have a controlling relationship with the Company, either directly or indirectly, through ownership, management, and/or financial relationships. Meanwhile, funding to core customers refers to the provision of funds to the 50 customers with the largest outstanding balances, either individually or as a group.

Regarding the provision of funds to Adira Finance's related parties and major customers in 2025, see the table below:

No.	Provision of Funds	Number of Parties	Nominal Amount (Million IDR)
1.	To Related Parties		
	a. PT Bank Danamon Indonesia Tbk	1	
	b. Other Parties	39	
2.	To Core Customers		
	a. Individuals	50	138,448
	b. Group	50	1,240,976
3.	To Core Sharia Customers		
	a. Individuals	50	60,429
	b. Group	50	87,163

FUNDING PROVISION FOR SOCIAL AND POLITICAL ACTIVITIES

Funding allocation for social activities for 2025:

No.	Information	Total (IDR)
1.	Social Assistance: - Humanitarian assistance and aid for victims of natural disasters - Donations to Increso	1,040,379,105
2.	Microeconomic development activities	
3.	Environmental maintenance and preservation: - Environmental maintenance activities - Environmental preservation activities	3,950,483,600
4.	Religious, educational, cultural, and sports development: - Sports activities - Religious activities - Educational activities	 560,402,240 194,659,200
Total		

Funding for political activities in 2025: None.

CONTRIBUTION TO THE STATE

Contributions to the state are reflected in the Company's tax payments and OJK levies.

Tax Payments

In 2025, taxes paid to the state were as follows:

No.	Description	Total (IDR)
1.	Corporate Income Tax	400,243,768,113
2.	Employee Income Tax	198,722,178,263
Total		598,965,946,376

Payment of OJK Levies

To comply with the provisions of Government Regulation No. 11 of 2014 concerning Levies by the Financial Services Authority and OJK Regulation No. 3/POJK.02/2014 concerning Procedures for Implementing Levies by the Financial Services Authority, by 2025, the Company had made four (4) levy payments to the OJK, with the following data:

No.	Type of Payment	Date of Payment	Total (IDR)
1.	2025 Phase I Annual	March 24, 2025	IDR3,666,171,417
2.	2025 Phase II Annual	July 4, 2025	IDR4,377,607,274
3.	2025 Phase III Annual	October 8, 2025	IDR3,666,171,471
4.	2025 Phase IV Annual	November 27, 2025	IDR3,666,171,471

POLICY REGARDING CREDITORS' RIGHTS

Adira Finance always upholds and maintains harmonious relationships with all stakeholders, including its Creditors. As a manifestation of this commitment, the Company consistently fulfills the obligations agreed upon in each loan agreement, including providing Creditors with access to relevant information regarding the Company's condition and performance.

As a financing company, funding support from banks and capital market investors plays a crucial role in supporting business activities. In establishing relationships with Creditors and Investors, the Company is always guided by the Articles of Association, the Company's Code of Conduct, and applicable laws and regulations. This commitment is realized through various measures, including:

1. The selection of creditors is based on the interests of the Company, taking into account the Company's capabilities and business development;
2. The Company makes maximum efforts to provide information relevant to the interests of creditors and/or investors;
3. The Company is committed to fulfilling the rights of creditors and/or investors in accordance with the agreements made, with due observance of Company policies and the provisions of applicable laws and regulations.

CUSTOMER/CONSUMER PROTECTION POLICY [SEOJK F.27]

Adira Finance views Customers/Consumers as the most important part of the Company; this aligns with the Company's focus established by Management, which is Customer Centric. As an implementation of consistently doing its best to protect the rights of Customers/Consumers and also to comply with OJK Regulation No. 22/2023 concerning Protection of Consumers and the Public in the Financial Services Sector, as well as OJK Regulation No. 18/POJK.07/2018 concerning Consumer Complaint Services in the Financial Services Sector and OJK Circular Letter No. 17/SEOJK.07/2018 concerning Guidelines for Implementing Complaint Services in the Financial Services Sector, and OJK Regulation No. 31/POJK.07/2020 concerning the Organization of Consumer and Public Services in the Financial Services Sector by the Financial Services Authority, the Company has provided various instruments, including establishing a consumer protection policy, a consumer complaint service policy, and establishing a consumer complaint service function. The Company's consumer complaint service function is headed by an official appointed by the Board of Directors, currently headed by the Head of Marketing Strategy & Customer Experience.

Consumer Complaint Service Report for the Year 2025

No	Type of Products and Services	Category of Problems (a)	Total (b)	%	Status of Completion					
					Complete (c)	%	Not Complete (d)	%	On Going (e)	%
1	Multipurpose Financing in the Form of Purchases with Installment Payments	Adirapoin	414	1.70%	414	100.00%	0	0.00%	0	0.00%
2	Multipurpose Financing in the Form of Purchases with Installment Payments	Adiraku Application	6736	27.61%	6736	100.00%	0	0.00%	0	0.00%
3	Multipurpose Financing in the Form of Purchases with Installment Payments	Insurance	295	1.21%	295	100.00%	0	0.00%	0	0.00%

No	Type of Products and Services	Category of Problems (a)	Total (b)	%	Status of Completion					
					Complete (c)	%	Not Complete (d)	%	On Going (e)	%
4	Multipurpose Financing in the Form of Purchases with Installment Payments	Danamon Auto Debit	84	0.34%	84	100.00%	0	0.00%	0	0.00%
5	Multipurpose Financing in the Form of Purchases with Installment Payments	Vehicle Ownership Transfer	16	0.07%	16	100.00%	0	0.00%	0	0.00%
6	Multipurpose Financing in the Form of Purchases with Installment Payments	Stamp Duty on Proof of Payment	34	0.14%	34	100.00%	0	0.00%	0	0.00%
7	Multipurpose Financing in the Form of Purchases with Installment Payments	Administrative Fees	2	0.01%	2	100.00%	0	0.00%	0	0.00%
8	Multipurpose Financing in the Form of Purchases with Installment Payments	Vehicle Registration Certificate Custody Fee	85	0.35%	85	100.00%	0	0.00%	0	0.00%
9	Multipurpose Financing in the Form of Purchases with Installment Payments	Transaction Fee	794	3.25%	794	100.00%	0	0.00%	0	0.00%
10	Multipurpose Financing in the Form of Purchases with Installment Payments	Customer Does Not Feel Like Applying for Credit	1089	4.46%	1089	100.00%	0	0.00%	0	0.00%
11	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Insurance	1	0.00%	1	100.00%	0	0.00%	0	0.00%
12	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Vehicle Ownership Certificate (BPKB)	2	0.01%	2	100.00%	0	0.00%	0	0.00%
13	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Fines/Penalties	25	0.10%	25	100.00%	0	0.00%	0	0.00%
14	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Consumers Do Not Feel Comfortable Applying for Credit	7	0.03%	7	100.00%	0	0.00%	0	0.00%
15	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Login	101	0.41%	101	100.00%	0	0.00%	0	0.00%
16	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Accelerated repayment	33	0.14%	33	100.00%	0	0.00%	0	0.00%

No	Type of Products and Services	Category of Problems (a)	Total (b)	%	Status of Completion					
					Complete (c)	%	Not Complete (d)	%	On Going (e)	%
17	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Danadira Financing	218	0.89%	218	100.00%	0	0.00%	0	0.00%
18	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Collection/Unit Withdrawal	5	0.02%	5	100.00%	0	0.00%	0	0.00%
19	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Fund Disbursement	180	0.74%	180	100.00%	0	0.00%	0	0.00%
20	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Credit Application	337	1.38%	337	100.00%	0	0.00%	0	0.00%
21	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Data Update	8	0.03%	8	100.00%	0	0.00%	0	0.00%
22	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Promos/ Programs	13	0.05%	13	100.00%	0	0.00%	0	0.00%
23	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Registration	73	0.30%	73	100.00%	0	0.00%	0	0.00%
24	Multipurpose Financing in the Form of Purchases with Installment Payments	Danadira - Installment Payment Status	554	2.27%	554	100.00%	0	0.00%	0	0.00%
25	Multipurpose Financing in the Form of Purchases with Installment Payments	Fines/Penalties	914	3.75%	914	100.00%	0	0.00%	0	0.00%
26	Multipurpose Financing in the Form of Purchases with Installment Payments	ACI PDK OTP Failed	6	0.02%	6	100.00%	0	0.00%	0	0.00%
27	Multipurpose Financing in the Form of Purchases with Installment Payments	Adiraku PDK Failed	5	0.02%	5	100.00%	0	0.00%	0	0.00%
28	Multipurpose Financing in the Form of Purchases with Installment Payments	Adira Finance Quiz/ Competition	1	0.00%	1	100.00%	0	0.00%	0	0.00%
29	Multipurpose Financing in the Form of Purchases with Installment Payments	Service (systems and procedures)	1155	4.73%	1155	100.00%	0	0.00%	0	0.00%

No	Type of Products and Services	Category of Problems (a)	Total (b)	%	Status of Completion					
					Complete (c)	%	Not Complete (d)	%	On Going (e)	%
30	Multipurpose Financing in the Form of Purchases with Installment Payments	Officer Service	1161	4.76%	1161	100.00%	0	0.00%	0	0.00%
31	Multipurpose Financing in the Form of Purchases with Installment Payments	Accelerated Payment	85	0.35%	85	100.00%	0	0.00%	0	0.00%
32	Multipurpose Financing in the Form of Purchases with Installment Payments	Online Payment	394	1.62%	394	100.00%	0	0.00%	0	0.00%
33	Multipurpose Financing in the Form of Purchases with Installment Payments	Handling Unit Recalls	611	2.50%	611	100.00%	0	0.00%	0	0.00%
34	Multipurpose Financing in the Form of Purchases with Installment Payments	Consumer Offer Media Updates	551	2.26%	551	100.00%	0	0.00%	0	0.00%
35	Multipurpose Financing in the Form of Purchases with Installment Payments	Fraud	17	0.07%	17	100.00%	0	0.00%	0	0.00%
36	Multipurpose Financing in the Form of Purchases with Installment Payments	Customer Data Discrepancies	245	1.00%	245	100.00%	0	0.00%	0	0.00%
37	Multipurpose Financing in the Form of Purchases with Installment Payments	Vehicle Registration Renewal	48	0.20%	48	100.00%	0	0.00%	0	0.00%
38	Multipurpose Financing in the Form of Purchases with Installment Payments	Momobil Products	1	0.00%	1	100.00%	0	0.00%	0	0.00%
39	Multipurpose Financing in the Form of Purchases with Installment Payments	Promotional Programs	37	0.15%	37	100.00%	0	0.00%	0	0.00%
40	Multipurpose Financing in the Form of Purchases with Installment Payments	Rate/Interest/ Margin	3	0.01%	3	100.00%	0	0.00%	0	0.00%
41	Multipurpose Financing in the Form of Purchases with Installment Payments	Restructuring	20	0.08%	20	100.00%	0	0.00%	0	0.00%
42	Multipurpose Financing in the Form of Purchases with Installment Payments	Solusi Dana/ MAXI Financing	275	1.13%	275	100.00%	0	0.00%	0	0.00%

No	Type of Products and Services	Category of Problems (a)	Total (b)	%	Status of Completion					
					Complete (c)	%	Not Complete (d)	%	On Going (e)	%
43	Multipurpose Financing in the Form of Purchases with Installment Payments	Application Status	507	2.08%	507	100.00%	0	0.00%	0	0.00%
44	Multipurpose Financing in the Form of Purchases with Installment Payments	Blacklist Status	698	2.86%	698	100.00%	0	0.00%	0	0.00%
45	Multipurpose Financing in the Form of Purchases with Installment Payments	BPKB Status	177	0.73%	177	100.00%	0	0.00%	0	0.00%
46	Multipurpose Financing in the Form of Purchases with Installment Payments	Important Document Status	42	0.17%	42	100.00%	0	0.00%	0	0.00%
47	Multipurpose Financing in the Form of Purchases with Installment Payments	Insurance Claim Status	264	1.08%	264	100.00%	0	0.00%	0	0.00%
48	Multipurpose Financing in the Form of Purchases with Installment Payments	Payment Status	5821	23.86%	5821	100.00%	0	0.00%	0	0.00%
49	Multipurpose Financing in the Form of Purchases with Installment Payments	STNK	174	0.71%	174	100.00%	0	0.00%	0	0.00%
50	Multipurpose Financing in the Form of Purchases with Installment Payments	Total Bill	77	0.32%	77	100.00%	0	0.00%	0	0.00%
Total service data and settlement of consumer complaints in 2025			**24.395**	**100.00%**	**24.395**	**100.00%**	**0**	**0.00%**	**0**	**0.00%**

COMPANY ETHICS

In order to provide clear and consistent behavioral guidelines for all levels of the organization, Adira Finance has established a Company Code of Conduct that applies to the Board of Commissioners, Board of Directors, Sharia Supervisory Board, and all employees. This code of conduct serves as the primary reference in carrying out business activities and interacting with all stakeholders, while also reflecting the Company's commitment to upholding integrity and the principles of Good Corporate Governance.

Socialization and Implementation of the Code of Conduct

The code of conduct is contained in the Company Regulations Book, which is distributed to all Management and employees, and can also be accessed via the Company's intranet. Introduction and socialization of the code of conduct and company culture are provided to every new employee as part of the orientation program. Additionally, the Company updates the code of conduct periodically at least every three years. The latest update came into effect on December 28, 2023, and has been socialized and distributed to all employees.

Every employee receives the latest version of the code of conduct book and is required to sign a statement of commitment to comply with all applicable provisions. The implementation of this code of conduct is binding and must be adhered to by all Adira Finance personnel, including the Board of Directors and Board of Commissioners, as a standard of behavior in carrying out operational activities and establishing relationships with stakeholders.

Key Points of the Code of Conduct

The key points of the Company's code of conduct are as follows:

Responsibility as Part of the Company

The primary responsibility as part of the Company is to support the achievement of the Company's goals, including by:

- Carrying out duties and responsibilities with high integrity and always upholding honesty;
- Having the ability to make choices based on internalized values;
- Striving with optimal effort to achieve high performance standards;
- Fostering relationships full of trust;
- Being sensitive to the cleanliness and health of the work environment;
- Always complying with company regulations and implementing work discipline;
- Enhancing and maintaining the company's reputation;
- Showing respect to fellow employees or other parties regardless of rank or other measures.

Matters to be considered in implementing work discipline include:

- Respecting working hours, arriving on time;
- Wearing an identification badge while in the office environment;
- Not conducting commercial transactions for personal interests during working hours that disrupt work smoothness;
- Using office equipment only for work purposes;
- Not being involved in any activities related to illegal drugs, psychotropics, or alcoholic beverages;
- Complying with the prohibition of smoking in the work area;
- Maintaining order in the work atmosphere, preserving the cleanliness and beauty of the environment, and applying high awareness, for example by not letting the phone ring continuously;
- Not behaving in a manner that leads to acts of sexual harassment.

Responsibility as a Member of Society

As members of society, all leaders and employees are required to comply with applicable laws, possess high social sensitivity, maintain norms of decency, and infuse daily activities with moral ethics, especially when communicating with other members of society.

Norms of decency and moral ethics cannot be fully detailed because basically these are known from our basic education as dignified social beings.

Prohibition on Accepting Gifts

All Company employees are prohibited from accepting money, goods, tips, commissions, or other facilities, either directly or indirectly, from consumers, business partners, or other parties that have the potential to create a conflict of interest.

As the Company has done in previous years, the Company again socialized this prohibition to all business partners, consumers, and the public, through daily newspapers with wide circulation in Indonesia, as well as notifications via email to all Company employees.

This step received a positive response from business partners and consumers, as evidenced by the support conveyed by the majority of business partners to the Company by not giving gifts or souvenirs, as well as reports of gift receipts submitted to the Corporate Secretary.

Although the socialization of the prohibition on accepting gifts has been carried out extensively and continuously, the Company still finds business partners who give gifts/souvenirs to Company employees, so the Company feels the need to take other preventive measures, namely by requiring every employee who receives gifts/souvenirs or other forms to return them without any limit on the value or price of the gift/souvenir.

The list of gifts/souvenirs received by the Company during 2025 is as follows:

No	Gift Type	Total
1	Voucher	1
2	Goods; Hampers	2
3	Sponsorship Funds	1
4	Customer Day Hampers; Fruit	1
5	Eid Hampers; Dates, Cookies	1
6	Eid Hampers; Cookies, Coffee, Tea, Dates	1
7	Eid Hampers; Cookies	40
8	Eid Hampers; Cakes	11
9	Eid Hampers; Fruit	2
10	Eid Hampers; Cookies, Tumblr	1
11	Eid Hampers; Cookies, Dates, Neck Pillow, Glass	1
12	Eid Hampers; Ice	1
13	Christmas Hampers	15
14	Cakes & Flowers	1
15	Food	6
16	Birthdays; Wet Cakes	1
Total		87

Aside from the gifts/souvenirs mentioned above, most of these gifts/souvenirs were successfully returned by the Company's business network, divisions, or functional departments at the Head Office. The return of these gifts/souvenirs was carried out by explaining the situation to the sender so that the good and close business relationships that have been established could continue.

Nepotism

There is a prohibition against involvement in decision-making regarding a transaction if an employee has a family relationship with a business partner, customer, or other employee involved in that transaction. If an employee has a family relationship with another employee, the concerned employee is required to report this to the Human Resources & General Affairs Division, which will manage the issue to prevent a conflict of interest.

Personal Business

Activities related to personal business must be avoided as they will disrupt work activities in the office and have the potential for misuse of office facilities for personal gain.

Confidentiality

Every employee is obligated to maintain the confidentiality of all Company confidential information, including the Company's plans and strategies, customer information, financial information, operational activities, and other information deemed important by the Company. This obligation arises from the time the employee is still in training, continues during employment with the Company, and persists after the employee ceases to be an employee of the Company.

Healthy Competition

The Company supports healthy business competition in carrying out all its business activities. All business activities and employee activities must be based on

healthy competition and grounded in ethics. In order to conduct healthy business activities, the Company regularly makes various statements, whether related to products, services, or other activities in the form of advertisements, news, or other forms. Employees are obliged to endeavor that these statements are implemented and realized in accordance with what has been disclosed, as these statements can affect the Company's reputation and growth.

CONFLICT OF INTEREST MANAGEMENT AND RELATIONS WITH RELATED PARTIES

In order to prevent conflicts of interest, as stipulated in Financial Services Authority Regulation No. 42/POJK.04/2020 dated July 1, 2020, concerning Affiliated Transactions and Conflict of Interest Transactions, the Company's Articles of Association have stipulated several provisions to prevent conflicts of interest, including:

- Article 12, Paragraph 9 of the Company's Articles of Association stipulates that if the Company has an interest that conflicts with the personal interest of one member of the Board of Directors, then the party authorized to represent the Company is another member of the Board of Directors. If the Company has a different interest from the interests of all members of the Board of Directors, then the Company will be represented by a Commissioner;
- Article 13, Paragraph 10, letter b of the Company's Articles of Association stipulates that a member of the Board of Directors who has an interest in a transaction, contract, or proposed contract is not permitted to participate in voting related to matters connected with that transaction, unless the Board of Directors Meeting decides otherwise;
- Article 16, Paragraph 10, letter b of the Company's Articles of Association stipulates that a member of the Board of Commissioners who has an interest in a transaction, contract, or proposed contract is not permitted to participate in voting related to matters connected with that transaction, unless the Board of Commissioners Meeting decides otherwise.

The Company continuously anticipates the possibility of conflicts of interest in every transaction to be conducted, including by implementing Good Corporate Governance Guidelines, which contain provisions to prevent conflicts of interest. These guidelines apply to employees, senior officials, the Board of Directors, and the Board of Commissioners of the Company without exception.

Furthermore, in conducting its business, to prevent conflicts of interest, the Company has adopted a policy of using independent appraisers and consultants to conduct an independent assessment of transactions to be carried out between parties having a special relationship with the Company, which are suspected of containing a conflict of interest.

The table below describes transactions containing conflicts of interest conducted by the Company during 2025:

No.	Name and Title of Person with Conflict of Interest	Name and Title of Decision Maker	Type of Transaction	Description
-	-	-	-	-

PREVENTION OF INSIDER TRANSACTIONS

In carrying out its operational activities, Adira Finance always conducts transactions with related parties transparently, namely parties that have a connection, either directly or indirectly, with the ownership or management of the Company, as referred to in Statement of Financial Accounting Standards No. 7 and the Regulation of the Financial Services Authority (formerly Bapepam and LK) No. VIII.G.7 concerning Presentation and Disclosure of Financial Reports of Issuers or Public Companies. The types of transactions with affiliated parties include financing cooperation, placement of funds in current accounts and time deposits, dealer payables, consumer financing acquisition costs, share investments, consumer financing, consumer financing vehicle insurance cooperation, and bond purchases.

All items and the nature of the transactions have been disclosed in Note 37 of the Audited Financial Statements as of and for the year ended December 31, 2025. The related party relationships may result in the treatment of these transactions not being the same as other transactions conducted with unrelated parties.

GRATUITY CONTROL

To control gratuities, Adira Finance implements policies as stipulated, among others, in the Corporate Governance Guidelines, Code of Conduct, and other Company policies, which in principle prohibit the giving or receiving of gifts and/or entertainment to or from other parties as a reward and/or expression of personal sympathy related to one's work and/or position.

ANTI-CORRUPTION POLICY

Programs and Procedures

Adira Finance has an Anti-Corruption Policy designed to provide information and guidance for parties working for and on behalf of the Company on how to identify, report, and handle corruption issues. Based on this policy, the Company prohibits bribery and corruption in any form. This policy is also set forth in writing in the Company's Code of Conduct.

Anti-Corruption Training/Socialization

The Company consistently strives to increase the awareness of management and all employees to play an active role in preventing and avoiding corrupt practices. This effort is realized through various initiatives, including the dissemination of blast emails socializing the Anti-Corruption Policy and Code of Conduct, periodic reminders regarding the prohibition on giving and receiving gratuities, and the implementation of anti-fraud programs for all employees.

POLICY ON DISCLOSURE OF INFORMATION REGARDING SHARE OWNERSHIP OF MEMBERS OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

The policy regarding the disclosure of information on share ownership of members of the Board of Directors and Board of Commissioners of Adira Finance refers to internal provisions/guidelines stipulating that every member of the Board of Directors and Board of Commissioners who conducts transactions in shares or securities of Adira Finance and other companies is required to submit the transaction plan to ... no later than 2 (two) working days before the planned transaction, and report back to ... no later than 2 (two) working days after the transaction occurs. Complementing this policy, similar provisions can also be found in other policies, such as the Charter of the Board of Commissioners dated July 29, 2021.

Information regarding the share ownership (direct and/or indirect) of members of the Board of Directors and Board of Commissioners of the Bank in 2025 has been disclosed in the Company Profile section of this Annual Report.

WHISTLEBLOWING SYSTEM

As a form of commitment to the implementation of Good Corporate Governance principles and ethical values, Adira Finance implements a Whistleblowing System. This system provides space for all stakeholders, independent parties, and third parties to report suspected violations of the Company's governance and ethical principles. Each report is expected to be submitted in good faith and supported by accountable evidence, in order to maintain the integrity and interests of Adira Finance.

Whistleblowing System Management [GRI 2-26]

Adira Finance's Whistleblowing System is managed by a Violation Handling Committee appointed by the Board of Directors, including conducting an initial review of complaints/disclosures of violations. These personnel are directly responsible to the Board of Directors and are professionally assisted by an Administrative Consultant for the Whistleblowing System, particularly regarding the administration of complaint/disclosure reporting, and have firm follow-up actions, which are expected to prevent and detect potential violations or fraud at Adira Finance at an earlier stage and create a deterrent effect for potential violators.

Procedure for Submitting Complaints

For any complaint regarding a violation or fraud, the reporting party can submit their complaint through:
Website: https://www.adira.co.id
Email: adira-wbs.info@kpmg.com.sg
SMS and WhatsApp: +62 811 8493 663
Mail: KPMG Siddharta Advisory
Wisma GKBI 35th Floor
Jl. Jend Sudirman 28
Jakarta 10210
Attn. KPMG EthicsLine

Complaint Handling Procedure [GRI 2-16]

a. The Whistleblowing System Administration Manager receives and screens the received complaint/disclosure report, determining whether there is an initial indication or if it meets the criteria for a Whistleblowing System report and can be followed up. If "YES," the complaint/disclosure report will be forwarded to the Violation Handling Committee. If "NO," the Whistleblowing System process is complete.
b. The Violation Handling Committee receives the report from the Whistleblowing System Administration Manager and conducts an initial investigation into the complaint/disclosure to then determine whether a further investigation will be conducted by the Investigation Team (Internal Investigator and/or External Investigator).
c. The Investigation Team conducts a follow-up investigation into the complaint/disclosure and reports the results to the Violation Reporting Committee. If unproven or resolved, the complaint/disclosure report will be closed. If the complaint/disclosure is proven or requires follow-up, coordination will be carried out with relevant divisions regarding the imposition of sanctions or forwarded to investigators for further processing in accordance with applicable laws and regulations and necessary corrective measures.
d. Reporting to the Board of Directors on the summary of cases reported and followed up is done at least once a year.
e. The entire investigation process for complaints/disclosures must be supported by valid working papers.
f. Procedures for managing complaints/disclosures through the Whistleblowing System are carried out in accordance with established guidelines.
g. The entire Whistleblowing System process must be well-documented and reliable (accountable).

Whistleblower Protection

In accordance with Company policy, the reporting party who reports a violation or fraud will have their confidentiality and security protected. The identity of the whistleblower is known only to the complaint system manager and the Company's Board of Directors.

Complaints and Follow-Up

In 2025, the number of complaints received and their follow-up process can be seen in the table below:

No.	Complaint Status	Total Case	Number of Employees Involved	Sanctions
1.	Complaints that were forwarded for investigation:			
	In processs:			(In Process)
	In processs:			
	Violations are evident:			A. Final sanction = ... B. No sanction = ... C. Sanction is not final yet = ...
	No violation is evident:			
2.	Complaints that were not forwarded for investigation (due to insufficient or lack of evidence)			

Dissemination

Throughout 2025, to provide understanding to all stakeholders, the Company conducted outreach through face-to-face meetings, the Company website, internal portals, and social media.

Violation Handling Guidelines

To address any violations of the code of ethics committed by employees, Management has established written guidelines for handling violations. These guidelines stipulate the handling of violations committed by employees, which are handled by the employee's immediate supervisor, the Human Resources & General Affairs Division, and the Legal Division. All violation handling processes are always reported to the Board of Directors and then forwarded to the Internal Audit Unit, the Legal Division, and the Human Resources & General Affairs Division. These provisions have been communicated and disseminated to all employees, both at Head Office and throughout the Company's business network.

Number of code of ethics violations throughout 2025:

Type of Violation	Number	Sanctions
Level I Violation	7,255	Written Reprimand
Level II Violation	6,546	Warning Letter I
Level III Violation	209	Warning Letter II
Level IV Violation	66	Warning Letter III
Level V Violation	1,323	First and Last Warning Letter Suspension/Termination
Level VI Violation	578	Suspension/Termination

FRAUD CONTROL [GRI 2-26]

Based on POJK No. 12 of 2024 concerning the Implementation of an Anti-Fraud Strategy for Financial Services Institutions, the Company issues and implements an anti-fraud strategy as part of the implementation of risk management that is inseparable from the scope of general risk management application. Therefore, the effectiveness of the anti-fraud strategy implementation must at least be supported by strengthening aspects of risk management that focus on fraud control.

Risk Management Aspects

1. **Active Supervision by the Board of Directors and Board of Commissioners**

   The implementation of active management supervision is carried out by the control and anti-fraud strategy implementation function by performing independent supervision, monitoring, checking compliance, and reporting all fraud risks within the Company to the Board of Directors and Board of Commissioners at Risk Monitoring Committee meetings. This committee serves as a means of communication, direct reporting, and is part of the active supervision by the Board of Directors and Board of Commissioners. Active supervision by the Board of Directors and Board of Commissioners regarding fraud encompasses matters that fall under the authority and responsibility of the Board of Directors and Board of Commissioners in implementing the Anti-Fraud Strategy within the Company, the execution of which refers to their respective duties and responsibilities. These authorities and responsibilities include:

   a. Developing anti-fraud awareness and culture within the Company, including, among others, an anti-fraud declaration and adequate communication about behaviors that constitute fraud;
   b. Signing of integrity pacts by all internal employees of the Company, including the Board of Directors and Board of Commissioners, with the scope of the integrity pact containing:
      - Always comply with the laws and regulations;
      - Act objectively, adhere to ethical and moral values, be fair, transparent, consistent, and uphold honesty and commitment;
      - Play an active role in efforts to prevent and eradicate fraud and be willing to report in the event of fraud within the Company; and
      - Create a work environment free from corruption, collusion, and nepotism (KKN).
   c. Formulation and supervision of the implementation of a code of conduct related to fraud prevention for all internal employees of the Company;
   d. Formulation and supervision of the comprehensive implementation of the Anti-Fraud Strategy;
   e. Developing the quality of human resources (HR), particularly related to increasing fraud awareness and control;
   f. Monitoring and periodically evaluating/ reviewing fraud incidents and determining follow-up actions, including the imposition of appropriate sanctions on fraud perpetrators; and
   g. Developing effective communication channels internally and externally, so that all Officials and internal employees of the Company understand and comply with all applicable policies and procedures, including policies and procedures for fraud control.

2. **Policies and Procedures**

   The Company has formulated and designed policies and procedures for implementing fraud control in accordance with the size and complexity of the Company's business activities to reduce identified risks and prevent behavior that leads to fraudulent acts.

   Policies and procedures are properly communicated to all Company employees and various parties related to the Company so that the implementation of policies and procedures can run effectively.

   The policies and procedures formulated by the Company for fraud prevention at a minimum include:

   a. Commitment of the Board of Directors and Board of Commissioners;
   b. Establishment of a comprehensive internal control system and risk assessment procedures;
   c. Checks or due diligence on third parties related to the Company in accordance with applicable regulations;
   d. Determination of remuneration according to duties and responsibilities;
   e. Implementation of good governance in the Company's business activities;
   f. Financial and non-financial control, and application of accounting in accordance with applicable financial accounting standards;

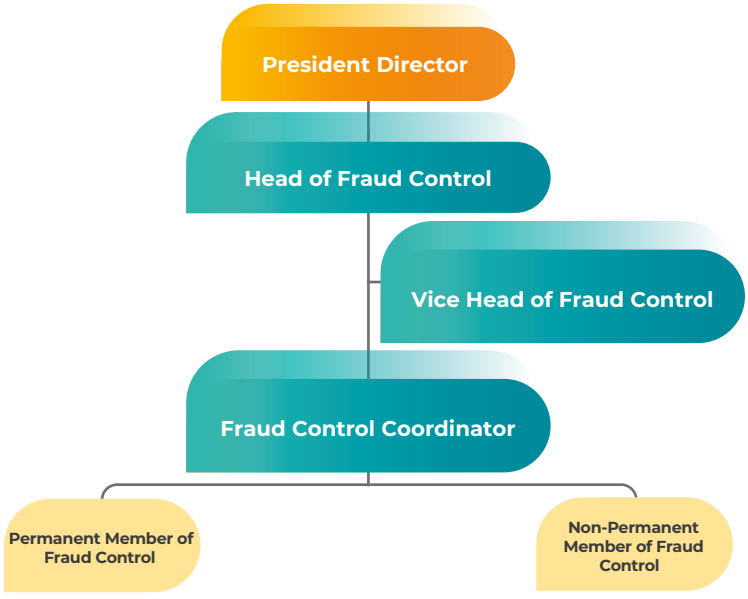
g. Avoidance of conflicts of interest in decision-making, delegation of authority, and segregation of functions;
h. Determination of limits on the provision of gratuities given in accordance with the scope determined by the Company;
i. Determination of limits on the giving/receiving of facilities, gifts, and sponsorships both internally and externally;
j. Establishment of an anti-bribery and corruption policy as evidence of the Company's commitment and a reference in implementing anti-bribery and corruption practices;
k. Mechanisms for implementing the principle of knowing your customer (KYC) or the beneficial owner of the Company;
l. Fraud reporting mechanisms, including whistleblowing system procedures, fraud reporting systems, and recording in the Operational Risk Management information system;
m. Enforcement of discipline and sanctions for violations of anti-fraud rules;
n. Periodic monitoring and evaluation of fraud prevention policies and procedures;
o. Implementation of ISO 37001 as a guideline for establishing, implementing, maintaining, and improving the Anti-Bribery Management System (SMAP).
p. Other matters deemed necessary concerning policies and procedures.

3. Organizational Structure and Accountability

To support the effectiveness of the Anti-Fraud Strategy implementation, the Company establishes and designates a work unit or function tasked with controlling and implementing the Anti-Fraud Strategy, namely the Anti-Fraud Strategy Control and Implementation Function, which is adapted to the size and complexity of the Company's business activities.

The Anti-Fraud Strategy Control and Implementation Function within the Company is the responsibility of the Director who oversees the Risk Management function, who is responsible to the President Director and has a communication and reporting relationship directly to the Board of Commissioners

Organizational Structure of the Anti-Fraud Strategy Control and Implementation Function



4. Control and Monitoring

Fraud control and monitoring is a crucial aspect of the internal control system in supporting the effective implementation of the Anti-Fraud Strategy. Fraud monitoring needs to be equipped with an adequate information system according to the complexity and risk level of fraud occurrence. This control and monitoring process is carried out by the Anti-Fraud Strategy Control and Implementation Function, in collaboration with other relevant units. The Company has implemented POJK No. 12 of 2024 by executing a fraud risk control strategy through 4 (four) pillars of the anti-fraud strategy.

In conducting control and monitoring, the Company takes steps to enhance the effectiveness of the Anti-Fraud Strategy implementation, which includes:

a. Control through review by both the Board of Directors and Board of Commissioners regarding the implementation of the Anti-Fraud Strategy, as well as operational review of the Anti-Fraud Strategy implementation by the Work Unit or Internal Audit function or other parties appointed by the Company. This control and monitoring process is also carried out by committees comprising the Board of Directors and Board of Commissioners. Committees under the Board of Directors include the Risk Management Committee and the Fraud Committee. Committees under the Board of Commissioners include the Risk Monitoring Committee and the Audit Committee;
b. Segregation of functions in the execution of company activities across all organizational levels and the application of the four eyes principle in financing activities. In every process/activity carried out by the company at various organizational levels, fraud control aspects and principles are outlined in applicable operational policies and procedures, including but not limited to fulfilling the four eyes principle, including the implementation of segregation of duties so that each party involved in the activity does not have the opportunity to commit and conceal fraud in the performance of their duties;
c. Avoidance of conflicts of interest in decision-making and delegation of authority;
d. Control in the field of Human Resources through the implementation of policies on rotation, mutation, mandatory leave, and social or togetherness activities. Furthermore, remuneration implementation must be in accordance with duties and responsibilities;
e. Regular mandatory dissemination of anti-fraud policies to all employees to foster a fraud prevention culture among the Company's employees;
f. Control of information systems that support the processing, storage, and security of electronic data to prevent potential fraud. The Company has a technology and information security risk management policy that serves as a reference in implementing technology and information security risk management within the Company;
g. Other controls and monitoring to enhance the effectiveness of the Anti-Fraud Strategy implementation, such as control, monitoring, and documentation of physical assets; and
h. Fraud risk monitoring is also carried out through the preparation of periodic reports to Management to identify emerging issues related to fraud incidents. The Company has policies regarding the determination of limits and boundaries related to fraud risks that are monitored periodically.

Anti-Fraud Strategy

The Anti-Fraud Strategy is part of the Anti-Fraud policy, including the implementation of a fraud control system, and has the following 4 (four) pillars:

1. **Prevention**

   In implementing the fraud prevention strategy, the Company establishes policies in the form of five components of the internal control framework: control environment, risk assessment, control activities, information & communication, and monitoring.

   The prevention pillar, which contains steps to reduce the potential risk of fraud, includes:
   a. Awareness and Culture of Integrity, Anti-Fraud and Anti-Bribery Socialization Programs for internal and external parties;
   b. Vulnerability identification;
   c. Know Your Employee (KYE) policy and Implementation of the Code of Conduct;
   d. Fraud Prevention systems and policies;
   e. Implementation of the dual custody principle and tiered control mechanisms;
   f. Having an Anti-Money Laundering and Counter-Terrorism Financing Unit; and
   g. Checks on third-party service providers related to the Company

2. **Detection**

   Measurement, processes, and detection activities are used to identify fraudulent behavior that is occurring and/or has occurred in order to reduce further exposure.

   The detection pillar, which contains steps to identify and uncover fraud in the Company's business activities, includes:
   a. Policies and mechanisms for handling complaints through the whistleblowing system (WBS);

b. Surprise audits;
c. Monitoring System;
d. Fraud detection applications; and
e. Fraud sampling and telephone verification processes.

3. Investigation, Reporting, and Sanctions

The Anti-Fraud Strategy Control and Implementation Function and/or Internal Audit and/or Regional Heads review and investigate the causal factors of fraud and endeavor to obtain the best possible recovery for losses incurred from fraud after they have been calculated and proven.

The investigation, reporting, and sanctions pillar includes:

a. Investigation.
   The Company has a special section for handling fraud responsible for:
a. conducting detection and investigation processes for activities/transactions due to indications of fraud in the Company's business operations;
b. conducting field investigations through data sampling of high-risk criteria; and
c. conducting special investigations of activities/transactions due to indications of fraud.
b. Asset recovery.
   Recovery activities include, among others, conducting collection processes to recover losses and seeking compensation through third parties or other vendors related to the fraud incident.
c. Reporting to Internal parties, the Parent Company, and the Financial Services Authority.
d. Imposition of sanctions on fraud perpetrators to provide a deterrent effect for fraud perpetrators within the Company, applied transparently and consistently.
e. Law enforcement in accordance with the Company's internal procedures.

4. Monitoring, Evaluation, and Follow-up

In order to follow up on the results of fraud case investigations, each work unit, coordinated by the Anti-Fraud Strategy Control and Implementation Function, is required to monitor, evaluate, and follow up on fraud cases that have occurred, including monitoring the implementation of sanctions that have been imposed and monitoring corrective actions taken regarding the incident.

The monitoring, evaluation, and follow-up pillar is part of the fraud control system which includes:

a. Monitoring
   One crucial step in implementing a fraud control system is monitoring the follow-up actions taken regarding fraud, both in accordance with the Company's internal provisions and in accordance with laws and regulations. The Company has a Fraud Committee comprising the Board of Directors and relevant Work Units for the periodic monitoring process of fraud case incidents.
b. Evaluation
   The Company records, documents, and maintains data/information on fraud incidents. This incident data can be used as an evaluation tool to conduct analysis and assessment to identify and determine factors that are still considered weak, in order to provide recommendations for improvement.
c. Follow-up
   The Company establishes a follow-up mechanism based on the results of evaluations of fraud incidents to correct weaknesses and strengthen the internal control system to prevent the recurrence of fraud due to similar weaknesses. Evaluation results are followed up with recommendations for corrective actions to strengthen the Internal Control System.

The Company continuously ensures that anti-corruption and anti-fraud efforts are implemented comprehensively. In 2025, the Company undertook various initiatives to strengthen the precautionary approach towards corruption and fraud risks, including strengthening the anti-corruption culture through regular socialization across all operational networks and implementing improvements to work systems and procedures aimed at eliminating opportunities for corrupt or fraudulent acts.

In 2025, the Company conducted 12 anti-corruption and anti-fraud training sessions, attended by 3,143 employees, ranging from Staff level to Regional Heads. [GRI 205-2]

The Company has established a general policy to take firm action against all acts of corruption and fraud, including terminating employment for proven fraud perpetrators. Based on the applicable provisions and procedures within the Company, the Company can report fraud perpetrators to the authorities for processing in accordance with applicable laws and regulations.

The number of fraud incidents that occurred throughout 2025 is as follows: [GRI 205-3]

Total Fraud	Number of Fraud Perpetrated by:											
	Management			Permanent Employees			Non-Permanent Employees			Non- Employees		
	2025	2024	2023	2025	2024	2023	2025	2024	2023	2025	2024	2023
Total number of frauds	0	0	0	217	208	464	182	151	245	292	296	404
Settled	0	0	0	217	208	464	182	151	245	292	296	404
In-progress	0	0	0	0	0	0	0	0	0	0	0	0
No solution has been given	0	0	0	0	0	0	0	0	0	0	0	0
Followed up by legal process*	0	0	0	15	13	10	1	10	9	1	7	3

*) The number of fraud cases that have been followed up through legal proceedings is a portion of the total number of fraud cases that have been resolved.

The Company's total potential loss in 2025 is approximately IDR21.08 billion, and no fraud cases have had a significant negative impact on the Company.

The information on the number of fraud cases and the Company's total potential loss above includes Mandala Finance after the merger (since October 2025).

COMPANY LEGAL ISSUES

As of the date of publication of this annual report, the Company is facing several legal cases and/or claims from third parties of immaterial value. As of the date of publication of this annual report, to the Company's knowledge, members of the Board of Commissioners and/or Directors are not facing any claims from third parties or are involved as parties in any legal cases.

The legal cases, including civil, criminal, state administrative court (PTUN), consumer protection, and other legal cases involving the Company during 2025, are as follows:

No	Court	Case No.	Position	Counterparty Position	Case Description	Case Value (IDR)
DISTRICT COURT/RELIGIOUS COURT (PN/PA)						
1	PN Tangerang	104/Pdt.Eks/2023/ Pn Tng	Plaintiff	Tergugat	Adira Finance Tangerang Branch filed a request for fiduciary guarantee execution against the Consumer/Debtor named Tatu Firda Anastasia because the Consumer/ Debtor defaulted on their financing installment payment obligations.	194,765,941
SUPREME COURT						
1	Supreme Court	12/Pdt.G/2022/ PN Gto	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance Gorontalo Branch was sued by the heirs of the Consumer/ Debtor for rejecting the insurance claim on the grounds that the Consumer/Debtor had not passed the waiting period stipulated in the policy (died before 3 months after the date of the financing agreement).	275,048,000

No	Court	Case No.	Position	Counterparty Position	Case Description	Case Value (IDR)
2	Supreme Court	396/Pdt.G/2023/ PN.Jkt.Brt	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance's West Jakarta branch was sued by a consumer/ debtor named Iwan Hartono for not accepting a police report on the alleged transfer of fiduciary collateral by Adira Finance.	1,281,940,800
3	Supreme Court	339/Pdt.G/2023/ PN Bks	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance Cabang Bekasi digugat Konsumen/Debitur atas nama Raden Catur Wibowo, S.H.1. karena tidak terima atas biaya penitipan BPKB yang menurutnya tidak pernah dijelaskan pada saat pengajuan pembiayaan.	75,000
4	Supreme Court	51/Pdt.G/2023/PN. Gns.	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance's Bandarjaya branch was sued by a consumer/debtor named Herlina Wati because the consumer/debtor considered the financing agreement made by Adira Finance to violate standard clauses prohibited by the Consumer Protection Law.	332,975,353
5	Supreme Court	300/Pdt.G/2023/ PN Ckr	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance Bekasi Branch was sued by a consumer/debtor named Didin Komarudin, who objected to Adira Finance's seizure of fiduciary collateral.	109,338,074
6	Supreme Court	17/Pdt.G/2024/ Pn.Pwr	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance's Magelang branch was sued by a consumer/debtor on behalf of PT. Ardan (Ardani Yusuf), due to objections to Adira Finance's efforts to collect financing installments.	50,000,000
7	Supreme Court	136/Pdt.G/2024/ PN Jmb	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance's Jambi branch was sued by a consumer/debtor named Aidil Amin, who objected to Adira Finance's attempt to seize his fiduciary collateral.	421,036,035
8	Supreme Court	140/Pdt.G/2024/ PN Jmb	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance's Jambi Branch was sued by a consumer/debtor named Adi Asmar, objecting to Adira Finance's attempt to seize the fiduciary collateral unit.	277,328,700
9	Supreme Court	284/Pdt.G/2024/ PN Mks	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance's Jakarta 2 Car - Latumenten Branch (Defendant II) was sued by a third party named Muh. Juarsa Ahmad, claiming he never consented to his unit being used as collateral for a financing facility in the name of the consumer/debtor PT. Ceria Alam Semesta (Defendant I).	622,476,259
10	Supreme Court	90/Pdt.G/2024/ PN Rap	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance's Rantau Prapat Branch (Defendant I), Bintang Motor, the winning dealer (Defendant II), Rudi Hermanto, the BFI debtor (Defendant III), and BFI Finance's Rantau Prapat Branch (Defendant IV) were sued by an ex-consumer/debtor named Irwan Hanafi, claiming he never consented to his unit being used as collateral for a financing facility in the name of the BFI debtor (Defendant III).	1,089,625,000
11	Supreme Court	175/Pdt.G/2024/ Pn.Jmb	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance's Jambi Branch was sued by a consumer/debtor named Ismet, objecting to Adira Finance's efforts to collect its financing installment obligations.	229,039,940

No	Court	Case No.	Position	Counterparty Position	Case Description	Case Value (IDR)
12	Supreme Court	92/Pdt.G/2024/ PN Kis.	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance Cabang Kisaran digugat oleh Konsumen/Debitur atas nama Dirpan Jaya, karena keberatan atas penguasaan unit jaminan fidusia oleh Adira Finance. Adira Finance's Kisaran Branch was sued by a consumer/debtor named Dirpan Jaya, objecting to Adira Finance's control of the fiduciary security unit.	330,600,000
13	Supreme Court	50/Pdt.G/2024/PN Mtp.	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance's Martapura Branch was sued by a consumer/debtor named Nining Indah Purwati, who claimed the financing agreement entered into by Adira Finance violated a standard clause prohibited by the Consumer Protection Law.	138,352,672
14	Supreme Court	317/Pdt.G/2024/ PN Mnd	Defendant/ Appellee/ Cassation Respondent	Plaintiff/ Appellant/ Cassation Applicanti	Adira Finance's Manado Branch (Defendant) and Notary Eka (Co-Defendant I), the North Sulawesi Ministry of Law and Human Rights (Co-Defendant II), and Pitoesi (Defendant III) were sued by Consumer/Debtor Arichandra Hinta because the Consumer/Debtor claimed he never signed a Fiduciary Power of Attorney and questioned the Fiduciary Deed's execution using a notary outside Manado City.	337,321,726

Tax cases/disputes involving the Company as a party throughout 2025 are as follows:

No.	Case Number	Number of Lawsuits	Subject Matter of the Case	Position	Counterparty	Case Status
1	2485/B/PK/ Pjk/2025	1	Corporate Income Tax results from 2017 tax audit findings	Applicant for Judicial Review	Director General of Taxes	Rejecting the Application for Judicial Review
2	2934/B/PK/ Pjk/2025	1	VAT results from tax audit findings for the June 2017 period	Applicant for Judicial Review	Director General of Taxes	Granting the Application for Judicial Review
3	1610/B/PK/ Pjk/2025	1	VAT based on tax audit findings for the July 2017 tax period	Applicant for Judicial Review	Director General of Taxes	Granting the Application for Judicial Review
4	298/B/PK/ Pjk/2025	1	VAT based on tax audit findings for the August 2017 tax period	Applicant for Judicial Review	Director General of Taxes	Granting the Application for Judicial Review
5	3403/B/PK/ Pjk/2025	1	VAT results from tax audit findings for the September 2017 period	Applicant for Judicial Review	Director General of Taxes	Granting the Application for Judicial Review
6	2345/B/PK/ Pjk/2025	1	PPN hasil temuan pemeriksaan pajak masa Oktober 2017	Applicant for Judicial Review	Director General of Taxes	Granting the Application for Judicial Review
7	736/B/PK/ Pjk/2025	1	VAT results from tax audit findings for the November 2017 period	Applicant for Judicial Review	Director General of Taxes	Granting the Application for Judicial Review
8	1703/B/PK/ Pjk/2025	1	VAT from the findings of the December 2017 tax audit.	Applicant for Judicial Review	Director General of Taxes	Granting the Application for Judicial Review
9	009152.15/2024/ PP	1	Corporate Income Tax from the findings of the 2018 tax audit.	Appellant	Director General of Taxes	Granting the Appeal
10	009153.16/2024/ PP	1	VAT based on findings from the September 2018 tax audit.	Appellant	Director General of Taxes	Partially Rejects Appeal

No.	Case Number	Number of Lawsuits	Subject Matter of the Case	Position	Counterparty	Case Status
11	009154.16/2024/PP	1	VAT based on findings from the October 2018 tax audit.	Appellant	Director General of Taxes	Partially Rejects Appeal
12	009155.16/2024/PP	1	VAT based on findings from the November 2018 tax audit	Appellant	Director General of Taxes	Partially Rejects Appeal
13	009156.16/2024/PP	1	VAT based on findings from the December 2018 tax audit	Appellant	Director General of Taxes	Partially Rejects Appeal

These cases and disputes did not materially and negatively impact the Company's business activities and/or financial condition.

The following are legal cases, both civil and criminal, involving members of the Board of Commissioners throughout 2025:

No.	Case Number	Number of Lawsuits	Subject Matter of the Case	Position	Counterparty	Case Status
-	-	-	-	-	-	-

Kasus-kasus hukum baik perdata maupun pidana yang melibatkan anggota Direksi sebagai pihak sepanjang tahun 2025 adalah sebagai berikut:

No.	Case Number	Number of Lawsuits	Subject Matter of the Case	Position	Counterparty	Case Status
-	-	-	-	-	-	-

ADMINISTRATIVE SANCTIONS FROM THE REGULATOR

In 2025, there were 3 (three) written warnings and 2 (two) sanctions in the form of fines totaling IDR1,950,000. Sanction data from the Regulator throughout 2025:

Date	Sanction Type	Sanctioning Institution	Description
2 Oktober 2025	Fine	Financial Service Authority	Pengenaan Sanksi kewajiban membayar denda Rp1.850.000 atas penyampaian laporan debitur, Sistem Layanan Informasi Keuangan (SLIK) sebanyak 37 debitur periode Agustus 2024, November 2024, Maret 2025, April 2025, Juni 2025, dan Juli 2025, PT Mandala Multifinance Tbk.
2 Oktober 2025	Written Warning	Financial Service Authority	Peringatan Tertulis atas keterlambatan penyampaian debitur SLIK periode Agustus 2024, November 2024, Maret 2025, April 2025, Juni 2025, dan Juli 2025, PT Mandala Multifinance Tbk.
19 November 2025	Fine	Financial Service Authority	Pengenaan Sanksi kewajiban membayar denda Rp100.000 atas keterlambatan penyampaian koreksi laporan debitur melalui Sistem Layanan Informasi Keuangan (SLIK) sebanyak 2 debitur periode Juli 2025 (Unit Usaha Syariah), PT Mandala Multifinance Tbk.
19 November 2025	Written Warning	Financial Service Authority	Peringatan Tertulis atas keterlambatan penyampaian koreksi laporan debitur melalui SLIK periode Juli 2025 (Unit Usaha Syariah), PT Mandala Multifinance Tbk.
26 November 2025	Written Warning	Financial Service Authority	Peringatan Tertulis atas keterlambatan tindak lanjut Unit Usaha Syariah melalui Aplikasi Portal Perlindungan Konsumen (APPK) PT Adira Dinamika Multi Finance Tbk.

SANCTIONS AND VIOLATIONS OF LAW RELATED TO EMPLOYMENT, CONSUMER, BANKRUPTCY, COMMERCIAL, COMPETITION, AND/OR ENVIRONMENTAL ISSUES

Throughout 2025, Adira Finance did not commit any legal violations and received no sanctions related to employment, consumer, bankruptcy, commercial, competition, and/or environmental issues.

SANCTIONS FOR NON-COMPLIANCE WITH LAWS OR REGULATIONS RELATED TO SIGNIFICANT OR MATERIAL RELATED PARTY TRANSACTIONS

Throughout 2025, there were no cases of non-compliance with laws, rules, or regulations related to significant or material related party transactions related to Adira Finance.

SANCTIONS FROM REGULATORS RELATED TO MATERIAL EVENTS

Throughout 2025, Adira Finance received no sanctions from regulators due to failure to make announcements within the required timeframe for significant events.

SANCTIONS RELATED TO LISTING REGULATIONS

Throughout 2025, Adira Finance received no sanctions related to violations of listing regulations from regulators. Adira Finance consistently strives to comply with the rules, regulations, provisions, and/or listing rules of regulators and SROs, including disclosure rules and other related regulations.

ACCESS TO COMPANY INFORMATION AND DATA

Adira Finance is committed to implementing the principle of transparency as an essential part of Good Corporate Governance. The company consistently provides access to information and data to all stakeholders, so that they can obtain information regarding financial and non-financial performance easily and accurately. Communication is conducted through various channels, such as press releases and public exposes. In addition, Adira Finance actively disseminates information through print and electronic media, as well as the company's official website, which is available in Indonesian and English. Through this website, all stakeholders can access various important information, including the Annual Report.

Adira Finance provides various accessible channels for further information, including:

Tel. : (62-21) 3973-3322/3232
Fax. : (62-21) 3973-4949
E-mail : af.corsec@adira.co.id
Website : www.adira.co.id

CORPORATE GOVERNANCE ASSESSMENT

Corporate Governance Self-Assessment

To obtain objective results in the implementation of Good Corporate Governance principles, in 2025, Adira Finance conducted a self-assessment of its Corporate Governance practices, referring to OJK standards, as stipulated in OJK Regulation No. 29/POJK.05/2020 and OJK Circular Letter No. 28/SEOJK.05/2020 and OJK Circular Letter No. 11/SEOJK.05/2020. The assessment also involved an independent assessor.

The summary results of the assessment of Adira Finance's Corporate Governance implementation in 2025 compared to 2024 are as follows:

No.	Assessment Standards/Format	Total Assessment Results			
		2024		2025	
		Score/ Rating	Category	Score/ Rating	Category
1.	In accordance with OJK Regulation No. 29/POJK.05/2020, Financial Services Authority Regulation No. 28/ POJK.05/2020 and OJK Circular Letter No. 11/SEOJK.05/2020	1	-	1	-
2.	ASEAN CG Scorecard	89,21	Baik	95,84	Sangat Baik

Details of the assessment results can be seen below.

The Self-Assessment using the OJK format complies with OJK Regulation No. 28/POJK.05/2020 and OJK Circular Letter No. 11/SEOJK.05/2020

In accordance with OJK Regulation No. 28/POJK.05/2020 concerning the Assessment of the Soundness Level of Non-Bank Financial Services Institutions and OJK Circular Letter No. 11/SEOJK.05/2020 concerning the Assessment of the Soundness Level of Financing Companies and Sharia Financing Companies, Adira Finance has conducted an assessment of its Corporate Governance implementation using worksheets and a format in accordance with these provisions as one of the factors in assessing the Company's Soundness Level.

The assessment results for the 2025 financial year are as follows:

No.	Parameter	Rating				
		1	2	3	4	5
1	Implementation of Shareholder Duties and Responsibilities and General Shareholders' Meetings (GSM)		√			
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process		√			
2	Implementation of the Board of Directors' Duties, Responsibilities, and Authorities					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
3	Duties, Responsibilities, and Authorities of the Board of Commissioners					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
4	Implementation of Sharia Supervisory Duties, Responsibilities, and Authorities					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
5	Completeness and Implementation of Committee Duties					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
6	Risk Management Implementation					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
7	Implementation of Anti-Fraud Strategies					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
8	Implementation of Compliance Functions					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process		√			
	3. Governance Implementation Results		√			
	Implementation of Internal Audit and External Audit Functions					
9	Implementation of Internal Audit Functions					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
10	Implementation of External Audit Functions					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
11	Application of Conflict of Interest					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
12	Remuneration Policy Implementation					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
13	Information Disclosure					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process		√			
	3. Governance Implementation Results		√			
14	Business Ethics					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results	√				
15	Financing Policy					
	1. Governance Structure and Infrastructure	√				
	2. Governance Implementation Process	√				
	3. Governance Implementation Results		√			

No.	Parameter	Rating				
		1	2	3	4	5
16	Implementation of Sustainable Finance, including Implementation of Social and Environmental Responsibility 1. Governance Structure 2. Governance Process 3. Results of Governance Implementation	√ √ √				
17	Business Plan 1. Governance Structure 2. Governance Processes 3. Governance Outcomes	√ √ √				

Based on the data in the table above, the good corporate governance factor gets a rating of 1. As for this assessment, the smaller it is, the better the implementation of good governance will be.

Analysis
Based on the results of the Self-Assessment of Corporate Governance Implementation, this factor is categorized in Rank 1 (one). This reflects that corporate governance has been implemented effectively, consistently, and sustainably, supported by an adequate governance structure, transparent and accountable decision-making processes, and governance outcomes that are in line with regulatory requirements and prudential principles. The weaknesses identified are limited in nature, can be mitigated, and are accompanied by clear follow-up plans. **Positive Factors** Based on an analysis of all assessment indicators, the following is a summary of positive factors in the implementation of governance in the Company: a. Structure The Company's ownership structure is clear and transparent, with Controlling Shareholders who have obtained a Fit and Proper Assessment from the OJK. The structure of the Board of Directors and Board of Commissioners complies with OJK requirements, supported by the existence of adequate key support functions (risk management, compliance, internal audit, and internal control). b. Process The implementation of shareholder roles through the GMS is carried out in a transparent and accountable manner without interference in operations. The Board of Directors' decision-making process is collective, independent, and well-documented, supported by adequate meeting frequency and consistent follow-up on audit findings and regulatory oversight. c. Results Shareholder rights and treatment are protected fairly, including in the implementation of corporate actions. The Company's overall performance is in line with its strategic plan, supported by capitalization and profit utilization policies that take into account internal and external conditions as well as business sustainability. **Negative Factors** Contains a summary of negative factors from the main factors that have a significant impact on the implementation of governance. a. Structure The composition of the Company's public shares (free float) as of December 31, 2025 does not meet the minimum requirements as stipulated in the Exchange regulations. b. Process Compliance with free float requirements still requires further coordination with regulators and the implementation of strategic measures in accordance with the set timeline. c. Results The suboptimal compliance with free float requirements has the potential to affect capital market aspects and market perception, but does not impact the Company's compliance with OJK regulations in the financial services sector and is accompanied by a clear follow-up plan.

GCG ASSESSMENT BY INDEPENDENT PARTIES

To obtain a more objective result regarding the implementation of Good Corporate Governance principles, in 2025 the Company also conducted an assessment of its Corporate Governance practices by an independent party. The assessment by the independent party in 2025 was carried out by the Indonesian Institute for Corporate Directorship (IICD) using the ASEAN Corporate Governance Scorecard standards. The IICD assessment covers Shareholders' Rights and Equitable Treatment, Sustainability and Resilience, Disclosure and Transparency, and Board of Commissioners' Responsibilities.

The assessment was conducted by IICD in January 2026, based on an analysis of information or documents available to the public, which include, among others, the annual report, financial statements, GMS notices, announcements of GMS results, the Company's Articles of Association, charters of the board and board committees, the Company's website, the OJK website, the IDX website, and other relevant information.

The total final score for the Corporate Governance assessment is interpreted as follows:

Jumlah Nilai	Kriteria	Interpretasi
> 100	Leadership in Corporate Governance	The Company has exceeded international standards (ACGS structure)
90,00 – 100,00	Very Good	The Company has fully adopted international standards
80 – 89,99	Good	The Company has partially adopted international standards
70,00 – 79,99	Fair	The Company has a strong awareness and strives to adopt international standards.
60,00 - 69,99	Minimum Requirement	The Company meets minimum standards in accordance with laws and regulations.

Based on the assessment carried out, the assessment results from IICD dated December 4, 2025 are as follows:

No.	Assessment Components	The Score of Each Principle
1.	Shareholder Rights and Equal Treatment	17,24
2.	Sustainability and Resilience	12,95
3.	Disclosure and Transparency	22,73
4.	Board Responsibilities	34,92
	Total Weighted Score	87,84
5	Bonus*	14
6	Penalty**	-6
Total Score for Good Corporate Governance Practices		95,84

Description:
* Bonuses are awarded for the use of electronic voting during the GMS for each meeting agenda item, disclosure of the Company's practices in managing risks and opportunities related to climate change, disclosure of stakeholder engagement channels, including information on its efforts to address stakeholders' ESG concerns, the Company's presence in a dedicated unit/division/committee that manages or is responsible for sustainability issues, the Company's involvement/use of an independent party/institution in managing the Whistleblowing System (WBS), and the publication of audited financial statements within 60 days from the end of the fiscal year. The Company announced its first audited financial statements on February 15, 2025. Disclosure and explanation of information technology governance strategies, including those related to disruption, cybersecurity, and disaster recovery, and the existence of a separate or independent Risk Committee within the Company, demonstrated by the existence of a Risk Management Committee.
** The penalty was imposed because there was a case of delay in submitting material event information carried out by the Company within the specified period, resulting in the imposition of administrative sanctions by the regulator on the Company, and because it was revealed that the Company's Independent Commissioner received a bonus in the form of a bonus.

Based on the assessment results, Adira Finance's Corporate Governance implementation value is in the "Very Good" category based on the ASEAN CG Scorecard.

IMPLEMENTATION OF ASPECTS AND PRINCIPLES OF GOVERNANCE OF PUBLIC COMPANIES IN ACCORDANCE WITH FINANCIAL SERVICES AUTHORITY REGULATIONS

In accordance with OJK Regulation No. 21/POJK.04/2015 concerning the Implementation of Guidelines for Governance of Public Companies and OJK Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Governance of Public Companies, there are five aspects, eight principles, and 25 recommendations for Governance issued by the OJK. The Company has implemented these aspects, principles, and recommendations based on a "comply or explain" approach, with detailed information as follows:

Aspect	Principle	Recommendation	Explanation
The Relationship between Public Companies and Shareholders in Guaranteeing Shareholder Rights	Principle 1: Enhancing the Value of General Meetings of Shareholders (GMS)	1.1 Public Companies have technical methods or procedures for collecting votes, both openly and secretly, which prioritize independence and the interests of shareholders.	Complied As an effort to enhance shareholder independence, freedom, and confidentiality in the voting process, the Company has a policy of conducting closed-door and electronic voting (e-voting) for each agenda item at the GMS. This policy is outlined in the GMS Rules of Procedure. Since 2018, voting at the Annual GMS and Extraordinary GMS has been conducted closed-door and electronically, using touchscreens provided by the Company, smartphones, or other mobile devices (tablets, iPads, etc.) owned by Shareholders or their proxies. This makes the Company the first public company in Indonesia to conduct electronic shareholder voting (e-voting). Shareholders and/or their proxies who attend electronically can e-vote using the eASY.KSEI application. Shareholders who grant power of attorney through the e-Proxy mechanism are deemed to have exercised their voting rights through the eASY.KSEI application and are not permitted to e-vote at the GMS location. The counting of voting results was conducted by independent parties, namely the Securities Administration Bureau of PT Adimitra Jasa Korpora and Notary Mala Mukti SH, LL.M,. Thus, the independence and interests of shareholders can be maintained in the voting process. The GMS Rules of Procedure and a video of the e-Voting procedure at the GMS location have been uploaded to the Company's website 28 (twenty-eight) days before the GMS and distributed to shareholders upon entering the GMS room, and read by the Corporate Secretary before the GMS begins.
		1.2 All members of the Board of Directors and Board of Commissioners of a Public Company are present at the Annual GMS.	Complied All members of the Company's Board of Directors and Board of Commissioners were present (either in person or via video conference) at the AGMS on March 25, 2025. The members of the Board of Directors and Board of Commissioners who were present were able to represent the Company in providing explanations to shareholders regarding each agenda item of the AGMS, ensuring its proper implementation.
		1.3 A summary of the minutes of the GMS is available on the Public Company's website for at least 1 (one) year.	Complied The Company uploads the Summary of the Minutes of the GMS on the same day following the GMS to the Company's website. The Summary of the Minutes of the GMS is available on the Company's website in both Indonesian and English.

Aspect	Principle	Recommendation	Explanation
Relationship between Public Companies and Shareholders in Guaranteeing Shareholder Rights	Principle 2: Improving the Quality of Communication between Public Companies and Shareholders or Investors	2.1 Public Companies have a communication policy with shareholders or investors.	Complied The Company has a Communication Policy with Shareholders and Investors, which has been uploaded to the Company's website. The Company's communications include holding General Meetings of Shareholders (GMS), Public Exposes, Analyst Meetings, teleconferences/meetings/ webinars with investors and analysts, Annual Rating Reviews, publication of Monthly, Quarterly, and Annual Financial Reports, and accurate and timely information disclosure. The Company also provides head office and branch addresses, email addresses, and telephone numbers on both the website and the Annual Report, as well as access to social media (Facebook, X, Instagram, YouTube, LinkedIn, TikTok), and a Contact Center to facilitate communication between shareholders and investors.
		2.2 The Public Company discloses the Public Company's communication policy with shareholders or investors on the Website.	Complied The Company's Communication with Shareholders and Investors Policy has been uploaded to the Company's website.
Functions and Roles of the Board of Commissioners	Principle 3: Strengthening the Membership and Composition of the Board of Commissioners	3.1 The number of members of the Board of Commissioners is determined by taking into account the conditions of the Public Company.	Complied The Company has a Nomination Policy for Members of the Board of Commissioners, Directors, and Independent Parties as members of the Board of Commissioners Committee as a guideline for the Nomination and Remuneration Committee in the nomination process for members of the Company's Board of Commissioners, taking into account the Company's needs, conditions, and capabilities. At the time of publication of this Annual Report, the Company's Board of Commissioners consists of 5 (five) members, of which 2 (two) (40%) are Independent Commissioners. The number of members of the Company's Board of Commissioners does not exceed the number of members of the Board of Directors.
		3.2 Determining the composition of the members of the Board of Commissioners takes into account the diversity of skills, knowledge and experience required.	Complied The Company's Board of Commissioners has diverse backgrounds in terms of expertise, knowledge, experience, and citizenship, aimed at supporting the Company's business development. This can be seen from the profiles of each member of the Board of Commissioners.
	Principle 4: The Functions and Roles of the Board of Directors Improve the Quality of the Implementation of the Duties and Responsibilities of the Board of Commissioners	4.1 The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	Complied The performance assessment policy for the Board of Commissioners and Committees within the Board of Commissioners is stipulated in the Nomination and Remuneration Committee Charter, which can be accessed through the Company's website and disclosed in the Corporate Governance Report chapter of this Annual Report, along with the assessment results.
		4.2 The self-assessment policy for assessing the performance of the Board of Commissioners is disclosed in the Annual Report of the Public Company.	Complied The Board of Commissioners' performance assessment policy is stipulated in the Nomination and Remuneration Committee Charter and disclosed in the Corporate Governance Report chapter of this Annual Report, along with the assessment results.
		4.3 The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.	Complied The Company's Board of Commissioners Charter stipulates that any member of the Board of Commissioners involved in financial crimes and/or other criminal acts must resign from their positions.

Aspect	Principle	Recommendation	Explanation
		4.4 The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function shall develop a succession policy for the nomination process for members of the Board of Directors.	Complied The succession policy is stipulated in the Nomination and Remuneration Committee Charter and the Nomination Policy for Members of the Board of Commissioners, Directors, and Independent Parties as members of the Board of Commissioners Committee, and is also disclosed in the Nomination and Remuneration Committee discussion in this Annual Report.
Functions and Roles of the Board of Directors	Principle 5: Strengthening the Membership and Composition of the Board of Directors	5.1 The number of members of the Board of Directors is determined by considering the conditions of the Public Company and the effectiveness of decision-making.	Complied The Company has a Nomination Policy for Members of the Board of Commissioners, Directors, and Independent Parties as members of the Board of Commissioners Committee as a guideline for the Nomination and Remuneration Committee in the nomination process for members of the Company's Board of Directors, taking into account the Company's financial condition and capabilities, as well as the Company's organizational needs and complexity. At the time of publication of this Annual Report, the Company's Board of Directors consists of 7 (seven) members. The number of members of the Company's Board of Directors exceeds the number of members of the Board of Commissioners.
		5.2 The composition of the Board of Directors takes into account the diversity of expertise, knowledge, and experience required.	Complied The Company's Board of Directors has diverse backgrounds in terms of expertise, knowledge, and experience. This can be seen from the profiles of each Director. This diversity and number of Directors are necessary to provide the best problem-solving alternatives for the Company, in accordance with the needs, size, and complexity of the Company's business.
		5.3 Members of the Board of Directors responsible for accounting or finance have expertise and/or knowledge in accounting.	Complied The Company's Finance Director, who oversees accounting and finance, is Mr. Sylvanus Gani Kukuh Mendrofa. He earned a Master of Management degree from the Australian National University (2015) and a Bachelor of Economics in Accounting from the University of Indonesia (1998), and has held various positions in Finance. Mr. Sylvanus Gani Kukuh Mendrofa meets the criteria for having expertise and/or knowledge in accounting and/or finance.
	Prinsip 6: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi	6.1 The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	Complied The Board of Directors' performance assessment policy is stipulated in the Nomination and Remuneration Committee Charter, which can be accessed through the Company's website.
		6.2 The self-assessment policy to assess the performance of the Board of Directors is disclosed in the Public Company's annual report.	Complied The Board of Directors' performance assessment policy is stipulated in the Appendix to the Nomination and Remuneration Committee Charter and disclosed in the Corporate Governance Report chapter of this Annual Report, along with the results.
		6.3 The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.	Complied The Company's Board of Directors Charter stipulates that any member of the Board of Directors involved in financial crimes and/or other criminal acts must resign from their positions.
Partisipasi Pemangku Kepentingan	Prinsip 7: Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan	7.1 The Public Company has a policy to prevent insider trading.	Complied To prevent insider trading, the Company has a Conflict of Interest Policy, which has been uploaded to the Company's website. This policy aims to establish rules, identify, mitigate, and manage potential conflicts of interest that may arise within the Company as a result of activities carried out by the Company's business units that allow for the acquisition of information about the Company, its customers, and the Group.

Aspect	Principle	Recommendation	Explanation
		7.2 The Public Company has an anti-corruption and anti-fraud policy.	Complied The Company has an Anti-Corruption and Anti-Fraud Policy, which has been uploaded to the Company's website. This policy is designed to provide information and guidance to parties working for and on behalf of the Company regarding procedures for recognizing, avoiding, reporting, and handling bribery and corruption issues. Further details regarding the Anti-Bribery and Corruption Policy and the Anti-Fraud Policy are disclosed in this Annual Report.
		7.3 The Public Company has a policy regarding the selection and development of suppliers or vendors.	Complied The Company has a Goods and Services Procurement Policy, which has been uploaded to the Company's website and is further disclosed in this Annual Report. This policy also regulates relationships with business partners (customers, suppliers, vendor partners, and consultants working with the Company), including anti-competition policies, objective evaluations, a prohibition on gratuities, and provisions for consultation and lobbying with business partners.
		7.4 The Public Company has a policy for fulfilling creditor rights.	Complied The Company has a Creditor Rights Fulfillment Policy, which has been uploaded to the Company's website and further disclosed in this Annual Report. This policy stipulates that the Company implements and respects creditor rights by treating all creditors equally, exercising rights and obligations in a timely manner, and not disclosing any Company information.
		7.5 The Public Company has a whistleblowing system policy.	Complied The Company has a Whistleblowing Policy, which has been uploaded to the Company's website and is further disclosed in this Annual Report.
		7.6 The Public Company has a policy of providing long-term incentives to Directors and employees	Complied The Company has a Risk-Based Remuneration Policy, which includes a policy of providing long-term incentives to Directors and employees.
Information Disclosure	Principle 8: Improving the Implementation of Information Disclosure	8.1 Publicly Listed Companies utilize information technology more extensively than their websites as a medium for information disclosure	Complied In addition to their websites, the Company also utilizes other information technologies such as email, radio, print media, social media (such as Facebook, X, Instagram, YouTube, LinkedIn, TikTok), and screens/TVs at branch offices as channels for information disclosure. Further details regarding Access to Company Information and Data are disclosed in this Annual Report.
		8.2 The Public Company Annual Report discloses the ultimate beneficial owners of at least 5% (five percent) of the Public Company's shares, in addition to disclosure of the ultimate beneficial owners of the Public Company's shares through major and controlling shareholders.	Complied The Company does not have any shareholders with at least 5% ownership other than the controlling shareholders as disclosed in the Company Profile chapter of this Annual Report.



SHARIA GOVERNANCE REPORT

Adira Finance established a Sharia Business Unit (UUS) as a manifestation of its commitment to providing a variety of financing products that are aligned with Sharia principles, while also offering alternative financial solutions that meet the needs of consumers and the community.

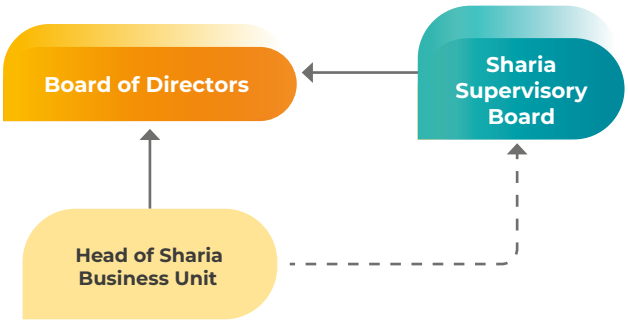
Adira Finance has a Sharia Business Unit (UUS) established on May 8, 2012, in accordance with the Company's Board of Directors Decree Number 013/ADMF/BOD/V/12 and was reported to the Minister of Finance of the Republic of Indonesia on June 13, 2012, through the Company's letter Number 080/ADMF/CS/VI/12. Subsequently, on May 7, 2015, to comply with the provisions of Article 21 Paragraph (4) of OJK Regulation No. 28/POJK.05/2014 concerning Business Licensing and Institutional Framework for Financing Companies, the Company submitted an application for a license to establish a sharia business unit, for which the OJK subsequently issued Decree of the OJK Board of Commissioners No. KEP-172/NB.223/2015 concerning the Granting of License for the Establishment of the Adira Finance Sharia Business Unit.

Adira Finance established the UUS, among other reasons, to provide product choices that align with the needs of consumers and the community for financing products based on Sharia principles.

The implementation of governance principles for the Adira Finance UUS is guided, among others, by OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies as amended by OJK Regulation No. 29/POJK.05/2020,

OJK Regulation No. 10/POJK.05/2019 concerning Business Operations of Sharia Financing Companies and Sharia Business Units of Financing Companies, and OJK Regulation No. 47/POJK.05/2020 concerning Business Licensing and Institutional Framework for Financing Companies and Sharia Financing Companies.

Adira Finance Sharia Business Unit Structure



Sharia Supervisory Board

In accordance with Article 32 Paragraph 1 of OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies, financing companies operating their financing businesses based on Sharia principles must have a Sharia Supervisory Board (DPS). The DPS consists of one or more sharia experts appointed by the GMS or by the recommendation of the National Sharia Council of the Indonesian Ulema Council (MUI) and outlined in the GMS deed. The Company's Sharia Supervisory Board was appointed at the Extraordinary General Meeting of Shareholders (GMS) held on September 4, 2012, after previously receiving a recommendation from the National Sharia Council (DSN) in accordance with Letter Number U-173/DSN-MUI/IV/2012 dated April 26, 2012. The last change in the SSB membership was made at the Annual GMS held on June 30, 2021.

The composition of Adira Finance's Sharia Board consists of:

Name	Position	First appointment	Reappointment	Term of Office Ends
Prof. Dr. Fathurrahman Djamil MA	Chairman	2012	2024	End of fiscal year 2026
Prof. Dr. Noor Achmad MA, DRS	Member	2012	2024	End of fiscal year 2026
Dr. Rini Fatma Kartika MH	Member	2021	2024	End of fiscal year 2026

The criteria for members of the Sharia Supervisory Board (DPS) are as stipulated in OJK Regulation Number 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies:

1. Capable of acting in good faith, honestly, and professionally;
2. Capable of acting in the interests of the Sharia financing company, Sharia business unit (UUS), and/or other stakeholders;
3. Prioritize the interests of the Sharia financing company, UUS, and/or other stakeholders over personal interests;
4. Capable of making decisions based on independent and objective assessments in the interests of the Sharia financing company, UUS, and/or other stakeholders;
5. Capable of refraining from abusing their authority to obtain improper personal gain or causing harm to the Sharia financing company and UUS.

Each member of the DPS is required to pass a fit and proper test.

The following is the status of the members of the Adira Finance DPS passing the Fit and Proper Test as of the date of publication of this Annual Report:

Name	Fit and Proper Test Passing Date	Information
Prof. Dr. Fathurrahman Djamil MA	May 5, 2014	Determined based on the Decree of the OJK Board of Commissioners No. KEP-950/NB.1/2014
Prof. Dr. Noor Achmad MA, DRS	April 29, 2014	Established based on the Decree of the OJK Board of Commissioners No. KEP-824/NB.1/2014
Dr. Rini Fatma Kartika MH	September 14, 2024	Established based on the Decree of the OJK Board of Commissioners No. KEP-53/NB.21/2021

Main Duties and Functions of the Sharia Supervisory Board (DPS)

The main duties and functions of the DPS, in accordance with the provisions of Article 17 of the Company's Articles of Association, are as follows:

- To serve as a representative of the National Sharia Board placed at the Company;
- Tasked with supervising the Company's sharia business activities to ensure compliance with Sharia Principles;
- To function as an advisor and provide recommendations to the Board of Directors, the Head of the Sharia Business Unit, and the Heads of the Company's Sharia Branch Offices regarding matters related to Sharia Principles; and
- To function as a mediator between the Company and the National Sharia Board in communicating proposals and suggestions for the development of the Company's products and services that require review and a fatwa from the National Sharia Board.

Obligations

In carrying out its functions, the Sharia Supervisory Board is obliged to:

1. Follow the fatwas of the National Sharia Board;
2. Report on the business activities and development of the Company's Sharia Business Unit to the Minister of Finance of the Republic of Indonesia through the Chairman of the Capital Market and Financial Institution Supervisory Agency, with copies to Bank Indonesia and the National Sharia Board - Indonesian Ulema Council;
3. Every representative of the National Sharia Board placed at the Company must, in good faith, with prudence, and full responsibility, carry out their duties for the benefit of the Company and in accordance with the aims and objectives of the Company, while observing the provisions of laws and regulations and the fatwas of the National Sharia Board;
4. In the event that the DPS assesses that there is a policy or action of a member of the Board of Directors related to the Sharia Business Unit that is not in accordance with sharia principles, the DPS is obliged to request an explanation from the member of the Board of Directors regarding the policy or action of the Board of Directors member that is not in accordance with sharia principles;
5. In the event that the Board of Directors rejects the DPS's assessment, the DPS is obliged to report it completely and comprehensively to the OJK, with a copy to the Board of Directors, no later than 7 (seven) working days from the receipt of the explanation from the Board of Directors member by the DPS.

Work Program

1. DPS meetings at least twice a year to discuss monthly sharia financing reports, sharia compliance discussions, and new products.
2. Prepare a 6-monthly DPS Supervisory Report for the Board of Directors, Board of Commissioners, and DSN-MUI.
3. Maintain communication with the DSN-MUI.

Work Program Realization

1. DPS meetings have been held 10 (ten) times each month.
2. The DPS Supervision Report for the 2025 period was submitted to the Financial Services Authority (OJK) on February 18, 2025.
3. Conducted evaluations of compliance with Sharia principles, which include, among others:
   a. Funding Activities;
   b. Sharia Financing;
   c. Evaluation of Operational procedures;
   d. Marketing practices for sharia financing carried out by the Company; and
   e. Implementation of accounting.
4. Participated in routine meetings with the DSN-MUI every first Wednesday of the month and other non-routine meetings.

Concurrent Positions of DPS Members

In accordance with the provisions of OJK Regulation Number 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies, DPS members:

1. Are prohibited from holding concurrent positions as members of the Board of Directors or Board of Commissioners in other financing companies.
2. Are prohibited from holding concurrent positions as members of the Sharia Supervisory Board in more than 2 (two) other financing companies.

Based on the data we have, the concurrent positions held by Adira Finance DPS members are as follows:

Name	Position in Other Company	Company
Prof. Dr. Fathurrachman Djamil MA	Head of DPS	Bank BCA Syariah Sun Life Financial Syariah AIA Financial Syariah Bank CIMB Niaga
Prof. Dr. Noor Achmad MA, DRS	Member of DPS	-
Dr. Rini Fatma Kartika MH	Member of DPS	Sun Life Financial Syariah

Based on the above data, it can be concluded that all members of the Adira Finance Supervisory Board (DPS) have not violated the provisions on holding concurrent positions as stipulated in the Regulations of the Chairman of Bapepam-LK and Bank Indonesia.

DPS Meetings

DPS meetings may be held at least twice a year, unless deemed necessary by one DPS member or at the request of the Head of the Sharia Business Unit. A SSB meeting is only valid and may make binding decisions if more than half of the total number of DPS members are present.

DPS meeting decisions must be made by deliberation to reach consensus. Any SSB member who personally, in any way, directly or indirectly, has an interest in a transaction, contract, or proposed contract to which the Company is a party must declare the nature of their interest at a SSB meeting and is not entitled to vote on matters related to the transaction or contract, unless the SSB meeting determines otherwise. The results of these meeting decisions are recorded in the Minutes of Meeting, fully documented, and submitted to the Head of the Sharia Business Unit and the Company's Board of Directors for implementation.

During 2025, DPS held 10 (ten) meetings, with an average attendance rate of over 93%. This attendance rate demonstrates the high level of commitment of all members of the Company's Sharia Supervisory Board. All meetings were also attended by the Board of Directors and the Head of the Company's Sharia Business Unit.

The attendance list for the DPS Meeting during 2025 is as follows:

Name	21-Jan-25	25-Feb-25	18-Mar-25	20-May-25	24-Jun-25	29-Jul-25	19-Aug-25	23-Sep-25	21-Oct-25	18-Nov-25	16-Dec-25
Prof. Dr. Fathurrahman Djamil MA	√	√	√	√	√	√	√	√	√	√	√
Prof. Dr. Noor Achmad MA, DRS	√	√	√	√	√	√	√	√	√	√	√
Dr. Rini Fatma Kartika MH	√	√	√	√	√	√	√	√	√	√	√

The number of attendances of members of the Sharia Supervisory Board at DPS Meetings during 2025 is as follows:

Name	Number of Meetings	Number of Attendance	% Attendance	Reason for Absence
Prof. Dr. Fathurrahman Djamil MA	10	8	80%	Illness
Prof. Dr. Noor Achmad MA, DRS	10	10	100%	-
Dr. Rini Fatma Kartika MH	10	10	100%	-

DPS Meeting Results

The 2025 DPS Meeting resulted in several decisions and approvals, including the following:

No.	Date	Venue	Results of the Meeting	Participants
1.	21 January 2025	Virtual meeting	Financial Report and Sharia Performance	DPS Board of Directors Sharia Accounting
2.	25 February 2025	Virtual meeting	Financial Report and Sharia Performance	DPS Board of Directors Sharia Accounting
3.	18 March 2025	Virtual meeting	Financial Report and Sharia Performance	DPS Board of Directors Sharia Accounting

No.	Date	Venue	Results of the Meeting	Participants
4.	20 May 2025	Virtual meeting	Financial Report and Sharia Performance	DPS Board of Directors Sharia Accounting
5.	24 June 2025	Virtual meeting	Financial Report and Sharia Performance	DPS Board of Directors Sharia Accounting
6.	29 July 2025	Virtual meeting	Financial Report and Sharia Performance	DPS Board of Directors Sharia Accounting
7.	19 August 2025	Virtual meeting	Financial Report and Sharia Performance	DPS Board of Directors Sharia Accounting
8.	23 September 2025	Virtual meeting	Financial Report and Sharia Performance	DPS Board of Directors Sharia Accounting
9.	21 October 2025	Virtual meeting	Financial Report and Sharia Performance	DPS Board of Directors Sharia Accounting
10.	18 November 2025	Virtual meeting	Financial Report and Sharia Performance	DPS Board of Directors Sharia Accounting
11.	16 December 2025	Virtual meeting	Laporan Keuangan dan performance syariah	DPS Direksi Syariah Accounting

Opinions issued by DPS throughout 2025:

No.	Date	Opinion Number	Opinion
1	15 April 2025	001/OPINI-DPS/SYAR/IV/2025	Financing the Umrah pilgrimage trip (Umrah financing) using the Multijasa Ijarah Agreement
2	15 April 2025	002/OPINI-DPS/SYAR/IV/2025	Financing using the Musyarakah Mutanaqisah Agreement (MMQ)
3	7 May 2025	003/OPINI-DPS/SYAR/V/2025	Unsecured Fund Loans – Earned Wages Access (EWA)

Supervisory Board Remuneration Policy

The remuneration of Adira Finance's Supervisory Board members is guided by the provisions of the Company's Articles of Association.

The remuneration structure for Adira Finance's Supervisory Board members consists of:

1. Honorarium, which is paid monthly in an amount determined by the resolution of the Company's Annual General Meeting of Shareholders, taking into account the recommendations of the Nomination and Remuneration Committee.
2. Allowances:
   a. Tax allowance, which is paid monthly along with the honorarium payment.
   b. Holiday allowance, which is paid before Eid al-Fitr in the amount of one month's honorarium.

DPS Remuneration Procedure

The compensation mechanism for DPS members is determined as follows:

- The Company's Nomination and Remuneration Committee reviews the market compensation for the relevant job at other companies with similar business fields and status.
- Taking into account individual performance and contributions, the Nomination and Remuneration Committee then discusses the matter and prepares a recommendation.

- The recommendation is submitted to the Board of Commissioners for further discussion and approval.
- The proposed remuneration for members of the Board of Commissioners is submitted to shareholders for discussion and approval at the Annual General Meeting of Shareholders.
- Based on the proposal from the Board of Commissioners and the recommendation from the Nomination and Remuneration Committee, the Annual General Meeting of Shareholders held on March 25, 2025, determined that the determination of the salary or honorarium and allowances paid to members of the DPS is delegated to the Board of Commissioners in accordance with the recommendation of the Nomination and Remuneration Committee.

The details of the remuneration paid to the Company's Board of Commissioners from 2020 until the end of the 2025 financial year are as follows:

(In Millions of Rupiah, except Number of Members)

Types of Remuneration	Total Member of DPS					DPS Remuneration Amount				
	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Honorarium	3	3	3	3	3	621	600	575	518	562
Allowance	3	3	3	3	3	254	327	570	227	255
Total	6	6	6	6	6	875	927	743	721	689

Amount of Remuneration/person in 1 year	Number of DPS
Above IDR2 billion	-
Above IDR1 billion – IDR2 billion	-
Above IDR500 million – IDR1 billion	-
Below IDR 500 million	3

Head of Sharia Business Unit

The current Head of the Sharia Business Unit at Adira Finance is Yusron, who was appointed based on Board of Directors Decree Number 024/ADMF/BOD/IX/18 dated September 18, 2018, and was reported to the Financial Services Authority (OJK) on September 25, 2018.

Duties and Responsibilities of the Head of the Sharia Business Unit at Adira Finance:

1. Manage and administer the Adira Finance Sharia business unit in accordance with sharia principles, prudent principles, and applicable laws and regulations.
2. Ensure that Good Corporate Governance principles are implemented at all levels of the organization.
3. Follow up on all recommendations from the Sharia Supervisory Board (SPS), the Board of Directors, authorized parties, the Internal Audit Unit, and external auditors.

Product and Development Committee

The Company established a Product Committee on March 4, 2019, with the following membership:

Chairman: Head of SBU
Member: Head of Business Development Division
Member: Head of Credit Division
Member: Head of Accounting Division
Member: Head of Risk Management Division
Member: Head of Compliance Division

The Chair of the Product and Development Committee for Sharia Business Activities reports to the President Director.

The Product and Development Committee for Sharia Business Activities has the following duties and functions:

1. conducting studies and analysis of new product developments or business activities to be implemented or marketed;
2. evaluating and improving each product or business activity;
3. providing recommendations, suggestions, input, and evaluations regarding marketing aspects, compliance with Sharia principles, and risk mitigation; and
4. formulating and proposing monthly and annual performance achievements for business activities based on Sharia Principles.

Throughout 2025, the Product and Development Committee for Sharia Business Activities will hold two meetings. The 2025 Sharia Business Product and Development Committee Meeting include the following:

No.	Date	Venue	Meeting Results	Participant
1.	August 28, 2025	Online via teams	Establishing governance for piloting retail Umrah products without collateral	- Syariah - Product Development - Risk - Compliance - Credit
2	September 22, 2025	Offline - MCC	Discussion of MMQ and Umrah contracts without collateral	- Syariah - Product Development - Risk - Compliance

Transparency of Financial and Non-Financial Conditions

List of Consultants and Advisors

No.	Name	Field
1.	-	-

During 2025, no consultants or advisors collaborated with the Adira Finance Sharia Business Unit.

Number of Internal Fraud Cases & Resolution Efforts

Based on Company data, as of December 31, 2025, no internal fraud/deviations or violations of Sharia compliance were identified.

Legal Issues

There were no legal issues, either criminal or civil, involving the Adira Finance Sharia Business Unit throughout 2025.

Pendapatan Non-Halal dan Penggunaannya

Non-halal revenue throughout 2025:
Revenue: IDR9,142,476,798
Utilization:IDR 14,231,836,107

Funding Distribution for Social Activities

The details of funding distribution for social activities during 2025 are as follows:

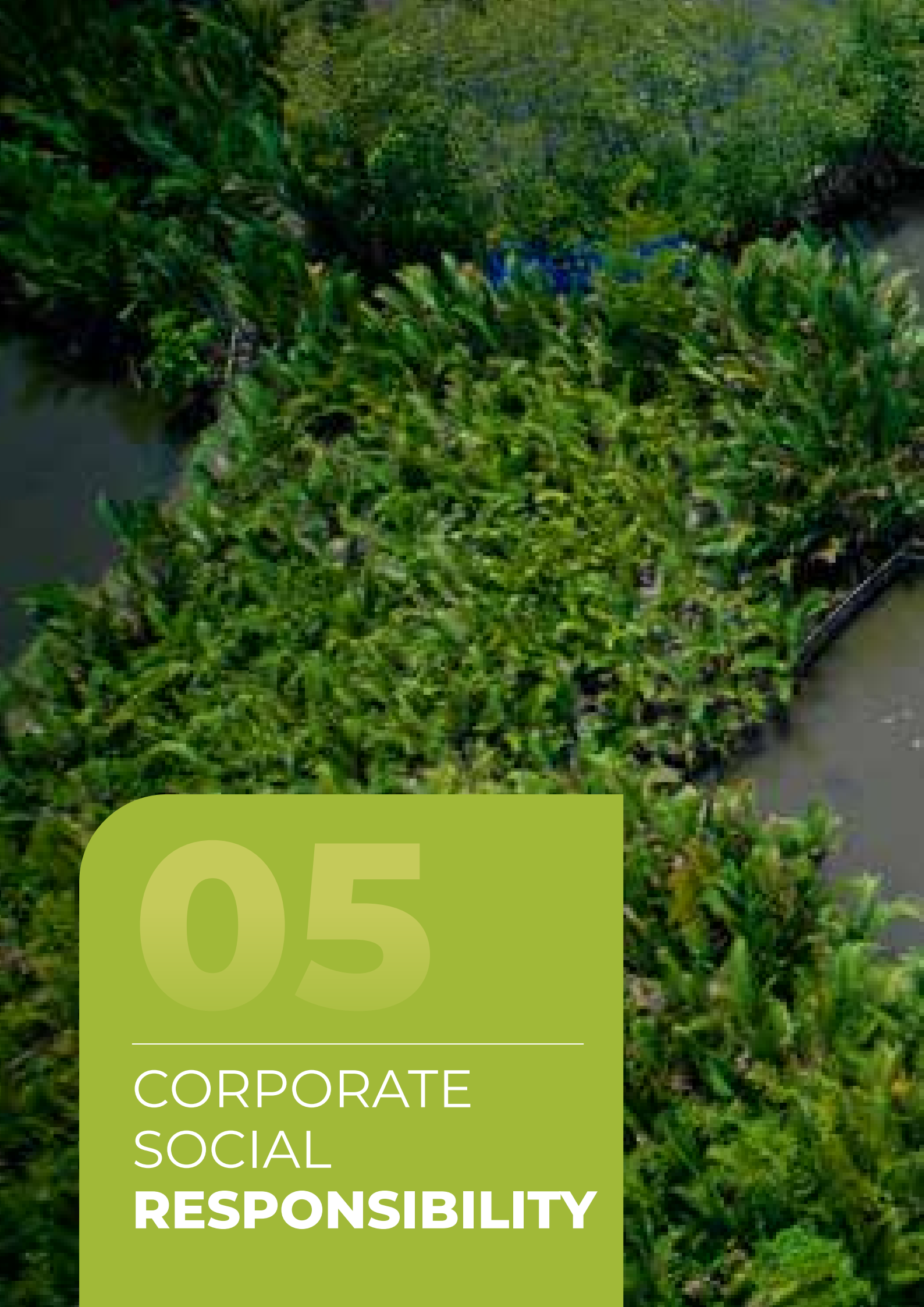
No	Field	Nominal (IDR)
1	Economics	2,609,372,644
2	Health	983,433,010
3	Education	1,704,340,442
4	Social	8,934,690,011
Total		14,231,836,107

Core Debtors

No.	Funding Provision	Number of Parties	Nominal Amount (Millions of IDR)
	To core Sharia customers a. Individuals b. Groups		

Adira Finance Sharia Business Unit Governance Self-Assessment Results 2025

No.	Assessment Factor	Rating	
		Individual	Consolidated *
1.	Good Corporate Governance Rating	1	-



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CORPORATE SOCIAL **RESPONSIBILITY**



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SUSTAINABILITY STRATEGY

The year 2025 marks a pivotal step for Adira Finance in strengthening its sustainability foundations amid ongoing economic transformation. We are committed to fostering growth that is inclusive, innovative, and responsible for all stakeholders.

SUSTAINABILITY ASPECT MANAGEMENT [GRI 2-12] [GRI 2-14]

Amid business challenges and dynamic economic shifts throughout 2025, Adira Finance has continued to reinforce its commitment to balancing economic growth, social responsibility, and environmental stewardship. For us, sustainability is not merely a regulatory obligation or a passing trend, but a core value that shapes our strategic direction and corporate culture.

Through the implementation of the Sustainable Finance Action Plan (RAKB) in accordance with OJK regulations, we ensure that every business initiative contributes to stakeholder welfare and supports the national sustainable development agenda. Environmental, Social, and Governance (ESG) principles are embedded across all business processes, positioning sustainability as an integral component of strategic decision-making rather than a supplementary initiative.

To ensure effective execution, the Board of Directors works closely with the Sustainability Team to coordinate cross-divisional synergy. A transparent and prudent governance approach is applied in every financing assessment and disbursement process to ensure alignment with sustainability objectives.

Underpinning all these initiatives is a strong spirit of collaboration, innovation, and team dedication—driving us to grow alongside our stakeholders toward a more inclusive and sustainable future.

DUTIES AND RESPONSIBILITIES FOR SUSTAINABILITY [SEOJK E.1][GRI 2-13]

The key to the successful implementation of sustainability commitments at Adira Finance lies in a clear division of duties and responsibilities across the organization. The Directors of Marketing, HCGA, CREM & Corpu, Portfolio Director, and Deputy Director – Head of Credit, Risk Management, along with their subordinate teams, play a crucial role in ensuring that sustainability principles are integrated into every policy, business process, and risk management process. This collaboration forms the foundation for a balance between business performance, social responsibility, and environmental awareness.

Activities related to managing impacts, risks, and opportunities in social and environmental aspects are carried out by various divisions under different directorates. To ensure effective implementation and oversight, Adira Finance applies the "four eyes" principle, particularly in lending to businesses that support sustainability. This principle aims to maintain objectivity and accountability in the strategic decision-making process, while ensuring that every decision aligns with the company's sustainability vision and has a positive impact on stakeholders and the wider community.

Monitoring and evaluation of the implementation of the Sustainable Finance Action Plan (RAKB) is conducted quarterly by the Corporate Secretary, Risk Management, Credit, Compliance & AML, and the Sustainability Team. This team is tasked with reviewing program implementation, assessing the effectiveness of initiatives, and identifying areas for improvement. If any RAKB targets are not achieved on schedule, the company will immediately take follow-up action by:

a. Adjusting performance indicators and program targets for the following year; and
b. Revising or refining the action plan to ensure it remains relevant to business conditions and the strategic direction of sustainability.

The following are the Responsible Units and Persons responsible for Monitoring and Evaluation of the Sustainable Finance Action Plan: [GRI 2-12]

Activities	Unit in Charge	PIC
Monitoring the preparation of the Sustainability Report.	Corporate Secretary	Head of Corporate Secretary
Monitoring the implementation of the sustainable financial action program	Human Capital & General Affair	Head of Culture & HSE
Monitoring the Implementation of Internal Education	Corporate University	Head of Corporate University
Monitoring the Realization of Corporate Social Responsibility	· Brand & Corporate Communication, · Human Capital & General Affair, · Unit Usaha Syariah	· Head of Brand & Corporate Communication; · Head of Human Capital & General Affair; · Head of Syariah.
Monitoring Workplace Management Implementation	Human Capital & General Affair	Head of Human Capital & General Affair
Monitoring Credit Disbursement to Sustainable Business Activities	Risk Management	· Head of Credit · Head of Risk · Head of Marketing
Monitoring Credit Risk Profiles	Risk Management	Head of Credit dan Head of Risk
Sampling Compliance Tests for Credit Disbursement to Sustainable Business Activities	· Risk Management · Compliance & AML	· Head of Risk · Head of Compliance
Evaluation of the Sustainable Finance Action Program	Sustainability Working Group	Sustainability Working Group Coordinator

SUSTAINABLE FINANCE COMPETENCY DEVELOPMENT [SEOJK E.1][GRI 2-17]

In 2025, Adira Finance strengthened its human resource capacity in the field of sustainable finance as part of its responsible business transformation. We believe that adequate competence at all levels of the organization was key to effectively integrating sustainability principles.

Through Environmental, Social, and Governance (ESG) training, workshops, and education for the Board of Commissioners, Board of Directors, management, and employees, we build a shared understanding of social and environmental risks and sustainable business opportunities. This effort supports the national commitment to the Sustainable Development Goals (SDGs) and the 2060 Net Zero Emissions target, while ensuring that every Adira Finance employee is able to play an active role in realizing a responsible financing ecosystem.

The process for developing employee competency in managing social and environmental risks includes: [GRI FS4]

Activities	Date	Venue	Participant
Scope 1 and Scope 2 Emissions Reporting Training	July 3, 2025	Online (Microsoft Teams)	100 employees
Financial Literacy – Financial Planning	Monthly (Jan - Dec)	Online	9,333 employees
Sustainable Finance Awareness	Monthly (Jan - Dec)	Online	3,041 employees

ADIRA FINANCE SUSTAINABILITY STRATEGY [SEOJK A.1][GRI 2-22][GRI 2-23][GRI 2-24]

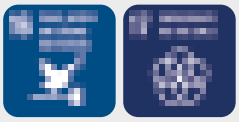
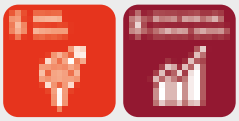
In facing economic dynamics and industry transformation in 2025, Adira Finance continues to strengthen its commitment to balancing business growth with social and environmental responsibility. We recognize that sustainability is not merely an obligation, but a core value that guides the company's strategic direction and decision-making.

Through the implementation of the Sustainable Finance Action Plan (RAKB), Adira Finance ensures that Environmental, Social, and Governance (ESG) principles are integrated into every aspect of its operations. This approach not only strengthens business resilience amidst market and regulatory changes but also drives the creation of long-term value for all stakeholders.

The RAKB serves as a strategic guide in conducting business activities oriented towards positive impacts on society and the environment. Through five main pillars encompassing governance, internal capacity building, sustainable financing, responsible workplace management, and the implementation of social responsibility, we continuously strive to strengthen sustainability practices that are measurable and relevant to business needs.

Adira Finance also applies the Sustainability Accounting Standards Board (SASB) standards for the Consumer Finance sector, with a focus on data security, customer privacy, and responsible financing. This step supports transparency and increases stakeholder trust in our sustainability practices. As a form of accountability and continuous improvement, we periodically monitor the implementation of the RAKB through measurable indicators and targets.

How We Do It [GRI 3-2] [GRI 3-2] [SEOJK F.1]

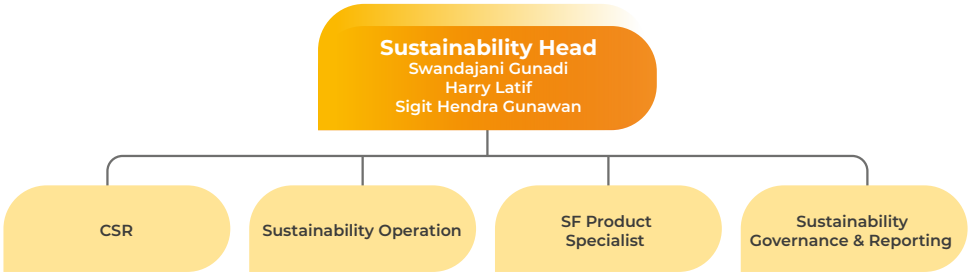
Focus Area and Commitment	Success Indicators 2025-2029	Target 2025	Achievement 2025
Governance and Processes Establishing governance and processes to establish a Sustainable Finance function at ADIRA Finance 	• Publish an annual Sustainability Report.	1. Publish the 2024 Sustainability Report as an integral part of the 2024 Annual Report. 2. Prepare the 2025 Sustainability Report as an integral part of the 2025 Annual Report.	1. The Company published the 2024 Sustainability Report as an integral part of the 2024 Annual Report on March 3, 2025. 2. The Company prepared the 2025 Sustainability Report as an integral part of the 2025 Annual Report to be submitted on March 13, 2026.
Internal Capacity Development Developing internal capacity 	• Building employee awareness of Adira Finance's commitment to implementing Sustainable Finance and providing training in stages throughout 2025-2029 on sustainability topics, Sustainable Finance knowledge and industry learning.	Implementation of environmental education and campaign programs for employees, consumers and the general public through various media and activities.	• Conducted environmental webinars on emission reduction and reporting of Scope 1 and Scope 2 Greenhouse Gas (GHG) emissions for employees. • Organized Literacy Corners (Sayang Bumiku Booths) in more than 10 locations across the region to educate and raise environmental awareness. • Created regular campaigns through e-flyers or reels on the Sayang Bumiku Instagram account as an environmental education medium for consumers and the general public, as well as on the Adiraku customer app.
Sustainable Financing & Financial Literacy Designing sustainable financing programs and increasing financial literacy and inclusion activities to support national development. 	• Provide financing support for consumers whose activities are related to sustainable businesses. • Financial Literacy and Financial Inclusion Programs in accordance with OJK regulations.	• Online financial literacy webinars were held, with participants covering four of the ten segments regulated by the Financial Services Authority (OJK). • Distribution of financial literacy books to the 3T (underdeveloped) regions regulated by the OJK. • Offline financial literacy seminars were held in schools by financial literacy agents in each region.	• The online financial literacy webinars were held in four segments (MSMEs, general employees, the general public, and people with disabilities), with a total of 226 online participants. • 525 books were distributed to the 3T (Underdeveloped and Disadvantaged Regions) in Maumere, Kupang, Ternate, Sorong, Ambon, and Jayapura. • The offline financial literacy seminars were held in 11 regions, with 532 participants attending.

Focus Area and Commitment	Success Indicators 2025-2029	Target 2025	Achievement 2025
Responsible Workplace Management Upholding environmental standards in the utilization or use of natural resources by designing a responsible workplace management program. 	• Increase energy efficiency and reduce carbon emissions through the use of renewable energy, environmentally friendly technology, and environmental conservation efforts.	• Improve energy efficiency at company operational sites by optimizing environmentally friendly technologies. • Support environmental conservation efforts and more efficient resource use. • Support the company's commitment to greater sustainability and the achievement of Net Zero Emissions (NZE) targets.	• The Company has installed VRF as an energy efficiency measure through a cooling system tailored to the room requirements at Grha Adira Jabar (Bandung) and Grha Adira BNT (Bali). • The Company has installed solar panels at Grha Adira BNT (Bali) to save electricity at its operational sites. • The Company has installed SPKLU (Storage Fuel Supply) to support the use of electric vehicles as an effort to reduce carbon emissions at Adira Expo Alam Sutera and Grha Adira BNT, Bali. • The Company has planted 4,050 mangrove seedlings and 2,000 strong-rooted tree seedlings as an environmental conservation effort. • The Company has purchased 14,300 Renewable Energy Certificates (RECs) and retired 1,355 carbon credits as part of the transition to Net Zero Emissions (NZE).
Implementation of Corporate Social Responsibility Contributing to improving the welfare of the surrounding community by designing Corporate Social Responsibility programs. 	• Participate in and provide support for Corporate Social Responsibility programs, which include: a. Community and cultural activities, such as the Local Creative Festival; b. Environmental preservation activities in the Company's operational areas; c. Rapid disaster response and assistance to disaster victims; d. Education and Health.	• Support the improvement of social and humanitarian welfare in the community through the distribution of disaster relief and targeted social activities. • Contribute to improving the quality of education by providing infrastructure and scholarships for students. • Promote social awareness and public health through humanitarian activities such as blood donations and charitable giving.	• The Company distributed disaster relief to various disaster-affected areas in Indonesia, including basic food packages, daily necessities, and other needs tailored to the conditions at the affected locations, with a total aid value of Rp1.04 billion. • The Company provided 18 server units to seven schools in the Jakarta area to support students' learning needs. • The Company distributed educational scholarships to the Karya Salemba Empat Foundation worth Rp194,659,200 for 20 students. • The Company held a blood drive for Gardira, donating a total of 217 blood bags to the Indonesian Red Cross (PMI). • The Company provided assistance to 200 orphans at four FPR locations and 100 orphans at the At-Thohir Mosque in commemoration of Adira's 35th anniversary.

Adira Finance Sustainable Finance Committee Organizational Structure [GRI 2-14]

Adira Finance implements structured sustainability governance through cross-functional coordination under the direction of the Board of Directors and the supervision of the Board of Commissioners. The Board of Directors is responsible for integrating sustainable finance principles into business strategy, ensuring effective management of social and environmental risks, and periodically reviewing the achievements of the Sustainable Finance Action Plan (RAKB).

The Board of Commissioners reviews and evaluates sustainability policies and implementation to ensure alignment with Environmental, Social, and Governance (ESG) principles as well as national policy direction. Through a quarterly monitoring mechanism, the effectiveness of risk management and sustainability performance is continuously evaluated to maintain transparency, accountability, and continuous improvement across all of the company's business processes.



Stakeholder Engagement [GRI 3-1][GRI 3-2]

Adira Finance believes that sustainability can only be achieved through meaningful and continuous collaboration with all stakeholders. This engagement serves as the primary foundation for the preparation of the Sustainability Report and the implementation of the Sustainable Finance Action Plan (RAKB) each year.

We are committed to maintaining open and transparent communication with customers, employees, shareholders, regulators, business partners, and the community. Through ongoing dialogue, Adira Finance seeks to understand the expectations, challenges, and opportunities arising from various parties, so that the sustainability strategies developed can address real needs on the ground while simultaneously supporting sustainable development goals.

Based on the principles of Inclusivity, Materiality, and Responsiveness, Adira Finance ensures that all input from stakeholders is taken into consideration in strategic decision-making

Inklusivity	Materiality	Responsive
Engage stakeholders who have a direct or indirect interest in the company's business activities..	Identify and prioritize the most relevant issues that have a significant impact on the business and society.	Follow up on the results of issue identification and stakeholder input with concrete and measurable actions.

As part of this process, Adira Finance actively interacts through various communication channels, such as the Investor Newsletter, analyst meetings, conference calls, as well as forums with regulators and business partners. This process helps the company in determining sustainability priorities that are aligned with stakeholder needs and global challenges.

Each material topic arising from this engagement process is then managed through measurable policies and programs, accompanied by regular monitoring of the effectiveness of their implementation. The results of the annual evaluation serve as the basis for enhancing Adira Finance's sustainability strategy in subsequent years.

Stakeholder Identification [SEOJK E.4][GRI 2-29]

Stakeholders	Key Topics and Stakeholder Needs	Approach		
		Engagement Method	Goal	Frequency
Shareholders and Investors	Kinerja Ekonomi Economic Performance	• Public Expose • General Meeting of Shareholders • Annual and Sustainability Report • Investor Meeting	Presenting Company Performance	• At least once a year for Public Expose, GMS, and Annual and Sustainability Reports • Investor meetings are held at least once a month. In 2020, 23 investor meetings were held.
Business Partners		Meet Regularly	• Maintain Good Relationships • Joint Marketing Activities	At least once every quarter
Government and Regulators	Regulation & Compliance	• Reporting • Licensing / Permits • Consulting	Maintaining good relationships	Planned regularly
Employees	• Involvement and competency development • Employee engagement and satisfaction with the company	• Meetings, training, and education • Employee satisfaction survey	• Improving employee competency and knowledge • Providing a platform for employees to provide input to the company	• Planned regularly • Once a year
Consumers		• Providing customer service through branch offices, call centers, WhatsApp chat, email, and social media • Customer Gathering • Adira Finance's official social media • Customer Satisfaction Survey	• Responding to requests for information, providing required services, or receiving complaints • Financial literacy education, products, and services • Providing information and education about finance, products, and services • Receiving questions or complaints from consumers or the public • Surveys are conducted to monitor customer satisfaction	• Branch office services are available during business days and hours. • Services via call center, email, WhatsApp chat, and social media are available 24/7 • Conducted at the branch office level as needed • Information and educational materials are posted no later than once every three days • Questions and complaints are responded to within 24 hours. • Customer satisfaction surveys are conducted once a year

Stakeholders	Key Topics and Stakeholder Needs	Approach		
		Engagement Method	Goal	Frequency
Non-Governmental Organizations (NGOs)		CSR Programs	Maintaining good relationships	As needed
Communities		• Adira Finance's CSR Program for Indonesia • Community Meetings • Community Visits • Face-to-face Interactions	Providing support to the Company's ecosystem, communities, and surrounding communities in developing and improving their standard of living.	Planned regularly every year, at least once per year for each activity.
Media		• Media Updates • Partnerships • Press Releases • Media Visits • Press Conferences	Provides updates on programs and activities, as well as company performance.	• Planned regularly, quarterly and annually (Media Updates, Media Visits) • Planned based on the company's programs (Partnerships, Press Releases, Press Conferences)
Industry Association	• Industry Performance • Industry-Related Regulations	• Meetings • Gatherings	• Get the latest information on industry conditions • Become a forum to convey aspirations to regulators	Planned regularly



ABOUT THIS REPORT

This Sustainability Report reflects Adira Finance's commitment to conducting business responsibly and with a long-term orientation. Through the implementation of Environmental, Social, and Governance (ESG) principles, we continuously strive to create sustainable value for our customers, communities, and the environment.

As a demonstration of its continued commitment to implementing sustainability principles, Adira Finance has once again published its 2025 Sustainability Report. This report presents our sustainability performance across economic, social, and environmental aspects, while also outlining the strategies and policies that underpin the Company's sustainable initiatives.

The preparation of this report also complies with POJK No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. We are committed to publishing this report annually as a demonstration of our transparency and responsibility in supporting the Sustainable Development Goals (SDGs).

This report covers the period from January 1 to December 31, 2025, and contains information that reflects our sustainability performance, initiatives, and the outcomes of our sustainability activities throughout the reporting period.

During the 2025 reporting period, there were no significant changes to Adira Finance's organizational structure, ownership, operational principles, or reporting scope. The company continues to operate with the same business model as the previous year. Furthermore, there are no restatements of data or information from the previous year's sustainability report. With respect to the data disclosed in the previous report, a restatement has been made to certain 2024 figures, particularly those related to Scope 1 and Scope 2 emissions as well as electricity consumption. This adjustment was carried out as part of updates to the calculation methodology and enhancements to the data collection and consolidation processes. [SEOJK C.6][GRI 2-2][GRI 2-4]

Technical Reporting Standards

The 2025 Sustainability Report has been prepared in accordance with the GRI Standards and aligned with the provisions of POJK No. 51/POJK.03/2017 concerning the implementation of sustainable finance for financial services institutions and public companies. In determining the material topics, we also referred to the Sustainability Accounting Standards Board (SASB) Standards for the Consumer Finance industry sector. To facilitate readers, this report is complemented by a cross-reference index between the GRI Standards and POJK requirements, which can be found in a dedicated section at the end of the report. [GRI 2-3] [GRI 2-4]

Ensuring Report Credibility

In the 2025 reporting year, Adira Finance did not obtain external verification of this Sustainability Report by an independent party. Nevertheless, all data and information presented have undergone a rigorous internal validation process to ensure their accuracy and reliability.

The financial information in this report has been separately audited by an independent auditor, as stated in Adira Finance's 2025 Annual Financial Report. As of the 2025 fiscal year, the Company has not yet conducted independent assurance on the environmental, social, and governance (ESG) data and information disclosed in this Sustainability Report. Therefore, although an external assurance process for sustainability aspects has not yet been conducted, the Company maintains the quality of the report through a multi-layered and transparent internal control and assurance system. [SEOJK G.1][GRI 2-5]

Determining Materiality: Topics Most Important to Our Stakeholders [GRI 3-1]

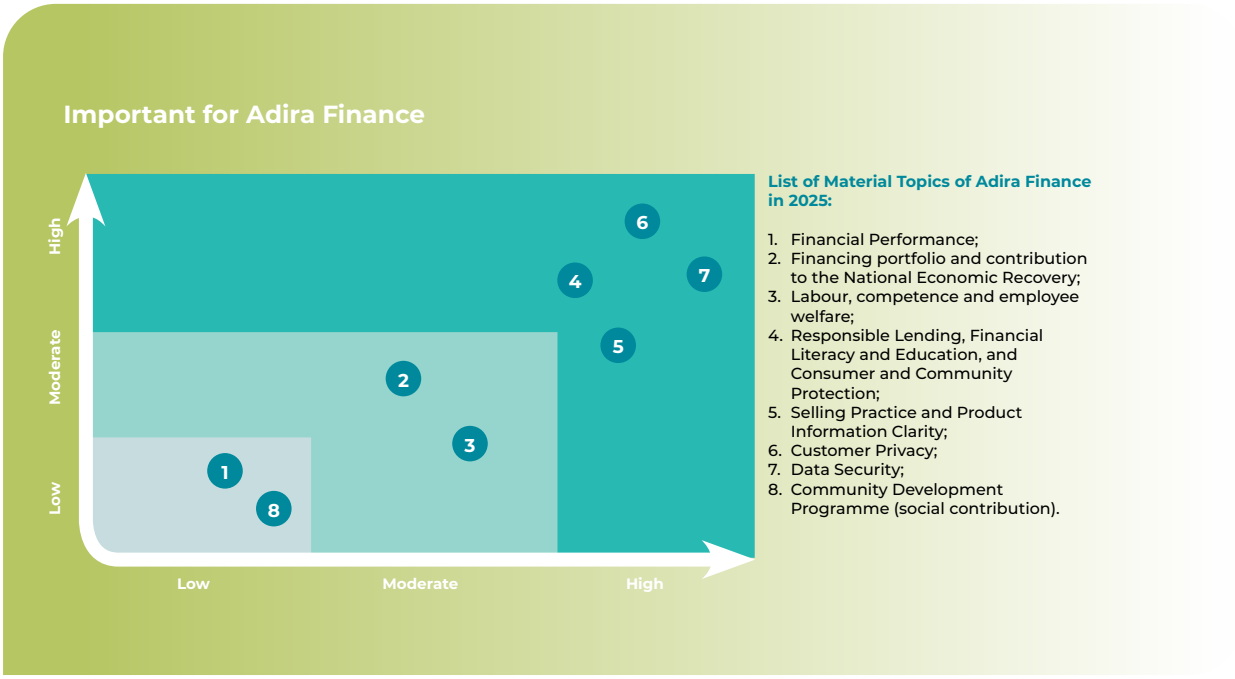
We understand that a sustainability report will only be meaningful if its content is relevant to the needs of our stakeholders. Therefore, in preparing the 2025 Sustainability Report, Adira Finance identified and evaluated material topics by referring to the SASB Consumer Finance Standards and GRI Standards.

This process considers three main principles:

- Global Applicability (global relevance)
- Financial Materiality (financial impact)
- Industry-Specific Standard Setting (appropriate to the multifinance industry context)

Through this process, we identified eight material topics that reflect the most important issues for the company and its stakeholders, such as financial performance, financial literacy, social responsibility, and customer data security.

In managing each of these material topics, Adira Finance implements specific policies, procedures, and programs according to their characteristics and impact on the business and stakeholders. We ensure that each material issue is monitored through the implementation and evaluation of the Sustainable Finance Action Plan (RAKB), which serves as the primary reference for implementing and measuring our sustainability performance. This approach helps us assess the effectiveness of our sustainability strategy and ensures that each step taken adds value to all stakeholders. [GRI 3-3]



In this regard, several aspects have been identified as key priorities (material), both for stakeholders and for Adira Finance, as follows: [GRI 3-2][GRI 3-3]

No.	Material Topics	Batasan & Relevansi		
		Adira Finance	Mitra Bisnis	Masyarakat
1.	Financial Performance	√	√	
2.	Financing Portfolio and Contribution to National Economic Recovery	√	√	√
3.	Employment, Competence, and Employee Welfare	√		
4.	Responsible Lending, Financial Literacy and Education, and Customer Protection	√	√	√
5.	Selling Practices and Clarity of Product Information	√		√
6.	Customer Privacy	√	√	√
7.	Data Security	√	√	√
8.	Community Development Program	√		√

Scope, Reporting Boundaries, and Reporting [GRI 2-2]

This report covers all Adira Finance business activities at its head office and operational network throughout Indonesia. The data used is sourced from various internal functions and has been comprehensively compiled in accordance with applicable sustainability reporting guidelines.

The financial information is prepared based on the Statement of Financial Accounting Standards (PSAK), while the reporting of sustainability aspects refers to POJK 51/2017 and ISO 26000 as guidelines for implementing Community Development activities.

Further Information and Feedback [GRI 2-3]

We acknowledge that there remains room for improvement in the preparation of this report. Therefore, we are highly receptive to feedback and suggestions from our stakeholders to help us enhance the quality of future reports, which may be submitted to:

PT Adira Dinamika Multi Finance Tbk
Corporate Secretary
Millennium Centennial Center, 59th Floor,
Jl. Jend. Sudirman No.Kav. 25, RT.10/RW.1, Kuningan, Karet, Setia Budi, South Jakarta, Jakarta 12920, Indonesia
Tel.: (62-21) 39733232
Fax.: (62-21) 5296-4158
E-mail: af.corsec@adira.co.id
Website: www.adira.co.id





SOCIAL RESPONSIBILITY IN THE FIELD OF COMMUNITY DEVELOPMENT [SEOJK F.23] [SEOJK F.25]

Aligned with the Company's brand spirit of "Sahabat Setia Selamanya," Adira Finance continues to foster meaningful and enduring relationships with communities, customers, and business partners through its ecosystem-based CSR initiatives. In implementing these initiatives, the Company actively collaborates with various stakeholders to ensure that each program generates tangible benefits, responds effectively to community needs, and contributes to strengthening the Company's long-term sustainability.

Social and Community Issues Related to the Impact of Company Activities Relevant to the Company's Business, as well as Social and Economic Risks Associated with the Company's Business Activities

The business sustainability of Adira Finance to date has been inseparable from the support of all stakeholders, particularly the community. Therefore, the Company continuously builds and maintains good and harmonious relationships with the community and local communities, as part of its efforts to realize sustainability not only for the Company but also for the wider community.

As a manifestation of its commitment to sustainable social development, Adira Finance consistently implements Social and Environmental Responsibility (TJSL) programs. In their implementation, the Company actively collaborates with various stakeholders to ensure that TJSL programs are carried out in a targeted, measurable manner, and in accordance with community needs in the environmental, social, and economic fields.

Through its TJSL programs, Adira Finance also develops business partnership initiatives as part of its strategy to improve the community's economic welfare. This program aligns with the Company's strategic direction as it can encourage efficiency and synergy in resource utilization among business partners.

Thus, the Company believes that the business partnership program provides significant positive impacts for small business actors, particularly in improving business sustainability and capacity, including access to markets, capital, technology, management, and entrepreneurial development. In a sustainable manner, Adira Finance also supports the development of the small and medium enterprise (SME) sector as a future driver of national economic growth.

Formulation of Due Diligence Methods and Scope

Adira Finance understands that business success and sustainability are inseparable from the active role of stakeholders. Therefore, the Company is committed to continuing to foster an inclusive and collaborative approach in designing Social and Environmental Responsibility (TJSL) programs so that the benefits generated can be widely felt and relevant to community needs.

The Company ensures that every TJSL activity is formulated through in-depth discussion processes, including the results of due diligence studies and reviews of regulations governing social and community development, together with relevant work units. Adira Finance always ensures that all programs are implemented in accordance with applicable provisions and regulations so that no complaints or violations are received by the Company.

Stakeholder Engagement in the Implementation of Social and Community Responsibility Programs, Relevant Social Issues and Stakeholders, Stakeholder Engagement Mechanisms, Community Engagement and Complaint Handling [SEOJK F.24]

As a form of responsibility in implementing Social and Environmental Responsibility (TJSL) programs, Adira Finance consistently maps stakeholders who are directly involved or affected by the Company's business activities. This mapping is carried out based on the level of proximity and influence of each stakeholder on business continuity to ensure an appropriate and relevant approach. Stakeholders deemed to have significant influence and be relevant to the Company's social issues include customers, shareholders/investors, regulators, suppliers, employees, and local communities.

In implementing TJSL, Adira Finance actively involves these stakeholders in responding to identified social issues. The Company has established seven main social issues that are the focus of TJSL implementation, covering Economic Performance, Product Portfolio and Credit Quality, Customer Information Protection, Company Reputation, Education and Training, Diversity and Equal Opportunity, and Local Communities.

Benefits of TJSL Initiatives in the Field of Social and Community Development for the Company and Stakeholders

Adira Finance is committed to implementing various policies and programs that not only provide added value for the Company and investors but also provide tangible benefits for all stakeholders. Through an intensive and interactive approach, the Company strives to build harmonious relationships with stakeholders, thereby creating mutual understanding and comprehension of various issues related to business activities, in the economic, social, and environmental fields. Thus, Adira Finance's business sustainability can be maintained and developed in the future.

Adira Finance's active contribution to social and community development is realized through the implementation of Social and Environmental Responsibility (TJSL) programs encompassing social, economic, and environmental aspects. The Company strives to the fullest extent possible to ensure that the implementation of TJSL programs has a positive impact on improving the welfare and economic level of stakeholders, particularly communities in the vicinity of operational areas.

As part of this commitment, Adira Finance has implemented various forms of social investment through TJSL activities. This program includes conditional assistance, such as natural disaster response, as well as long-term support aimed at developing Micro, Small, and Medium Enterprises (MSMEs). This initiative is expected to strengthen and improve the community's economy while promoting inclusive and sustainable growth.

Targets and Plans for TJSL Programs in Social and Community Development

Adira Finance always ensures that the implementation of Social and Environmental Responsibility (TJSL) programs in the field of social and community development is carried out in a targeted and measurable manner. In 2025, the Company has set targets for TJSL implementation in accordance with management policies, as part of strategic efforts to drive sustainable social impact.

Various TJSL programs being implemented reflect this commitment, including: the Adira Peduli Program, collaboration with Increso, Blood Donation activities, the Adira Finance Scholarship Program, the People's Market Festival, and Creating Shared Value (CSV) initiatives. All programs are designed to address community needs while strengthening the relationship between the Company and its stakeholders.

Furthermore, Adira Finance also carries out educational activities aimed at improving financial literacy among the community, as well as various social activities that directly impact people's lives, particularly in the Company's operational areas.

2024 Social and Community Responsibility Management Activities and Achievements [GRI 203-2] [GRI 413-1]

In implementing Social and Environmental Responsibility (TJSL) programs in the field of community social development, Adira Finance always involves customers, business partners, and employees. All these initiatives are carried out based on the Company's three main pillars, namely Sahabat Lokal, Adira Peduli, and Adira Finance CSR Partners, which serve as the strategic foundation for creating sustainable and inclusive social impact.

Sahabat Lokal (Local Friends)

The Sahabat Lokal pillar is a tangible manifestation of Adira Finance's contribution to the implementation of Social and Environmental Responsibility (TJSL) programs, particularly in the field of economic empowerment and improving the quality of life of the community. This initiative reflects the Company's commitment that success in achieving business sustainability must go hand in hand with improving community welfare.

Adira Finance continues to innovate and develop approaches in designing empowerment programs, with the aim that the benefits generated can reach the community broadly and in accordance with local needs. The implementation of Sahabat Lokal activities covers several strategic sectors, including tourism, culture, preservation of local wisdom, development of Micro, Small, and Medium Enterprises (MSMEs), and improving financial literacy. This initiative not only strengthens the community's competitiveness but also supports inclusive and sustainable economic growth in Adira Finance's operational areas.

People's Market Festival

The 2025 People's Market Festival (FPR) is a Corporate Social Responsibility (CSR) initiative of PT Adira Dinamika Multi Finance Tbk (Adira Finance) in collaboration with PT Bank Danamon Indonesia Tbk through its Sharia Business Unit (Danamon Syariah) and Zurich Syariah. The program is being held in four cities on the island of Sumatra: Banda Aceh, Bukittinggi, Bengkulu, and Medan, with a total budget of IDR2.2 billion.

As part of the #SahabatPasarRakyat movement, FPR 2025 encourages the transformation of people's markets into more PROSPEROUS (Healthy, Green, Clean, and Well-Maintained) spaces through educational programs, health services, arts and culture, while expanding access to Islamic financial literacy and inclusion.

Al-Mahirah Market in Banda Aceh to Be the First Location for the 2025 People's Market Festival

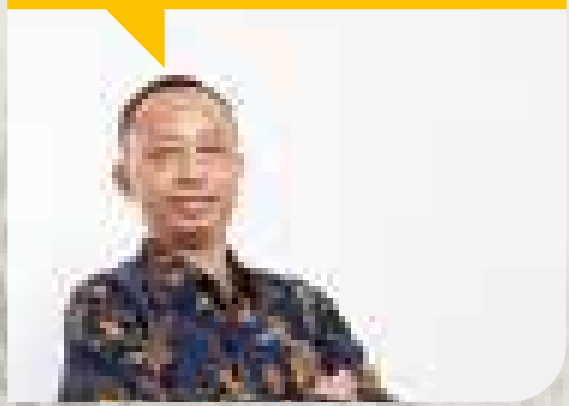
The 2025 People's Market Festival (FPR) officially kicked off on September 20, 2025, at Al-Mahirah Market in Banda Aceh, kicking off a series of events to be held in four cities on Sumatra Island. This annual program is a collaborative initiative between Adira Finance Syariah, the Sharia Business Unit of PT Bank Danamon Indonesia Tbk (Danamon Syariah), and Zurich Syariah. It aims to encourage the transformation of people's markets to become more PROSPEROUS—Healthy, Green, Clean, and Well-Maintained—and to strengthen the market's role as a center for economic, cultural, and social interaction.

Al-Mahirah Market was chosen as the initial location due to its strategic position as one of the largest markets in Aceh, with over 900 active vendors. In addition to being a trading center, the market is also developing as a religious and cultural tourism destination. However, improvements to market facilities, particularly in terms of cleanliness and comfort, are still needed to ensure optimal and sustainable economic activity.

TESTIMONY

"We are proud to open the 2025 People's Market Festival in Banda Aceh. Al-Mahirah Market is not only an economic center, but also an integral part of the Acehnese community's identity. Through this program, we want to support the local government in reinforcing the role of people's markets, improving the welfare of traders, and simultaneously strengthening the community's business ecosystem in a sustainable manner."

Iwan Chandra
Head of Sumatra Region 1, Adira Finance



TESTIMONY

"Traditional markets are not just places for buying and selling, but also spaces for community life, including in Aceh. Therefore, we welcome the collaboration between Adira Finance Syariah and strategic partners to organize the People's Market Festival at Al-Mahirah, the largest traditional market in Aceh. Hopefully, through the 2025 People's Market Festival, traders will be empowered and the community will love traditional markets even more. God willing, this endeavor will boost the economic growth of Banda Aceh."

Afdhal Khalilullah B.SC(HONS), M.T
Deputy Mayor of Banda Aceh



Adira Peduli (Adira Caring)

The Adira Peduli pillar is one of the Social and Environmental Responsibility (TJSL) initiatives carried out by Adira Finance as a form of direct concern for communities affected by natural disasters and in an effort to improve the quality of life of communities around the Company's operational areas. This program encompasses various activities, including providing assistance to employees and environmental conservation in operational areas.

Adira Finance responsively and actively responds to various emergency events in Indonesia, such as natural disasters and environmental calamities, by channeling assistance tailored to the needs of the victims in each location. The assistance provided includes basic food packages, daily necessities, and other forms of support relevant to conditions on the ground.

Throughout 2025, the Adira Peduli Program channeled social assistance with a total value of IDR1,040,379,105, as a tangible manifestation of the Company's contribution to supporting community social resilience and strengthening humanitarian solidarity.

Adira Finance CSR Partners

Good health quality is an important pillar in forming superior human resources, which in turn contributes to the nation's development in the future. Therefore, the Company consistently carries out various TJSL activities in the health sector every year under the CSR Partner pillar, as part of efforts to increase public awareness.

The health programs implemented by Adira Finance are in line with the government's commitment to supporting the achievement of the Sustainable Development Goals (SDGs). These activities include preventive and promotive approaches, as well as providing health assistance to underprivileged communities. The forms of assistance provided include funding for medical treatment, surgery, health check-ups, provision of free medicines, and other support tailored to community needs.

In its implementation, Adira Finance also collaborates with Increso (Inclusive Community Empowerment & Social Responsibility), a social association whose members are all Adira Finance employees. Increso serves as a forum for employees to actively contribute outside of business activities, through various social programs such as mass medical treatment, social services, and funding for surgery for underprivileged residents.

The CSR Partner program also collaborates with Increso, a social association whose members are all Adira Finance employees. Increso is spread across all Adira Finance branch offices, serving as a forum for employees to play an active role and contribute positively outside the Company's business activities.

In addition to activities in the health sector, Adira Finance together with social partners also runs educational programs, including providing scholarships for employees' children who demonstrate academic achievement at the university level.

Throughout 2025, total contributions collected from Adira Finance employees through Increso reached IDR825,904,440, a decrease compared to the previous year which amounted to IDR895,594,440.

Throughout 2025, Increso channeled various forms of social assistance as part of its commitment to social and community development. Medical treatment assistance was provided to 18 patients with a total value of IDR257,873,740, a decrease compared to 2024 which amounted to IDR360,253,532.

Furthermore, Increso also distributed Scholarship Funds for employees' children with academic achievements, with a total donation of IDR249,209,500, lower than the previous year which reached IDR846,093,174. As a form of concern for employees' families, Increso also provided Bereavement Funds for the children of deceased employees, with a total donation of IDR480,000,000.

Increso also actively participated in various social activities organized by Adira Finance, such as Sobat Expo, the People's Market Festival, and Health Webinars, with a total implementation cost of IDR38,622,200. In addition, Increso collaborated with the Lions Indonesia Foundation by providing a donation of IDR180,000,000 to support the operations of halfway houses for children with cancer.

As a form of accountability and transparency, Increso's financial reports are audited annually by a Public Accounting Firm registered with the Financial Services Authority (OJK).

Adira Finance and Increso Distribute Scholarships to Students of LPK Tomoni Marawa Abadi

Adira Finance, through Increso (Inclusive Community Empowerment & Social Responsibility), has established a strategic partnership with the Tomoni Marawa Abadi Vocational Training Institute (LPK) to provide educational scholarships and job training. The signing ceremony took place on August 11, 2025, at the LPK Tomoni Training Center in Bekasi, as part of Adira Finance's commitment to supporting the improvement of Indonesia's human resources (HR) quality through relevant and competitive vocational education.

This collaboration is part of the social initiative titled Sahabat Menapak Harapan (Friends of Hope), a program that embodies a collaborative spirit and optimism in building the future through educational donations. Under this partnership, Adira Finance is distributing scholarships worth IDR300 million to 50 selected students from LPK Tomoni. The scholarships cover the cost of job training, teaching materials, and competency development support, preparing participants to enter the workforce with confidence and high competitiveness.

TESTIMONY

"Adira Finance has a long-term commitment to contributing to the development of young Indonesian talent, particularly through vocational education. This collaboration is not only a form of social responsibility, but also part of our efforts to create shared value to improve community welfare, in line with Adira Finance's vision. We believe that building a resilient and work-ready human resource ecosystem is a social investment with a far-reaching impact on the nation's future."

Swandajani Gunadi
Director of HR & Marketing, Adira Finance



TESTIMONY

"We greatly appreciate the trust and support from Adira Finance. This collaboration is a concrete step in opening access to quality education and training for the younger generation. We are confident that with this kind of support, participants will be better prepared to face the challenges of the working world, both at home and abroad."

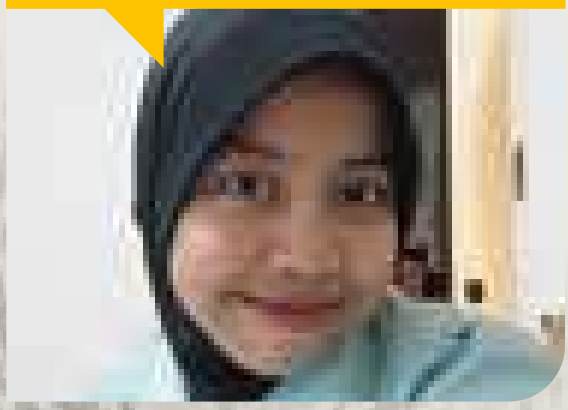
Ramadanil Akbar
President Director of LPK Tomoni



TESTIMONI

"I am very, very grateful because thanks to the Adira Finance and Increso Scholarship, it helped ease my expenses in achieving my dreams in Japan. By receiving this scholarship, I am now in Japan and working at the place I wanted. Thank you, Adira Finance, for helping me realize my dreams. I hope other students from Tomoni are also given the opportunity to receive this Adira Finance and Increso scholarship, just like me. Thank you."

Niken Pusparini
Scholarship Beneficiary



TESTIMONI

"This scholarship gives me hope and confidence to pursue my dreams. I will make the most of it. Thank you, Increso Adira Finance, and LPK Tomoni."

Nelda Fatma Hendri
Scholarship Beneficiary



Adira Finance Syariah Supports PMI North Jakarta Primary Clinic

The Indonesian Red Cross (PMI) North Jakarta branch inaugurated the Primary Clinic located at Jl. Plumpang Semper No. 54, near the PMI North Jakarta Office, on Wednesday, June 25, 2025. This clinic demonstrates its commitment to providing free basic healthcare services to the surrounding community and is also open to residents from outside the area who need examinations and treatment.

During the inauguration, Adira Finance, through its Sharia Business Unit, provided support in the health sector as part of a cross-sector synergy to expand access to inclusive healthcare services. The presence of Adira Finance Syariah strengthens multi-stakeholder collaboration in supporting sustainable humanitarian programs.

The inauguration ceremony was attended by several community leaders, including the Chairman of PMI North Jakarta, Rijal; the Mayor of North Jakarta, Hendra Hidayat, S.IP., M.A.; and the Assistant for Public Welfare of the Secretariat of the Special Region of Jakarta Province, Dr. Ali Maulana Hakim, S.IP., M.Sc., represented the Governor of Jakarta. The symbolic inauguration was marked by a ribbon-cutting and siren sounding by Dr. Ali Maulana Hakim, accompanied by the Mayor and the Chairperson of the North Jakarta Indonesian Red Cross (PMI).

As a token of its commitment to improving public health services, Adira Finance Syariah distributed IDR100 million in charitable donations. The funds will be used to procure medicines and disposable medical equipment needed by the Pratama Clinic, and will be managed directly by the PMI according to operational needs.

Adira Finance Syariah's participation in this activity is part of the company's ongoing commitment to supporting humanitarian programs, particularly in the healthcare sector. This collaboration is expected to provide broad benefits to the community and strengthen the healthcare network to be equitable, inclusive, and accessible.

Financial Literacy

As a company operating in the financing industry, Adira Finance understands the importance of financial education for the public. The Company believes that improving financial literacy is key to driving public welfare, because sound knowledge of financial management and planning serves as the foundation for individuals to make wise financial decisions. A high level of literacy is believed to be able to shape healthy financial behavior and help people avoid the risk of financial difficulties.

Throughout 2025, Adira Finance again organized various financial literacy programs focused on strategic community groups, such as women, housewives, MSME actors, university students, teachers, and lecturers. Through this program, the Company hopes that the public can understand and choose financial products and services wisely, thereby being able to improve their welfare sustainably.

In its implementation, Adira Finance collaborates with educational partners who are certified as Certified Financial Planners (CFP) to ensure that the material presented has high quality, relevance, and capability in supporting effective financial management strategies.

Activities	Program Details Total Realization	Total Realization (IDR)
People's Market Festival (FPR)	A financial literacy education program for traditional market traders and MSMEs implemented in collaboration with Bank Danamon and Zurich Syariah in Semester II of 2025.	2,200,000,000
Financial Literacy For MSMEs	Financial literacy specifically for MSMEs aims to enable MSMEs to manage their business finances effectively through educational activities conducted independently in the first semester of 2025.	15,000,000
Financial Literacy for Women	Financial literacy specifically for women, both married and single, aims to enable them to manage their finances effectively and wisely.	15,000,000

Activities	Program Details Total Realization	Total Realization (IDR)
Financial Literacy for the General Public	Financial literacy specifically for the general public aims to increase public awareness of financial planning and to begin managing their finances as early as possible through educational activities conducted independently in the second semester of 2025.	15,000,000
Financial Literacy for Students	Financial literacy specifically for students aims to help students understand the importance of managing money from an early age for their future through educational programs for schoolchildren and university students conducted in the first and second semesters of 2025.	15,000,000
Financial Literacy for People with Disabilities	A financial literacy program aimed at persons with disabilities aims to improve their understanding of managing their finances independently and inclusively. Activities will be conducted independently in the second semester of 2025.	17,200,000
Distribution of Financial Literacy Books to the 3T Areas	A financial literacy program provides financial literacy resources through the distribution of financial literacy books to communities in underdeveloped, frontier, and outermost (3T) areas to increase access to financial knowledge. Activities will be held in Semester I and Semester II of 2025.	62,125,000
Sharia Financial Literacy	These activities will be conducted online and in-person, aiming to increase public understanding and knowledge of Islamic financial principles through various educational activities, including workshops and outreach throughout 2025.	278,258,078
Sharia Multifinance Roadshow	Promotional and educational activities to increase public awareness and understanding of Islamic financing products will be carried out in collaboration with the Islamic Economic Community and the Financial Services Authority in Semester I and Semester II of 2025.	479,591,837
Sharia Finance Workshop	Training activities to improve public understanding and skills related to Islamic financing will be conducted in collaboration with the Islamic Banking Financial Institute, Amana Shariah Consulting, Medina Consulting, and Iqtishad Consulting throughout 2025.	224,457,044
Total		**3,321,631,959**

TJSL Awards for Social and Community Affairs

In 2025, Adira Finance did not receive any awards related to social and community initiatives.

Budget/Costs Incurred [SEOJK F.3]

Throughout 2025, Adira Finance has disbursed funds amounting to IDR5.12 for the implementation of Social and Environmental Responsibility (TJSL) programs in the field of social and community development. Meanwhile, in 2024 it reached IDR20.3 billion.



SOCIAL RESPONSIBILITY TO EMPLOYMENT PRACTICES AND OCCUPATIONAL HEALTH AND SAFETY [SEOJK F.21]

In running its sustainability-driven business, Adira Finance has always seen OHS as an integral part of employment. Through continuous human resource development and consistent implementation of an OHS culture, the Company strives to build a work environment where the safety, health, and well-being of every employee always come first.

COMMITMENT AND POLICIES [GRI 403-1]

Adira Finance understands that human resource management and OHS serve as key pillars in the process of business expansion, as both lay the very foundation for operational sustainability while maintaining the Company's competitiveness in the long run. The implementation of HR & OHS management in the financing industry ensures seamless business processes and protects employees as the Company's most valuable asset. Managing these two aspects is part of Adira Finance's sustainability strategy as it enables the Company to maintain productivity, increase job satisfaction, and create a safe, healthy, and inclusive work environment.

The Company runs its HR & OHS management in alignment with the sustainability values outlined in the Sustainable Development Goals (SDGs), and does so to drive a competent workforce while fostering a culture of occupational safety across all of its operations. Through this, Adira Finance can achieve business results that are not only measured

by financial performance but also by how the Company maintains the safety, health, and growth of each individual.

Adira Finance is delivering on its commitment to HR & OHS management through a range of employee development policies and programs designed to improve the competence, engagement, and well-being of each individual. Adira Finance ensures that every employee has equal opportunities to grow and develop through continuous training.

Throughout 2025, Adira Finance ran many training and development activities, including the following:
- Competency improvement program
- Transformation training program
- Compliance knowledge management event program
- External training

Another aspect Adira Finance ensures is that all its operational activities comply with applicable occupational health and safety principles using the national regulations as references. Adira Finance routinely conducts periodic inspections of operational standards and urges employees to always report potential risks. The Company is using these measures to foster a culture of high occupational safety awareness across all of its business operations.

Adira Finance Employee Profile 2025 [SEOJK C3][GRI 2.7]

Employment Status	2024			2025		
	Gender		Total	Gender		Total
	Male	Female		Male	Female	
Contract	1,738	391	2,129	12,065	3,273	15,338
Permanent	11,956	3,013	14,969	4,319	1,159	5,478
Total	**13,694**	**3,404**	**17,098**	**16,384**	**4,432**	**20,816**

Employment Status	2024				2025			
	Operational Area			Total	Operational Area			Total
	Headquarters	Branch Office	Offices other than Branch Offices		Headquarters	Branch Office	Offices other than Branch Offices	
Contract	90	1,427	612	2,129	1,711	6,577	7,050	15,338
Permanent	1,595	5,850	7,524	14,969	180	4,772	526	5,478
Total	**1,685**	**7,277**	**8,136**	**17,098**	**1,891**	**11,349**	**7,576**	**20,816**

Non-Employee Workers [GRI 2.8]

Gender	Outsource*
Male	8,165
Female	1,422
Total	**9,587**
Percentage of Employees (in the reporting year)	**31.53%**

Note: HR data as of December 31, 2025 is compiled from all operational areas of PT Adira Dinamika Multi Finance Tbk

Gender Equality

Position Level	Male		Female	
	Number of Employees	Persentage	Number of Employees	Persentage
Entry-level	11,695	56.18%	3,328	15.99%
Mid-level	4,605	22.12%	1,091	5.24%
Senior-Level	73	0.35%	12	0.06%
Executive -Level	11	0.05%	1	0.00%
Total Employees	**16,384**	**78.71%**	**4,432**	**21.29%**

Employees by gender and age group

Age	Position Level Position								Number of Employees
	Entry Level		Mid - Level		Senior - Level		Executive - Level		
	Male	Female	Male	Female	Male	Female	Male	Female	
18-24	275	207	23	20	0	0	0	0	525
25-34	5,580	1,990	626	290	0	0	0	0	8,486
35-44	4,890	1,011	2,286	503	13	2	0	0	8,705
45-54	946	118	1,651	272	55	6	7	1	3,056
>55	4	2	19	6	5	4	4	4	44

EMPLOYMENT ISSUES AND RISKS RELATED TO THE COMPANY'S BUSINESS [SEOJK F.19]

In conducting its financing business, Adira Finance has always complied with all applicable Indonesian regulatory provisions, including those on employment. That is a step Adira Finance takes to develop fair and transparent industrial relations between the Company and its employees across all operational areas.

Adira Finance also periodically evaluates and reviews the management of employment practices within the Company to ensure that all policies and their execution remain aligned with applicable regulations. Evaluations are also conducted to mitigate potential risks and issues arising from regulatory changes over time.

Some of the issues and risks Adira Finance is exposed to in employment are gender equality and employment opportunities, workplace facilities and safety, workplace accident rates, turnover rates, education and training, remuneration, and grievance mechanisms related to labor issues.

Throughout 2025, Adira Finance's human resources proved effective and remained in alignment with established labor practices, as evidenced by the non-occurrence of industrial conflicts or employee strikes against management during the reporting period.

Composition of New Employees [GRI 401-1]

Description	2024		2025	
	Total	%	Total	%
Gender				
Male	1,292	79	1962	82.1
Female	351	21	428	17.9
Total	**1,643**	**100**	**2390**	**100.0**
Age				
18-25 years old	476	29.0	876	14.3
26-35 years old	1,063	64.7	3,123	51.1
36-55 years old	104	6.3	2,099	34.4
>55 years old	-	0	10	0.2
Total	1,643	100	6,108	100.0
Work Area				
Head Office	206	13	363	5.9
Branch Office	1,043	63	5,427	88.9
Non-Branch Office	394	24	318	5.2
Total	1,643	100	6,108	100.0

Demographics of Employees Leaving the Company [GRI 401-1]

Description	2024		2025	
	Total	%	Total	%
Gender				
Male	1,562	87	1,962	82.1%
Female	226	13	428	71.9%
Total	1,788	100	2,390	100.0%
Age				
18-25 years old	168	9.4	229	9.6%
26-35 years old	1,081	60.5	1,253	52.4%
36-55 years old	532	29.8	901	37.7%
>55 years old	7	0.4	7	0.3%
Total	1,788	100	2,390	100.0%
Work Area				
Head Office	118	7	193	8.1%
Branch Office	852	48	1,342	56.2%
Non-Branch Office	818	46	855	35.8%
Total	1,788	100	2,390	100.0%

Employee Turnover Rate

Description	Number of Employees (in reporting year)	Percentage of Employees (in reporting year)
Number of employees resigning/work termination	2,390 Employees	11.50%
Number of New/replacement Employees	6,108 Employees	29.30%

Average Training Hours Per Year Per Participant [SEOJK F.22][GRI 404-1]

Description	2024			2025		
	Number of Training Participants	Number of Training Hours	Average Training Hours	Number of Training Participants	Number of Training Hours	Average Training Hours
Gender						
Male	85.449	409.147	4,78	115.848	713.624	6,16
Female	24.360	95.608	3,92	31,335	158,242	5,05
Employment Status						
Permanent	98.448	441.828	4,48	108,444	645,242	5,95
Contract	11.361	62.926	5,53	38.739	230.437	5,95

OPTIMIZING THE COMPANY'S SCOPE OF INFLUENCE IN THE EMPLOYMENT SECTOR

Adira Finance is committed to ensuring that all employee rights are protected and fulfilled in accordance with applicable laws and regulations. Pursuant to Law No. 13 of 2003 concerning Manpower, which has been amended by Law No. 11 of 2020 concerning Job Creation, Adira Finance provides equal treatment to all employees, regardless of background, and guarantees fair opportunities for career development. Adira Finance also rejects all forms of discrimination in the company's workplace to ensure a safe and inclusive work environment for every individual. The implementation of these values aims to build a sustainable work culture and contribute positively to the business ecosystem.

Inspiring Collaboration:
Adira Finance Demonstrates Commitment to Excellent Human Resource Management in 2025

Adira Finance made another great milestone in 2025 as the Company won "The Best Human Capital 2025" award for Driving Employee Satisfaction Through Collaborative and Inclusive Corporate Events at the 2025 Indonesia Human Capital Awards (IHCA) in the multifinance company category. It was a prestigious award that demonstrates Adira Finance's commitment to inclusive human resource management and employee welfare.

Through various strategic programs that engaged everyone within organizational levels, such as the Advaganza Sports Tournament, Adira Spiritual, Adira Got Talent, Adira Happy Festival, and Adikreasi, Adira Finance has really built a healthy, adaptive, and collaborative work culture.

Adira Finance's support for upholding the value of equality is also demonstrated through its collaboration with MUFG, Danamon, and Home Credit Indonesia, which co-hosted the launch of the Women Mentorship Program. This program was a collaborative initiative to empower women in the corporate world and was specifically designed to encourage female talent to achieve leadership positions through a series of mentoring, networking, and strategic leadership development activities.

MECHANISMS AND PROCEDURES FOR HANDLING EMERGENCY SITUATIONS RELATED TO OCCUPATIONAL SAFETY AND LABOR CONFLICTS

Adira Finance believes that a safe and conducive work environment will support employee productivity, enabling them to deliver optimal performance for the Company. However, it is well acknowledged that potential risks inherent to occupational safety and labor conflicts can arise at any time when HR management is conducted without sustainability values in mind. That underlies the Company's commitment to ensuring that every individual within the Company is protected through a structured prevention and handling system.

As part of that firm commitment, Adira Finance has introduced a whistleblowing system (WBS) that allows employees and external parties to report suspected violations, such as safety concerns, unethical practices, and potential labor disputes. With this system in place, the Company can be more proactive in keeping incidents from taking place while cultivating a transparent, trustworthy workplace culture.

Further information about the mechanisms and procedures within the whistleblowing system can be found in a separate discussion in the Governance chapter of this report.

When it comes to handling labor conflicts, Adira Finance prioritizes open communication between management and employees through fair and transparent procedures. The company ensures that every employee involved in a conflict has access to an objective and impartial resolution.

The procedures implemented include a mechanism for submitting complaints, dissatisfaction, or objections that are perceived as disrupting the performance of duties. Employee complaints can be submitted to their immediate superiors or through the Directorate designated by the Company.

By implementing a transparent reporting system, a responsive emergency response mechanism, and fair conflict resolution, Adira Finance strives to ensure a safe and harmonious work environment for all employees.

Meanwhile, to address workplace safety emergencies, Adira Finance has developed a standardized Incident Management Plan (IMP), which has been disseminated and implemented at all levels. The plan entails follow-up actions including establishing a disaster emergency response team, floor wardens, HSE Champions, and others.

With regard to workplace safety, Adira Finance creates a safe and comfortable work environment across all operational areas. While most of its work environment is located in an office building complex and is at a lower risk level than other industrial sectors, Adira Finance still provides full guarantees of occupational safety to its employees and customers. Adira Finance has undertaken various efforts to

minimize the impact of OHS through the implementation of policies and procedures, regular inspections, and outreach within the Company.

Forms of Benefits Based on Employee Status [GRI 401-2]

No.	Remuneration Components	Employment Status	
		Permanent Employees	Contract Employees
1.	Basic Salary	√	√
2.	Meal Allowance	√	√
3.	Transport Allowance	√	√
4.	Professional Allowance	x	x
5.	Site Allowance	√	√
6.	Holiday Allowance	√	√
7.	Annual Leave Allowance	√	√
8.	Large Leave Allowance	√	x
9.	Welfare Allowance	x	x
10.	Overtime Wages	√	x
11.	Severance Pay (Law No.13/2003)	√	x
12.	Pension Program	√	x
13.	Health Insurance	√	√
14.	BPJS Kesehatan	√	√
15.	Old Age Protection	√	√
16.	Working Accident Protection	√	√
17.	Death Protection	√	√
18.	Retirement Protection	√	√
19.	Annual Leave	√	√
20.	Service Leave	√	x
21.	Worship Leave	√	√
22.	Maternity Leave	√	√

EMPLOYMENT CSR PROGRAM TARGETS AND PLANS

In 2025, Adira Finance set targets for implementing CSR in the areas of employment, occupational health, and safety in accordance with management policies and employment-related issues as previously mentioned.

LABOR PRACTICE MANAGEMENT ACTIVITIES AND ACHIEVEMENTS 2025 [GRI 403-5]

During 2025, Adira Finance carried out various workforce management activities with the following achievements:

1. Provided equal opportunities for all employees to receive training for career development.
2. Provided a good, clean, and healthy work environment, facilities, and equipment.
3. Arranged workspaces with attention to usability and aesthetics.
4. Provided greenery both around the Company's business network and within the Company's premises.
5. Provided safety and security equipment for employees.
6. Provided training and outreach on occupational health and safety for employees.
7. Established monitoring and reporting mechanisms regarding work environment conditions.
8. Conducted periodic hygiene and health inspections in the work environment.
9. Provided health facilities and equipment for employees.

In terms of employee training, Adira Finance carried out various training and competency development activities in 2025 with the following number of participants and training investment: [GRI 404-1]

Employee Training	2021	2022	2023	2024	2025
Total Training Participants	202,686	172,951	175,264	153,949	147,183
Training and Development Investment (IDR billion)	13.5	64.7	80.2	69.4	67.85

Employee Training and Development

Average training hours per employees (in 2025)	Total participating employees in the training program	Percentage of employees who participated in training (%)
5.95 hours/employee	147.183	94.21%

Adira Finance understands in the long run, health will remain a key factor in positive and productive employee performance. Therefore, the Company has always put employee wellness first with a comprehensive range of healthcare facilities. These facilities include not only routine medical check-ups but also other benefits such as health insurance, life insurance, personal accident insurance, and BPJS Kesehatan (Social Security Agency for Health) to ensure employee work-life balance.

Employee health benefits include inpatient care, maternity care, general outpatient care, and dental care. The Company also provides eyeglasses and contact lenses on a reimbursement basis.

The Company also provides various health support facilities and programs, including periodic health check-up allowances (MCU), the Gardira Health Corner (Gardira MediCare) at its head office, and psychological counseling services through the Gardira PLONG program in collaboration with Riliv.

Adira Finance has made occupational safety one of its priorities in its HR management, although most of its operations are centered in an office building complex that makes them less exposed to certain risks inherent only in other industrial sectors. Adira Finance has made many efforts to minimize the impact of OHS through the implementation of policies, procedures, regular inspections, and outreach within the Company.

Adira Finance's occupational safety initiatives include: [GRI 403-6]

- Providing a good, clean, and healthy work environment, facilities, and equipment.
- Arranging workspaces with attention to usability.
- Providing safety and security equipment for employees.
- Providing training and outreach on occupational safety for employees.
- Preparing monitoring and reporting mechanisms regarding work environment conditions.
- Regularly coordinating with Building Management MCC (for the Head Office), Pamswakarsa (for Branch Offices), and related agencies (for Branch Offices), as well as security vendors, to manage information and provide support related to employee safety and security in the workplace.
- Providing Webinars on Safety and Health.
- Disseminating Thematic Flyers on Safety and Health.
- Providing Box Wardens.
- Fire Extinguisher Training.
- Implementation of Law No. 1 of 1970.
- Establishment of an Emergency Response Organizational Structure.

In managing labor practices, Adira Finance has put in place systems and mechanisms to follow up on various issues and reports. In 2025, Adira Finance received 28 complaints. Of that figure, 10 have been resolved fairly and independently in accordance with applicable procedures and provisions, and 6 remain under investigation. The 12 remaining reports have not been followed up on due to insufficient or unavailable evidence.

OHS Performance [GRI 403-9]

	2023	2024	2025
Number of Working Hours (Million Hours)	47,8	49,83	60,8
Work Accident Rate	0,042	0,060	0,056
Fatality Rate	0,1	0,008	0,003
Total Work Days Lost (Days)	34	269	110
Frequency Rate (FR)	0,209	0,301	0,28
Severity Rate (SR)	0,773	6,114	1,089

Number of Work Accidents

Frequency of work accidents from total employees	Percentage of serious work accidents resulting in serious or fatal injuries of total employees (%)
0.28	0.00059 %

Based on the OHS performance results, Adira Finance assesses the effectiveness of all policies and preventive measures that it has implemented. To ensure the OHS policies and programs are effective, Adira Finance conducts an evaluation of occupational safety and health at the workplace.

The evaluation results lay the basis for developing improvement plans, which entail improving work facilities, building employee capacity through additional training, and refining safety procedures according to identified operational risks. Findings and follow-up actions.

AWARDS AND CERTIFICATIONS IN THE EMPLOYMENT SECTOR

By the end of 2025, the P2K3 (Occupational Safety and Health Development Committee) at Adira Finance had received approval from the Department of Manpower, Transmigration, and Energy.

The following are awards Adira received in the employment sector in 2025:

- The Best Human Capital 2025 for DRIVING Employee Satisfaction Through Collaborative and Inclusive. Corporate Events, (Category: Multifinance) – Indonesia Human Capital Awards (IGCA) 2025 by Warta Ekonomi.
- Stellar Workplace Award 2025 Top 10 Companies with Best Future-Ready Workplace Program, Stellar Workplace Recognition in Employee Commitment, and Stellar Workplace Recognition in Employee Satisfaction by Kontan.

Adira Finance had its HCGA and Corpu managers at both head and regional offices certified with “Competency-Based Training in Human Resources at the HR Manager Level.”

BUDGET/EXPENSES INCURRED

In 2025, the Company spent a total of IDR282,259,247 million for its entire CSR activities in the employment sector, compared to IDR569,195,471 million spent in the previous year.



ENVIRONMENTAL SOCIAL RESPONSIBILITY

Adira Finance reaffirms its commitment to environmental stewardship across all aspects of its business operations. The Company recognizes that environmental sustainability is a critical element in supporting long-term business growth. Therefore, Adira Finance consistently implements environmental best practices to create a positive impact for all stakeholders.

COMMITMENT AND POLICY

Environmental aspects have become a key focus for stakeholders amid growing concerns over climate change and environmental preservation. In response, Adira Finance believes that business sustainability is also strongly determined by the Company's commitment and responsibility in managing the environmental impacts arising from its business activities, as well as in overseeing environmental management across all operational areas.

The Company has a strong commitment to contributing to environmental preservation, both through direct and indirect actions, by striving to minimize the negative impacts of its operational activities.

To this end, we have developed a Net Zero Emission (NZE) Roadmap for the 2026–2030 period. This roadmap serves as a strategic guideline for managing and gradually reducing greenhouse gas (GHG) emissions in a structured, measurable, and sustainable manner, in alignment with the current direction of the Government's policy agenda. The NZE Roadmap is built upon four main pillars, as follows:

Awareness	Activation	Partnership	Development
The Company continuously improves its internal understanding and capabilities through sustainability training for employees and benchmarking with companies that already have established sustainability functions. These initiatives aim to strengthen the internalization of ESG principles in all of the Company's operational activities and decision-making.	As a concrete step towards environmental impact management, the Company is gradually and measurably calculating its Scope 1, Scope 2, and Scope 3 greenhouse gas emissions. Furthermore, Adira Finance supports the transition to cleaner energy by installing EV charging stations and utilizing carbon market mechanisms through the purchase of Renewable Energy Certificates (RECs) and carbon credits to offset emissions that cannot be directly reduced.	The Company is strengthening strategic collaboration with various stakeholders, particularly with entities within the MUFG Group, through the implementation of the Sayang Bumiku sustainability program. This program includes tree planting activities and a talk show on flood resilience, as part of the company's efforts to increase public awareness and preparedness for the risks of climate change.	As part of its sustainability education and communication efforts, the Company is optimizing the Sayang Bumiku social media as a means of public education regarding environmental issues and climate change.

Although Adira Finance's business activities do not have significant direct interaction with the environment, the Company remains proactive in responding to emerging environmental issues. This commitment is demonstrated through the implementation of best practices across various programs, initiatives, and policies, including water consumption efficiency, reduction of paper usage, and energy management throughout its operational areas. [GRI 3-3]

In its business aspect, Adira Finance's commitment to environmental preservation is demonstrated through environmentally oriented policies and initiatives, one of which is providing financing facilities to customers as a form of active participation in sustainable development to support environmental sustainability. Accordingly, in its financing disbursement process, the Company considers environmental friendliness as one of the key criteria to minimize potential negative impacts on the environment.

As part of this effort, Adira Finance has established policies and developed sustainable financing products, such as financing for electric bicycles, electric vehicles (motorcycles and cars), and solar panels.

On the other hand, the Company consistently upholds compliance with regulations and policies set by the Government and is committed to conducting its operational and business activities in alignment with the Sustainable Development Goals (SDGs).

Various environmental programs, initiatives, and policies implemented both internally and externally represent Adira Finance's tangible commitment and responsibility to improving environmental quality. The Company believes that enhanced environmental sustainability will contribute positively to its business growth and development in the future.

Adira Finance periodically evaluates the effectiveness of its environmental policies and initiatives, referring to the Company's internal policies as well as applicable regulations and guidelines, including OJK provisions and the sustainability policies of MUFG Group. The results of these evaluations serve as the basis for setting improvement targets and enhancing programs related to energy efficiency, water usage, and waste reduction in the following year, while also forming the foundation for the preparation of Adira Finance's sustainability roadmap through 2030. In addition, these evaluations provide input for management in reviewing the Company's sustainability strategy to ensure its continued relevance to evolving global environmental issues.

Sayang Bumiku Program: Strategic Collaboration Towards Net Zero Emission [SEOJK F.10]

In 2025, Adira Finance continued to strengthen cooperation and cross-entity collaboration through the initiation of the Sayang Bumiku program, implemented jointly with all entities within the MUFG Group. This initiative represents a strategic step to reinforce the shared commitment to advancing the sustainability agenda, while also serving as a concrete action by the Company to reduce carbon emissions in line with the Net Zero Emission 2026 target established by the MUFG Group.

As part of the program's implementation, the Company carried out various carbon offsetting activities through the planting of mangrove trees and deep-rooted trees throughout 2025 in several locations, including the planting of 3,500 mangrove trees in Manado, 350 mangrove trees in Karawang, and 200 mangrove trees at the Angke Nature Tourism Park (Taman Wisata Alam Angke), Jakarta, involving collaboration across all MUFG Group entities.

In addition, Adira Finance supported the development of the electric vehicle ecosystem through the provision of an Electric Vehicle (EV) Charging Station facility located at Adira Expo Alam Sutera. The Company also encouraged the involvement of employees, customers, and the wider community through a carbon offset donation program facilitated via literacy corners as a platform for public education and participation.

In supporting the transition toward clean energy, the Company expanded the use of renewable energy through the installation of solar panels at six Adira Finance branch locations. At the same time, the Company continuously enhanced employee (Gardira) awareness through the utilization of SmileApps to calculate personal carbon footprints, as well as Digilearn in the form of e-books on global warming and carbon emissions, aimed at strengthening employees' understanding and engagement in sustainability efforts.

Environmental Issues and Risks Relevant to the Company's Business [SEOJK E.5][GRI 2-25]

As a company operating in the financing sector, Adira Finance recognizes that most of its operational activities do not have a direct impact on the environment. Nevertheless, the Company still requires the use of materials and energy, both from renewable and non-renewable sources, such as electricity, paper, and water, to support its daily operations. If not managed prudently, the utilization of these resources may generate waste and increase the carbon footprint, which could affect environmental quality.

Therefore, Adira Finance is committed to implementing various programs, initiatives, and policies by prioritizing best practices in environmental preservation, both through direct and indirect efforts across all operational activities. The Company actively mitigates environmental issues and risks that may affect business sustainability, even though the volume of waste generated remains relatively small and limited. Efforts to improve efficiency in electricity and paper usage represent tangible forms of Adira Finance's responsibility and commitment to enhancing environmental quality.

This commitment is implemented through efficient resource management across all operational offices as part of delivering financial services that support environmental preservation. The Company also strives to meet stakeholders' expectations by playing an active role in addressing environmental issues, both directly and indirectly, while consistently complying with all applicable regulations and policies in Indonesia. In addition, Adira Finance supports the Indonesian Government's environmental agenda through the implementation of various initiatives and programs aimed at reducing carbon emissions from its operational activities.

In practice, the results of periodic monitoring of environmental risks and issues are reviewed by the relevant units to assess the effectiveness of mitigation programs. If potential risk escalation is identified, the Company undertakes corrective actions and adjusts its policies to ensure alignment with prudential principles and applicable regulations.

From a business perspective, Adira Finance consistently takes into account relevant environmental issues through its financing policies, which consider social and environmental

aspects. The Company applies sustainable finance principles in its financing processes to debtors, while complying with applicable provisions related to social, environmental, and governance aspects.

As part of its sustainability strategy, Adira Finance has also established policies and developed environmentally friendly financing products, such as financing for electric bicycles, electric vehicles (motorcycles and cars), and solar panels. One tangible manifestation of this commitment is the establishment of a specific policy for electric motorcycle financing products.

The Company's Scope of Influence on Stakeholders

Stakeholders are key elements in supporting the Company's sustainability. Therefore, they occupy a strategic position in every operational and business activity. The Company's scope of influence on stakeholders regarding environmental issues encompasses a series of stages, starting with the identification and feasibility study of strategies and work programs related to environmental issues, the approach implemented, the evaluation of the impact of business activities, and the review of environmental regulations relevant to the Company's business.

Mechanisms and Procedures for Handling Emergency Situations Related to Environmental Safety

Adira Finance has established mechanisms and procedures for handling emergency situations related to environmental safety. One effort is to optimize the Whistleblowing System function as a transparent and accountable reporting tool.

Through this system, all employees, independent parties, and third parties are given access to submit reports of suspected violations related to environmental safety and environmental conflicts, based on credible evidence and in good faith for the benefit of the Company. The handling of these reports is managed by the relevant unit or committee, including conducting an initial review of each complaint received.

Throughout 2025, Adira Finance received no reports or complaints related to environmental violations. Further information regarding the Whistleblowing System implementation mechanism can be found in the Violation Reporting Policy section of this Annual Report.

Environmental and Social Responsibility (TJSL) Targets and Activity Plans

Adira Finance consistently demonstrates its commitment to sustainability through the implementation of various initiatives and programs that have a positive impact on the environment. In implementing its 2025 Social and Environmental Responsibility (TJSL), the Company has established targets and work plans aligned with its environmental management policies.

In addition to TJSL implementation focused on environmental preservation, Adira Finance also implements programs that encompass environmentally friendly operations, the provision of consumer financing facilities that support sustainability, and the application of prudent principles by considering environmental aspects in every financing process for customers.

Environmental Social and Environmental Responsibility (TJSL) Program Achievements in 2025

Adira Finance continuously engages both internal and external stakeholders, including government institutions and communities, in the implementation of various Social and Environmental Responsibility (TJSL) programs in the environmental sector. This active engagement aims to ensure that each TJSL program delivers optimal, targeted, and measurable benefits in accordance with actual environmental needs.

1. **Environmental Management**

   Adira Finance understands that good environmental management in the work area positively contributes to improving the quality of employee work. A clean, well-organized, and comfortable work environment not only supports productivity but also plays a role in maintaining the health of employees working throughout the Company's operational areas.

   Throughout 2025, Adira Finance implemented various environmental management programs as part of its commitment to sustainability. These activities include:

   - Provision of greenery within and around the Company's business locations;
   - Arranging workspaces that prioritize comfort and cleanliness;
   - Providing facilities to maintain a clean work environment, such as adequate trash bins and other cleaning equipment;

- Managing recycled waste with third parties/ waste banks/vendors; [SEOJK F.14]
- Reducing the use of single-use plastic bottles/ packaging at the Company's Head Office by implementing a tumbler program to reduce the use of bottled mineral water, water consumption, and soap for washing glasses;
- Encouraging employees not to drive their own private vehicles, but to ride together with other employees (to reduce exhaust emissions);
- Regularly planting strong-rooted trees;
- Mangrove planting;
- Organizing environmentally friendly safety riding at the People's Market Festival (FPR);
- Raising environmental awareness for consumers, employees, and the general public through the Literacy Corner (Sayang Bumiku booth), digital campaigns on Sayang Bumiku social media, and talk shows at the People's Market Festival;
- Raising environmental awareness for employees through e-learning modules;
- Awareness training regarding carbon emission reporting (Scope 1 and 2) for employees;
- Purchasing RECs (Renewable Energy Certificates) to support renewable energy projects and reduce electricity emissions;
- Retire carbon credits as a decarbonization measure;
- Provision of SPKLU (Storage Stations) or EV Charging;
- Provision of solar panels; and
- Provision of VRF.

2. **Paper Usage**
   Paper usage represents an essential material in supporting the Company's business activities, ranging from meeting requirements, financing agreements, application and survey forms, to correspondence, which are often conducted in hard copy format. The Company recognizes that excessive paper consumption has environmental implications; therefore, reducing paper usage forms part of its tangible contribution to environmental preservation.

   As a demonstration of its commitment to resource efficiency and environmental sustainability, Adira Finance continues to promote the transition toward a paperless office by gradually implementing document digitalization policies in its operational activities. Throughout 2025, the Company undertook various initiatives to manage and reduce paper usage, including the following: [SEOJK F.5]
   - Increasing the use of information technology and digitalization in all Company activities and document storage;
   - Simplifying consumer financing documentation to reduce the amount of paper required;
   - Maximizing paper utilization, including using both sides of the paper, especially for things like drafting documents;
   - Separating new paper, usable paper, and unusable paper.

Monitoring is conducted at the end of each year to assess the effectiveness of the paper reduction policy. Based on internal evaluations, the document digitalization policy has been considered effective in reducing physical paper usage and has also contributed to lowering carbon emissions from printing activities.

Comparative information on paper consumption at the Company's Head Office for the period 2023–2025 is presented as follows:

Year	Number of Ream	Number of Share
2023	810	405,000
2024	880	440,000
2025	960	480,000

3. Water Usage [SEOJK F.8]
   Water is a critical resource in supporting the smooth operation of Adira Finance's activities, including consumption, sanitation, and maintaining cleanliness and comfort within the working environment. At the Head Office, the water supply is provided through building management, which sources water from the Regional Water Supply Company (Perusahaan Daerah Air Minum or PDAM). As part of its sustainability commitment, the Company consistently upholds the principles of efficiency and responsibility in water usage. Water is utilized prudently to minimize environmental impact, supported by regular maintenance of facilities to prevent leaks and wastage, while also fostering a water conservation culture across all operational areas.

Throughout 2025, the total volume of water usage could not yet be calculated specifically, as water costs are still included within the building maintenance component, and therefore detailed consumption data is not yet available. Going forward, Adira Finance is committed to developing a water usage monitoring system at both the Head Office and regional offices, which will serve as the basis for measuring the effectiveness of efficiency programs and formulating improved water management policies. As part of its sustainability strategy, the Company also continues to explore the implementation of water-saving technologies and simple conservation initiatives that support responsible and sustainable resource management.

4. **Energy Usage** [SEOJK F.7]
   Adira Finance recognizes that energy is a vital component in supporting the continuity of the Company's operations. As part of its commitment to environmental sustainability, the Company consistently implements various energy efficiency measures across all operational areas.

These initiatives include reducing the number of lights in use, maximizing natural lighting, utilizing energy-efficient electronic equipment, and limiting the use of devices with high electricity consumption. These measures aim not only to improve operational efficiency but also to minimize the environmental impact of the Company's activities.

Throughout 2025, the total carbon emissions (CO_2) generated from energy consumption amounted to 1,597,089.69 kg CO_2. This data serves as a basis for the Company in developing emission reduction strategies and strengthening its contribution to environmental preservation. The effectiveness of energy efficiency policies is evaluated quarterly through monitoring of electricity consumption and carbon emissions. The 2025 monitoring results indicate a decrease in energy consumption by 4.9% compared to the previous year, reflecting the effectiveness of the energy-saving measures implemented.

Comparison of the Company's Head Office energy consumption: [SEOJK F.6][SEOJK F.11][GRI 302-1][GRI 305-1]

Company's Total Energy Use and Carbon Emissions								
GHG Emissions	Energy Sources	Total Consumption			Carbon Conversion Factor*	CO2 Emissions Generated		
		2023	2024	2025		2023	2024	2025
Direct GHG emissions (Scope 1)								
Direct emissions from stationary combustion	Solar (Liter)	321	0	0	2,626	843	0	0
Direct emissions from mobile combustion	Bensin (Liter)	15.498	12.599	34.977	0,123	1.906	1.549,67	4.302,17
Total Direct Emission (Scope 1)						**2.749**	**1.549,67**	**4.302,17**
Emisi Tidak Langsung (Scope 2)								
Indirect emissions from consumption of imported/ purchased electricity	Listrik (KWH)	1.668.720	2.123.784	2.016.187	0,79	1.318.289	1.677.790,07	1.592.787,52
Total Indirect Emissions (Scope 2)						**1.318.289**	**1.677.790,07**	**1.592.787,52**
Total Carbon Emissions Generated (Scope 1 and scope 2) (Kg CO_2 eq.)						1.321.038	1.679.339,74	1.597.089,69

*) Faktor konversi karbon menggunakan standar konversi dari MUFG.

Note:
We have updated our calculation methods and refined our data, resulting in adjustments to Scope 1 and Scope 2 emissions figures for 2023 and 2024 to improve reporting accuracy. Adjustments have also been made to our electricity consumption figures for 2023 and 2024, as we update and streamline our data collection processes across all operational units.

Year	Energy Consumption (KWH)	Total (Megajoules)	Cost
2023	1.318.289	4.745.840,4	1.903.609.118
2024	2.123.784	7.645.622,4	3.066.744.096
2025	2.016.187	7.258.273,2	2.911.374.028

*Faktor Konversi energi listrik: 3,6 Megajoule/kwh

EMISSION REDUCTION

The Company has implemented Scope 1 and Scope 2 emission reduction efforts through the purchase of Renewable Energy Certificates (RECs) and carbon credits as part of its decarbonization commitment.

The details of the emission reductions are as follows:

Year	REC Purchase (tCO_2e)	Carbon Credit Purchase (tCO_2e)
2023	4,025	1,355
2024	8,690	1,355
2025	11,297	1,355

EMISSIONS AFTER DECARBONIZATION

In line with its emissions reduction efforts through the purchase of Renewable Energy Certificates (RECs) and carbon credits, the Company has successfully reduced its remaining emissions annually. This decarbonization achievement is reflected in the remaining emissions and decarbonization percentage as follows:

Year	Remaining Emissions (tCO_2e)	Decarbonization Rate
2023	9,132	37%
2024	5,630	64%
2025	2,257	85%

5. **Environmentally Friendly Vehicle Financing**
   Adira Finance's commitment to environmental sustainability, in alignment with the Government's agenda, is demonstrated through the expansion of its electric vehicle financing services. In 2025, the Company financed 1,154 two-wheeled electric vehicles and 2,338 four-wheeled electric vehicles, with total disbursements of IDR17.74 billion and IDR727.1 billion, respectively. This initiative is an integral part of Adira Finance's sustainability strategy to support the transition toward a more environmentally responsible transportation ecosystem. [SEOJK F.12]

   Going forward, Adira Finance plans to conduct further studies on the environmental benefits of its electric vehicle financing program, including its contribution to reducing carbon emissions compared to conventional vehicles. This initiative is intended to enhance the measurement of program effectiveness and serve as a foundation for developing a more comprehensive green financing strategy in the future.

6. **Consideration of Environmental Aspects in Financing Requirements**
   As part of its commitment to environmental sustainability, Adira Finance incorporates environmental considerations into its financing requirements. Various initiatives have been undertaken to ensure that the financing process contributes to environmental preservation, including the following: [SEOJK F.12]
   a. Establishing maximum vehicle age requirements for financed vehicles, with the expectation that vehicles using less environmentally friendly technologies will gradually be reduced. The maximum vehicle age at the end of the financing period is 12 years for passenger cars, 10 years for commercial vehicles, and 10 years for motorcycles.
   b. Encouraging the use of more environmentally friendly engine technologies. As is widely recognized, vehicle manufacturers are increasingly striving to meet stricter environmental standards, particularly in European markets where emission limits are highly regulated and progressively tightened. By limiting vehicle age, it is expected that financed vehicles will utilize newer and more environmentally friendly engine technologies, while also ensuring compliance with applicable emission standards.
   c. Requiring customers to properly maintain financed assets**, particularly motor vehicles used as collateral. Proper maintenance is expected to help minimize pollution, both in terms of air emissions and noise pollution.

7. **Enhancing Employee Capacity in Sustainability**
   Throughout the reporting period, the Company implemented various sustainability-related capacity-building programs for employees. These programs included self-learning through e-learning platforms covering topics such as Global Warming: Causes, Impacts, and Mitigation Efforts and Carbon Footprint, Carbon Trading, and Blue Carbon, emission reporting webinars for employees responsible for SINAI data reporting, and participation in Basic ESG Financing training organized by MUFG and the Climate Fresh workshop conducted by Zurich. In addition, the Company participated in socialization sessions on IFRS S1 and S2 standards, organized by third parties including OJK and other external institutions, as part of strengthening the quality of its sustainability reporting.

8. **Green IT Strategy to Support Sustainable Operations**
   The Company implements Green IT initiatives through the development and implementation of efficient information technology asset management strategies, focusing on minimizing energy consumption, reducing carbon emissions, and supporting sustainability and climate change mitigation efforts. These initiatives include the use of low-wattage, Energy Star-certified infrastructure and ongoing coordination with data center service providers to optimize cooling systems and reduce energy consumption effectively.

   In managing server infrastructure, the Company prioritizes the reuse of still-feasible servers as part of cost efficiency efforts while contributing to carbon emission reduction. For example, replacing the M9000 server with the currently used M12 server resulted in electricity savings of 9 kVA.

   Furthermore, the Company has transitioned from physical servers to virtualization technology to optimize hardware utilization in a more scalable and efficient manner, resulting in more controlled energy consumption. To support core systems and application operations, the Company also collaborates with cloud service providers committed to renewable energy, including Google Cloud, AWS, and Microsoft Azure, which have adopted 100% renewable energy or established net zero emission roadmaps.

Environmental Investment and Expenditure

[SEOJK F.4]

As part of its commitment to environmental preservation, Adira Finance has developed activity plans, allocated human resources, and designated investment budgets for environmental management. Throughout 2025, the total cost allocated and incurred by the Company to support environmental programs and initiatives amounted to IDR3.95 billion. This investment reflects Adira Finance's strong commitment to supporting sustainable operations in alignment with environmental responsibility principles.





SOCIAL RESPONSIBILITY TOWARDS CONSUMERS

The Company remains firmly committed to consistently delivering high-quality products and services to enhance customer satisfaction and strengthen customer trust. This commitment reflects Adira Finance's responsibility to its customers and all stakeholders in fostering long-term, sustainable relationships.

COMMITMENT AND POLICY [GRI FS15][SEOJK F.17]

High-quality products and services, alongside the protection of consumer rights through the implementation of best practices, constitute a fundamental pillar of Adira Finance's business sustainability. The Company continuously fosters constructive and harmonious relationships with its consumers to strengthen long-term loyalty and nurture lifelong customer relationships.

Adira Finance adheres to the principle that consumers are friends; therefore, every product and service offered is designed as a relevant and value-added financial solution to help meet various customer needs, particularly in providing financial solutions. This aligns with Adira Finance's brand promise, "A Loyal Friend Forever," and the Company's mission to provide diverse financial solutions through synergy within an integrated ecosystem. This service commitment is embodied in the motto "SAHABAT" (I'm Here to Make You Smile), which serves as a guideline for all employees in providing services oriented towards customer satisfaction and positive experiences.

To ensure a consistent customer experience, the Company manages customer interactions through an integrated omnichannel approach, encompassing digital channels (website, social media, and the Adiraku app), physical channels (branch offices and field officers), and the Dering Adira contact center channel via telephone, WhatsApp chat, social media chat, and email. This approach enables the Company to provide responsive, transparent, and consistent service throughout the financing cycle, from pre-sales to full financing settlement, thus directly contributing to increased customer satisfaction, loyalty, and long-term relationships.

Adira Finance believes that business sustainability depends heavily on the company's ability to improve its competitiveness, especially in an increasingly dynamic and competitive industry. Therefore, the Company continues to adapt and innovate to maintain its strategic position and create added value for all stakeholders.

Adira Finance Secured First Place at the 2025 Service Quality Award for 4W and 2W Financing Categories

Adira Finance earned top honors at the prestigious 2025 Service Quality Award (SQA), organized by Marketing Magazine, achieving first place in two categories: 4W Financing Company (Offline Usage Experience) and 2W Financing Company (Offline Usage Experience).

The 2025 Service Quality Award was based on an independent survey conducted by Carre, which evaluated companies using two key indicators: Perceived Service Quality (PSQ), reflecting customers' assessment of the service they receive, and Perceived Service Value (PSV), representing customers' perception of the value derived relative to the cost or effort expended. In both dimensions, Adira Finance recorded scores above the industry average, securing leading positions in both the four-wheeled (4W) and two-wheeled (2W) financing segments.

These achievements underscore Adira Finance's success in delivering a consistent, superior, and sustainable customer experience. They also reaffirm the Company's commitment to upholding the highest service standards, recognizing the vital role of frontline personnel, and embodying its Service Motto, "SAHABAT" (*I'm Here for You to Smile*), alongside the consistent application of the 5S Service Principles: Smile, Enthusiasm, Alertness, Sympathy, and Solution-Oriented. By placing customers at the heart of every service interaction, Adira Finance continues to reinforce its position as one of Indonesia's preferred financing providers.

Driven by a spirit of innovation and a strong customer-centric focus, Adira Finance remains committed to strengthening a service foundation that is reliable, trusted, and capable of supporting sustainable business growth.

CONSUMER-RELATED ISSUES AND RISKS FROM THE COMPANY'S BUSINESS ACTIVITIES

As a manifestation of its responsibility to consumers and all stakeholders, Adira Finance consistently complies with applicable consumer protection regulations and provisions in the financial services sector. The Company is committed to providing accurate, honest, clear, and comprehensive information regarding financing products and/or services.

Various steps have been taken to ensure transparency and adequate understanding for consumers, including providing a written summary of the benefits, risks, costs, and terms and conditions applicable to the products and/or services offered. Furthermore, Adira Finance also fulfills its obligation to educate consumers about their rights and obligations in selecting and using financing products in order to create trusting and sustainable relationships.

THE REACH OF THE COMPANY'S INFLUENCE RELATING TO CONSUMER ISSUES ON STAKEHOLDERS

Adira Finance continues to develop various product and service initiatives to provide the best possible experience for consumers. These efforts aim to expedite the service process, improve ease of access, and ensure consumer comfort and security. This initiative demonstrates the Company's commitment to improving service quality as part of its responsibility to consumers.

One form of social responsibility implemented by Adira Finance is through effective and transparent handling of consumer complaints, which falls within the scope of its social responsibility towards consumers. The Company has provided a complaints channel as part of its efforts to improve service quality. In its implementation, Adira Finance adheres to OJK Regulation No. 01/POJK.07/2013 concerning Consumer Protection in the Financial Services Sector, OJK Circular Letter No. 2/SEOJK.07/2014 concerning Consumer Complaints Services and Resolution in Financial Services Business Actors, and other relevant laws and regulations.

STAKEHOLDER ENGAGEMENT MECHANISM, CONSUMER INVOLVEMENT, AND COMPLAINT HANDLING

As part of its commitment to maintaining the quality of products and services delivered to consumers, Adira Finance has established an integrated and easily accessible complaint handling system. The Company ensures that its complaint resolution mechanism complies with the provisions of OJK Circular Letter No. 2/SEOJK.07/2014 concerning Consumer Complaint Services and Resolution for Financial Services Providers. In this regard, Adira Finance has undertaken various strategic measures, including the following:

1. Establishing standard operating procedures for consumer complaint handling and resolution.
2. Ensuring that no fees are charged for complaint handling and resolution services.
3. Maintaining a dedicated work unit responsible for complaint handling and resolution, namely the Customer Care Unit.
4. Conducting service level assessments across all business units by measuring Service Level Agreements (SLA), which represent the time required by each unit to complete its respective processes. The results of these assessments are communicated to all business units on a monthly basis.
5. To mitigate risks and ensure that complaint handling and resolution processes are carried out in accordance with established procedures, Adira Finance has established both a Quality Assurance Unit and an Internal Audit Unit.
6. Submitting reports on consumer complaint handling and resolution within the timeframes stipulated by OJK.
7. Product Information [SEOJK F.27]
   - For every financing agreement, Adira Finance clearly explains the applicable financing terms and conditions to consumers. Each financing contract is prepared in accordance with the prevailing laws and regulations governing financing companies in Indonesia. These explanations are provided to ensure that consumers fully understand their rights and obligations and to prevent any potential disadvantage throughout the financing period.
   - To ensure the effective implementation of this procedure, all personnel interacting with consumers are equipped with adequate knowledge of the Company's products and services and are capable of explaining the terms and conditions contained in the financing agreement upon consumer request.

As part of its responsibility and commitment to delivering excellent service, Adira Finance has provided a consumer complaint handling system that is easily accessible and responsive.

The Company provides complaint handling services through various channels, including the "Dering Adira" service at 1500511 (accessible via landline or mobile phones), WhatsApp at 0811-811-5811, and email at customercare@adira.co.id, available 24 hours a day, 7 days a week. Consumers can also contact Customer Service at each branch six days a week, Monday through Friday from 8:00 AM to 3:00 PM and Saturday from 8:00 AM to 12:00 PM, in accordance with branch operating hours.

Consumers and the public can submit complaints directly to Customer Service officers at branch offices or through the Dering Adira channel. Every complaint received is automatically recorded in the system for follow-up, which can be monitored in real time to ensure prompt, transparent, and accountable resolution. [SEOJK F.30]

MECHANISMS AND PROCEDURES FOR HANDLING EMERGENCY CONSUMER SAFETY AND CONSUMER CONFLICTS

Adira Finance has implemented mechanisms and procedures for handling emergency situations related to consumer safety and potential conflicts through a Whistleblowing system. Every complaint received is automatically recorded in the system, allowing for real-time monitoring of follow-up and resolution.

This system serves not only as a reporting tool but also as an evaluation tool for the Company's service performance. Through this mechanism, Adira Finance continuously improves and enhances service quality to ensure customer comfort, safety, and satisfaction in the future.

CONSUMER SOCIAL RESPONSIBILITY PROGRAM PLAN 2024

In 2025, Adira Finance established plans and targets for consumer responsibility by conducting business operations in line with management policies related to consumer protection and service. This commitment is realized through the implementation of governance principles oriented towards customer satisfaction and trust.

In addition, the Company also carries out various other CSR activities focused on customer engagement as an effort to strengthen relationships with consumers through an inclusive, interactive, and sustainable approach.

ACTIVITIES AND ACHIEVEMENTS OF CONSUMER SOCIAL RESPONSIBILITY MANAGEMENT ACTIVITIES

Adira Finance has implemented various activities reflecting its responsibility towards consumers throughout 2025. This aims to foster harmonious and constructive relationships with consumers and stakeholders. These activities include: [SEOJK F.17]

A. Consumer Empowerment

Adira Finance recognizes that business growth and sustainability are inseparable from the contribution of stakeholders, particularly consumers as key partners in the business ecosystem. Therefore, the Company is committed to implementing various activities focused on consumer empowerment to increase the benefits received by the community and customers in a sustainable manner.

As a form of corporate responsibility and commitment, Adira Finance has established CSR activity plans and targets in accordance with management policies. Furthermore, the Company also engages with consumers through the Creating Shared Value (CSV) approach. These activities include:

- Holding a Local Creative Festival for ecosystem engagement.
- Providing outreach and education related to financial services in general and related to Adira Finance services.
- Adira Finance also has a training and coaching program for customers who own businesses in the Greater Jakarta area. We provide knowledge that can be useful for business development. This training and coaching program lasts for three months and includes several stages: participant selection, training, and mentoring. Participants will then be monitored to monitor their business development. During the customer coaching process, materials provided include knowledge about business management, understanding business potential, simple bookkeeping, and marketing tricks.
- (Are there any changes or additions in 2025?)

B. Consumer Confidentiality and Privacy

Protecting consumer data and information is a crucial element in supporting business sustainability. As a form of commitment and responsibility, Adira Finance ensures that all data and information provided by consumers is maintained with integrity and is not misused by irresponsible parties.

The Company implements the principle of confidentiality as part of its code of ethics, which must be adhered to by all levels of management and employees, both during training, during active employment, and after the termination of employment. The scope of this confidentiality includes internal company information such as strategic plans, consumer data, financial information, operational activities, and other important information determined by the Company.

To strengthen personal data protection, the Company has aligned itself with the provisions of the Personal Data Protection Law (PDP Law) to ensure optimal customer data protection. To support this, the Company has implemented strict data protection controls based on international cybersecurity best practices, encompassing the stages of identification, protection, detection and response, and recovery.

This commitment serves as the foundation for maintaining customer trust and satisfaction, while supporting sustainable business growth. Throughout 2025, Adira Finance received no complaints or warnings from the Financial Services Authority (OJK) regarding violations of consumer confidentiality or privacy.

Identification Control	The Company has implemented ISO 27001 certification and conducts a Third Party Security Assessment (TPSA) on third-party data processors to ensure compliance with established security standards
Protection Control	The Company implements network security through a three-tier defense, consisting of firewalls and web application security, endpoint protection using Endpoint Detection and Response (EDR), and data security in motion and in use for data outside the production environment. Furthermore, the Company implements strict controls on user access rights, particularly for high-risk access.
Detect and Response	The Company routinely conducts vulnerability scans and penetration testing, as well as 24x7 monitoring of cyberattack indicators. To ensure effective incident response, the Company has established a Cyber Security Incident Response Team (CSIRT) tasked with handling and coordinating responses to information security incidents.
Recovery	The Company implements daily, weekly, and monthly data backup mechanisms, accompanied by periodic restore testing to ensure data integrity, consistency, availability, and confidentiality. The Company also conducts service testing to ensure the achievement of the Recovery Time Objective (RTO) and Recovery Point Objective (RPO) in accordance with the provisions of the Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP) documents. All these processes are carried out in accordance with the Company's internal policies to ensure that services processing personal data consistently comply with applicable confidentiality principles and data protection standards.

C. Consumer Satisfaction

To create the best quality products and services, Adira Finance actively receives and manages customer feedback, suggestions, criticisms, and complaints as part of its efforts to improve customer satisfaction. Throughout 2025, the Company recorded 24,395 complaints, both directly and indirectly related to the financing services provided. All complaints were followed up and resolved thoroughly, reflecting Adira Finance's commitment to maintaining customer trust and satisfaction.

Complaints received	2023	2024	2025
Total	20,710	22,334	24,395

The following is data on consumer complaint services and resolution by the Company throughout 2025: [SEOJK F.28] [SOJK F.29]

No	Problem Category	Total
1	Adirapoin	414
2	Adiraku App	6,736
3	Insurance	295
4	Danamon Autodebit Plus Adira	84
5	BPKB Ownership Transfer	16
6	Administration Fee	34
7	Withdrawal Fee	2
8	BPKB Storage Fee	85

No	Problem Category	Total
9	Transaction Fee	794
10	Customer Doesn't Feel Like They're Getting Credit	1,089
11	Danadira - Insurance	1
12	Danadira - BPKB	2
13	Danadira - Fines/Penalties	25
14	Danadira - Consumer Doesn't Applying for Credit	7
15	Danadira - Login	101
16	Danadira - Accelerated Repayment	33
17	Danadira - Danadira Financing	218
18	Danadira - Billing/Unit Withdrawal	5
19	Danadira - Fund Disbursement	180
20	Danadira - Credit Application	337
21	Danadira - Data Update	8
22	Danadira - Promos/Programs	13
23	Danadira - Registration	73
24	Danadira - Installment Payment Status	554
25	Fines/Penalties	914
26	ACI PDK OTP Failed	6
27	Adiraku PDK Failed	5
28	Adira Finance Quiz/Competition	1
29	Service (systems and procedures)	1,155
30	Officer Service	1,161
31	Accelerated Repayment	85
32	Payment Online	394
33	Unit Recall Handling	611
34	Consumer Offer Media Updates	551
35	Fraud	17
36	Customer Data Discrepancies	245
37	STNK Extension	48
38	Produk Momobil	1
39	Promotional Programs	37
40	Rate/Interest/Margin	3
41	Restructuring	20
42	Solusi Dana	275
43	Application Status	507
44	Blacklist Status	698
45	BPKB Status	177
46	Important Document Status	42
47	Insurance Claim Status	264
48	Payment Status	5,821
49	STNK	174
50	Total Payables	77

Information on causes of complaints in 2023, 2024 and 2025:

No	Description	2023	2024	2025
1	Consumer's understanding of product characteristics	412	361	561
2	Inadequate product information	-	-	-
3	Disruption/damage to information technology devices and systems	2	9	11
4	Changes/termination of agreements/contracts	-	-	-
5	Consumer Negligence	2,216	2,467	2,340
6	Financial Services Business Actors' Negligence	-	-	-
7	Criminal Acts by Financial Services Business Actors	-	-	-
8	Other: Dealers, Services, Important Document Status, Insurance Claims, Payments, and Total Bills	18,080	19,497	21,483
Total		20,170	22,334	24,395

Negative publication information for 2023, 2024 and 2025:

No	Description	2023	2024	2025
1	Information Consumer Complaints in Print/Electronic Media	22	38	29
2	Print/Electronic Media Articles	115	79	167
3	Print/Electronic Media Coverage	-	-	
4	Publications/Writings in Public Places	-	-	-
5	Social Media, Email	-	-	
6	Other	5	-	-
Total		142	117	196

As a manifestation of its responsibility to provide sustainable products and services, Adira Finance consistently ensures that every innovation and service development considers social, economic, and environmental impacts. The Company continues to improve service standards through the use of digital technology and a customer-centric approach. These efforts also represent Adira Finance's commitment to providing the best possible customer experience while supporting sustainable development goals in the financial services sector.

As part of its commitment to improving the quality of its customer relationships, Adira Finance conducted a Customer Satisfaction Index (CSI) and Customer Loyalty Index (CLI) survey in 2025. This survey aims to measure the level of customer satisfaction and loyalty towards the products and services provided and serves as a basis for evaluation to strengthen the bond between the company and its customers.

The survey results serve as a strategic reference for the Company in designing and improving products and services, ensuring that all customer needs and expectations are optimally met.

No	Description	Score
1	Satisfaction Index (CSI)	91.00
2	Loyalty Index (CLI)	87.00

CERTIFICATIONS AND AWARDS IN THE CONSUMER SECTOR

Throughout 2025, Adira Finance successfully received various certifications and awards from several institutions and organizations. These achievements reflect the Company's success in creating a superior, impressive customer experience that meets consumer expectations. These various forms of appreciation are tangible evidence of Adira Finance's commitment to maintaining service quality and strengthening its reputation as a trusted financing company in Indonesia. The certifications and awards received include:

1. Award from The Iconomics in the Indonesia Best Financial Awards 2025 in the category of Best Customer Service Reputation in Multifinance > 20T
2. Award from SWA Business Digest in the Indonesia Customer Service Quality Awards 2025 in the category of Car Financing with a rating of Very Good

BUDGET/EXPENSE INCURRED

As a concrete manifestation of its commitment to consumer protection and empowerment, Adira Finance allocated a special budget for the implementation of various programs and activities oriented towards consumer interests. In 2025, the Company's total expenditure for these activities reached IDR4.5 billion. This amount is slightly increased compared to the previous year, which was IDR4.1 billion in 2024.





IT: BUSINESS DEVELOPMENT STRATEGY

Adira Finance defines sustainable growth not only as business scale expansion, but also as the ability to continuously adapt, innovate, and deliver positive societal and environmental impacts.

Adira Finance weathered 2025, delivering on its commitment to sustainable business growth through a range of adaptive, measurable strategic strides. Amidst the increasingly dynamic and competitive financing industry, the Company made innovation and sustainable initiatives the foundation for driving healthy, inclusive, and responsible growth.

Adira Finance ensures that its business expansion aligns with sustainable principles, not only to scale up but also to create added value for all stakeholders. Furthermore, Adira Finance continues to support the national sustainable development agenda by introducing product innovations, strengthening financial literacy, and implementing various social and environmental initiatives that bring positive societal impacts.

One of the strategic steps that marked Adira Finance's journey in 2025 was the Company's completion of the merger with PT Mandala Multifinance Tbk on October 1, 2025, and the acquisition and transfer of PT Arthaasia Finance's portfolio on November 7, 2025. These two corporate actions were part of the Company's strategic steps to expand its business scale and sharpen Adira Finance's competitive edge in the financing industry.

In line with these consolidation steps, Adira Finance had a total financing receivable under management of Rp63.4 trillion. The recent consolidation steps have expanded the Company's business network to 877 branches across Indonesia and increased its customer base to 2.6 million active consumers. This expanded network lays a solid foundation for increasing market penetration, reaching previously underserved segments, and expanding access to financing in a more equitable and sustainable manner.

Digital transformation continues to play a critical role in supporting business expansion and improving service quality. In this regard, Adira Finance continues to optimize digital platforms such as Adiraku, momobil.id, momotor.id, and dicicilaja.com to facilitate consumer access to financing services. In addition to strengthening these platforms, the Company continues to develop end-to-end digitalization of its business processes to improve operational efficiency and service speed. This initiative enables a more responsive customer experience that is relevant to the evolving needs of the community.

Going forward, business expansion will focus on executing innovative, customer-centric strategies, expanding market access, and improving service quality aligned with community needs. In addition, Adira Finance will further affirm its commitment to developing sustainable financing products and solutions, in line with its agenda to create a greener, more responsible future.

To support this development direction, Adira Finance has set up five strategic pillars as its primary focus for guiding growth and addressing the ever-evolving dynamics of the financing industry: automotive business growth, non-automotive business growth, customer retention, cost leadership, and ecosystem digitalization.

These five strategic pillars lay the foundation for the company to maintain growth momentum while strengthening its competitive edge in a changing market. One key focus in implementing this strategy has been to strengthen the ecosystem's digitalization, which is seen as a crucial foundation for supporting sustainable, adaptive growth aligned with developments in the financing industry.

Throughout 2025, the Company directed its strategies and policies toward improving operational efficiency and the quality of the customer experience by modernizing its technology infrastructure, optimizing end-to-end business processes, and leveraging technologies such as AI and cloud computing. This step also supports the company's system readiness for post-merger integration and strengthens its capacity to manage future business scale expansion.

TESTIMONIALS FOR ADIRA FINANCE

BUSINESS PARTNER TESTIMONIALS

As a partner with Adira Finance for quite a few years now, we've found the financing application process to be really easy, quick, and efficient. From filling out the application form to the survey, everything takes much faster than usual. Everyone at Adira's team at its branches is always quick to respond and follow up on all we as customers need in the field, ensuring everything runs smoothly and on schedule.

We think what really sets Adira Finance apart for us is their speedy service and awesome online monitoring system. It lets us keep track of our application status in real time, which we really appreciate.

Let us also mention how consistent they've been with their support, even when the market gets challenging. The working relationship we've built isn't just professional; it's built on a solid foundation of trust and good communication among the Adira Finance team, our business partners, and customers.

Now, with the merger with Mandala Finance, we're hoping they can keep up the great quality of service we've come to expect. We'd love to see improvements, especially in speeding up approval processes, keeping information transparent, and maintaining programs that really add value for both customers and business partners.

Sahruddin

Kharisma Sentosa – Daihatsu Makassar



BUSINESS PARTNER TESTIMONIALS

As an Adira Finance partner since around 2017, we've really enjoyed the solid support we've had from Adira for our business, even when things get really tough, like the pandemic. While many financial institutions were struggling, Adira Finance remained consistent in its service, making our partnerships much more than just transactions as it has evolved into a mutually benefitting partnership.

When it comes to processes, Adira Finance has a system that's super transparent, fast, and easy to navigate. From verifying applications to conducting surveys and assessing risks, everything flows smoothly. The quick responses and information from the Adira Finance team really help us keep up our service quality for our customers.

Working with the team in Makassar has been an extra bonus for us. It's always been easy for us to get a hold of the branch, credit, and marketing teams, and they are always ready to lend a hand. Regular check-ins to assess our sales performance have also been great for increasing business volume. Plus, the Adira Finance Market Update program, which gives us insights into economic trends, is an initiative that deserves our appreciation.

With the merger between Adira Finance and Mandala Finance, we see an awesome opportunity to expand our network and boost our market presence, especially in the districts and sub-districts where Mandala Finance has always been strong. We're hoping this synergy will take our business volume to the next level.

Overall, our partnership with Adira Finance has been built on strong communication, consistent support, and quick service, which is why Adira Finance remains our go-to partner in the automotive industry.

Rahmat Budi

Wuling Kumala Makassar



CUSTOMER TESTIMONIALS

I've known and used Mandala Finance since before 2015, and have always had a positive experience. The financing application process has always been fast—and would normally take around two days to complete—and the friendly staff help simplify every step.

I also enjoy the convenience of flexible installment payments, either through a teller or via mobile phone, depending on my needs. Throughout my time as a customer, Mandala Finance has always handled every application clearly and in accordance with the terms and conditions, giving me a sense of comfort and trust every time.

Mandala Finance's services have also helped me meet my needs several times, both for business and household needs, including vehicle financing. Their prompt response to questions and complaints is one of the reasons I continue to trust Mandala Finance with my financing needs.

I regard the merger of Mandala Finance with Adira Finance as a very positive step in their shared business. I hope the synergy between the two companies will further improve service quality, expedite financing, and offer additional programs and benefits to customers.

Ranggong



CUSTOMER TESTIMONIALS

I have known and used Adira Finance services since before 2015, and during that time, I have more than once used their financing facilities. As a customer, I've always had positive experience with their reliable service, friendly staff, and a relatively fast application process. On several occasions, I even had my credit approval process completed faster than usual.

During my time as a customer, I have also found communication with Adira Finance easy. Whenever I had questions or needed to resolve issues, it was always easy to get a hold of the Adira Finance team who would respond with great assistance.

After hearing the news that Mandala Finance has now merged with Adira Finance, I hope this synergy will further improve the quality of financing services for the public. Based on my experience with Adira Finance, I am optimistic that the services provided will be even better, faster, and more convenient for customers.

I am also aware of the various programs and promotions offered by Adira Finance, such as reward points and customer raffle programs. In the future, I hope to further utilize these programs, including through the Adiraku app, we customers can benefit more from their financing services.

Sunarti



BUSINESS PARTNER TESTIMONIALS

The partnership between Ayam Jantan dealers and financing companies such as Adira Finance and Mandala Finance has been well established in supporting vehicle sales activities. In recent months, sales at our dealerships have shown relatively stable performance, with average sales reaching more than 200 units per month. In the automotive industry, the role of financing companies is very important, as most consumers purchase vehicles through credit schemes.

From our perspective as dealers, the main factors supporting smooth sales are good communication and speed in the financing approval process. So far, coordination between the dealer marketing team and the credit marketing officer teams from Adira Finance and Mandala Finance has been running well, enabling each credit application process to be handled in a responsive manner.

Amid increasingly intense market competition, where consumers can easily compare offers through digital channels, the support of financing companies with fast processes and transparent systems provides very important added value for dealers.

With the merger of Adira Finance and Mandala Finance, we hope that the strengths of each company will complement each other. The integration of fast processing and a robust monitoring system is expected to further improve the efficiency of the financing process and support dealers in providing the best service to consumers.

Rusli

Honda Ayam Jantan - Biringkanaya - Makassar



BUSINESS PARTNER TESTIMONIALS

Our cooperation with financing companies has been established for quite some time, both with Adira Finance and Mandala Finance when they were still operating separately. In the motorcycle dealership business, the speed of the financing process is a very important factor because most consumers purchase vehicles through credit schemes.

Based on our experience, both Adira Finance and Mandala Finance have shown a strong commitment to providing responsive services to both dealers and consumers. The speed of the financing approval process and good coordination with the field teams have greatly helped us maintain smooth sales.

After the two companies merged, we have seen that the cooperation process has become even more coordinated. For dealers, the most important thing is a fast, transparent, and easy-to-understand credit application process so that consumers do not have to wait too long.

Communication with the Adira Finance team has also been excellent. Regular discussions, both formal and informal, have helped us understand market dynamics and find the right solutions for consumers.

Going forward, we hope that the integration between Adira Finance and Mandala Finance will further strengthen the quality of existing services. With improved system support and a faster approval process, we expect that cooperation with dealers will be further optimized, making it easier for people to obtain the vehicles they need.

Jacob

Suraco Jaya Abadi Motor – Sentral Yamaha Makassar



CUSTOMER TESTIMONIALS

I have been a customer of Adira Finance for more than 10 years. The first financing facility I obtained was for a motorcycle, and since then I have used Adira Finance's financing services several times to support my business needs.

I run a meat trading business that has been operating for more than 10 years, with regular customers such as coto stalls and other loyal buyers. The vehicle I obtained through financing from Adira Finance has been very helpful in supporting my daily business operations. During my time as a customer, I have experienced a relatively quick application process and good service, which has given me a sense of comfort and trust.

Going forward, I hope that Adira Finance will continue to maintain the quality of its services and offer various programs that provide even greater benefits to loyal customers like us.

Syamsidar



CUSTOMER TESTIMONIALS

I have been a vehicle financing customer for quite some time, starting when I first applied for motorcycle financing through Mandala Finance. Since then, I have used its financing services several times to support my family's transportation needs. As a customer, I have always experienced a smooth application process, which has made me feel comfortable.

The service provided by the Mandala Finance team, which has now merged with Adira Finance, has also been excellent. The staff are friendly and helpful, both during the application process and when providing information related to installment payments. The practical payment methods have also made it easier for me to fulfill my monthly obligations.

Looking ahead, I hope that following the integration of Mandala Finance into Adira Finance, the excellent quality of service can be maintained and continue to provide greater convenience for the public in obtaining vehicle financing.

Raodah



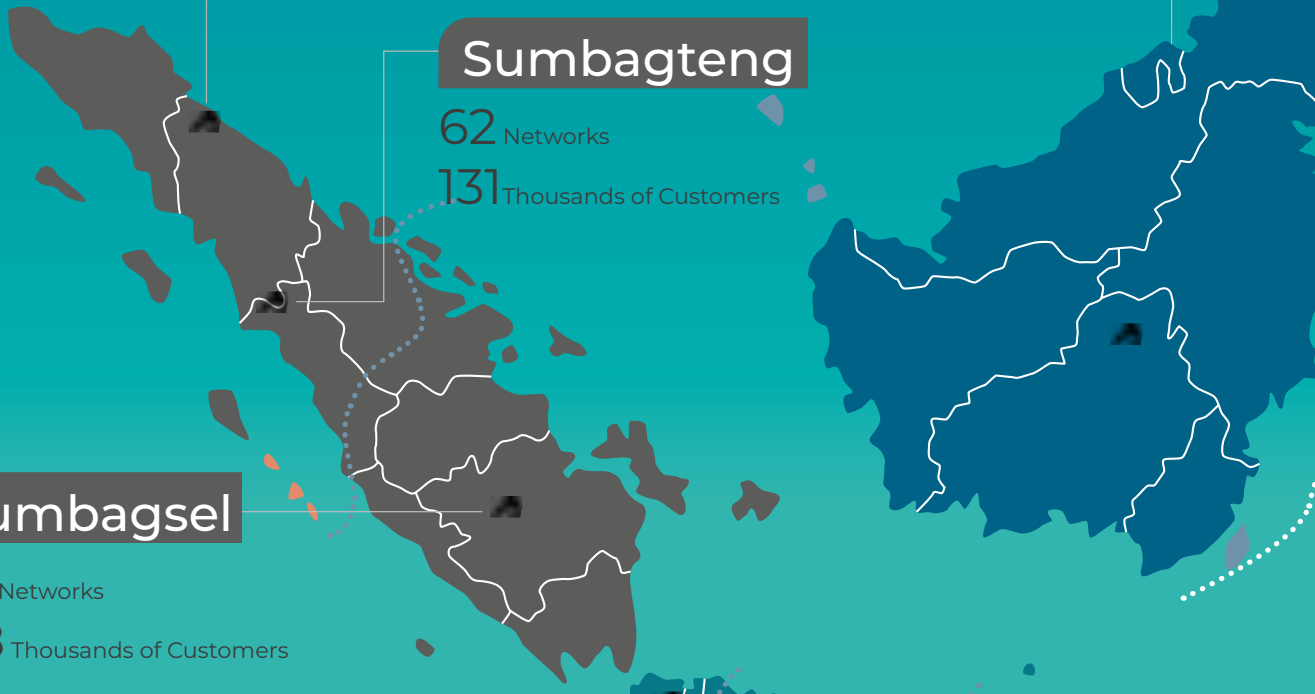
06

SUPPORTING **DATA**





OPERATIONAL AREA



Sumbagut
68 Networks
177 Thousands of Customers

Kalimantan
82 Networks
217 Thousands of Customers

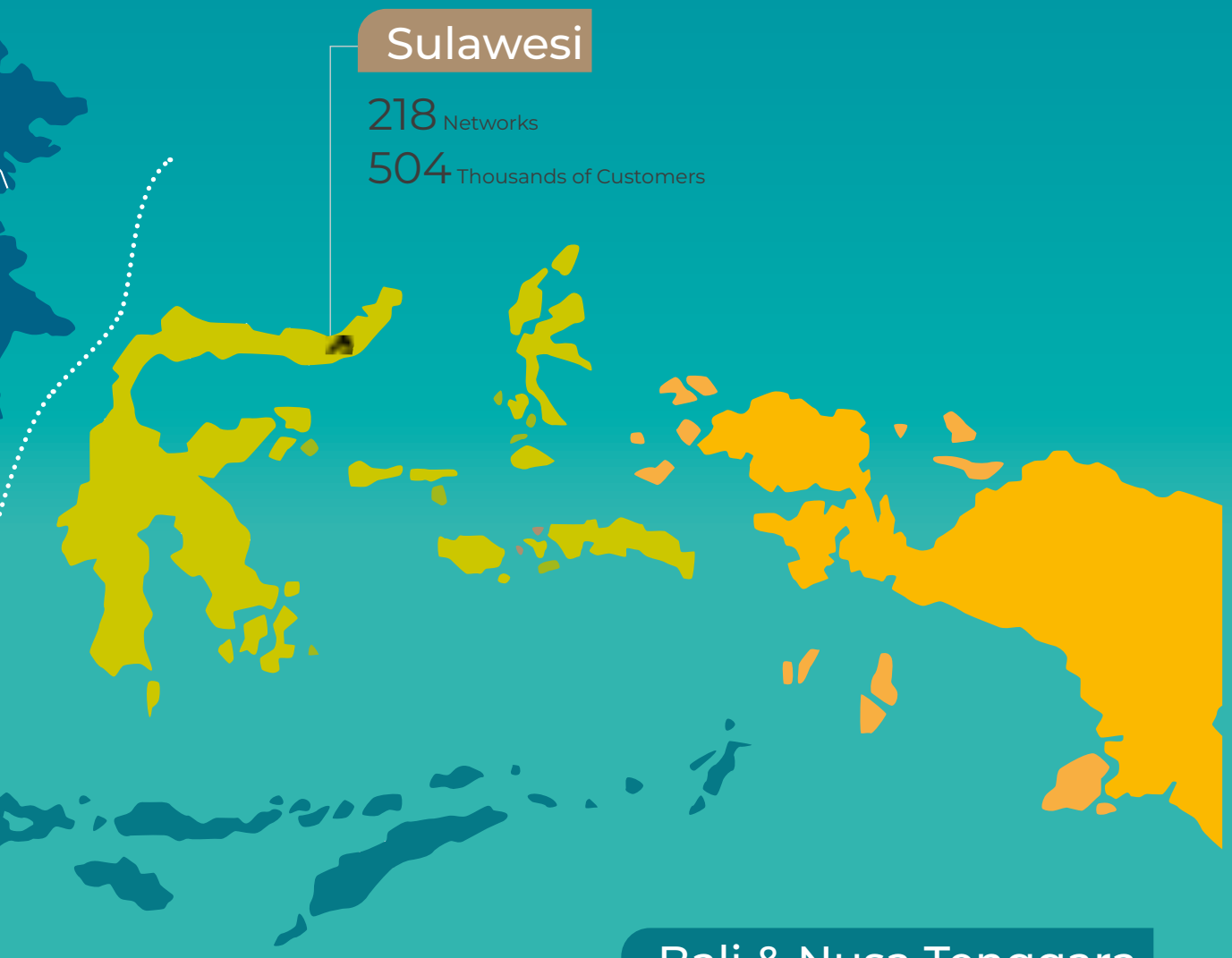
Sumbagteng
62 Networks
131 Thousands of Customers

Sumbagsel
112 Networks
218 Thousands of Customers

Jabodetabekser
78 Networks
549 Thousands of Customers

West Java
82 Networks
245 Thousands of Customers

Central Java
75 Networks
236 Thousands of Customers



Sulawesi

218 Networks

504 Thousands of Customers

East Java

63 Networks

181 Thousands of Customers

Bali & Nusa Tenggara

37 Networks

121 Thousands of Customers

ALAMAT JARINGAN USAHA PERUSAHAAN

HEAD OFFICE

Millenium Centennial Center
Jl. Jend. Sudirman Kav 25, Karet, Setiabudi, Jakarta Selatan
Telp : 021- 52963322/3232
Faks : 021-52964159

JABODETABEKSER AREA - BRANCH OFFICE

JAKARTA SELATAN 1 – TEBET
Jl. KH Abdullah Syafe'i
No. 50 A-C RT/RW 012/009,
Kel. Bukit Duri, Kec. Tebet,
Jakarta Selatan, DKI Jakarta
Telp : 021-7902829
Faks : 021-79191878

JAKARTA 3 (CAR) – TEBET
Jl. KH Abdullah Syafe'i
No. 50 A-C, RT/RW 012/009, Bukit Duri, Kec. Tebet, Jakarta Selatan, DKI Jakarta
Telp : 021-79187576
Faks : 021-79191878

CILEDUG – TANGERANG
H.O.S Cokroaminoto (Ciledug Raya) RT/RW 001/006,
Kel. Sudimara Timur,
Kec. Ciledug, Tangerang, Banten
Telp : 021-73446773
Faks : 021-7323662

CIPUTAT – TANGERANG SELATAN
Kompleks Ruko Ciputat LOT,
Jl Dewi Sartika Kav 22-23,
RT/RW 002/009, Ciputat,
Tangerang Selatan, Banten
Telp : 021-7415209
Faks : 021-7406974

CIPUTAT (CAR) – TANGSEL
Kompleks Ruko Ciputat LOT,
Jl Dewi Sartika Kav 22-23,
RT/RW 002/009, Ciputat,
Tangerang Selatan, Banten
Telp : 021-7415209
Faks : 021-7406974

JAKARTA – KELAPA GADING
Komp. Ruko Kokan Permata,
Kelapa Gading Blok F3A,5,6,7,
Kelapa Gading, Jakarta Utara,
DKI Jakarta
Telp : 021-45851314
Faks : 021-45860710

JAKARTA – KELAPA GADING (CAR)
Komp. Ruko Kokan Permata,
Kelapa Gading Blok F 3A,5,6,7,
Kelapa Gading, Jakarta Utara, DKI Jakarta
Telp : 021-45851314
Faks : 021-45860710

KETAPANG – JAKARTA PUSAT
JL. KH. Zainul Arifin No. 27, Blok A3-A4, RT/RW 002/001, Kel. Petojo Utara, Kec. Petojo, Jakarta Pusat, DKI Jakarta
Telp : 021-6322707
Faks : 021-6322709

DAAN MOGOT – JAKARTA BARAT
Jl. Tanah Lot Blok LC I No 14 - 15,
RT/RW 008/012, Kel. Kalideres,
Kec. Kalideres, Jakarta Barat,
DKI Jakarta
Telp : 021-54376721
Faks : 021-54376342

DAAN MOGOT (CAR) – JAKARTA BARAT
Jl. Tanah Lot Blok LC I No 14 - 15,
RT/RW 008/012, Kel. Kalideres,
Kec. Kalideres, Jakarta Barat,
DKI Jakarta
Telp : 021-54376721
Faks : 021-54376342

JAKARTA 2 (CAR) – PONDOK INDAH
Ruko Plaza 5 Pondok Indah Blok C – 6, Jl. Margaguna Raya,
Kel. Gandaria Utara,
Kec. Kebayoran Baru,
Jakarta Selatan, DKI Jakarta
Telp : 021-7233336
Faks : 021-7233337

JAKARTA BARAT (CAR) – LATUMENTEN
Ruko Seasons City Blok A07,
Jl. Latumenten No. 33,
Kel. Jembatan Besi,
Kec. Tambora, Jakarta Barat,
DKI Jakarta
Telp : 021-29071301
Faks : 021-29071303

CIKARANG – SENTRA
Komp. Ruko Bagasasi
Sentra Cikarang Blok B 20-22,
Jl. Raya Cikarang-Cibarusah
RT/RW 12/005, Kel. Sukaresmi,
Kec. Cikarang Selatan, Bekasi,
Jawa Barat
Telp : 021-89117744
Faks : 021-89117745

BEKASI 1 – GRAND MALL
Komplek Grand Mall Blok C
No. 9-11, No 1, Jl. Jenderal Sudirman, Kel. Harapan Mulya,
Kec. Medan Satria, Bekasi,
Jawa Barat
Telp : 021-8892107
Faks : 021-88955379

PONDOK GEDE – JATIRAHAYU
Jl. Raya Hankam No. 60 A-B,
RT/RW 07/05, Kel. Jatirahayu,
Kec. Pondok Melati, Bekasi,
Jawa Barat
Telp : 021-84995340
Faks : -

PONDOK GEDE (CAR) – JATIRAHAYU
Jl. Raya Hankam No. 60 A-B,
RT/RW 07/05, Kel. Jatirahayu,
Kec. Pondok Melati, Bekasi,
Jawa Barat
Telp : 021-84995340
Faks : -

BEKASI 2 – TAMBUN
Ruko Permata Metropolitan
Blok A3 No. 31-33
Jl. Sultan Hasanudin,
Kel. Tambun, Kec. Tambun,
Bekasi, Jawa Barat
Telp : 021-8831881
Faks : 021-88366581

BEKASI 3 (CAR) – HARAPAN INDAH
Mega Office Park Blok OP.3
Nomor 2 jalan Harapan Indah
Bulevar, Kel. Medan Satria,
Kec. Medan Satria, Bekasi,
Jawa Barat
Telp : 021-88866352
Faks : -

BEKASI 4 – HARAPAN INDAH
Mega Office Park Blok OP.3
Nomor 2 jalan Harapan Indah
Bulevar, Kel. Medan Satria,
Kec. Medan Satria, Bekasi,
Jawa Barat
Telp : 021-88866352
Faks : -

BEKASI 5 – CIKARANG
Komp. Ruko Cikarang Square
Jl. Raya Cikarang-Cibarusah Blok B No.12, Kel. Pasirsari,
Kec. Cikarang Selatan,
Bekasi, Jawa Barat
Telp : 021-89119761
Faks : 021-89119765

TANGERANG – ALAM SUTERA 1
Jl. Raya Serpong Km. 7, Alam Sutera, BSD, Kel. Buaran, Kec. Buaran, Tangerang, Banten
Telp : 021-53124550
Faks : 021-53124559

TANGERANG – ALAM SUTERA 2 (CAR)
Jl. Raya Serpong Km. 7, Alam Sutera, BSD, Kel. Buaran, Kec. Buaran, Tangerang, Banten
Telp : 021-53124560
Faks : -

CIKUPA – CITRA RAYA
Perumahan Citra Raya, Boulevard Raya Citra Raya Blok L 01/15 R, Kel. Cikupa, Kec. Cikupa, Tangerang, Banten
Telp : 021-59400382
Faks : -

PASAR BARU – TANGERANG
Jl Mohammad Toha No 14 C & 14 D, Kel. Gerendeng, Kec. Karawaci, Tangerang, Banten
Telp : 021-5537799
Faks : 021-5537798

SERANG – AHMAD YANI
Jl. A. Yani No 157 RT/RW 01/04, Kel. Sumur Pucung, Kec. Serang, Serang, Banten
Telp : 0254-209810
Faks : 0254-209818

SERANG 2 (CAR) – AHMAD YANI
Jl. A. Yani No 157 RT/RW 01/04, Kel. Sumur Pucung, Kec. Serang, Serang, Banten
Telp : 0254-209810
Faks : 0254-209818

CILEGON – AHMAD YANI
Jl. A. Yani Link Kalang Anyar RT/RW 006/001, Kel. Kedaleman, Kec. Cibeber, Cilegon, Banten
Telp : 0254-377581
Faks : 0254-377741

CILEGON (CAR) – AHMAD YANI
Jl. A. Yani Link Kalang Anyar RT/RW 006/001, Kel. Kedaleman, Kec. Cibeber, Cilegon, Banten
Telp : 0254-377581
Faks : 0254-377741

RANGKAS BITUNG – LEBAK
Jl. Mutatuli No. 38 A Rangkasbitung Lebak Banten, Muaraciujung Barat, Rangkasbitung, Banten
Telp : 08121117118
Faks : -

CILEUNGSI MALL
Jl. Raya Narogong Komplek Mall Cileungsi Blok C14-17, Kel. Cileungsi Kidul, Kec. Cileungsi, Cileungsi, Jawa Barat
Telp : 021-82496928
Faks : 021-82480306

DEPOK – MARGONDA
Jl. Margonda Raya No. 88 A-C, Kel. Kemiri Muka, Kec. Beji, Depok, Jawa Barat
Telp : 021-77204222
Faks : 021-77200022

DEPOK 3 (CAR) – MARGONDA
Jl. Margonda Raya No. 88 A-C, Kel. Kemiri Muka, Kec. Beji, Depok, Jawa Barat
Telp : 021-77207408
Faks : 021-77207409

CIMANGGIS – DEPOK
Jl. Raya Jakarta Bogor KM 31, RT/RW, 001/005, Kel. Cisalak, Kec. Sukmajaya, Depok, Jawa Barat
Telp : 021-87714727
Faks : 021-87714730

DEPOK 4 – SAWANGAN
Jl. Raya Sawangan, RT/RW 01/02, Kel. Rangkapan Jaya, Kec. Pancoran Mas, Depok, Jawa Barat
Telp : 021-77883737
Faks : 021-77886259

BOGOR 1 – TAJUR
Jl. Raya Tajur No. 158 A-C, RT/RW 01/06, Kel. Pakuan, Kec. Bogor Selatan, Bogor, Jawa Barat
Telp : 0251-8390373
Faks : 0251-8384222

BOGOR 2 (CAR) – TAJUR
Jl. Raya Tajur No. 162 D, Kel. Pakuan, Kec. Bogor Selatan, Bogor Selatan, Jawa Barat
Telp : 0251-378862
Faks : 0251-310543

BOGOR 3 – SOLEH ISKANDAR
Ruko Blok B5 dan B6, Plaza Indah Bogor, JL. KH Soleh Iskandar Dinata No 476, A, RT/RW 004/009, Kel. Kedung Badak, Kec. Tanah Sareal, Bogor, Jawa Barat
Telp : 0251-8362714
Faks : 0251-8362714

BOGOR – LEUWILIANG
Ruko Cemplang, Jl. Galuga RT/RW 002/006, Ds. Dukuh, Cempalang, Cibungbulang, Bogor
Telp : 0251-8640140
Faks : -

CIBINONG – BOGOR
Graha Cibinong Block C1 no 21-23 Jln Raya Jakarta-Bogor Km.43, Ciri Mekar, Cibinong, Bogor
Telp : 021-87908409
Faks : 021-87908900

BEKASI (HI)
Ruko Grand Mall Blok D, No 37-38, Jl. Jend Sudirman Bekasi, Kel. Harapan Mulya, Kec. Medan Satria, Kota Bekasi, Jawa Barat
Telp : -
Faks : -

BOGOR (HI)
Jl. Ahmad Yani, No 104, Kel. Tanah Sareal, Kec. Tanah Sareal, Kota Bogor, Jawa Barat
Telp :
Faks :

CIBINONG (HI)
Ruko Mayor Oking II, Blok B3, Jl. Mayor Oking No. 3, Kel. Cirimekar, Kec. Cibinong, Kab. Bogor, Jawa Barat
Telp : -
Faks : -

CIKARANG (HI)
Ruko Mega Surya No.16 M, Jl. Raya Cibarusah, Kel. Pasirsari, Kec. Cikarang Selatan, Kab. Bekasi, Jawa Barat
Telp : -
Faks : -

CILEUNGSI (HI)
Jl. Raya Narogong KM 21, Kp. Rawahingkik, RT/RW 002/018, Kel. Cileungsi, Kab. Bogor, Jawa Barat
Telp : -
Faks : -

LEUWILIANG (HI)
Jl. Raya Cimanggu 1, RT/RW 01/01, Kel. Cimanggu, Kec. Cibungbulang, Kab. Bogor, Jawa Barat
Telp :
Faks :

PARUNG (HI)
Jl. Raya Parung - Bogor KM 1, RT/RW 002/006, Kel. Parung, Kec. Parung, Kab. Bogor, Jawa Barat.
Telp : -
Faks : -

TANGERANG 3 – IMAM BONJOL – (HI)
Ruko Victoria Park Blok A1 No. 16-17, Jl. Imam Bonjol, RT/RW 002/006, Kel. Bojong Jaya, Kec. Karawaci, Kota Tangerang, Banten
Telp : -
Faks : -

CINERE – JAKARTA SELATAN – (HI)
Jl. Mampang Prapatan Raya No. 108 - B3A, RT/RW 002/001, Kel. Duren Tiga, Kec. Pancoran, Kota Jakarta Selatan, Provinsi DKI Jakarta.
Telp : -
Faks : -

CIGUDEG (HI)
Kp. Papanggungan, RT/RW 01/12, Kel. Bunar, Kec. Cigudeg, Kab. Bogor, Jawa Barat
Telp : -
Faks : -

BALARAJA (HI)
Citra Raya, Grand Boulevard Blok V 1 A No. 207, Kel. Ciakar, Kec. Panongan, Kab. Tangerang, Banten
Telp : -
Faks : -

SERANG 3 – TITAN ARUM (HI)
Jl. Raya Serang Cilegon, Ruko Titan Arum Blok B, Kel. Drangong, Kec. Taktakan, Kota Serang, Banten
Telp : -
Faks : -

SENTRA COMMERCIAL JABODETABEK – JAKARTA UTARA
Komp. Ruko Kokan Permata Kelapa Gading Blok F 3A,5,6,7, Kel. Kelapa Gading, Kec. Kelapa Gading, Kota Jakarta Utara, DKI Jakarta
Telp : 021-45851314
Faks : 021-45860710

JABODETABEKSER AREA - SYARIAH BUSINESS UNIT BRANCH OFFICE

JAKARTA 3 (CAR) – TEBET
Jl. KH Abdullah Syafe'i No. 50 A-C, RT 012 RW 009, Kel. Bukit Duri, Kec. Tebet, Jakarta Selatan, DKI Jakarta
Telp : 021 - 7902829
Faks : 021-79191878

CIPUTAT – TANGSEL
Kompleks Ruko Ciputat Lot, Jl. Dewi Sartika, Kav 22-23, RT/RW 002/009, Kel. Ciputat, Kec. Ciputat, Tangerang Selatan, Banten
Telp : 021-7415209
Faks : 021-7406974

BEKASI 1 – GRAND MALL
Komplek Grand Mall Blok C No. 9-11, Jl. Jend. Sudirman No 1, Kel. Harapan Mulya, Kec. Medan Satria, Bekasi, Jawa Barat
Telp : -
Faks : -

SERANG – AHMAD YANI
Jl. A. Yani No 157, RT/RW 01/04, Kel. Sumur Pecung, Kec. Serang, Serang, Banten
Telp : 0254-209810
Faks : 0254-209818

SERANG – AHMAD YANI II
Jl. A. Yani No 157, RT/RW 01/04, Kel. Sumur Pecung, Kec. Serang, Serang, Banten
Telp : 0254-209810
Faks : 0254-209818

BOGOR 1 – TAJUR
Jl. Raya Tajur No. 158 A-C, RT/RW 01/06, Kel. Pakuan, Kec. Bogor Selatan, Bogor, Jawa Barat
Telp : 0251-390372
Faks : 0251-384222

BEKASI (HI)
Ruko Grand Mall Blok D, No. 37-38, Jl. Jend Sudirman Bekasi, Kel. Harapan Mulya, Kec. Medan Satria, Bekasi, Jawa Barat
Telp : -
Faks : -

BOGOR (HI)
Jalan Ahmad Yani, No. 104, RT/RW 003/003, Kel. Tanah Sareal, Kec. Tanah Sareal, Bogor, Jawa Barat.
Telp : -
Faks : -

CILEUNGSI (HI)
Jl. Raya Narogong, KM 21, Kp. Rawahingkik RT/RW 002/018, Kel. Cileungsi, Bogor, Jawa Barat
Telp : -
Faks : -

TANGERANG 3 – IMAM BONJOL (HI)
Ruko Victoria Park Blok A1, No. 16-17 Jl. Imam Bonjol, RT/RW 002/006, Kel. Bojong Raya, Kec. Karawaci, Tangerang, Banten
Telp :
Faks :

CINERE – JAKARTA SELATAN
Jl. Mampang Prapatan Raya No. 108 B3A, RT/RW. 002/001, Kelurahan Duren Tiga, Kecamatan Pancoran, Kota Jakarta Selatan, Provinsi DKI Jakarta.
Telp : -
Faks : -

SERANG 3 – TITAN ARUM
Jl. Raya Serang Cilegon, Ruko Titan Arum Blok B, Kel. Drangong, Kec. Taktakan, Kota Serang, Banten
Telp : -
Faks : -

JABODETABEKSER AREA - OFFICES OTHER THAN BRANCH OFFICES

CIPUTAT – PONDOK LABU
Jl. RS.Fatmawati Raya No. 14A, RT/RW 006/010, Kel. Pondok Labu, Kec. Cilandak, Jakarta Selatan, DKI Jakarta
Telp : -
Faks : -

KELAPA GADING – KALIMALANG
Ruko Kalimalang Square, Jl. Raya Inspeksi Kalimalang No. 9, Kel. Pondok Labu, Kec. Duren Sawit, Jakarta Timur, DKI Jakarta
Telp : 021-38851096
Faks : -

BEKASI – BANTARGEBANG
Ruko Narogong Hill No. 18 Jl. Raya Narogong KM 10, Kel. Bantargebang, Kec. Bantargebang, Bekasi, Jawa Barat
Telp : -
Faks : 022138716102

CIKUPA – BALARAJA
Jl. Raya Serang, RT/RW 003/002, Kel. Telaga Sari, Kec. Balaraja, Tangerang, Banten
Telp : 022189087935
Faks : -

RANGKAS BITUNG – LABUAN
Jl. Raya Jendral Sudirman – Labuan (depan SPBU 34 422 03), Kel. Sukamaju, Kec. Labuan, Banten, Banten
Telp : -
Faks : -

RANGKAS BITUNG – MALINGPING
JL. Raya Malingping - Bayah Kp. Polotot Tengah Desa Kel. Sukaraja, Kec. Malingping, Lebak, Banten, Banten
Telp : -
Faks : -

CILEUNGSI – JONGGOL
Jl. Raya Jonggol No. 9, RT/RW 003/011, Kel. Jonggol, Kec. Jonggol, Bogor, Jawa Barat
Telp : -
Faks : -

BOGOR 1 – LIDO
Kp. Tambakan Jl. Raya Danau Lido RT/RW 002/001, Kel. Wates Jaya, Kec. Cigombong, Bogor, Jawa Barat
Telp : -
Faks : -

BOGOR 3 – PARUNG
Jl. Raya Kampung Jati, RT/RW 002/006, Kel. Parung, Kec, Parung Kuda, Bogor, Jawa Barat
Telp : 0251-2007004
Faks : -

LEUWILIANG – PARUNG PANJANG
Jl. Moch. Toha No. 23 RT/RW 001/004, Kel. Parung Panjang, Kec. Parung Panjang, Bogor, Jawa Barat
Telp : 021-35299476
Faks : -

CIBINONG – GUNUNG PUTRI
Komp. Ferry Sonneville Blok C.17, Kel. Tlanjung Udik, Kec. Gunung Putri, Bogor, Jawa Barat
Telp : -
Faks : -

JABODETABEKSER AREA - SYARIAH BUSINESS UNIT OFFICES OTHER THAN BRANCH OFFICES

CIPUTAT – PONDOK LABU
Jl. RS.Fatmawati Raya No. 14A, RT/RW 006/010, Kel. Pondok Labu, Kec. Cilandak, Jakarta Selatan, DKI Jakarta
Telp : -
Faks : -

BEKASI – BANTARGEBANG
Ruko Narogong Hill No. 18 Jl. Raya Narogong KM 10, Kel. Bantargebang, Kec. Bantargebang, Bekasi, Jawa Barat
Telp : -
Faks : -

BOGOR 1 – LIDO
Kp. Tambakan Jl. Raya Danau Lido RT/RW 002/001, Kel. Wates Jaya, Kec. Cigombong, Bogor, Jawa Barat
Telp : -
Faks : -

WEST JAVA AREA - BRANCH OFFICE

BANDUNG – SOEKARNO HATTA
Jl. Soekarno Hatta No. 380, Kel. Situsaeur, Kec. Bojong Loa Kidul, Bandung, Jawa Barat
Telp : 022-5210766
Faks : 022-5210769

BALEENDAH – JAKSANARANATA
Jl. Jaksanaranta No. 7 RT/RW 03/15, Kel. Baleendah, Kec. Baleendah, Kab. Bandung, Jawa Barat
Telp : 022-88882452
Faks : 022-88882594

BANDUNG (CAR) – PETA
Jl. Peta No. 156, RT/RW 01/04, Kel. Sukaasih, Kec. Bojongloa Kaler, Bandung
Telp : 022-6046331
Faks : 022-6046327

CIMAHI – NGRAMPAH
Jl. Gadobangkong No. 94, RT/RW 02/03, Kel. Gadobangkong, Kec. Ngrampah, Cimahi, Jawa Barat
Telp : 022-6632500
Faks : 022-6632530

BANDUNG – UJUNG BERUNG
Komp. Tritanpoint Bandung Jl. AH Nasution No. B3-19 & B3-20, Kel. Cipadung Wetan, Kec. Ujung Berung, Bandung, Jawa Barat
Telp : 022-7218491
Faks : 022-7216250

UJUNG BERUNG (HI)
Jl. A.H Nasution No. 103, Kav. 29 RT/RW 005/001, Kel. Karang Pamulang, Kec. Mandalajati, Kota Bandung, Jawa barat
Telp : -
Faks : -

BANDUNG 6 – PUNGKUR
Jl. Pungkur No. 117 RT/RW 006/005, Kel. Balonggede, Kec. Regol, Bandung
Telp : 022 - 4241001
Faks : 022 - 4221982

SUMEDANG – MAYOR ABDURAHMAN
Jl. Mayor Abdurahman No. 103, Kel. Kotakaler, Kec. Sumedang Utara, Sumedang, Jawa Barat
Telp : 0261-201099
Faks : 0261-208256

SUMEDANG (HI)
Jalan Prabu Gajah Agung, RT/RW 001/006, Kel. Jatihurip, Kec. Sumedang Utara, Kab. Sumedang, Jawa Barat.
Telp : -
Faks : -

SUBANG – OTO ISKANDARDINATA
Jl. Oto Iskandardinata No. 103, RT/RW 40/10, Kel. Karanganyar, Kec. Subang, Subang, Jawa Barat
Telp : 0260-421172
Faks : 0260-414166

PAMANUKAN – SUBANG
Jl. Raya Eyangtirtapraja No. 45 RT/RW 02/08, Kel. Desa Pamanukan Kota, Kec. Pamanukan, Subang, Jawa Barat
Telp : 0260-555070
Faks : 0260-555066

KARAWANG – KERTABUMI
Jl. Kerta Bumi No. 29 E-F, RT/RW 003/009, Kel. Nagasari, Kec. Karawang Barat, Karawang, Jawa Barat
Telp : 0267-411511
Faks : 0267-400274

KARAWANG (CAR) – KERTABUMI
Jl. Kerta Bumi No. 29 E-F, RT/RW 003/009, Kel. Nagasari, Kec. Karawang Barat, Karawang, Jawa Barat
Telp : 0267-411511
Faks : 0267-400274

CIKAMPEK – PURWAKARTA
Jl. Veteran Blok Cihideung No. 77, RT/RW 05/02, Kel. Ciseureuh, Kec. Purwakarta, Purwakarta, Jawa Barat
Telp : 0264-231515
Faks : 0264-231516

TASIKMALAYA – JUANDA
Komp. Ruko TFT
Jl. Ir. H. Juanda No. 18,
RT/RW 001/004, Kel. Linggajaya,
Kec. Mangkubumi,
Tasikmalaya, Jawa Barat
Telp : 0265-327525
Faks : 0265-313358

GARUT – CIKURAY
Jl. Cikuray No. 66,
RT/RW 004/002, Kel. Regol,
Kec. Garut Kota, Garut,
Jawa Barat
Telp : 0262-240882
Faks : 0262-243307

BANJAR – DIDI KARTASASMITA
Komp Pertokoan Voctoria Plaza,
Jl. Mayjend. Didi Kartasasmita
Blok 8, No. 3, 5, 6,
Kel. Banjar Kolot, Kec. Banjar,
Banjar, Jawa Barat
Telp : 0265-745288
Faks : 0265-745290

CIREBON – WAHIDIN
Jl. Dr. Wahidin Sudirohusodo
No. 63 RT/RW 01/01, Kel. Sukapura,
Kec. Kejaksan, Cirebon, Jawa
Barat
Telp : 0231-230750
Faks : 0231-225672

MAJALENGKA – ABDUL HALIM
Ruko Taman Hana Sakura,
Jl. Raya Cigasong Jatiwangi,
Kel. Cicenang, Kec. Cigasong,
Majalengka, Jawa Barat
Telp : 0233-281223
Faks : 0233-8285130

JATIBARANG – WIDASARI
Jl. Raya Bangkaloa Ilir No. 25,
Jatibarang, Kel. Bangkaloa Ilir,
Kec. Widasari, Indramayu,
Jawa Barat
Telp : 0234-5357330
Faks : 0234-353300

SUKABUMI – PABUARAN
Jl. Surya Kencana No. D5-D6,
RT/RW 003/001,
Kel. Gunung Parang, Kec. Cikole,
Sukabumi, Jawa Barat
Telp : 0266-215366
Faks : 0266-217203

CIANJUR – JUANDA
Jl. IR. H. Juanda No. 19B & 19C,
RT/RW 01/13, Kel. Kp. Selokapi,
Kec. Cianjur, Cianjur, Jawa Barat
Telp : 0263-282723
Faks : 0263-282726

BANDUNG (HI)
Jl. Moch. Ramdhan 31B,
RT/RW 002/001, Kel. Ancol
Kec. Regol, Bandung, Jawa Barat
Telp : -
Faks : -

BANJAR (HI)
Ruko Victoria Plaza Kav. B No. 8-9,
Jalan Mayjend Didi Kartasasmita,
Kel. Banjar, Kec. Banjar,
Banjar, Jawa Barat
Telp : -
Faks : -

BANJARAN (HI)
Komplek Bintang Motor
Blok B7-9, Jl. Raya Banjaran
Nambo No. 677, Kel. Batukarit,
Kec. Arjasari, Bandung,
Jawa Barat
Telp : -
Faks : -

CIANJUR (HI)
Jl. KH. Abdullah Bin Nuh No. 40A,
RT/RW 003/008, Kel. Pamoyanan,
Kec. Cianjur, Cianjur, Jawa Barat
Telp : -
Faks : -

CIAWI (HI)
Komplek Ruko AR Rusydu
Blok A2, Jl. Raya Perjuangan,
Kel. Kurniabakti, Kec. Ciawi,
Ciawi, Jawa Barat
Telp : -
Faks : -

CIMAHI (HI)
Jl. Jend. H. Amir Mahmud
No. 310, Ruko B-2, Kel. Cibabat,
Kec. Cimahi Utara,
Cimahi, Jawa Barat
Telp : -
Faks : -

CIREBON (HI)
Jl. Brigjen Darsono No. 34,
RT/RW 01/03 Kel. Kedawung,
Kec. Kedawung, Cirebon,
Jawa Barat
Telp : -
Faks : -

GARUT (HI)
Ruko Diamond Dream Land Blok
A7-8, Jl. Suherman No. 44,
Kel. Tarogong, Kec. Tarogong,
Garut, Jawa Barat
Telp : -
Faks : -

JAMPANG (HI)
Jl. Raya Kateu, RT/RW 011/004,
Kel. Surade, Kec. Surade,
Sukabumi, Jawa Barat
Telp : -
Faks : -

JATIBARANG (HI)
Jl. Raya Kongsijaya No. 69,
Kel. Kongsijaya, Kec. Widasari,
Indramayu, Jawa Barat.
Telp : -
Faks : -

KADIPATEN (HI)
Jl. Raya Cideres No. 10,
RT/RW 003/002,
Kel. Bojongcideres, Kec. Dawuan,
Majalengka, Jawa Barat
Telp : -
Faks : -

KARAWANG (HI)
Jl. Jend. A. Yani By Pass No. 82,
Kel. Karangpawitan,
Kec. Karawang Barat,
Karawang, Jawa Barat
Telp : -
Faks : -

KUNINGAN (HI)
Jl. Raya Siliwangi No. 40,
Kel. Cijoho, Kec. Kuningan,
Kuningan, Jawa Barat
Telp : -
Faks : -

PANGANDARAN (HI)
Jl. Raya Cijulang No. 168
Wonoharjo Pangandaran,
Dusun Kedungrejo
RT/RW 01/03, Kel. Wonoharjo,
Kec. Pangandaran,
Pangandaran, Jawa Barat
Telp : -
Faks : -

PARUNGKUDA (HI)
Jl. Raya Sukabumi,
Kp. Leuwi Orok, RT/RW 011/005,
Kel. Sundawenang,
Kec. Parungkuda, Sukabumi,
Jawa Barat
Telp : -
Faks : -

PATROL (HI)
Jl. Raya Patrol No. 69,
RT/RW 004/003 Kel. Patrol,
Kec. Patrol, Indramayu,
Jawa Barat
Telp : -
Faks : -

PELABUHAN RATU (HI)
Jl. Bhayangkara No. 5,
Kp. Pintu Air, RT/RW 002/017,
Kel. Citepus,
Kec. Pelabuhan Ratu,
Sukabumi, Jawa Barat
Telp : -
Faks : -

PURWAKARTA (HI)
Jl. Ibrahim Singadilaga No. 51,
RT/RW 08/01, Kel. Nagikaler,
Kec. Purwakarta, Purwakarta,
Jawa Barat
Telp : -
Faks : -

SUBANG (HI)
Ruko Rawabadak Blok B5,
Jl. Kapten Hanafiah,
RT/RW 098/027,
Kel. Karanganyar, Kec. Subang,
Subang, Jawa Barat
Telp : -
Faks : -

SUKABUMI (HI)
Jl. Bhayangkara No. 33-34,
Kel. Gunung Puyuh,
Kec. Gunung Puyuh,
Sukabumi, Jawa Barat
Telp : -
Faks : -

TANGGEUNG (HI)
Jl. Sukanagara Kp. Pos,
RT/RW 001/002, Kel. Sukanagara,
Kec. Sukanagara, Cianjur,
Jawa Barat
Telp : -
Faks : -

TASIKMALAYA (HI)
Jl. Moch. Hatta No. 169,
RT/RW 001/020, Kel. Sukamanah,
Kec. Cipedes, Tasikmalaya,
Jawa Barat
Telp : -
Faks : -

WEST JAVA AREA - SYARIAH BUSINESS UNIT BRANCH OFFICE

BANDUNG (CAR) – PETA
Jl. Peta No. 156, RT/RW 01/04, Kel.
Sukaasih, Kec. Bojongloa Kaler,
Bandung
Telp : 022-6046331
Faks : 022-6046327

BANDUNG – UJUNGBERUNG
Komp. Tritanpoint Bandung,
Jl. AH Nasution No. B3-19 & B3-20,
Kel. Cipadung Wetan,
Kec. Ujungberung,
Bandung, Jawa Barat
Telp : 022-7218491
Faks : 022-7216250

TASIKMALAYA – JUANDA
Komp. Ruko TST
Jl. Ir. H. Juanda No. 18,
RT/RW 001/004, Kel. Linggajaya,
Kec. Mangkubumi,
Tasikmalaya, Jawa Barat
Telp : 0265-327525
Faks : 0265-313358

CIREBON – WAHIDIN
Jl. Dr. Wahidin Sudirohusodo
No. 63, RT/RW 01/01,
Kel. Sukapura, Kec. Kejaksan,
Cirebon, Jawa Barat
Telp : 0231-230750
Faks : 0231-225672

BANDUNG (HI)
Jl. Moch. Ramdhan 31B,
RT/RW 002/001, Kel. Ancol,
Kec, Regol, Bandung, Jawa Barat
Telp : -
Faks : -

BANJAR (HI)
Ruko Victoria Plaza Kav. B No. 8-9,
Jl. Mayjend Didi Kartasasmita,
Kel. Banjar, Kec. Banjar,
Banjar, Jawa Barat
Telp : -
Faks : -

CIANJUR (HI)
Jl. KH. Abdullah Bin Nuh No. 40A,
RT/RW 003/008, Kel. Pamoyanan,
Kec. Cianjur, Cianjur, Jawa Barat
Telp : -
Faks : -

CIMAHI (HI)
Jl. Jend. H. Amir Mahmud
No. 310, Ruko B-2, Kel. Cibabat,
Kec. Cimahi Utara, Cimahi,
Jawa Barat
Telp : -
Faks : -

GARUT (HI)
Ruko Diamond Dream Land Blok
A7-8, Jl. Suherman No. 44,
Kel. Tarogong, Kec. Tarogong,
Garut, Jawa Barat
Telp : -
Faks : -

JATIBARANG (HI)
Jl. Raya Kongsijaya No. 69,
Kel. Kongsijaya, Kec. Widasari,
Indramayu, Jawa Barat.
Telp : -
Faks : -

KADIPATEN (HI)
Jl. Raya Cideres No. 10,
RT/RW 003/002,
Kel. Bojong Cideres, Kec. Dawuan,
Majalengka, Jawa Barat
Telp : -
Faks : -

KARAWANG (HI)
Jl. Jend. A. Yani By Pass No. 82,
Kel. Karangpawitan,
Kec. Karawang Barat,
Karawang, Jawa Barat
Telp : -
Faks : -

PELABUHAN RATU (HI)
Jl. Bhayangkara No. 5,
Kp. Pintu Air, RT/RW 002/017,
Kel. Citepus,
Kec. Pelabuhan Ratu,
Sukabumi, Jawa Barat
Telp : -
Faks : -

SUMEDANG (HI)
Jl. Prabu Gajah Agung,
RT/RW 001/006, Kel. Jatihurip,
Kec. Sumedang Utara,
Kab. Sumedang, Jawa Barat.
Telp : -
Faks : -

KUNINGAN (HI)
Jl. Raya Siliwangi No. 40,
RT/RW 007/005, Kel. Cijoho,
Kec. Kuningan, Kuningan,
Jawa Barat
Telp : -
Faks : -

SUKABUMI (HI)
Jl. Bhayangkara No. 33-34,
Kel. Gunung Puyuh,
Kec. Gunung Puyuh,
Sukabumi, Jawa Barat
Telp : -
Faks : -

TASIKMALAYA (HI)
Jl. Moch. Hatta No. 169,
RT/RW 001/020, Kel. Sukamanah,
Kec. Cipedes, Tasikmalaya,
Jawa Barat
Telp : -
Faks : -

WEST JAVA AREA - OFFICES OTHER THAN BRANCH OFFICES

BALEENDAH – MAJALAYA
Jl. Raya Majalaya - Cicalengka,
Kp. Sukasari, RT/RW 001/014,
Kel. Mekarpawitan, Kec. Paseh,
Bandung, Jawa Barat
Telp : 022-85962066
Faks : 022-85962067

CIMAHI – CILILIN
Kp. Rancapanggung,
RT/RW 002/004,
Kel. Rancapanggung, Kec. Cililin,
Bandung Barat, Jawa Barat
Telp : 022-68183502
Faks : -

SUMEDANG – TANJUNG SARI
Perumahan Babakan Jati Permai,
Jl. Tanjung Sari No. 154,
RT/RW 02/06, Kec. Jatisari,
Kel. Tanjung Sari, Sumedang,
Jawa Barat
Telp : 022-7914290
Faks : 022-7914296

KARAWANG – RENGASDENGKLOK
Jl. Raya Rengasdengklok,
RT/RW 009/003, Kel. Amansari,
Kec. Rengasdengklok,
Karawang, Jawa Barat
Telp : 0267-8485191
Faks : 0267-8485207

PURWAKARTA – CIKAMPEK
Jl. Ir. H. Djuanda No. 89 C,
Kp. Sukaseuri, RT/RW 005/002,
Kel. Sarimulya, Kec. Kotabaru,
Karawang, Jawa Barat
Telp : 0264-4304703
Faks : 0264-304580

TASIKMALAYA – SINGAPARNA
Kp. Babakan Cianda,
RT/RW 01/012,
Kel. Desa Cilampung Hilir,
Kec. Padakembang,
Tasikmalaya, Jawa Barat
Telp : 0265-545770
Faks : 0265-545783

TASIKMALAYA – KARANG NUNGGAL
Jl. Raya Karangnunggal,
RT/RW 01/07, Kel. Karangnunggal,
Kec. Karangnunggal,
Tasikmalaya, Jawa Barat
Telp : 0265-580469
Faks : -

GARUT – CIKAJANG
Jl. Raya Cikajang, Kp. Cibodas,
RT/RW 001/005, Kel. Cibodas,
Kec. Cikajang, Garut, Jawa Barat
Telp : 0262-577628
Faks : -

GARUT – PAMEUNGPEUK
Jl. Cigodeg, RT/RW 01/02,
Kel. Paas, Kec. Pameungpeuk,
Garut, Jawa Barat
Telp : -
Faks : -

GARUT – LIMBANGAN
Jl. Raya Limbangan,
Kp. Lio Barat, RT/RW 001/007,
Kel. Limbangan Barat,
Kec. Blubur Limbangan,
Garut, Jawa Barat
Telp : 0262-438117
Faks : -

BANJAR – CIAMIS
Jl. Mr. Iwa Kusuma Sumantri
No. 20B, Kel. Kertasari,
Kec. Ciamis, Ciamis, Jawa Barat
Telp : 0265-772505
Faks : 0265-2751632

BANJAR – PANGANDARAN
Jl. Raya Babakan Dusun
Karanggedang, RT/RW 03/04,
Kel. Babakan, Kec. Pangandaran,
Pangandaran, Jawa Barat
Telp : 0265-631585
Faks : 0265-631584

CIREBON – CILEDUG
Jl. Pangeran Walasungsang
No. 137, RT/RW 001/001,
Kel. Jatiseeng,
Kec. Ciledug, Cirebon, Jawa Barat
Telp : 0231-663709
Faks : 0231-663712

MAJALENGKA – KUNINGAN
Jl. Pramuka No. 38,
RT/RW 007/003,
Kel. Purnawirangun,
Kec. Kuningan,
Kuningan, Jawa Barat
Telp : 0232-8881980
Faks : 0232-8880442

JATIBARANG – PATROL
Jl. Raya Patrol, RT/RW 004/003,
Kel. Patrol, Kec. Sukra,
Indramayu, Jawa Barat
Telp : 0234-612816
Faks : 0234-612817

SUKABUMI – PELABUHAN RATU
Jl. Jend. Sudirman No. 99,
RT/RW 002/017, Kp. Pintu Air,
Kel. Citepus,
Kec. Pelabuhan Ratu,
Pelabuhan Ratu, Jawa Barat
Telp : 0266-434190
Faks : 0266- 435246

SUKABUMI – CICURUG
Kp. Leuwi Orok, RT/RW 09/04,
Kel. Sundawenang,
Kec. Parung Kuda,
Sukabumi, Jawa Barat
Telp : 0266-654144
Faks : 0266-6541449

CIANJUR – TANGGEUNG
Wangunjaya Tanggeung,
RT/RW 05/01, Kel. Margaluyu,
Kec. Tanggeung, Cianjur,
Jawa Barat
Telp : 0263-363862
Faks : 0263-363863

WEST JAVA AREA - SYARIAH BUSINESS UNIT OFFICES OTHER THAN BRANCH OFFICES

TASIKMALAYA – SINGAPARNA
Kp. Babakan Cianda,
RT/RW 01/012,
Kel. Desa Cilampung Hilir,
Kec. Padakembang,
Tasikmalaya, Jawa Barat
Telp : 0265-545770
Faks : 0265-545783

TASIKMALAYA – KARANGNUNGGAL
Jl. Raya Karangnunggal,
RT/RW 01/07, Kel. Karangnunggal,
Kec. Karangnunggal,
Tasikmalaya, Jawa Barat
Telp : 0265-580469
Faks : -

CIREBON – CILEDUG
Jl. Pangeran Walasungsang,
No. 137, RT/RW 001/001,
Kel. Jatiseeng,
Kec. Ciledug, Cirebon, Jawa Barat
Telp : 0231-663709
Faks : 0231-663712

CENTRAL JAVA AREA - BRANCH OFFICE

SEMARANG – MT HARYONO
Jl. MT. Haryono 657 A,
Kel. Wonodri,
Kec. Semarang Selatan,
Semarang, Jawa Tengah
Telp : 024-8318866
Faks : 024-8416800

SEMARANG 2 (CAR) – MT HARYONO
Jl. MT. Haryono 657 A
Kel. Wonodri,
Kec. Semarang Selatan,
Semarang, Jawa Tengah
Telp : -
Faks : -

KENDAL – SOEKARNO HATTA
Jl. Soekarno Hatta 346,
RT/RW 03/03, Kel. Pakauman,
Kec. Kendal, Kendal, Jawa Tengah
Telp : 0294-571013
Faks : -

SALATIGA – OSAMALIKI
Jl. Osamaliki No. 34,
RT/RW 01/03, Kel. Mangunsari,
Kec. Kota Salatiga, Salatiga,
Jawa tengah
Telp : 0298-3429111
Faks : 0298-321902

SEMARANG 3 – SOEKARNO HATTA
Jl. Supriyadi No. 27, RT/RW 01/03,
Kel. Kalicari, Kec. Pedurungan,
Semarang, Jawa Tengah
Telp : 0224-767 29339
Faks : 0224-767 29199

KUDUS – SUDIRMAN SQUARE
Komp. Sudirman Square,
Jl. Sudirman, RT/RW 03/01,
Kel. Rendeng, Kec. Kudus Kota,
Kudus, Jawa Tengah
Telp : 0291-441442
Faks : 0291-444390

PATI – KYAI SALEH
Jl. Kyai Saleh No. 31, RT/RW 06/02,
Kel. Pati Lor, Kec. Pati, Pati,
Jawa Tengah
Telp : 0295-386400
Faks : 0295-381972

PURWODADI – AHMAD YANI
Jl. Ahmad Yani No 374,
Kel. Kuripan, Kec. Purwodadi,
Purwodadi, Jawa Tengah
Telp : 0292-423884
Faks : 0292-425028

TEGAL – JEND. SUDIRMAN
Jl. Jend. Sudirman, No. 23/25,
RT/RW 01/04, Kel. Randugunting,
Kec. Tegal Selatan, Tegal,
Jawa Tengah
Telp : 0283-322383
Faks : 0283-320714

PEKALONGAN – KH. MANSUR
Jl. KH. Mansur 108,
Kel Bendan Pekalongan,
Kec. Pekalongan Barat,
Pekalongan, Jawa Tengah
Telp : 0285-434681
Faks : 0285-431096

PURWOKERTO – JEND. SUDIRMAN
Jl. Jendral Sudirman No. 693,
RT/RW 003/008,
Kel. Purwokerto Wetan,
Kec. Purwokerto Timur,
Banyumas, Jawa Tengah
Telp : 0281-626028
Faks : 0281-626030

BANJARNEGARA – STADION
Jl. Stadion 03,
Kel. Parakancanggah,
Kec. Banjarnegera,
Banjarnegara, Jawa Tengah
Telp : 0286-5985920
Faks : 0286-5985921

CILACAP – PERINTIS KEMERDEKAAN
Jl. Perintis Kemerdekaan,
RT/RW 001/004, Kel. Kebonmanis,
Kec. Cilacap Utara, Cilacap,
Jawa Tengah
Telp : 0282-548777
Faks : 0282-548333

SOLO – SOLO BARU
Jl. Raya Solo Permai JA No. 7-9,
Solo Baru, Kel. Grogol,
Kec. Grogol, Sukoharjo,
Jawa Tengah
Telp : 0271-626626
Faks : 0271-626622

SRAGEN SUKOWATI
Jl. Raya Sukowati, No. 412,
RT/RW 013/005,
Kel. Sragen Wetan,
Kec. Sragen, Sragen, Jawa Tengah
Telp : 0271 894646
Faks : 0271-890913

BOYOLALI (HI)
Jl. Raya Solo – Boyolali KM 1,
Kel. Tegalwire, Kec. Mojosongo,
Boyolali, Jawa Tengah
Telp : -
Faks : -

CILACAP (HI)
Jl. Gatot Subroto No. 158,
RT/RW 003/011,
Kel. Gunungsimping,
Kec. Cilacap Tengah, Cilacap,
Jawa Tengah
Telp : -
Faks : -

MAGELANG (HI)
Ruko Blondo Asri Blok B-C,
Jl. Mayjend Bambang Soegeng
KM 7, Kel. Blondo, Kec. Mungkid,
Magelang, Jawa Tengah
Telp : -
Faks : -

PATI (HI)
Jl. Ronggo Warsito No. 3A,
Kel. Plagitan, Kec. Pati,
Pati, Jawa Tengah
Telp : -
Faks : -

KLATEN – PEMUDA UTARA
Jl. Pemuda Utara No 113,
Kel. Bareng, Kec. Klaten Tengah,
Klaten, Jawa Tengah
Telp : 0272-322561
Faks : 0272-322546

SEMARANG (HI)
Jl. Arteri Soekarno Hatta
No. 54, Kel. Tlogosari Kulon,
Kec. Pedurungan, Semarang,
Jawa Tengah
Telp : -
Faks : -

BAWEN (HI)
Ruko Imperium No. 8,
Jl. Palagan, RT/RW 004/004,
Kel. Ngrawan Kidul, Kec. Bawen,
Semarang, Jawa Tengah
Telp : -
Faks : -

KARANGANYAR (HI)
Jl. Lawu No. 20, RT/RW 002/008,
Kel. Karanganyar,
Kec. Karanganyar, Karanganyar,
Jawa Tengah
Telp : -
Faks : -

KEBUMEN (HI)
Jl. Kutoarjo No. 5, RT/RW 001/007,
Kel. Panjer, Kec. Kebumen,
Kebumen, Jawa Tengah
Telp : -
Faks : -

PEKALONGAN (HI)
Jl. Urip Sumoharjo No. 215,
RT/RW 001/012, Kel. Pringrejo,
Kec. Pekalongan Barat,
Pekalongan, Jawa Tengah
Telp : -
Faks : -

PURWOKERTO (HI)
Jl. Overste Isdiman No. 536,
RT/RW 005/003,
Kel. Purwokerto Lor,
Kec. Purwokerto Timur,
Banyumas, Jawa Tengah
Telp : -
Faks : -

SOLO (HI)
Jl. Honggowongso No. 150,
RT/RW 001/005 Kel. Tepes,
Kec. Serengan, Surakarta,
Jawa Tengah
Telp : -
Faks : -

SRAGEN (HI)
Jl. Setiabudi No. 52,
RT/RW 002/001,
Kel. Sragen Kulon, Kec. Sragen,
Sragen, Jawa Tengah
Telp : -
Faks : -

TEGAL (HI)
Jl. Sultan Agung No. 105,
Kel. Kejambon, Kec. Tegal Timur,
Tegal, Jawa Tengah
Telp : -
Faks : -

WONOGIRI (HI)
Jl. Gatot Subroto, RT/RW 001/005,
Kel. Wonokarto, Kec. Wonogiri,
Tegal, Wonogiri, Jawa Tengah
Telp : -
Faks : -

TEMANGGUNG (HI)
Jl. Jenderal Sudirman No. 120,
RT/RW 002/004, Kel. Kowangan,
Kec. Temanggung, Temanggung,
Jawa Tengah
Telp : -
Faks : -

WONOSARI (HI)
Jl. KH. Agus Salim No. 30,
RT/RW 004/008, Kel. Kepek,
Kec. Wonosari, Gunung Kidul,
Daerah Istimewa Yogyakarta.
Telp : -
Faks : -

WONOSOBO (HI)
Ruko Abragen Square
Jl. Mayor Jendral Bambang
Sugeng Sidojoyo Blok A3,
RT/RW 001/004, Kel. Pagerkukuh,
Kec. Wonosobo, Wonosobo,
Jawa Tengah
Telp : -
Faks : -

YOGYAKARTA (HI)
Jl. Kusumanegara No. 284F,
RT/RW 001/001,
Kel. Rejowinangun,
Kec. Kotagede, Yogyakarta,
Daerah Istimewa Yogyakarta
Telp : -
Faks : -

YOGYAKARTA – TEGALREJO
Jl. Jend. Sudirman No. 42,
Kel. Gowongan Kec. Jetis,
Yogyakarta,
Daerah Istimewa Yogyakarta
Telp : 0274-555007
Faks : 0274-555062

YOGYAKARTA 2 – UMBUL HARJO
Jl. IPDA TUT Harsono No. 55A,
Kel. Muja Muju, Kec. Umbul Harjo,
Yogyakarta,
Daerah Istimewa Yogyakarta
Telp : 0274-563131
Faks : 0274-563061

MAGELANG – AHMAD YANI
Jl. Ahmad Yani No. 40,
Kel. Kedungsari,
Kec. Magelang Utara,
Magelang, Jawa Tengah
Telp : 0293-363021
Faks : 0293-361246

CENTRAL JAVA AREA - SYARIAH BUSINESS UNIT BRANCH OFFICE

SEMARANG – MT HARYONO
Jl. MT. Haryono 657 A,
Kel. Wonodri,
Kec. Semarang Selatan,
Semarang, Jawa Tengah
Telp : -
Faks : -

TEGAL – JEND SUDIRMAN
Jl. Jend. Sudirman, No. 23/25,
RT/RW 001/004,
Kel. Randugunting,
Kec. Tegal Selatan, Tegal,
Jawa Tengah
Telp : -
Faks : -

SOLO (HI)
Jl. Honggowongso No. 150,
RT/RW 001/005 Kel. Tepes,
Kec. Serengan, Surakarta,
Jawa Tengah
Telp : -
Faks : -

WONOGIRI (HI)
Jl. Gatot Subroto, RT/RW 001/005,
Kel. Wonokarto, Kec. Wonogiri,
Tegal, Wonogiri, Jawa Tengah
Telp : -
Faks : -

YOGYAKARTA (HI)
Jl. Kusumanegara No. 284F,
RT/RW 001/001,
Kel. Rejowinangun,
Kec. Kotagede, Yogyakarta,
Daerah Istimewa Yogyakarta
Telp : -
Faks : -

SOLO – SOLO BARU
Jl. Raya Solo Permai JA No. 7-9,
Solo Baru, Kel. Grogol,
Kec. Grogol, Sukoharjo,
Jawa Tengah
Telp : 0271-626626
Faks : 0271-626622

YOGYAKARTA – TEGALREJO
Jl. Jend. Sudirman No. 42,
Kel. Gowongan, Kec. Jetis,
Yogyakarta,
Daerah Istimewa Yogyakarta
Telp : -
Faks : -

CENTRAL JAVA AREA - OFFICES OTHER THAN BRANCH OFFICES

KENDAL – BOJA
Jl. Tambora, RT/RW 005/003,
Kel. Tamping, Kec. Boja, Kendal,
Jawa Tengah
Telp : 0294-571980
Faks : -

SALATIGA – UNGARAN
Jl. Muh. Yamin No. 10,
Kel. Bandarjo,
Kec. Ungaran Timur,
Semarang, Jawa Tengah
Telp : 024-6927039
Faks : -

SALATIGA – AMBARAWA
Jl. Dr. Cipto No. 18, RT/RW 01/05,
Kel. Ambarawa, Kec. Ambarawa,
Semarang, Jawa Tengah
Telp : 0298-3533000
Faks : -

SEMARANG 3 – DEMAK
Jl. Sultan Hadiwijaya,
RT/RW 05/01, Kel. Mangunjiwan,
Kec. Demak, Demak,
Jawa Tengah
Telp : 0291-682087
Faks : 0291-685699

KUDUS – JEPARA
Jl. Pemuda, No. 10 A,
RT/RW 03/07, Kel. Panggang,
Kec. Jepara, Jepara, Jawa Tengah
Telp : 0291-598628
Faks : 0291-598659

PATI – REMBANG
Jl. Panglima Sudirman No. 163,
RT/RW 01/03, Kel. Kabongan Lor,
Kec. Rembang, Rembang,
Jawa Tengah
Telp : 0295-6997093
Faks : -

PURWODADI – BLORA
Jl. Gatot Subroto No. 76,
RT/RW 002/003, Kel. Kauman,
Kec. Blora, Blora, Jawa Tengah
Telp : 0296-532875
Faks : 0296-531607

PURWODADI – GUBUG
Jl. A. Yani, RT/RW 05/04,
Kel. Gubug,
Kec. Gubug, Grobogan,
Jawa Tengah
Telp : 0292-5135892
Faks : 0292-5135891

TEGAL – BUMIAYU
Jl. Pangeran Diponegoro
No. 72, RT/RW 001/006,
Kel. Bumiayu, Kec. Bumiayu,
Brebes, Jawa Tengah
Telp : 0289-432599
Faks : 0289-432299

TEGAL – KETANGGUNGAN
Jl. RA. Kartini, RT/RW 003/001,
Kel. Ketanggungan,
Kel. Ketanggungan,
Brebes, Jawa Tengah
Telp : 0283-881511
Faks : 0283-881678

TEGAL – SLAWI
Gajah Mada Ruko Grand Safira
City No. 3, Kel. Kabongan Lor,
Kec. Karang Moncol, Kalisapu,
Kec. Slawi, Tegal, Jawa Tengah
Telp : -
Faks : -

PEKALONGAN – PEMALANG
Jl. Jend. Sudirman Timur No. 63,
RT/RW 002/006,
Kel. Wanareja Selatan,
Kec. Taman, Pemalang,
Jawa Tengah
Telp : 0284-325695
Faks : 0284-324138

PEKALONGAN – KAJEN
Jl. Diponegoro RT/RW 10/04,
Kel. Kajen, Kec. Kajen,
Pekalongan, Jawa Tengah
Telp : 0285-8353005
Faks : -

PEKALONGAN – RANDUDONGKAL
Jl. Jend. Sudirman Timur,
RT/RW 050/005,
Kel. Randudongkal,
Kec. Randudongkal,
Pemalang, Jawa Tengah
Telp : -
Faks : -

PURWOKERTO – PURBALINGGA
Jl. MT. Haryono No. 20,
Kel. Purbalingga Kulon,
Kec. Purbalingga,
Purbalingga, Jawa Tengah
Telp : 0281-894414
Faks : 0281-892967

BANJARNEGARA – WONOSOBO
Jl. RSUD No. 2,
Kp. Sedeng Kulon, RT/RW 13/04,
Kel. Wonosobo Barat,
Kec. Wonosobo,
Wonosobo, Jawa Tengah
Telp : 0286-3326191
Faks : 0286-322871

CILACAP – MAJENANG
Pasar Majenang,
Jl. Matahari, RT/RW 005/006,
Kel. Sindangsari, Kec. Majenang,
Cilacap, Jawa Tengah
Telp : 0280-623796
Faks : -

CILACAP – KEBUMEN
Jl. HM. Sarbini No.13,
RT/RW 06/02, Kel. Bumirejo,
Kec. Kebumen, Kebumen,
Jawa Tengah
Telp : 0287-385624
Faks : -

SOLO – WONOGIRI
Jl. A. Yani 172, RT/RW 001/002,
Kel. Giripurwo, Kec. Wonogiri,
Wonogiri, Jawa Tengah
Telp : 0273-323588
Faks : -

SRAGEN – KARANGANYAR
Jl. Lawu No. 31,
Kel. Karangpandan,
Kec. Karangpandan,
Karanganyar, Jawa Tengah
Telp : 0271-495911
Faks : 0271-495898

KLATEN – BOYOLALI
Jl. Kates No. 2, Kel. Siswodipuran,
Kec. Boyolali, Boyolali,
Jawa Tengah
Telp : 0276-323038
Faks : -

YOGYAKARTA 2 – WONOSARI
Jl. KH. Agus Salim, No. 71,
RT/RW 002/006, Kel. Kepek,
Kec. Wonosari, Gunung Kidul,
Daerah Istimewa Yogyakarta
Telp : 0274-393382
Faks : 0274-393383

YOGYAKARTA 2 – KULONPROGO
Jl. Diponegoro, Kel. Wates,
Kec. Wates, Kulonprogo,
Daerah Istimewa Yogyakarta
Telp : 0274-2259-056
Faks :

MAGELANG – TEMANGGUNG
Jl. Jend. Sudirman No. 172,
Kel. Kowanga, Kec. Temanggung,
Temanggung, Jawa Tengah
Telp : 0293-493511
Faks : 0293-493083

MAGELANG – PURWOREJO
Jl. A. Yani, No. 25 A,
RT/RW 05/12, Kel. Purworejo,
Kec. Purworejo, Purworejo,
Jawa Tengah
Telp : 0275-322500
Faks : 0275-325075

MAGELANG – MUNTILAN
Komp. Munsen Kav A-2,
Jl. Tambakan, Kel. Temanggung,
Kec. Muntilan, Magelang,
Jawa Tengah
Telp : -
Faks : -

SENTRA COMMERCIAL JATENG
Jl. MT. Haryono 657 A,
Kel. Wonodri,
Kec. Semarang Selatan,
Semarang, Jawa Tengah
Telp : -
Faks : -

CENTRAL JAVA AREA - SYARIAH BUSINESS UNIT OFFICES OTHER THAN BRANCH OFFICES

TEGAL – BUMIAYU
Jl. Pangeran Diponegoro No. 649,
RT/RW 02/07, Kel. Bumiayu,
Kec. Bumiayu, Brebes,
Jawa Tengah
Telp : -
Faks : -

TEGAL – KETANGGUNGAN
Jl. RA. Kartini, RT/RW 003/001,
Kel. Ketanggungan,
Kel. Ketanggungan, Brebes,
Jawa tengah
Telp : -
Faks : -

TEGAL – SLAWI
Gajah Mada Ruko
Grand Safira City No. 3,
Kel. Karang Moncol Kalisapu,
Kec. Slawi, Tegal, Jawa Tengah
Telp : -
Faks : -

SOLO – WONOGIRI
Jl. A. Yani 172, RT/RW 001/002,
Kel. Giripurwo, Kec. Wonogiri,
Wonogiri, Jawa Tengah
Telp : -
Faks : -

EAST JAVA AREA - BRANCH OFFICE

PAMEKASAN – PINTU GERBANG
Jl. Pintu Gerbang No. 21,
RT/RW 02/03, Kel. Bugih,
Kec. Pamekasan,
Pamekasan, Jawa Timur
Telp : 0324-325383
Faks : 0324-325861

SURABAYA 2 – IR. SOEKARNO
Ruko Icon 21 Blok S10-11,
Jl. Dr. Ir. H. Soekarno,
RT/RW 001/001,
Kel. Klampisngasem,
Kec. Sukolilo, Surabaya,
Jawa Timur
Telp : 031-5049898
Faks : 031-5046633

SURABAYA 4 – SUKOMANUNGGAL
Ruko Satellite Town Square
Blok B 16-18,
Jl. Sukomanunggal,
Kel. Sukomanunggal,
Kec. Sukomanunggal,
Surabaya, Jawa Timur
Telp : 031-7322000
Faks : 0317-324064

SIDOARJO – HANG TUAH
Jl. Hang Tuah No. 2,
RT/RW 007/002,
Kel. Sidomekti, Kec. Sidoarjo,
Sidoarjo, Jawa Timur
Telp : 031-8921416
Faks : 031-8921221

SIDOARJO 2
Jl. Raya Juanda, RT/RW 13/04,
Kel. Semambung, Kec. Gedangan,
Sidoarjo, Jawa Timur
Telp : -
Faks : -

SIDOARJO 3 (CAR)
Jl. Raya Juanda, RT/RW 13/04,
Kel. Semambung, Kec. Gedangan,
Sidoarjo, Jawa Timur
Telp : -
Faks : -

GRESIK – KARTINI
Ruko Building Kartini,
Jl. R.A. Kartini No. 236/A1,
Kel. Sidomoro, Kec. Kebomas,
Gresik, Jawa Timur
Telp : 031-3987726
Faks : 031-3990461

BOJONEGORO – VETERAN
Jl. Veteran, No. 188,
RT/RW 038/006, Kel. Sukorejo,
Kec. Bojonegoro,
Bojonegoro, Jawa Timur
Telp : 0353-892870
Faks : 0353-893206

KEDIRI (HI)
Jl. Sersan KKO Usman No. 30,
Kel. Dandangan, Kec. Kediri Kota,
Jawa Timur
Telp : -
Faks : -

MOJOKERTO – YOS SUDARSO
Jl. Yos Sudarso No. 29-35,
Kel. Mentikan,
Kec. Prajurit Kulon,
Mojokerto, Jawa Timur
Telp : 0321-330393
Faks : 0321-325842

JEMBER – GAJAH MADA
Jl. Gajah Mada No. 229,
RT/RW 004/002, Kel. Kaliwates,
Kec. Kaliwates, Jember,
Jawa Timur
Telp : 0331-424666
Faks : -

SITUBONDO – BASUKI RAHMAT
Jl. Basuki Rahmat, No. 128,
Kel. Mimbaan, Kec. Panji,
Situbondo, Jawa Timur
Telp : 0338-670730
Faks : 0338-679980

PROBOLINGGO – GATOT SUBROTO
Jl. Gatot Subroto, No. 65-67,
Probolinggo, RT/RW 01/03,
Kel. Mangunharjo,
Kec. Mayangan, Probolinggo,
Jawa Timur
Telp : 0335-432200
Faks : -

BANYUWANGI – S. PARMAN
Jl. S. Parman, No. 33,
Komp. Perkantoran Gardenia
Estate Kav. 5,6,7, Kel. Pakis,
Kec. Banyuwangi, Banyuwangi,
Jawa Timur
Telp : 0333-411589
Faks : 0333-414163

KEDIRI – ERLANGGA
Jl. Erlangga No. 39,
RT/RW 002/010, Kel. Banjaran,
Kec. Kediri Kota, Kediri,
Jawa Timur
Telp : 0354-690533
Faks : -

MADIUN – AGUS SALIM
Jl. H. Agus Salim No. 176,
RT/RW 18/05,
Kel. Nambahan Lor,
Kec. Mangunhardjo, Madiun,
Jawa Timur
Telp : 0351-493101
Faks : 0351-493105

PONOROGO – JEND. SUDIRMAN
Jl. Panglima Besar Sudirman
No. 55, Kel. Mangkujayan,
Kec. Ponorogo, Ponorogo,
Jawa Timur
Telp : 0352-489241
Faks : 0352-462340

TULUNGAGUNG – HASANUDIN
Komp. Panglima Sudirman Trade
Centre Blok B5-7, Jl. S. Hasanudin,
Kel. Kenayan, Kec. Tulungagung,
Tulungagung, Jawa Timur
Telp : 0355-336270
Faks : 0355-337002

BLITAR – MELATI
Jl. Raya Melati No. 1, Ruko A-D,
Kel. Kepanjen Kidul, Kec. Blitar,
Blitar Jawa Timur
Telp : 0342-816178
Faks : 0342-816179

MALANG – JA. SUPRAPTO
Jl. Jaksa Agung Suprapto
No. 56, Kel. Claket, Kec. Klojen,
Malang, Jawa Timur
Telp : 0341-364646
Faks : 0341-364616

BOJONEGORO (HI)
Jl. Basuki Rahmat No. 42 C,
RT/RW 003/001
Kel. Mojokampung,
Kec. Bojonegoro, Bojonegoro,
Jawa Timur
Telp : -
Faks : -

GRESIK (HI)
Jl. Jaksa Agung Suprapto
No. 49 A, RT/RW 001/005,
Kel. Sidokumpul, Kec. Gresik,
Gresik, Jawa Timur
Telp : -
Faks : -

JEMBER (HI)
Jl. Hayam Wuruk, Kel. Mangli,
Kec. Kaliwates, Jember,
Jawa Timur
Telp : -
Faks : -

MADIUN (HI)
Jl. Serayu Timur Ruko PGM
Blok A 12 - A 13, RT/RW 046/015,
Kel. Pandean, Kec. Taman,
Madiun, Jawa Timur
Telp : -
Faks : -

MALANG (HI)
Jl. Dr. Cipto No. 19 Kavling 19,
RT/RW 006/01,
Kel. Rampal Celaket, Kec. Klojen,
Malang, Jawa Timur
Telp : -
Faks : -

MOJOKERTO (HI)
Jl. Gajahmada No. 73,
Kel. Gedongan, Kec. Magersari,
Mojokerto, Jawa Timur
Telp : -
Faks : -

PROBOLINGGO (HI)
Jl. Dr. Soetomo No. 116,
RT/RW 003/005,
Kel. Tisnonegaran,
Kec. Kanigaran, Probolinggo,
Jawa Timur
Telp : -
Faks : -

SIDOARJO (HI)
Jl. H. Soenandar Priyo Sudarmo
No. 138-148, Blok J, Kel. Sidokare,
Kec. Sidoarjo, Sidoarjo,
Jawa Timur
Telp : -
Faks : -

SURABAYA (HI)
Jl. Rungkut Madya No. 81 D,
Kel. Rungkut Kidul, Kec. Rungkut,
Surabaya, Jawa Timur
Telp : -
Faks : -

TULUNGAGUNG (HI)
Jl. Mayor Sujadi No. 79 A,
RT/RW 004/001, Kel. Jepun,
Kec. Tulungagung, Tulungagung,
Jawa Timur
Telp : -
Faks : -

MALANG 2 – TUMENGGUNG SURYO
Jl. R. Tumenggung Suryo 30 A-B,
Kel. Bunulrejo, Kec. Blimbing,
Malang, Jawa Timur
Telp : 0341-579901
Faks : 0341-579902

BLITAR (HI)
Jl. Dr. Wahidin No. 72,
RT/RW 03/05, Kel. Kepanjen Lor,
Kec. Kepanjen Kidul, Blitar,
Jawa Timur
Telp : -
Faks : -

KPM JATIM – SUKOMANGUNGGAL
Ruko Satellite Town Square
Blok B 16-18
Jl. Sukomanunggal,
Kel. Sukomanunggal,
Kec. Sukomanunggal, Surabaya,
Jawa Timur
Telp : 031-7322000
Faks : 0317-324064

SENTRA COMMERCIAL JATIM
Jl. Raya Juanda, RT/RW 13/04,
Kel. Semambung, Kec. Gedangan,
Sidoarjo, Jawa Timur
Telp : -
Faks : -

PASURUAN – SOEKARNO HATTA
Jl. Soekarno Hatta Pasuruan No. 9A,
Kel. Gadingrejo,
Kec. Gadingrejo,
Pasuruan, Jawa Timur
Telp : 0343-431534
Faks : 0343-411807

EAST JAVA AREA - SYARIAH BUSINESS UNIT BRANCH OFFICE

PAMEKASAN – PINTU GERBANG
Jl. Pintu Gerbang, No. 21,
RT/RW 02/03, Kel. Bugih,
Kec. Pamekasan, Pamekasan,
Jawa Timur
Telp : -
Faks : -

SURABAYA 2 – IR. SOEKARNO
Ruko Icon 21 Blok S10-11,
Jl. Dr. Ir. H. Soekarno,
RT/RW 001/001,
Kel. Klampisngasem,
Kec. Sukolilo, Surabaya,
Jawa Timur
Telp : 031-5049898
Faks : 031-5046633

KEDIRI (HI)
Jl. Sersan KKO Usman No. 30,
Kel. Dandangan, Kec. Kediri Kota,
Jawa Timur
Telp : -
Faks : -

MALANG (HI)
Jl. Dr. Cipto No. 19 Kavling 19,
RT/RW 006/01,
Kel. Rampal Celaket,
Kec. Klojen, Malang, Jawa Timur
Telp : -
Faks : -

JEMBER – GAJAH MADA
Jl. Gajah Mada No. 229,
RT/RW 004/002, Kel. Kaliwates,
Kec. Kaliwates, Jember,
Jawa Timur
Telp : -
Faks : -

KEDIRI - ERLANGGA
Jl. Erlangga No. 39,
RT/RW 002/010, Kel. Banjaran,
Kec. Kediri Kota, Kediri,
Jawa Timur
Telp : -
Faks : -

PASURUAN – SOEKARNO HATTA
Jl. Soekarno Hatta Pasuruan
No. 9A, Gadingrejo, Pasuruan
Telp : 0343-431534
Faks : 0343-411807

EAST JAVA AREA - OFFICES OTHER THAN BRANCH OFFICES

PAMEKASAN – SUMENEP
Jl. Pahlawan No. 28,
Kel. Pamolokan, Kec. Sumenep,
Sumenep, Jawa Timur
Telp : 032-86760086
Faks : 032-86760085

SURABAYA 2 – BANGKALAN
Jl. R. E. Martadinata No. 16-18
Kota Bangkalan, Kel. Mlanjah,
Kec. Bangkalan, Bangkalan,
Jawa Timur
Telp : 031-51161788
Faks : 031-51161755

GRESIK – LAMONGAN
Ruko Lamongan Trade Center
Blok B 9-10, Jl. Sunan Giri,
Kel. Tumenggungan,
Kel. Lamongan, Lamongan,
Jawa Timur
Telp : 0322-324834
Faks : 0322-324856

MOJOKERTO – MOJOSARI
Komp Ruko Royal RE-2,
Jl. Airlangga, Kel. Seduri,
Kec. Mojosari, Mojokerto,
Jawa Timur
Telp : 0321-595838
Faks : 0321-593263

MOJOKERTO – JOMBANG
Jl. Soekarno Hatta, No. 3,
Komp. Ruko Cempaka Mas Blok A,
No. 19-20, Kel. Kepuh Kembeng,
Kec. Peterongan, Jombang,
Jawa Timur
Telp : 0321-871564
Faks : 0321-878421

JEMBER - BALUNG
Jl. Rambipuji No. 120,
Kel. Balung Lor, Kec. Balung,
Jember, Jawa Timur
Telp : 0336-621666
Faks : -

SITUBONDO – BONDOWOSO
Ruko Crown Plaza, Ruko Crown
Plaza Kav 11, Jl. KH. Wahid Hasyim
No. 168, Kel. Blindungan,
Kec. Bondowoso, Bondowoso,
Jawa Timur
Telp : 0332-423135
Faks : 0332-432673

MALANG – KEPANJEN
Jl. Ahmad Yani No. 4
Ruko Business Center
Blok D1-D2, Kel. Adirejo,
Kec. Kepanjen, Malang,
Jawa Timur
Telp : 0341-393844
Faks : 0341-391686

PROBOLINGGO – LUMAJANG
Jl. KH. Wahid Hasyim No. 80,
Citrodiwangsan Lumajang,
Kel. Tompokkersan,
Kec. Lumajang, Lumajang,
Jawa Timur
Telp : 0334-891562
Faks : -

BOJONEGORO – TUBAN
Jl. Lukman Hakim No. 43 Tuban
RT/RW 03/04, Kel. Doromukti,
Kec. Tuban, Tuban, Jawa Timur
Telp : 0356 -333061
Faks : 0356-332442

BANYUWANGI – GENTENG
Jl. Gajah Mada, No. 281-287,
Dusun Krajan, RT/RW 001/005,
Kel. Genteng Kulon,
Kec. Genteng, Banyuwangi,
Jawa Timur
Telp : 0333-842346
Faks : 0333-842198

KEDIRI – NGANJUK
Jl. Gatot Subroto No. 2B Nganjuk,
Kel. Kauman, Kec. Nganjuk,
Nganjuk, Jawa Timur
Telp : 082894064857
Faks : -

MADIUN – NGAWI
Jl. Yos Sudarso No. 28,
Kel. Margomulyo, Kec. Ngawi,
Ngawi, Jawa Timur
Telp : 0351-745522
Faks : 0351-742178

PONOROGO – PACITAN
Jl. Panglima Sudirman No. 151,
RT/RW 02/01, Kel. Baleharjo,
Kec. Pacitan, Pacitan, Jawa Timur
Telp : 0357-885151
Faks : -

TULUNGAGUNG – TRENGGALEK
Jl. Soekarno-Hatta
Komplek Ruko Hayam Wuruk
No. A2-A3 Trenggalek,
Kel. Ngatru, Kec. Trenggalek,
Trenggalek, Jawa Timur
Telp : 0355-796768
Faks : -

PASURUAN – PANDAAN
Jl. Raya Kalitengah No. 11,
RT/RW 6/5, Kel. Karangjati,
Kec. Pandaan, Pasuruan,
Jawa Timur
Telp : 0343-636323
Faks : 0343-634040

EAST JAVA AREA - SYARIAH BUSINESS UNIT OFFICES OTHER THAN BRANCH OFFICES

PAMEKASAN – SUMENEP
Jl. Pahlawan No. 28,
Kel. Pamolokan, Kec. Sumenep,
Sumenep, Jawa Timur
Telp : -
Faks : -

JEMBER – BALUNG
Jl. Rambipuji No. 120,
Kel. Balung Lor, Kec. Balung,
Jember, Jawa Timur
Telp : 0336-621666
Faks : -

KEDIRI – NGANJUK
Jl. Gatot Subroto No. 2B,
Kel. Kauman, Kec. Nganjuk,
Nganjuk, Jawa Timur
Telp : 082894064857
Faks : -

PASURUAN – PANDAAN
Jl. Raya Kalitengah No. 11,
RT/RW 6/5, Kel. Karangjati,
Kec. Pandaan, Pasuruan,
Jawa Timur
Telp : 0343-636323
Faks : 0343-634040

SURABAYA 2 – BANGKALAN
Jl. R. E. Martadinata No. 16-18,
Kota Bangkalan, Kel. Mlanjah,
Kec. Bangkalan, Bangkalan, Jawa Timur
Telp : 031-51161788
Faks : 031-51161755

NORTH SUMATRA AREA - SYARIAH BUSINESS UNIT BRANCH OFFICE

MEDAN 1 – RING ROAD
Komplek OCBC, No. 8, 9, 10, 11,
Jl. Ringroad Setiabudi II,
Kel. Sunggal,
Kec. Medan Sunggal,
Medan, Sumatera Utara
Telp : 061-4519991
Faks : 061-4516915

MEDAN 2 (CAR) – RING ROAD
Komplek OCBC, No. 8,9,10,11,
Jl. Ringroad Setiabudi II,
Kel. Sunggal,
Kec. Medan Sunggal,
Medan, Sumatera Utara
Telp : 061-4519991
Faks : 061-4516915

MEDAN 3 – TITI KUNING
Jl. Abdul Haris Nasution
No. 88D, Kel. Titi Kuning,
Kec. Medan Johor, Medan,
Sumatera Utara
Telp : 061-7873629
Faks : 061-7873638

TEBINGTINGGI – AHMAD YANI
Jl. Ahmad Yani, No. 200 A-C,
Kel. Mandailing Natal,
Kec. Padang Hulu, Tebing Tinggi,
Sumatera Utara
Telp : 0621-328468
Faks : 0621-329197

KISARAN – ABDI SETYA BHAKTI
Jl. Abdi Setya Bhakti,
Komp. Graha Asahan Indah,
Blok C, No. 35-36,
Kel. Sei Ranggas,
Kec. Kisaran Barat, Asahan,
Sumatera Utara
Telp : 0623-348239
Faks : 0623-348237

PEMATANG SIANTAR – SANG NAWALUH
Jl. Sang Nawaluh Kompleks,
Mega Land Blok AA, No. 18-20,
Kel. Siopta Suhu,
Kec. Siantar Timur,
Pematang Siantar,
Sumatera Utara
Telp : 0622-24375
Faks : 0622-27386

PADANG SIDEMPUAN – KOIMA
Jl. Kapten Koima No. 62A,
Kel. Wek II, Kec. Psp Utara,
Padang Sidempuan,
Sumatera Utara
Telp : 0636-28908
Faks : 0636-28906

PANGKALAN BRANDAN (HI)
Jalan Tanjung Pura No. 66,
Kel. Pelawi Utara, Kec. Babalan,
Kabupaten Langkat,
Provinsi Sumatera Utara.
Telp : -
Faks : -

BINJAI (HI)
Jalan Soekarno Hatta No. 179,
Kel. Tanah Tinggi,
Kec. Binjai Timur, Binjai,
Sumatera Utara
Telp : -
Faks : -

MEDAN (HI)
Jalan Asrama No. 8M,
Kel. Dwi Kora,
Kec. Medan Helvetia,
Medan, Sumatera Utara
Telp : -
Faks : -

RANTAU PRAPAT – SISINGAMAHARAJA
Jl. Sisingamangaraja
No. 38-40, Aek Tapa
Kel. Bakaran Batu,
Kec. Rantau Selatan,
Labuhan Batu, Sumatera Utara
Telp : 0624-327755
Faks : 0624-327753

SENTRA COMMERCIAL SUMUT
Komplek OCBC, No. 8, 9, 10, 11,
Jl. Ringroad Setiabudi II,
Kel. Sunggal, Kec. Medan
Sunggal, Medan, Sumatera Utara
Telp : -
Faks : -

PEMATANG SIANTAR (HI)
Komp Mega Land Blok B,
No. 12 Jl. Sangnawaluh,
Kel. Siopat Suhu,
Kec. Siantar Timur,
Pematang Siantar,
Nangroe Aceh Darussalam
Telp : -
Faks : -

NORTH SUMATRA AREA - SYARIAH BUSINESS UNIT BRANCH OFFICE

BANDA ACEH – TEUKU UMAR
JL. Dr. Mr. Mohd. Hasan,
Kel. Batoh, Kec. Leung Bata,
Banda Aceh,
Nangroe Aceh Darussalam
Telp : -
Faks : -

LANGSA – AHMAD YANI
Jl. A. Yani No. 81C-81E,
Kel. Gampong Jawa,
Kec. Langsa Kota, Langsa,
Nangroe Aceh Darussalam
Telp : -
Faks : -

MEULABOH – JOHAN PAHLAWAN
Jl. Manekroo Simpang Geureutee,
Kel. Kuta Padang,
Kec. Johan Pahlawan, Meulaboh,
Nangroe Aceh Darussalam
Telp : -
Faks : -

ACEH – LHOKSEUMAWE
Jl. Samudera Baru Sp. 4,
Kel. Lhokseumawe,
Kec. Lhokseumawe,
Lhokseumawe,
Nangroe Aceh Darussalam
Telp : -
Faks : -

MEDAN – RING ROAD
Komplek OCBC, No. 8, 9, 10, 11,
Jl. Ringroad Setiabudi II,
Kel. Sunggal,
Kec. Medan Sunggal, Medan,
Sumatera Utara
Telp : 061-4519991
Faks : -

PADANG (HI)
Jl. Kampung Lalang,
RT/RW 017/06,
Kelurahan Pasar Ambacang,
Kecamatan Kuranji,
Kota Padang, Sumatera Barat
Telp : -
Faks : -

ACEH (HI)
Jl. Tgk Imuem Lueng Bata,
Kel. Blang Cut, Kec. Leung Bata,
Banda Aceh,
Nangroe Aceh Darussalam
Telp : -
Faks : -

ALUE BILIE (HI)
Jl. Nasional Meulaboh – Tapak Tuan, Kel. Kuta Trieng,
Kec. Darul Makmur, Aceh Barat,
Nangroe Aceh Darussalam
Telp : -
Faks : -

BIREUEN (HI)
Jl. Medan - Banda Aceh,
Kel. Geulanggang Gampong,
Kec. Kota Juang, Bireuen,
Nangroe Aceh Darussalam
Telp : -
Faks : -

BLANG PIDIE (HI)
Jl. Letkol BB Jalal,
Kel. Pantai Perak,
Kec. Susoh, Aceh Barat,
Nangroe Aceh Darussalam
Telp : -
Faks : -

IDIE (HI)
Jl. Medan Banda Aceh No. 1,
Kel. Kuta Blang, Kec. Idie Rayeuk,
Aceh Timur,
Nangroe Aceh Darussalam
Telp : -
Faks : -

SUBULUSSALAM (HI)
Jl. Teuku Umar,
Kel. Penganggalan,
Kec. Penganggalan,
Subulussalam,
Nanggroe Aceh Darussalam
Telp : -
Faks : -

KUTACANE (HI)
Jl. Iskandar Muda,
Kec Babussalam,
Kel. Kutacane Kota,
Kec. Babussalam,
Aceh Tenggara,
Nangroe Aceh Darussalam
Telp : -
Faks : -

KOTA FAJAR (HI)
Jl. Tapaktuan - Medan,
Kel. Simpang Peut,
Kec. Kluet Utara, Aceh Selatan,
Nangroe Aceh Darussalam
Telp : -
Faks : -

KUALA SIMPANG (HI)
Jl. Ir. H. Juanda-Kuala Simpang Medan, Dusun Bahagia,
Kel. Desa Dalam,
Kec. Karang Baru, Aceh Tamiang,
Nangroe Aceh Darussalam
Telp : -
Faks : -

LANGSA ACEH (HI)
Jl. Ahmad Yani,
Kel. Gampong Jawa,
Kec. Langsa Kota,
Langsa,
Nangroe Aceh Darussalam
Telp : -
Faks : -

LHOKSEUMAWE (HI)
Jl. Darussalam No. 5-6 A,
Kel. Lancang Garam,
Kec. Benda Sakti, Lhokseumawe,
Nangroe Aceh Darussalam
Telp : -
Faks : -

LHOKSUKON (HI)
Jl. Medan - Banda Aceh Trieng Matang Ubi,
Kel. Trieng Matang Ubi,
Kec. Lhoksukon, Aceh Utara,
Nangroe Aceh Darussalam
Telp : -
Faks : -

MEULABOH (HI)
Jl. Sisingamangaraja No. 39,
Kel. Drien Rampak,
Kec. Johan Pahlawan, Aceh Barat,
Nangroe Aceh Darussalam
Telp : -
Faks : -

NAGAN (HI)
Jl. Nasional Meulaboh – Tapak Tuan, Kel. Drien Rampak,
Kec. Johan Pahlawan, Aceh Barat,
Nangroe Aceh Darussalam
Telp : -
Faks : -

PANTON LABU (HI)
Jl. Medan - Banda Aceh Panton Labu Dusun Bineh,
Kel. Jalan Desa Ceumpedak,
Kec. Tanah Jambo Aye,
Aceh Utara,
Nangroe Aceh Darussalam
Telp : -
Faks : -

SIGLI (HI)
Jl. Prof. A. Majid Ibrahim
No. 19B, Kel. Gampong Asan,
Kec. Kota Sigli, Pidie,
Nangroe Aceh Darussalam
Telp : -
Faks : -

TAKENGON (HI)
Jl. Qurata Aini Desa Lentik,
Kel. Gunung Bukit,
Kec. Kebayakan, Aceh Tengah,
Nangroe Aceh Darussalam
Telp : -
Faks : -

ULEE GLEE (HI)
Jl. Tgk. Chik Pante Geulima,
Simpang Jembatan Layang,
Kel. Beurawang, Kec. Meureudu,
Pidie Jaya,
Nangroe Aceh Darussalam
Telp : -
Faks : -

PADANG SIDEMPUAN – KAPTEN KOIMA
Jl. Kapten Koima No. 62A,
Kel. Wek II, Kec. Padang
Sidempuan Utara,
Padang Sidempuan,
Sumatera Utara
Telp : -
Faks : -

NORTH SUMATRA AREA - OFFICES OTHER THAN BRANCH OFFICES

MEDAN – BINJAI
Jl. Sultan Hasanuddin No. 12,
Kel. Satria, Kec. Binjai Kota,
Binjai, Sumatera Utara
Telp : 061-8828880
Faks : 061-8820479

MEDAN 1 – STABAT
Jl. KH. Zainal Arifin Stabat, No. 9,
Kel. Stabat Baru,
Kec. Stabat, Langkat,
Sumatera Utara
Telp : 06144012001
Faks : -

MEDAN 1 (KOTA) – TEMBUNG
Jl. Besar Tembung Komplek
Mega City Blok A No. 20,
Kel. Desa Bandar Klipa,
Kec. Percut Sei Tuan,
Deli Serdang, Sumatera Utara
Telp : 061-7381768
Faks : 061-7385970

MEDAN – MARELAN
Jl. Marelan Pasar IV No. 67,
Kel. Reggas Pulau,
Kec. Medan Marelan, Marelan,
Sumatera Utara
Telp : 06144038864
Faks : -

MEDAN 3 – LUBUK PAKAM
Jl. Diponegoro No. III,
Kel. Lubuk Pakam Pekan,
Kec. Lubuk Pakam, Deli Serdang,
Sumatera Utara
Telp : 061-7955715
Faks : -

MEDAN 3 – KABANJAHE
Jl. Kapten Upah Tendi Sebayang
No. 07, RT/RW 005/003,
Kel. Padang Mas,
Kec. Kabanjahe, Karo,
Sumatera Utara
Telp : 0628-21700
Faks : 0628-20900

TEBING TINGGI – SEI RAMPAH
Jl. Negara Komplek Ruko Asia
Bisnis Centre No. 88 DD,
Kel. Sei Rampah,
Kec. Sei Rampah,
Serdang Begadai,
Sumatera Utara
Telp : 0621-441471
Faks : 0621-441471

KISARAN – AEK KANOPAN
Jl. Besar Aek Loba Pekan,
Kel. Aek Loba Pekan,
Kec. Aek Kuasan, Aek Loba,
Sumatera Utara
Telp : 0624-92044
Faks : 0624-92847

PEMATANG SIANTAR – BALIGE
Jl. Sisingamaraja No 158,
Kel. Napitupulu Bagasan,
Kec. Balige, Toba Samosir,
Sumatera Utara
Telp : 0632-21565
Faks : 0632-21555

PADANG SIDEMPUAN – GUNUNG TUA
Jl. Lintas Gunung Tua
Padang Sidempuan KM. 2-5,
Kel. Pasar Gunung Tua,
Kec. Padang Bolak,
Padang Lawas Utara,
Sumatera Utara
Telp : 6357-010009
Faks : -

RANTAU PRAPAT – KOTA PINANG
Jl. Bukit Simpang 3,
Kel. Kota Pinang,
Kec. Kota Pinang, Labuhan Batu,
Sumatera Utara
Telp : 0624-496194
Faks : 0624-495831

PADANG SIDEMPUAN – SIBUHUAN
Jl. K.H. Dewantara Lingkungan VI,
Kel. Pasar Sibuhuan,
Kec. Barumun,
Padang Lawas, Sumatera Utara
Telp : 0636-421591
Faks : 0636-421421

RANTAU PRAPAT – NIAS
Jl. Diponegoro LK IV No. 269,
Kel. Illir, Kec. Gunung Sitoli,
Nias, Sumatera Utara
Telp : 0639-22216
Faks : -

PADANG SIDEMPUAN – PANYAMBUNGAN
Jl. Willem Iskandar,
Kel. Pidoli Lombang,
Kec. Penyambungan,
Mandailing Natal, Sumatera Utara
Telp : -
Faks : -

NORTH SUMATRA AREA - SYARIAH BUSINESS UNIT OFFICES OTHER THAN BRANCH OFFICES

LHOKSEUMAWE – PHANTON LABU
JL. Banda Aceh-Medan,
Kel. Desa Ceumpeudak,
Kec. Tanah Jumbo Aye,
Aceh Utara,
Nangroe Aceh Darussalam
Telp : -
Faks : -

LHOKSEUMAWE – TAKENGON
Jl. Bireuen-Takengon,
Kel. Desa Kebet, Kec. Bebesan,
Aceh Tengah,
Nangroe Aceh Darussalam
Telp : -
Faks : -

ACEH – BIREUN
Jl. Medan-Banda Aceh,
Kel. Cot Tarom Tunong,
Kec. Jeumpa, Bireun,
Nangroe Aceh Darussalam
Telp : -
Faks : -

ACEH – SIGLI
Jl. Banda Aceh-Medan,
Kel. Keuniree, Kec. Pidie,
Pidie, Nangroe Aceh Darussalam
Telp : -
Faks : -

LANGSA – IDI
JL. Medan Banda Aceh Mansur,
Kel. Tanah Aoi, Kec. Idi Rayeuk,
Aceh Timur,
Nangroe Aceh Darussalam
Telp : -
Faks : -

MEULABOH – BLANGPIDI
JL. Kesehatan Gampong,
Kel. Kuta Tuha,
Kec. Blangpidie, Blangpidie,
Nangroe Aceh Darussalam
Telp : -
Faks : -

MEULABOH – SUBULUSSALAM
JL. Teuku Umar, Kel. Subussalam,
Kec. Simpang Kiri, Subussalam,
Nangroe Aceh Darussalam
Telp : -
Faks : -

LANGSA – KUALA SIMPANG
Jl. Ir. Juanda Dusun Emplasmen
Kampung Kebun Tanah Terban,
Kel. Tanah Terban,
Kec. Karang Baru, Aceh Tamian,
Nangroe Aceh Darussalam
Telp : -
Faks : -

LANGSA – KUTACANE
JL. Iskandar Muda
(Medan Kutacane),
Kel. Parapat Titi Panjang,
Kec. Babussalam, Aceh Tenggara,
Nangroe Aceh Darussalam
Telp : -
Faks : -

PADANG SIDEMPUAN – SIBUHUAN
Jl. K.H. Dewantara Lingkungan VI,
Kel. Pasar Sibuhuan,
Kec. Barumun,
Padang Lawas, Sumatera Selatan
Telp : -
Faks : -

PADANG SIDEMPUAN – GUNUNG TUA
Jl. Lintas Gunung Tua
Padang Sidempuan KM. 2-5,
Kel. Pasar Gunung Tua,
Kec. Padang Bolak,
Padang Lawas Utara,
Sumatera Utara
Telp : -
Faks : -

PADANG SIDEMPUAN – PANYABUNGAN
Jl. Willem Iskandar,
Kel. Pidoli Lombang Tua,
Kec. Panyambungan,
Mandailing Natal, Sumatera Utara
Telp :
Faks :

MEDAN – MARELAN
Jl. Marelan Pasar IV No. 67,
Kel. Reggas Pulau,
Kec. Medan Marelan, Marelan,
Sumatera Utara
Telp : 06144038864
Faks : -

MEDAN 1 (KOTA) – TEMBUNG
Jl. Besar Tembung
Komplek Mega City Blok A,
No. 20, Kel. Desa Bandar Klipa,
Kec. Percut Sei Tuan,
Deli Serdang, Sumatera Utara
Telp : -
Faks : -

MEDAN BINJAI
MEDAN – BINJAI
Jl. Sultan Hasanuddin No. 12,
Kel. Satria, Kec. Binjai Kota, Binjai,
Sumatera Utara
Telp : -
Faks : -

MEDAN STABAT
Jl. KH. Zainal Arifin Stabat, No. 9,
Kel. Stabat Baru, Kec. Stabat,
Langkat, Sumatera Utara
Telp : -
Faks : -

CENTRAL SUMATRA AREA - BRANCH OFFICE

SENTRA COMMERCIAL SUMBAGTENG
Komp. Sudirman
Bussines Central
Jl. Jend Sudirman,
RT/RW 001/007,
Kel. Tangkerang Selatan,
Kec. Bukit Raya Pekanbaru,
Pekanbaru, Riau
Telp : (0761) 5795098
Faks : -

PADANG – THAMRIN
Jl. Thamrin No. 1,
Kel. Belakang Pondok,
Kec. Padang Selatan, Padang,
Sumatera Barat
Telp : 0751-812235
Faks : 0751-841411

PADANG 2 (CAR) – AGUS SALIM
Jl. H Agus Salim, No. 17 C-D,
RT/RW 003/003, Kel. Sawahan,
Kec. Padang Timur,
Padang, Sumatera Barat
Telp : 0751-7530558
Faks : 0751-7530557

PARIAMAN – JATI
Jl. Sentot Ali Basa, Kel. Jati Mudik,
Kec. Pariaman Tengah, Pariaman,
Sumatera Barat
Telp :0751-91240
Faks :0751-91280

PASAMAN – SIMPANG EMPAT
Jl. Lintang Selatan Empat
Mangopoh, Kel. Lingkungan Aua,
Kec. Padang Selatan,
Pasaman Barat, Sumatera Barat
Telp : 0753-466383
Faks : 0753-466382

PASAMAN (HI)
Jl. Prof. Hamka No. 104,
Pasaman Baru,
Kel. Lingkuang Aua,
Kec. Pasaman, Pasaman Barat,
Sumatera Barat
Telp : -
Faks : -

SOLOK – PASAR PANDAN
Jl. Pandan Ujung No. 41,
RT/RW 01/01,
Pasar Pandan Air,
Kel. Pasar Pandan Air Mati,
Kec. Tanjung Harapan, Solok,
Sumatera Barat
Telp : 0755-21038
Faks : 0755-325150

KABUPATEN AGAM
Ruko Panama Jl. Jambu Air KM. 2,
No. 75 & 77, Kel. Teluk IV Suku,
Kec. Banuhampu Sungai Puar,
Agam, Sumatera Barat
Telp : 0752 628836
Faks : 0752 628836

PEKANBARU – JENDRAL SUDIRMAN
Jl. Jend Sudirman No. 121,
Pekanbaru, RT/RW 01/05,
Kel. Wonorejo,
Kec. Marpoyan Damai,
Pekanbaru, Riau
Telp : 0761-855351
Faks : 0761-849000

PERAWANG – TUALANG
Jl. Raya Perawang KM. 07,
RT/RW 002/003,
Kel. Perawang Barat,
Kec. Tualang, Siak, Riau
Telp : 0811-7087-82
Faks : -

PANGKALAN KERINCI – AKASIA
Jl. Akasia No. 58 E-F,
RT/RW 001/005,
Kel. Pangkalan Kerinci,
Kec. Pelalawan, Siak, Riau
Telp : 0761-493028
Faks : 0761-493057

PEKANBARU 2 (CAR) – JEND. SUDIRMAN
Komp. Sudirman
Bussines Central
Jl. Jend. Sudirman,
RT/RW 001/007,
Kel. Tengkerang Selatan,
Kec. Bukit Raya Pekanbaru,
Pekanbaru, Riau
Telp : (0761) 5795098
Faks : -

RENGAT – SULTAN IBRAHIM
Jl. Sultan Ibrahim,
RT/RW 017/006,
Kel. Kampung Besar, Kec. Rengat,
Kab. Indragiri Hulu, Riau
Telp : 0769-324217
Faks : 0769-324218

BANGKINANG – PROF. M YAMIN
Jl. Prof M Yamin SH,
RT/RW 03/01, Kel. Bangkingang,
Kec. Bangkinang Kota,
Kampar, Riau
Telp : 0676232333237
Faks : -

DUMAI – AHMAD YANI
Jl. Ahmad Yani,
Kel. Ratu Sima,
Kec. Dumai Selatan, Dumai,
Riau
Telp : 0765-36985
Faks : 0765-37008

BATAM – LAKSAMANA BINTAN
Jl. Laksamana Bintan
Komplek Bintang Mas Blok C
No. 2, 3 & 3A, Kel. Sei Panas,
Kec. Batam Kota, Batam, Riau
Telp : 0778-492051
Faks : 0778-492045

BATU SANGKAR (HI)
Jl. Sudirman No. 78 - Kubu Rajo
Nagari, Kel. Limo Kaum,
Kec. Tanah Datar, Sumatera Barat
Telp : -
Faks : -

BUKITTINGGI (HI)
Jl. By. Pass Atas Parak Tinggi,
Kel. Aur Kuning,
Kec. Aur Birugo Tigo Baleh,
Bukittinggi, Sumatera Barat
Telp : -
Faks : -

KOTOBARU (HI)
Jl. Lintas Sumatera KM. 12.5,
Kel. Kotobaru, Kec. JOR Kotobaru,
Darmasraya, Sumatera Barat
Telp : -
Faks : -

LUBUK BASUNG (HI)
Jl. Chaniago Padang Baru,
Kel. Surabayo,
Kec. Lubuk Basung, Agam,
Sumatera Barat
Telp : -
Faks : -

PADANG (HI)
Jl. Simpang Kampung Lalang,
RT/RW 017/006,
Kel. Pasar Ambacang,
Kec. Kuranji, Padang,
Sumatera Barat
Telp : -
Faks : -

PARIAMAN (HI)
Jl. Kampung Pondok,
Kel. Pariaman Tengah,
Kec. Koto Kaciak, Pariaman,
Sumatera Barat
Telp : -
Faks : -

PAYAKUMBUH (HI)
Jl. Soekarno Hatta No. 101,
Kel. Bulakan Balai Kandi,
Kec. Payakumbuh Barat,
Payakumbuh, Sumatera Barat
Telp : -
Faks : -

PEKANBARU (HI)
Jl. Arifin Ahmad,
Kel. Sidomulyo Timur,
Kec. Marpoyan Damai,
Pekanbaru, Sumatera Barat
Telp : -
Faks : -

SIJUNJUNG (HI)
Jl. Imam Bonjol Jorong Hilir Pasar
Jum'at, Kel. Muaro,
Kec. Sijunjung,
Sijunjung, Sumatera Barat
Telp : -
Faks : -

SOLOK (HI)
Jl. Nasir ST Pamuncak,
RT/RW 01/01, Kel. Aro IV Korong,
Kec. Lubuk Sikarah, Solok,
Sumatera Barat
Telp : -
Faks : -

UJUNG GADING (HI)
Jl. Flores, Jorong Kuamang,
Kel. Ujung Gading,
Kec. Lembah Melintang,
Pasaman Barat,
Sumatera Barat
Telp : -
Faks : -

CENTRAL SUMATRA AREA - SYARIAH BUSINESS UNIT BRANCH OFFICE

PADANG – THAMRIN
Jl. Thamrin No. 1,
Kel. Belakang Pondok,
Kec. Padang Selatan, Padang,
Sumatera Barat
Telp : -
Faks : -

PAYAKUMBUH (HI)
Jl. Soekarno Hatta No. 101,
Kel. Bulakan Balai Kandi,
Kec. Payakumbuh Barat,
Payakumbuh, Sumatera Barat.
Telp : -
Faks : -

PEKANBARU (HI)
Jl. Arifin Ahmad,
Kel. Sidomulyo Timur,
Kec. Marpoyan Damai,
Pekanbaru, Sumatera Barat
Telp : -
Faks : -

KABUPATEN AGAM II
Ruko Panama
Jl. Jambu Air KM. 2,
No. 75 & 77, Kel. Teluk IV Suku,
Kec. Banuhampu Sungai Puar,
Agam, Sumatera Barat
Telp : -
Faks : -

BANGKINANG – TEUKU UMAR
JL. Prof. M Yamin SH,
RT/RW 03/01, Kel. Bangkinang,
Kec. Bangkinang Kota,
Kampar, Sumatera Barat
Telp : -
Faks : -

CENTRAL SUMATRA AREA - OFFICES OTHER THAN BRANCH OFFICES

PADANG – AIRHAJI
Jl. Koto Panai,
Kel. Koto Panai Air Haji,
Kec. Linggo Sari Baganti,
Pesisir Selatan, Sumatera Barat
Telp : 0757-7344347
Faks : 0757-7344350

PARIAMAN – LUBUK ALUNG
Jl. Raya Padang Bukittinggi,
Korong Sungai Abang,
Kel. Lubuk Alung,
Kec. Lubuk Alung,
Padang Pariaman,
Sumatera Barat
Telp : 0751-698389
Faks : -

PASAMAN – UJUNG GADING
Jl. Flores Jorong Kuamang,
Kel. Ujung Gading,
Kec. Lembah Melintang,
Pasaman Barat, Sumatera Barat
Telp : 0753-470512
Faks : 0753-470140

PASAMAN – LUBUK SIKAPING
Komp. Pasar Lamo,
Jl. Sudirman No. 241,
Kel. Durian Tinggi,
Kec. Lubuk Sikaping, Pasaman,
Sumatera Barat
Telp : 0753-321714
Faks : -

SOLOK – SAWAH LUNTO
Jl. Lintas Sumatera, KM. 3
Jorong Padang Candi Nagari Sei,
Kel. Sungai Dareh,
Kec. Pulau Punjung, Darmasraya,
Sumatera Barat
Telp : 0754-451296
Faks : 0754-451295

SOLOK – KOTOBARU
Jl. Lintas Sumatera,
Kel. Pasar Kotobaru,
Kec. Kotobaru, Dharmasraya,
Sumatera Barat
Telp : 0754-71851
Faks : -

BUKITTINGGI – PAYAKUMBUH
Komp Toyota
Intercom Payakumbuh,
Jl. Sukarno Hatta No. 1,
Kel. Pakan Sinayan,
Kec. Payakumbuh Barat,
Payakumbuh, Sumatera Barat
Telp : 0752-95460
Faks : -

PEKANBARU – LIPAT KAIN
Jl. H.R. Soebrantas Lipat Kain
KM. 71, RT/RW 001/011,
Kel. Lipat Kain, Kec. Kampar Kiri,
Kampar, Riau
Telp : 0761-5787002
Faks : -

PERAWANG – SIAK
Jl. Raja Kecik, RT/RW 012/004,
Kel. Kampung Dalam, Kec. Siak,
Siak, Riau
Telp : 0764-320729
Faks : 0764-320729

PERAWANG KERINCI – SOREK
Jl. Lintas Timur, Kel. Sorek Satu,
Kel. Pangkalan Kuras Pelalawan,
Sorek, Riau
Telp : 0761-492176
Faks : 0761-492175

PERAWANG – KANDIS
Jl. Raya Pekanbaru - Duri KM. 72,
RT/RW 001/002,
Kel. Telaga Sam-Sam,
Kec. Kandis, Siak, Riau
Telp : 0761-598833
Faks : 0761-598833

RENGAT – TALUK KUANTAN
Jl. Jend. Sudirman,
Kel. Beringin Teluk,
Kec. Kuantan Tengah,
Kuantan Singingi, Riau
Telp : 0760-20245
Faks : 0760-20717

RENGAT – BELILAS
Jl. Lintas Timur Simpang 4 Belilas,
RT/RW 15/05, Kel. Pangkasai,
Kec. Seberida, Indragiri Hulu, Riau
Telp : -
Faks : -

RENGAT – AIR MOLEK
Jl. Jend. Sudirman No. 69,
RT/RW 003/002,
Kel. Tanjung Gading,
Kec. Pasir Penyu, Indragiri Hulu,
Riau
Telp : 0769-442730
Faks : 0769-442730

RENGAT – TEMBILAHAN
JL. H. Sadri, RT/RW 02/06,
Kel. Tembilahan Kota,
Kec. Tembilahan,
Tembilahan, Riau
Telp : 0768-21788
Faks : 0768-21757

BANGKINANG –
UJUNG BATU ROKAN
Jl. Jend. Sudirman Ujung Batu,
RT/RW 001/001,
Kel. Ujung Batu Timur,
Kel. Ujung Batu,
Rokan Hulu, Riau
Telp : 0762-62177
Faks : 0762-62177

BANGKINANG –
PASIR PANGARAYAN
Jl. Tuanku Tambusai,
RT/RW 001/002, Pasir Putih Timur,
Kel. Pematang Berangan,
Kec. Rambah, Riau
Telp : -
Faks : -

BANGKINANG – DALU-DALU
Jl. Tuanku Tambusai, RT/RW 01/01,
Kel. Dalu-dalu,
Kec. Tambusai Tengah,
Rokan Hulu, Riau
Telp : -
Faks : -

BANGKINANG – FLAMBOYAN
Jl. Lintas Petapahan, Kota Garo,
RT/RW 016/005,
Kel. Tanjung Sawit,
Kec. Tapung, Kampar, Riau
Telp : -
Faks : -

DUMAI – DURI
Jl. Lintas Duri Dumai KM. 125,
RT/RW 10/3, Kel. Balai Makam,
Kec. Mandau, Duri, Riau
Telp : 0765-598404
Faks : 0765-598403

DUMAI – BENGKALIS
Jl. Gatot Subroto, RT/RW 01/04,
Kel. Rimba Sekampung,
Kec. Bengkalis, Bengkalis, Riau
Telp : 0766-22561
Faks : 0766-22563

DUMAI – SELAT PANJANG
Jl. Banglas, RT/RW 003/003,
Kel. Selat Panang Timur,
Kec. Tebing Tinggi,
Kepulauan Meranti, Riau
Telp : -
Faks : -

DUMAI – OMBAK – BAGAN BATU
Jl. Jend. Sudirman, RT/RW 02/02,
Kel. Bagan Batu,
Kec. Bagan Sinembah,
Bagan Batu, Riau
Telp : 0765-51777
Faks : 0765-552053

BATAM – TANJUNG PINANG
Jl. Gatot Subroto KM. 5
Bawah No. 4, Kel. Bulang,
Kec. Tanjung Pinang Timur,
Tanjung Pinang, Riau
Telp : 0771-314599
Faks : -

CENTRAL SUMATRA AREA
- SYARIAH BUSINESS UNIT
OFFICES OTHER THAN BRANCH
OFFICES

BANGKINANG –
PASIR PANGARAYAN
Jl. Tuanku Tambusai,
RT/RW 001/002, Pasir Putih Timur,
Kel. Pematang Berangan,
Kec. Rambah, Riau
Telp : -
Faks : -

BANGKINANG – DALU-DALU
Jl. Tuanku Tambusai, RT/RW 01/01,
Kel. Dalu-dalu,
Kec. Tambusai Tengah,
Rokan Hulu, Riau
Telp : -
Faks : -

BANGKINANG –
UJUNG BATU ROKAN
Jl. Jend. Sudirman Ujung Batu
RT/RW 001/001,
Kel. Ujung Batu Timur,
Kec. Ujung Batu,
Rokan Hulu, Riau
Telp : 0762-62177
Faks : 0762-62177

BANGKINANG – FLAMBOYAN
Jl. Lintas Petapahan, Kota Garo,
RT/RW 016/005,
Kel. Tanjung Sawit,
Kec. Tapung, Kampar, Riau
Telp : -
Faks : -

PADANG – AIRHAJI
Jl. Koto Panai,
Kel. Koto Panai Air Haji,
Kec. Linggo Sari Baganti,
Pesisir Selatan, Sumatera Barat
Telp : -
Faks : -

BUKITTINGGI – PAYAKUMBUH
Komp Toyota
Intercom Payakumbuh,
Jl. Sukarno Hatta No. 1,
Kel. Pakan Sinayan,
Kec. Payakumbuh Barat,
Payakumbuh, Sumatera Barat
Telp : -
Faks : -

SOUTH SUMATRA AREA - BRANCH OFFICE

JAMBI – HAYAM WURUK
Jl. Hayam Wuruk No. 49 – 51,
Kel. Payo Lebar, Kec. Jelutung,
Jambi, Jambi
Telp : 0741-27979
Faks : 0741-27979

JAMBI 2 (CAR) – HAYAM WURUK
Jl. Hayam Wuruk No. 49 – 51,
Kel. Payo Lebar, Kec. Jelutung,
Jambi, Jambi
Telp : -
Faks : -

SENTRA COMMERCIAL SUMBAGSEL
Kompleks Rajawali
Jl. Veteran No 993,
RT/RW 16/05, Kel. 9 Ilir,
Kec. Ilir Timur, Palembang,
Sumatera Selatan
Telp : 081519399096
Faks : -

SAROLANGUN
Jalan Lintas Sumatera KM. 3,
Sri Pelayang,
Kel. Sarolangun Kembang,
Kec. Sarolangun,
Sarolangun, Jambi
Telp : -
Faks : -

BATURAJA
Jl. Dr. Moh. Hatta
Komp. Simpang Baku,
RT/RW 11/05, Kel. Kemalarai,
Kec. Baturaja Timur,
Ogan Komering,
Sumatera Selatan
Telp : 0735-322200
Faks : 0735-323675

TANJUNG BINTANG
Jl. Raya Serdang Dusun 4A,
RT/RW 21/09, Kel. Serdang,
Kec.Tanjung Bintang,
Lampung Selatan, Lampung
Telp : -
Faks : -

MUARA BUNGO – JEND. SUDIRMAN
Jl. Jend. Sudirman No. 65,
RT/RW 002/001, Kel. Pasir Putih,
Kec. Muara Bungo, Bungo, Jambi
Telp : 08117452128
Faks : -

PALEMBANG – BASUKI RAHMAT
Jl. Basuki Rahmat, No. 1779 ABCD,
RT/RW 26/10, Kel. Pahlawan,
Kec. Kemuning, Palembang,
Sumatera Selatan
Telp : 0711-310022
Faks : 0711-378735

PALEMBANG 3 VETERAN
Kompleks Rajawali
JL. Veteran No 993,
RT/RW 16/05, Kel. 9 Ilir,
Kec. Ilir Timur, Palembang,
Sumatera Selatan
Telp : 0711-310511
Faks : 0711-310512

PRABUMULIH – JEND. SUDIRMAN
Ruko Graha Bumi Damai
Jl. Jend. Sudirman No. 11 - 12,
Kel. Gunung Ibul Barat,
Kec. Prabumulih Timur,
Prabumulih, Sumatera Selatan
Telp : 0713-3300281
Faks : 0713-3300282

PANGKAL PINANG – JEND. SUDIRMAN
Jl. Jend. Sudirman No. 22-23,
Kel. Taman Bunga,
Kec. Gerunggang,
Pangkal Pinang,
Sumatera Selatan
Telp : 0717 438 422
Faks : 0717 438 596

BATU RAJA - OKU
Jl. Dr. Moh. Hatta
Komp. Simpang Baku,
RT/RW 11/05, Kel. Kemalarai,
Kec. Baturaja Timur,
Ogan Komering,
Sumatera Selatan
Telp : 0735-322200
Faks : 0735-323675

BENGKULU – TENDEAN
Jl. Kapt. Tendean, No. 27 A-D,
RT/RW 004/002,
Kel. Jembatan Kecil,
Kec. Singaraja Pati,
Bengkulu, Bengkulu
Telp : 0736-341732
Faks : 0736-345457

BENGKULU 2 (CAR) – TENDEAN
Jl. Kapt. Tendean, No. 27 A-D,
RT/RW 004/002,
Kel. Jembatan Kecil,
Kec. Singaraja Pati,
Bengkulu, Bengkulu
Telp : 0736-341732
Faks : 0736-345457

LAMPUNG – GATOT SUBROTO
Jl. Gatot Subroto, No. 99 D-H,
Kel, Tanjung Gading,
Kec. Kedamaian,
Bandar Lampung, Lampung
Telp : 0721-242293
Faks : 0721-242295

LAMPUNG 2 (CAR) – GATOT SUBROTO
Jl. Gatot Subroto, No. 99 D-H,
Kel, Tanjung Gading,
Kec. Kedamaian,
Bandar Lampung, Lampung
Telp : 0721-242293
Faks : 0721-242295

METRO – JEND. SUDIRMAN
Jl. Jend. Sudirman No. 76,
Kel. Imopuro, Kec. Metro Pusat,
Metro, Lampung
Telp : 0725-7851033
Faks : 0725-7851034

BANDAR JAYA – PROKLAMATOR
Jl. Proklamator Raya, No. 23,
Dusun 5, RT/RW 012/005,
Kel. Bandar Jaya Barat,
Kec. Terbanggi Besar,
Lampung Tengah, Lampung
Telp : 0725-25980
Faks : 0725-25981

ARGA MAKMUR (HI)
JL. Cut Nyak Dien No. 259,
Kel, Purwodadi,
Kec. Arga Makmur,
Bengkulu Utara,
Sumatera Selatan
Telp : -
Faks : -

BABAT TOMAN (HI)
Jl. Lintas Sekayu–Lubuk Linggau
Ruko Akien No. 2 Lk 1,
Kel. Babat, Kec. Babat Toman,
Musi Banyuasin,
Sumatera Selatan
Telp : -
Faks : -

BANDAR JAYA (HI)
Jl. Proklamator No. 98,
RT/RW 14A/05A,
Kel. Terbanggi Besar,
Kec. Babat Toman,
Lampung Tengah,
Sumatera Selatan
Telp : -
Faks : -

BANGKA (HI)
Jl. Raya Koba,
Ruko Komplek Bangka Asri
Blok 9/10, Kel. Dul,
Kec. Pangkalan Baru,
Pangkal Pinang -
Bangka Belitung,
Sumatera Selatan
Telp : -
Faks : -

BANGKO (HI)
Jl. Lintas Sumatera KM. 3,
RT/RW 027/006,
Kel. Pematang Kandis,
Kec. Bangko, Merangin-Jambi,
Jambi
Telp : -
Faks : -

BAYUNG LENCIR (HI)
Jl. Palembang-Jambi,
RT/RW 007/000,
Kel. Bayung Lencir,
Kec. Bayung Lencir,
Musi Banyuasin,
Sumatera Selatan
Telp : -
Faks : -

BELINYU (HI)
Jl. Sriwijaya, Kel. Kuto Panji,
Kec. Belinyu, Bangka Belitung,
Sumatera Selatan
Telp : -
Faks : -

BELITANG (HI)
Jl. Jend. Sudirman No. 24,
Kel. Bedilan, Kec. Belitang,
OKU Timur, Sumatera Selatan
Telp : -
Faks : -

BELITUNG (HI)
Jl. Jend. Sudirman No. 8,
RT/RW 008/004,
Kel. Pangkal Lalang,
Kec. Tanjungpandan,
Belitung, Sumatera Selatan
Telp : -
Faks : -

BELTIM (HI)
Jl. Jend. Sudirman,
RT/RW 15/08,
Kel. Desa Kurnia Jaya,
Kec. Manggar, Belitung Timur,
Sumatera Selatan
Telp : -
Faks : -

BENGKULU (HI)
Jl. Danau No. 50, RT/RW 07/02,
Kel. Jembatan Kecil,
Kec. Singaran Pati, Belitung,
Sumatera Selatan
Telp : -
Faks : -

BETUNG (HI)
Jl. Merdeka Palembang Betung,
RT/RW 017/04,
Kel. Kedondong Raye,
Kec. Banyuasin III, Banyuasin,
Sumatera Selatan
Telp : -
Faks : -

MUARA BUNGO (HI)
Jl. Lebai Hasan, RT/RW 013/004,
Kel. Batang Bungo,
Kec. Pasar Muara Bungo,
Bungo, Jambi
Telp : -
Faks : -

CURUP (HI)
Jl. A. Yani No. 73, RT/RW 009/003,
Kel. Kampung Jaya,
Kec. Curup Tengah,
Rejang Lebong, Bengkulu
Telp : -
Faks : -

DAYA MURNI (HI)
Jl. Jend. Sudirman, Kel. Daya Asri,
Kec. Tumijajar,
Tulang Bawang Barat,
Sumatera Selatan
Telp : -
Faks : -

INDRALAYA (HI)
Jl. Lintas Timur KM. 34,
Komp. Perum Persada,
RT/RW 02/00,
Kel. Indralaya Indah,
Kec. Indralaya, Ogan Ilir,
Sumatera Selatan
Telp : -
Faks : -

JAMBI (HI)
Jl. Prof. Dr. Yamin,
Kel. Payo Lebar, Kec. Jelutung,
Jambi, Bengkulu
Telp : -
Faks : -

JEBUS (HI)
Jl. Raya Kimjung Dusun
Kampung Baru Barat,
RT/RW 003/001, Kel. Sinar Manik,
Kec. Jebus, Bangka Barat,
Sumatera Selatan
Telp : -
Faks : -

KALIANDA (HI)
Jl. Raden Intan No. 123, Kota Baru,
RT/RW 003/001, Kel. Kalianda,
Kec. Kalianda, Lampung Selatan,
Lampung
Telp : -
Faks : -

KAYU AGUNG (HI)
Jl. Muchtar Saleh,
Kel. Mangun Jaya,
Kec. Kayu Agung,
Ogan Komering Ilir,
Sumatera Selatan
Telp : -
Faks : -

KELAPA (HI)
Jl. Raya Pangkal Pinang-Mentok,
RT/RW 009/003, Kel. Kelapa,
Kec. Kelapa, Bangka Barat -
Bangka Belitung,
Sumatera Selatan
Telp : -
Faks : -

KOBA (HI)
Jl. Soekarno Hatta 3 No. 15,
Kel. Simpang Perlang,
Kec. Koba, Bangka Tengah -
Bangka Belitung,
Sumatera Selatan
Telp : -
Faks : -

KOTA AGUNG (HI)
Jl. Samudra No. 56,
Pasar Madang, RT/RW 002/001,
Kel. Pasar Madang,
Kec. Kota Agung,
Tanggamus, Lampung
Telp : -
Faks : -

KOTABUMI (HI)
Jl. Alamsyah Ratu Perwira Negara
No. 111, Kel. Kelapa Tujuh,
Kec. Kotabumi Selatan,
Lampung Utara, Lampung
Telp : -
Faks : -

LAHAT (HI)
Jl. Letnan Marzuki No. 31,
RT/RW 005/003,
Kel. Talang Jawa Utara,
Kec. Lahat, Lahat,
Sumatera Selatan
Telp : -
Faks : -

LAMPUNG (HI)
Jl. Hassanudin No. 3,
RT/RW 003/004,
Kel. Gunung Mas,
Kec. Teluk Betung Selatan,
Lampung
Telp : -
Faks : -

LIWA (HI)
Jl. Liwa Ranau KM. 5 Simpang
Serdang, Kel. Way Mengaku,
Kec. Balik Bukit, Lampung Barat,
Lampung
Telp : -
Faks : -

LUBUK LINGGAU (HI)
Jl. Yos Sudarso No. 2,
Kel. Taba Jemekeh,
Kec. Lubuk Linggau Timur 1,
Lubuk Linggau, Sumatera Selatan
Telp : -
Faks : -

MARTAPURA - SUMSEL (HI)
Jl. Merdeka, RT/RW 001/001,
Kel. Terukis Rahayu,
Kec. Martapura, Oku Timur,
Sumatera Selatan
Telp : -
Faks : -

MENTOK (HI)
Jl. Sudirman PAL II Mentok,
Kel. Air Belo, Kec. Muntok,
Bangka Barat-Bangka Belitung,
Sumatera Selatan
Telp : -
Faks : -

METRO (HI)
Jl. Jend. Sudirman No. 21,
RT/RW 002/001, Kel. Imopuro,
Kec. Metro Pusat,
Metro, Lampung
Telp : -
Faks : -

MUARA ENIM (HI)
Jl. Jend. Sudirman No. 5 A,
Talang Jawa Atas,
Kel. Lebuay Bandung,
Kec. Merapi Timur, Lahat,
Sumatera Selatan
Telp : -
Faks : -

PALEMBANG (HI)
Jl. Residen Abdul Rozak No. 41,
Ruko 11-12, RT/RW 045/009,
Kel. Bukit Sangkal, Kec. Kalidoni,
Palembang, Sumatera Selatan
Telp : -
Faks : -

PRABUMULIH (HI)
Jl. Jend. Sudirman No. 36,
RT/RW 005/003,
Kel. Gunung Ibul Barat,
Kec. Prabumulih Timur,
Prabumulih, Sumatera Selatan
Telp : -
Faks : -

PRINGSEWU (HI)
Jl. Jend. Sudirman No. 88 F,
Kel. Pringsewu, Kec. Pringsewu,
Pringsewu Barat,
Sumatera Selatan
Telp : -
Faks : -

RAWAJITU (HI)
Jl. Kenanga, RT/RW 001/005,
Kel. Gedung Karya Jitu,
Kec. Rawajitu Selatan,
Tulang Bawang,
Sumatera Selatan
Telp : -
Faks : -

RUMBIA (HI)
Jl. Raya Pasar Baru Dusun II,
RT/RW 06/04, Kel. Reno Basuki,
Kec. Rumbia, Lampung Tengah,
Sumatera Selatan
Telp : -
Faks : -

SABAK (HI)
Jl. Raya Pasar Baru Dusun II,
RT/RW 06/04, Kel. Talang Barat,
Kec. Muara Sabak Barat,
Tanjung Jabung Timur,
Sumatera Selatan
Telp : -
Faks : -

SEKAYU (HI)
Jl Merdeka LK I, RT/RW 001/001,
Kel. Serasan Jaya,
Kec. Sekayu Musi Banyuasin,
Sumatera Selatan
Telp : -
Faks : -

SIMPANG PEMATANG (HI)
Jl. Lintas Timur Simpang
Pematang, RT/RW 024/007,
Kel. Simpang Pematang,
Kec. Simpang Pematang,
Mesuji, Lampung
Telp : -
Faks : -

SUNGAI LIAT (HI)
Jl. Jend. Sudirman,
Ruko Permata Indah Blok 4-5,
Kel. Sungailiat, Kec. Belinyu,
Bangka Belitung,
Sumatera Selatan
Telp : -
Faks : -

SUNGAI LILIN (HI)
Jl. Raya Palembang-Jambi KM. 112,
Kel. Sungaililin,
Kec. Sungaililin, Musi Banyuasin,
Sumatera Selatan
Telp : -
Faks : -

TEBO (HI)
Jl. Lintas Tebo Bungo Pal 3,
Kel. Tebing Tinggi,
Kec. Tebo Tengah,
Muara Tebo, Jambi
Telp : -
Faks : -

TOBOALI (HI)
Jl. Jend. Sudirman No. 40,
Kel. Teladan, Kec. Toboali,
Bangka Selatan-Bangka Belitung,
Sumatera Selatan
Telp : -
Faks : -

TUGUMULYO (HI)
Jl. Lintas Timur Sumatera No. 1F,
Desa Tugumulyo Kampung 4
RT/RW 004/000, Kel. Tugumulyo,
Kec. Lempuing,
Ogan Komering Ilir,
Sumatera Selatan
Telp : -
Faks : -

TULANG BAWANG (HI)
Jl. Lintas Timur Pasar Unit 2,
Kel. Dwi Warga Tunggal Jaya,
Kec. Banjar Agung,
Tulang Bawang,
Sumatera Selatan
Telp : -
Faks : -

TUNGKAL (HI)
Jl. Prof. Dr. Sri Soedewi MS No. 65,
RT/RW 009/006,
Kel. Tungkal Empat,
Kec. Tungkal Ilir,
Tanjung Jabung Barat, Jambi
Telp : -
Faks : -

WAY JEPARA (HI)
Jl. Lintas Timur Pantai Timur
Sumetera, Kel. Braja Sakti,
Kec. Way Jepara, Lampung Timur,
Lampung
Telp : -
Faks : -

MUARA BULIAN (HI)
Jl. Lintas Muara Tembesi – Jambi,
Kel. Kampung Baru,
Kec. Muara Tembesi,
Batanghari, Jambi
Telp : -
Faks : -

WAY KANAN (HI)
Jl. Negara Lintas Sumatera
RT/RW 001/001,
Kel. Tiuh Balak Pasar,
Kec. Baradatu,
Way Kanan, Lampung
Telp : -
Faks : -

SOUTH SUMATRA AREA - SYARIAH BUSINESS UNIT BRANCH OFFICE

JAMBI – HAYAM WURUK
Jl. Hayam Wuruk No. 49-51,
Kel. Payo Lebar, Kec. Jelutung,
Jambi
Telp : 0741-27979
Faks : 0741-27979

BENGKULU – TENDEAN
Jl. Kapt. Tendean, No. 27 A-D,
RT/RW 004/002,
Kel. Jembatan Kecil,
Kec. Singaraja Pati, Bengkulu
Telp : 0736-341732
Faks : 0736-345457

BANGKA (HI)
Jl. Koba KM 4.5
Komplek Ruko Bangka Asri
A 9-10, Kel. Dul,
Kec. Pangkalan Baru,
Bangka Tengah, Bangka Belitung
Telp : -
Faks : -

JAMBI (HI)
Jl. Prof. Dr. M. Yamin,
Kel. Payo Lebar,
Kec. Jelutung, Jambi, Jambi
Telp : -
Faks : -

BANDAR JAYA (HI)
Jl. Proklamator Raya No. 98,
RT/RW 14A/05A,
Kel. Bandar Jaya Barat,
Kec. Terbanggi Besar,
Lampung Tengah,
Sumatera Selatan
Telp : -
Faks : -

KALIANDA (HI)
Jl. Raden Intan No. 123,
Kel. Way Kalianda, Kec. Kalianda,
Lampung Selatan, Lampung
Telp : -
Faks : -

LAMPUNG (HI)
Jl. Hasanuddin No. 3,
RT/RW 003/004,
Kel. Gunung Mas,
Kec. Teluk Betung, Lampung
Telp : -
Faks : -

METRO (HI)
Jl. Jend. Sudirman No. 21,
Kel. Imopuro, Kec. Metro Pusat,
Kota Metro, Lampung
Telp : -
Faks : -

PALEMBANG (HI)
Jl. Residen Abdul Rozak No. 41,
Ruko 11-12, RT/RW 45/09,
Kel. Bukit Sangka, Kec. Kalidoni,
Palembang, Sumatera Selatan
Telp : -
Faks : -

PRABUMULIH (HI)
Jl. Jend. Sudirman No. 36,
Kel. Gunung Ibul Barat,
Kec. Prabumulih Timur,
Prabumulih, Sumatera Selatan
Telp : -
Faks : -

PRINGSEWU (HI)
Jl. A. Yani No. 77,
Kel. Pringsewu Utara,
Kec. Pringsewu, Pringsewu,
Lampung
Telp : -
Faks : -

TUGUMULYO (HI)
Jl. Lintas Timur Desa Tugumulyo
Kampung IV, Kel. Tugumulyo,
Kec. Lempuing,
Ogan Komering Ilir,
Sumatera Selatan
Telp : -
Faks : -

SOUTH SUMATRA AREA - OFFICES OTHER THAN BRANCH OFFICES

JAMBI - MUARA BULIAN
Jl. Gajah Mada No. 99,
RT/RW 007/002,
Kel. Rengas Condong,
Kec. Muara Bulian, Jambi
Telp : 0743-22696
Faks : -

JAMBI – SUNGAI BAHAR
Jl. Poros Unit 1, RT/RW 07/00,
Kel. Suka Makmur,
Kec. Sungai Bahar, Muaro Jambi,
Jambi
Telp : 082882030494
Faks : -

JAMBI – KUALA TUNGKAL
Jl. Ki Hajar Dewantara,
Kel. Tungkal IV Kota,
Kec. Tungkal Ilir,
Tanjab Barat, Jambi
Telp : 082882030660
Faks : -

JAMBI – SANGETI
Jl. Lintas Timur, RT/RW 08/03,
Kel. Sengeti, Kec. Sekernan,
Muaro Jambi, Jambi
Telp : 082882031273
Faks :

JAMBI – MERLUNG
Jl. Lintas Timur, RT/RW 001/000,
Kel. Merlung, Kec. Merlung,
Tanjung Jabung Barat, Jambi
Telp : 082882030058
Faks : -

JAMBI – MUARA SABAK
Jl. Imam Bonjol, RT/RW 001/000,
Kel. Talang Babat,
Kec. Muara Sabak Barat,
Tanjung Jabung Timur, Jambi
Telp : 082882030630
Faks : -

MUARA BUNGO – BANGKO
Jl. Tiga Jalur Lintas Sumatera,
RT/RW 010/004,
Lingkungan Permata Permai,
Kel. Sei Ulak, Kec. Nalo Tantum,
Marangin, Jambi
Telp : 0746-322848
Faks : 0746-322849

MUARA BUNGO – SOROLANGUN
Jl. Lintas Sumatera, KM. 1,
Kel. Sukasari, Kec. Sorlangun,
Sorlangun, Jambi
Telp : 0745-91827
Faks : -

MUARA BUNGO – MUARATEBO
Jl. Lintas Tebo – Bungo, KM. 3
RT/RW 01/05, Kel. Tebing Tinggi,
Kec. Tebo Tengah,
Maratebo, Jambi
Telp : 0744-21687
Faks : -

PANGKAL PINANG – BELITUNG
Jl. Jend. Sudirman No. 18A,
Kel. Pangkal Lalang,
Kec. Tanjung Pandan,
Belitung, Sumatera Selatan
Telp : 0719-24884
Faks : 0719-25124

PALEMBANG 1 – SEKAYU
Jl. Kol. Wahid Udin, No. 559 C,
LK 1, Kel. Serasan Jaya,
Kec. Sekayu, Musi Banyuasin,
Sumatera Selatan
Telp : 0714-323138
Faks : -

BATURAJA – MUARA ENIM
Jl. A Yani No. 19/35B,
RT/RW 001/001, Pasar 1,
Kel. Pasar I, Kec. Muara Enim,
Muara Enim, Sumatera Selatan
Telp : 0734-422165
Faks : 0734-421006

BATURAJA – LAHAT
Jl. Kol H. Burlian Blok D,
Kel. Bandar Jaya,
Kec. Lahat, Lahat,
Sumatera Selatan
Telp : 0731-324147
Faks : 0731-322431

BATURAJA – BELITANG
Jl. Sudirman RT/RW 003/005,
Kel. Gumawang, Kec. Gumawang,
Oku Timur, Sumatera Selatan
Telp : -
Faks : -

BENGKULU 2 – LUBUKLINGGAU
Jl. Sultan Mahmud Badaruddin II
No. 75, Kel. Margarahayu,
Kec. Lubuk Linggau Selatan II,
Lubuk Linggau, Sumatera Selatan
Telp : -
Faks : -

BENGKULU – ARGAMAKMUR
Jl. Ir. Soekarno No. 3,
Kel. Rama Agung,
Kec. Kota Argamakmur,
Bengkulu Utara, Bengkulu
Telp : 0737-522868
Faks : 0737-522868

BENGKULU – MUKO-MUKO
Jl. Jend. Sudirman,
Kel. Ujung Padang
Kec. Muko-Muko,
Muko-Muko, Bengkulu
Telp : -
Faks : 0725-7851034

METRO – RUMBIA
Desa Rukti Basuki (Pasar Lama)
Dusun 2, RT/RW 001/001,
Kel. Desa Rukti Basuki
Kec. Rumbia,
Lampung Tengah, Lampung
Telp : -
Faks : -

LAMPUNG – KALIANDA
Jl. Kesuma Bangsa, No. 88 A,
RT/RW 002/001, Kel. Kalianda,
Kec. Kalianda, Lampung Selatan,
Lampung
Telp : 0727-31602
Faks : 0727-321332

LAMPUNG – KOTA AGUNG
Jl. Ahmad Yani No. 21-22,
RT/RW 01/02,
Kel. Pringsewu Timur,
Kec. Pringsewu,
Pringsewu, Lampung
Telp : 0722-21117
Faks : 0722-21117

LAMPUNG – TANJUNG BINTANG
Jl. Veteran Pasar Tanjung
Bintang, Kel. Jati Baru,
Kec. Tanjung Bintang,
Lampung Selatan, Lampung
Telp : 0721-8020346
Faks : 0721-8020349

BANDAR JAYA –
TULANG BAWANG
Jl. Lintas Timur Sumatera,
Komp. Pasar Unit II,
RT/RW 2/2, Kel. Tunggal Warga,
Kec. Banjar Agung,
Tulang Bawang, Lampung
Telp : 0726-750122
Faks : 0726-750925

BANDARJAYA – DAYA MURNI
Jl. Daya Asri No. 404,
RT/RW 04/02, Kel. Daya Murni,
Kec. Tumi Jajar,
Tulang Bawang Barat, Lampung
Telp : 0724-351425
Faks : 0724-351465

METRO – WAY JEPARA
Pasar Sribhawono,
Jl. Simpang Sribhawono,
RT/RW 036/006, Kel. Sri Menanti,
Kec. Bandar Sribhawono,
Lampung Timur, Lampung
Telp : 0725-660567
Faks : -

SOUTH SUMATRA AREA -
SYARIAH BUSINESS UNIT
OFFICES OTHER THAN BRANCH
OFFICES

BENGKULU – ARGAMAKMUR
Jl. Ir. Soekarno No. 3,
Kel. Rama Agung, Kec.
Kota Argamakmur,
Bengkulu Utara, Bengkulu
Telp : -
Faks : -

BENGKULU - MUKO-MUKO
Jl. Jend. Sudirman,
Kel. Ujung Padang
Kec. Muko-Muko,
Muko-Muko, Bengkulu
Telp : -
Faks : 0725-7851034

JAMBI - MUARA BULIAN
Jl. Gajah Mada No. 99,
RT/RW 007/002,
Kel. Rengas Condong,
Kec. Muaro Bulian, Jambi
Telp : -
Faks : -

JAMBI – SUNGAI BAHAR
Jl. Poros Unit 1, RT/RW 07/00,
Kel. Suka Makmur,
Kec. Sungai Bahar, Muaro Jambi,
Jambi
Telp : -
Faks : -

JAMBI – KUALA TUNGKAL
Jl. KH Dewantara,
Kel. Tungkal Ilir,
Kec. Tanjung Jabung Barat,
Jambi, Jambi
Telp : -
Faks : -

JAMBI – SANGETI
Jl. Lintas Timur Sangeti,
Kel. Sangeti, Kec. Sekernan,
Muaro Jambi, Jambi
Telp : -
Faks : -

JAMBI – MERLUNG
Jl. Lintas Timur, RT/RW 001/001,
Kel. Merlung,
Kec. Tanjung Jabung Barat,
Jambi, Jambi
Telp : -
Faks :-

JAMBI – MUARA SABAK
Jl. Imam Bonjol,
Kel. Talang Babat,
Kec. Muara Sabak Barat,
Tanjung Jabung Timur, Jambi
Telp : -
Faks : -

KALIMANTAN AREA -
BRANCH OFFICE

SAMARINDA – AHMAD YANI
Jl. Ahmad Yani No. 3A-B,
Kel. Sei/Sungai Pinang Dalam,
Kec. Sungai Pinang, Samarinda,
Kalimantan Timur
Telp : 0541-742734
Faks : 0541-738607

SAMARINDA 2 (CAR) –
AHMAD YANI
Jl. Ahmad Yani, No. 3 A-B,
Kel. Sei/Sungai Pinang Dalam,
Kec. Sungai Pinang, Samarinda,
Kalimantan Timur
Telp : 0541-742734
Faks : 0541-738607

BALIKPAPAN –
JEND. SUDIRMAN
Jl. Jend. Sudirman, No. 287,
Kel. Damai,
Kec. Balikpapan Selatan,
Balikpapan, Kalimantan Timur
Telp : 0542-744870
Faks : 0542-744890

TARAKAN – MULAWARMAN
Jl. Mulawarman,
Kel. Karang Anyar,
Kec. Tarakan Barat, Tarakan,
Kalimantan Timur
Telp : 0551-35999
Faks : 0551-35600

BERAU – PEMUDA
Jl. Pemuda No. 11,
Kel. Tanjung Redeb,
Kec. Tanjung Redeb, Berau,
Kalimantan Timur
Telp : 0811 5450 654
Faks : -

BANJARMASIN – AHMAD YANI
Jl. A. Yani, KM. 5.5,
Kel. Pemurus Luar,
Kec. Banjarmasin Timur,
Banjarmasin, Kalimantan Selatan
Telp : 0511-3270579
Faks : 0511-3274103

MARTAPURA – AHMAD YANI
Jl. A. Yani KM. 37,
Kel. Sungai Pering,
Kec. Martapura,
Martapura, Kalimantan Selatan
Telp : 0511-4773008
Faks : 0511-4782475

PALANGKARAYA – LANGKAI
Jl. RTA. Milono, KM. 4.3,
RT/RW 04/13, Kel. Langkai,
Kec. Pahandut, Palangkaraya,
Kalimantan Timur
Telp : 0536-3223701
Faks : -

NUNUKAN (HI)
Jl. Bahari Liem Hie Djung
Blok B2 No. 01, RT/RW 001/000,
Kel. Nunukan Utara,
Kec. Nunukan,
Kalimantan Utara
Telp : -
Faks : -

SAMPIT – AHMAD YANI
Jl. Ahmad Yani No. 155 A,
Kel. Mentawa Baru Hulu,
Kec. Ketapang, Sampit,
Kalimantan Tengah
Telp : 0531-32187
Faks : -

PANGKALAN BUN – PASANAH
Jl. Pasanah No. 04, Madurejo,
Kel. Sidorejo, Kec. Arut Selatan,
Kotawaringin Barat,
Kalimantan Tengah
Telp : 0532-2030367
Faks : 0532-2030366

BARABAI – MURAKARTA
Jl. Murakata, RT/RW 06/11,
Kel. Bukat, Kec. Barabai -
Hulu Sungai Tengah,
Barabai, Kalimantan Selatan
Telp : 0517-43738
Faks : 0517-44422

TANJUNG – PHM NOOR
Jl. Ir. PHM Noor, RT/RW 05/02,
Kel. Mabu'un, Murung Pudak,
Kec. Tabalong-Tanjung,
Kalimantan Selatan
Telp : 0526-2022994
Faks : 0526-202995

BATULICIN – KAMPUNG BARU
Jl. Transmigrasi,
Kel. Kampung Baru,
Kec. Simpang Empat,
Tanah Bumbu
Batu Licin, Kalimantan Selatan
Telp : 0518-71535
Faks : -

PONTIANAK – AHMAD DAHLAN
Jl. KH. Ahmad Dahlan No. 8-8 A,
RT/RW 001/015,
Kel. Sei Bangkong,
Kec. Pontianak Kota,
Pontianak, Kalimantan Barat
Telp : 0561-732772
Faks : -

PONTIANAK 2 (CAR) – AHMAD DAHLAN
Jl. KH. Ahmad Dahlan No. 8-8 A,
RT/RW 001/015,
Kel. Sei Bangkong,
Kec. Pontianak Kota,
Pontianak, Kalimantan Barat
Telp : 0561-732772
Faks : -

SINGKAWANG – GM SITUT
Jl. GM Situt No. 68-69,
RT/RW 04/02, Kel. Pasirian,
Kec. Singkawang Barat,
Singkawang, Kalimantan Barat
Telp : 0562-634311
Faks : 0562-639789

SINTANG – MT HARYONO
Jl. MT. Haryono No. 100,
RT/RW 11/04,
Kel. Kapuas Kanan Hulu,
Kec. Sintang, Kapuas,
Kalimantan Barat
Telp : 0565-22279
Faks : 0565-23034

BALIKPAPAN (HI)
Jl. MT. Haryono No. 02,
Kel. Sungai Nangka,
Kec. Balipapan Selatan,
Kalimantan Timur
Telp : -
Faks : -

BANJARMASIN (HI)
Jl. Gatot Subroto Raya No. 10 B-C,
RT/RW 025/000, Kel. Kuripan,
Kec. Banjarmasin Timur, Banjar,
Kalimantan Selatan
Telp : -
Faks : -

SANGATA – KARYA ETAM
Karya Etam No. 224 A,
Kel. Sangata, Kec. Sangata Utara,
Kutai Timur, Kalimantan Timur
Telp : -
Faks : -

SAMBAS – TERIGAS
Jl. Terigas, Kel. Saing Rambi,
Kec. Sambas, Sambas,
Kutai Timur, Kalimantan Barat
Telp : 0562-393209
Faks : 0562-393207

BARABAI (HI)
Jl. H.A. Syafawi Murakata,
Kel. Bukat, Kec. Barabai,
Hulu Sungai Tengah,
Kalimantan Selatan
Telp : -
Faks : -

BATULICIN (HI)
Jl. Raya Batulicin No. 093,
RT/RW 004/001,
Kel. Kampung Baru,
Kec. Simpang Empat,
Tanah Bumbu,
Kalimantan Selatan
Telp : -
Faks : -

BERAU (HI)
Jl . Pembangunan I,
Kel. Sei Bendungan,
Kec. Tanjung Redep, Berau,
Kalimantan Timur
Telp : -
Faks : -

KAPUAS (HI)
Jl. Cilik Riwut, Kel. Selat Dalam,
Kec. Selat, Kapuas,
Kalimantan Tengah
Telp : -
Faks : -

KOTABARU (HI)
Jl. Veteran No. 189 C,
Kel. Dirgahayu,
Kec. Pulau Laut Utara Utara,
Kotabaru, Kalimantan Selatan
Telp : -
Faks : -

MARTAPURA – KAL (HI)
Jl. A. Yani KM. 33, RT/RW 002/006,
Kel. Banjar Baru Utara,
Kec. Loktabat Utara,
Banjarbaru, Kalimantan Selatan
Telp : -
Faks : -

MUARA TEWEH (HI)
Jl. Yetro Sinseng, Kel. Lanjas,
Kec. Teweh Tengah, Barito Utara,
Kalimantan Tengah
Telp : -
Faks : -

PALANGKARAYA (HI)
Jl. Cilik Riwut KM. 1,
RT/RW 01/01, Kel. Palangka,
Kec. Jekan Raya, Palangkaraya,
Kalimantan Tengah
Telp : -
Faks : -

PANGKALAN BUN (HI)
Jl. A. Yani, RT/RW 003/010,
Kel. Baru, Kec. Arut Selatan,
Kotawaringin Barat,
Kalimantan Tengah
Telp : -
Faks : -

PELAIHARI (HI)
Jl. A. Yani. KM. 01, RT/RW 001/001,
Kel. Angsau, Kec. Pelaihari,
Tanah Laut, Kalimantan Selatan
Telp : -
Faks : -

PENAJAM (HI)
Jl. Propinsi KM. 18,
Kel. Petung, Kec. Penajam,
Penajam Paser Utara,
Kalimantan Timur
Telp : -
Faks : -

PONTIANAK (HI)
Jl. M. Karimata No. 03,
Kel. Sungai Bangkong,
Kec. Pontianak, Pontianak,
Kalimantan Barat
Telp : -
Faks : -

SAMARINDA (HI)
Jl. Kadrie Oening, Kel. Air Hitam,
Kec. Samarinda Ulu, Samarinda,
Kalimantan Timur
Telp : -
Faks : -

SAMARINDA SEBERANG (HI)
Jl. Pattimura Blok A No. 19,
Kel. Mesjid,
Kec. Samarinda Seberang,
Samarinda, Kalimantan Timur
Telp : -
Faks : -

SAMPIT (HI)
Jl. MT Haryono, RT/RW 017/087,
Kel. Mentawa Baru Hulu,
Kec. Mentawa Baru Ketapang,
Sampit, Kalimantan Tengah
Telp : -
Faks : -

SANGATTA (HI)
Jl. I. A. Muis No. 27,
Kel. Sangatta Utara,
Kec. Sangatta Utara, Kutai Timur,
Kalimantan Timur
Telp : -
Faks : -

TANAH GROGOT (HI)
Jl. RM. Noto Sunardi,
Kel. Tanah Grogot,
Kec. Tanah Grogot,
Paser, Kalimantan Timur
Telp : -
Faks : -

TANJUNG (HI)
Jl. A. Yani, RT 16 Selongan,
Kel. Tanjung, Kec. Tabalog,
Kalimantan Selatan
Telp : -
Faks : -

TARAKAN (HI)
Jl. KH. Agus Salim,
RT/RW 008/000,
Kel. Selumit Pantai,
Kec. Tarakan Tengah,
Tarakan, Kalimantan Utara
Telp : -
Faks : -

TENGGARONG
Jl. Wolter Monginsidi No. 08,
Kel. Timbau, Kec. Tenggarong,
Kutai Kertanegara,
Kalimantan Timur
Telp : -
Faks : -

KALIMANTAN AREA - SYARIAH BUSINESS UNIT BRANCH OFFICE

MARTAPURA – AHMAD YANI
Jl. A. Yani KM. 37,
Kel. Sungai Pering,
Kec. Martapura, Martapura,
Kalimantan Selatan
Telp : -
Faks : -

BALIKPAPAN (HI)
Jl. MT. Haryono No. 02,
Kel. Sungai Nangka,
Kec. Balipapan Selatan,
Kalimantan Timur
Telp : -
Faks : -

MARTAPURA – KAL (HI)
Jl. A. Yani KM. 37.5,
Kel. Banjarbaru Utara,
Kec. Martapura, Banjar,
Kalimantan Selatan
Telp : -
Faks : -

PALANGKARAYA (HI)
Jl. Cilik Riwut KM. 1, Kel. Palangka,
Kec. Jekan Raya, Palangkaraya,
Kalimantan Tengah
Telp : -
Faks : -

SANGATA – KARYA ETAM
Karya Etam No. 224 A,
Kel. Sangata, Kec. Sangata Utara,
Kutai Timur, Kalimantan Timur
Telp : -
Faks : -

SAMARINDA (HI)
Jl. Kadrie Oening, Kel. Air Hitam,
Kec. Samarinda Ulu, Samarinda,
Kalimantan Timur
Telp : -
Faks : -

SAMARINDA – AHMAD YANI
Jl. A. Yani, No. 3 A-B,
Kel. Sei/Sungai Pinang Dalam,
Kec. Sungai Pinang, Samarinda,
Kalimantan Timur
Telp : -
Faks : -

KALIMANTAN AREA - OFFICES OTHER THAN BRANCH OFFICES

SAMARINDA – TENGGARONG
Jl. Patin No. 80,
Kel. Timbau, Kec. Tenggarong,
Kutai Kartanegara,
Kalimantan Timur
Telp : 0541-6666080
Faks : -

SAMARINDA – MELAK
Jl. KH. Dewantara No. 28,
Kel. Melak Ulu, Kec. Melak,
Kutai Barat, Kalimantan Timur
Telp : 0545-41222
Faks : -

BALIKPAPAN – GROGOT
Jl. Anden Oko, RT/RW 015/006,
Kel. Tanah Grogot,
Kec. Tanah Grogot,
Tanah Grogot, Paser,
Kalimantan Timur
Telp : 0542-321543
Faks : 0542-7213924

BALIKPAPAN – HANDIL
Jl. M. Hatta Handil No. 4,
Kel. Muara Jawa Ulu,
Kec. Muara Jawa,
Kutai Kartanegara,
Kalimantan Timur
Telp : 0541-692090
Faks : 0541-692020

TARAKAN – NUNUKAN
Jl. Tien Soeharto,
Kel. Nunukan Timur,
Kec. Nunukan, Nunukan,
Kalimantan Timur
Telp : 0556- 2026318
Faks : -

TARAKAN – TANJUNG SELOR
Jl. Duren,
Tanjung Selor Hilir Bulungan,
Kel. Tanjung Selor Hilir,
Kec. Tanjung Selor,
Bulungan, Kalimantan Utara
Telp : 0552-2026318
Faks : -

BERAU – WAHAU
Jl. Mulawarman, RT/RW 002/004,
Kel. Marga Mulia, Kec. Kongbeng,
Kutai Timur, Kalimantan Timur
Telp : 0549-2063009
Faks : -

KASONGAN
Jl. Tjilik Riwut KM. 6.5,
RT/RW 019/004,
Kel. Kasongan Lama,
Kec. Kasongan Hilir, Katingan,
Kalimantan Tengah
Telp : -
Faks : -

BANJARMASIN – KAPUAS
Jl. Cilik Riwut No. 1,
Kel. Selat Dalam,
Kec. Kuala Kapuas, Kapuas,
Kalimantan Tengah
Telp : 0513-24411
Faks : -

MARTAPURA – PELAIHARI
Jl. H. Boejasin No. 7,
RT/RW 21/06, Kel. Angsau,
Kec. Pelaihari, Pelahari,
Kalimantan Selatan
Telp : 0512-23382
Faks : 0512-21978

PALANGKARAYA – KASONGAN
Jl. Kasongan Sampit KM. 1,
RT/RW 06/02
Kel. Kasongan Lama,
Kec. Katingan Hilir
Kasongan, Kalimantan Selatan
Telp : -
Faks : -

SAMPIT – PARENGGEAN
Jl. Kalikasa, RT/RW 003/001,
Kel. Parenggean,
Kec. Parenggean, Sampit
Telp : 0531-2051590
Faks : -

SAMPIT – SEI BABI
Jl. Jend. Sudirman, KM. 86,
RT/RW 010/001, Kel. Sei Babi,
Kec. Telawang,
Kotawaringin Timur,
Kalimantan Tengah
Telp : -
Faks : -

LAMANDAU – PANGKALAN BANTENG
Jl. Batu Batanggui,
RT/RW 004/000,
Kel. Nanga Bulik,
Kec. Bulik, Lamandau,
Kalimantan Tengah
Telp : -
Faks : -

BARABAI – RANTAU
Jl. A. Yani, RT/RW 07/02,
Kupang, Tapin Utara,
Kel. Kupang Bulik,
Kec. Tapin Utara, Tapin Utara,
Kalimantan Selatan
Telp : 0517-31646
Faks : 0517-31610

TANJUNG – MUARA TEWEH
Jl. Nenas, RT/RW 13/04,
Kel. Lanjas, Kec. Teweh Tengah,
Barito Utara, Kalimantan Tengah
Telp : 0519-22330
Faks : -

BATULICIN – KOTABARU
Jl. H. Hasan Basri No. 7,
Kel. Semayap,
Kec. Pulau Laut Utara, Kotabaru,
Kalimantan Selatan
Telp : 0518-24269
Faks : 0518-23262

BATU LICIN – SUNGAI DANAU
Jl. Propinsi, Kel. Sungai Danau,
Kec. Satui, Sungai Danau-
Tanah Bumbu,
Kalimantan Selatan
Telp : 0512-61403
Faks : -

PONTIANAK - SUNGAI PINYUH
Jl. Seliung Blok A No. 8,
Kel. Sungai Pinyuh,
Kec. Sungai Pinyuh
Pontianak, Kalimantan Barat
Telp : 0561-654482
Faks : -

TANJUNG SELOR (HI)
Jl. Skip II, Kel. Tanjung Selor,
Kec. Tanjung Selor, Bulungan,
Kalimantan Utara
Telp : -
Faks : -

PONTIANAK – RASAU JAYA
Jl. Jend. Sudirman, RT/RW 32/08,
Dusun IV Purwodadi,
Kel. Rasau Jaya I, Kec. Rasau Jaya,
Kubu Raya, Kalimantan Barat
Telp : 0561-573804
Faks : -

PONTIANAK – KETAPANG
Jl. DI. Panjaitan No. 04,
RT/RW 037/008, Kel. Sampit,
Kec. Delta Pawan, Ketapang,
Kalimantan Barat
Telp : -
Faks : -

SINGKAWANG – LANDAK
Lintas Kalimantan Poros Tengah
Dusun Pulau Bendu,
Kel. Hilir Tengah,
Kec. Ngabang, Landak,
Kalimantan Barat
Telp : -
Faks : -

SAMBAS – BENGKAYANG
Jl. Raya Sanggau Ledo,
RT/RW 003/002, Kel. Sebalo,
Kec. Bengkayang, Bengkayang,
Kalimantan Barat
Telp : 05624261000
Faks : -

SINTANG – NANGAPINOH
Jl. Juang KM 1 No.8, Kel. Paal 8,
Kec. Nangapinoh, Melawi,
Kalimantan Barat
Telp : 0568-21406
Faks : 0568-21976

SINTANG – SEKADAU
Jl. Merdeka Timur,
RT/RW 013/003, Kel. Mungguk,
Kec. Sekadau Hilir, Sekadau,
Kalimantan Barat
Telp : -
Faks : -

SINTANG – SANGGAU
Jl. Jend. Sudirman,
RT/RW 013/005,
Kel. Bunut, Kec. Kapuas,
Sanggau, Kalimantan Barat
Telp : -
Faks : -

SENTRA COMMERCIAL KALIMANTAN
Jl. Jend. Sudirman, No. 287,
Kel. Damai,
Kec. Balikpapan Selatan,
Balikpapan, Kalimantan Timur
Telp : -
Faks : -

KALIMANTAN AREA - SYARIAH BUSINESS UNIT OFFICES OTHER THAN BRANCH OFFICES

SAMARINDA – TENGGARONG
Jl. Patin No. 80, Kel. Timbau,
Kec. Tenggarong,
Kutai Kartanegara,
Kalimantan Timur
Telp : -
Faks : -

SAMARINDA – MELAK
Jl. KH. Dewantara No. 28,
Kel. Melak Ulu, Kec. Melak,
Kutai Barat, Kalimantan Timur
Telp : -
Faks : -

KASONGAN
Jl. Tjilik Riwut KM. 6.5,
RT/RW 019/004,
Kel. Kasongan Lama,
Kec. Kasongan Hilir, Katingan,
Kalimantan Tengah
Telp : -
Faks : -

TANJUNG SELOR (HI)
Jl. Skip II, Kel. Tanjung Selor,
Kec. Tanjung Selor, Bulungan,
Kalimantan Utara
Telp : -
Faks : -

MARTAPURA – PELAIHARI
Jl. H. Boejasin No. 7,
RT/RW 21/06, Kel. Angsau,
Kec. Pelaihari, Pelahari,
Kalimantan Selatan
Telp : -
Faks : -

SULAWESI, MALUKU & PAPUA AREA - BRANCH OFFICE

MAKASSAR 1 – AP. PETTARANI
Jl. AP. Pettarini Kompleks Ruko
Delta Ramayana Jade 4-5,
Kel. Masale, Kec. Panakukkang,
Makassar, Sulawesi Selatan
Telp : 0411-421006
Faks : 0411-425109

MAKASSAR 2 – PERINTIS
Komp. Tamalanrea,
Jl. Perintis Kemerdekaan,
RT/RW 002/002,
Kel. Tamalanrea Indah,
Kec. Tamalanrea, Makassar,
Sulawesi Selatan
Telp : 0411831054
Faks : 0411831056

MAKASSAR 3 – GOWA
Jl. Sultan Hassanudin,
Kel. Pandang – pandang
Kec. Samba Opu, Gowa –
Sungguminasa, Sulawesi Selatan
Telp : 0411 - 831054
Faks : 0411 - 831056

MAKASSAR 4 (CAR) – PERINTIS
Komplek Villa Surya Mas Blok A2
No. 23 - 24, Jl. Toddopuli Raya,
Kel. Tamalanrea Indah,
Kec. Paropo, Makassar,
Sulawesi Selatan
Telp : 0411-4663786
Faks : 0411-4663779

BONE – MT HARYONO
Jl. MT. Haryono No. 1,
Kel. Bulu Tempe,
Kec. Tanete Rianttang Barat,
Bone, Sulawesi Selatan
Telp : 0481 – 23335
Faks : -

SENTRA COMMERCIAL SULTAN
Komp. Tamalanrea,
Jl. Perintis Kemerdekaan,
RT/RW 002/002,
Kel. Tamalanrea Indah,
Kec. Tamalanrea, Makassar,
Sulawesi Selatan
Telp : -
Faks : -

BANGKIR (HI)
Jl. Trans Sulawesi, Kel. Desa Soni,
Kec. Dampal Selatan, Tolitoli,
Sulawesi Tengah
Telp : -
Faks : -

SIGI (HI)
Jl. Lasoso, Kel. Lolu,
Kec. Sigi Biromaru, Sigi,
Sulawesi Tengah
Telp : -
Faks : -

BULI (HI)
Jl. Komp. Lintas Halmahera,
Desa Buli Dusun II, Kel. Buli,
Kec. Maba, Halmahera Timur,
Maluku Utara
Telp : -
Faks : -

MOROTAI (HI)
Jl. Soesilo Bambang Yudhoyono,
Kel. Desa Yayasan,
Kec. Morotai Selatan,
Pulau Morotai, Maluku Utara
Telp : -
Faks : -

BULUKUMBA – AHMAD YANI
Jl. A. Yani, No. 38, Kel. Caile,
Kec. Ujung Bulu, Bulukumba,
Sulawesi Selatan
Telp : 0413-2510035
Faks : 0413-2510037

PALOPO - KELAPA
Jl. Kelapa No. 47, RT/RW 001/008,
Legaligo Wara, Palopo,
Sulawesi Selatan
Telp : 0471-22554
Faks : 0471-23866

PARE-PARE 2 (CAR) – BAU MASSEPE
Jl. Veteran, Kel. Mallusetasi,
Kec. Ujung, Pare Pare,
Sulawesi Selatan
Telp : 0421-3312500
Faks : 0421-25599

KENDARI – AHMAD YANI
Jl. A. Yani No. 51 A, Wua Wua,
Kel. Anaiwoi, Kec. Kadia, Kendari,
Sulawesi Tenggara
Telp : 0401-396201
Faks : 0401-396202

BAU-BAU – AGUS SALIM
JL. KH. Agus Salim,
Kel. Wangkanapi, Kec. Wolio,
Bau-Bau, Sulawesi Tenggara
Telp : 0402-2821341
Faks : -

PALU 2 – SOEKARNO HATTA
Palu City Square,
Jl. Soekarno Hatta, Kel. Talise,
Kec. Mantikulore, Palu,
Sulawesi Tengah
Telp : -
Faks : -

PALU 2 (CAR) – SOEKARNO HATTA
Palu City Square,
Jl. Soekarno Hatta, Kel. Talise,
Kec. Mantikulore, Palu,
Sulawesi Tengah
Telp : -
Faks : -

POSO – KOTA
Jl. Pulau Bali, No. 4,
Kel. Gebang Rejo, Kec. Poso,
Kota Poso, Sulawesi Tengah
Telp : 0452 - 324748
Faks : 0452 - 324750

LUWUK – BANGGAI MAAHAS
Jl. Urip Sumoharjo, Kel. Jole,
Kec. Luwuk, Banggai,
Sulawesi Tengah
Telp : 0461-23912
Faks : 0461-23914

MANADO – AHMAD YANI
JL. A. Yani No. 10 D-E,
Kel. Sario, Kec. Sario,
Manado, Sulawesi Utara
Telp : 0431-8880443
Faks : 0431-8880446

KOTAMOBAGU – SUPRAPTO
Pasar 23 Maret,
Jl. Suprapto, Kel. Gogagoman,
Kec. Kotamobagu, Kotamobagu,
Sulawesi Utara
Telp : 0434-22813
Faks : -

GORONTALO –
NANI WARTABONE
Jl. Hj. Nani Wartabone
No. 166, RT/RW 003/002,
Kel. Limbau UI,
Kec. Kota Selatan Gorontalo,
Gorontalo
Telp : -
Faks : -

MAMUJU - URIP SUMOHARJO
Jl. Urip Sumoharjo, No. 78,
Kel. Karema, Kec. Mamuju,
Mamuju, Sulawesi Barat
Telp : 0811-4600931
Faks : -

AMBON – SETIA BUDI
Jl. Setia Budi No. 26,
Kel. Ahusen, Kec. Sirimau,
Kota Ambon, Maluku Tengah
Telp : 0911-344641
Faks : 0911-344639

TERNATE – BASTIONG
Jl. Bastiong No. 127,
RT/RW 005/003,
Kel. Bastiong Talangame,
Kec. Ternate Selatan, Ternate,
Maluku Utara
Telp : 0921-3125128
Faks : -

JAYAPURA – ENTROP
Jl. Raya Abepura HM 2610,
RT/RW 005/004, Kel. Entrop,
Kec. Jayapura Selatan,
Jayapura, Papua
Telp : 0967 – 522911
Faks : -

SORONG – BASUKI RAHMAT
Jl. Basuki Rahmat KM. 8,
Kel. Klasaman,
Kec. Sorong Timur Sorong,
Papua Barat
Telp : 0951-327584
Faks : 0951-328993

BANGKALA (HI)
Jl. Poros Makassar-Jeneponto,
Kel. Pellengu, Kec. Bangkala,
Jeneponto, Sulawesi Selatan
Telp : -
Faks : -

BANTAENG (HI)
Jl. Elang, RT/RW 001/001,
Kel. Pallantikang, Kec. Bantaeng,
Bantaeng, Sulawesi Selatan
Telp : -
Faks : -

BARRU (HI)
Jl. A.A Bau Massepe No. 08,
RT/RW 000/000,
Kel. Mangempang, Kec. Barru,
Barru, Sulawesi Selatan
Telp : -
Faks : -

BELOPA (HI)
Jl. Topoka, Kel. Belopa,
Kec. Belopa Utara, Luwu,
Sulawesi Selatan
Telp : -
Faks : -

BONE (HI)
Jl. MH. Thamrin No. 1,
Kel. Wamapone,
Kec. Tanete Riattang,
Sulawesi Selatan
Telp : -
Faks : -

BULUKUMBA (HI)
Jl. Samratulangi, Kel. Caile,
Kec. Ujung Bulu, Bulu Kumba,
Sulawesi Selatan
Telp : -
Faks : -

ENREKANG (HI)
Jl. P. Tendean, Kel. Kalosi,
Kec. Alla, Enrekang,
Sulawesi Selatan
Telp : -
Faks : -

GOWA (HI)
Jl. Poros Pallangga, Kel. Tetebatu,
Kec. Pallangga, Gowa,
Sulawesi Selatan
Telp : -
Faks : -

GOWA 2 (HI)
Jl. Poros Pallangga, Kel. Tetebatu,
Kec. Pallangga, Gowa,
Sulawesi Selatan
Telp : -
Faks : -

JENEPONTO (HI)
Jl. Pahlawan Karisa,
Kel. Empoang Selatan,
Kec. Binamu, Jeneponto,
Sulawesi Selatan
Telp : -
Faks : -

MAJENE (HI)
Jl. Jend. Sudirman No. 134,
Kel. Lembang Dhua,
Kec. Banggae Timur, Majene,
Sulawesi Barat
Telp : -
Faks : -

MAKALE (HI)
Jl. Nusantara, Kel. Bombongan,
Kec. Makale, Tana Toraja,
Sulawesi Selatan
Telp : -
Faks : -

MAKASSAR (HI)
Jl. Pelita Raya Blok A/28,
Kel. Ballapparang, Kec. Rappocini,
Makassar, Sulawesi Selatan
Telp : -
Faks : -

MAKASSAR 3 (HI)
Jl. Perintis Kemerdekaan KM. 14,
Kel. Daya, Kec. Biringkanaya,
Makassar, Sulawesi Selatan
Telp : -
Faks : -

MALILI (HI)
Jl. Dr. Sam Ratulangi,
Kel. Desa Puncak Indah,
Kec. Malili, Luwu Timur,
Sulawesi Selatan
Telp : -
Faks : -

MALINO (HI)
Jl. Karaeng Pado Malino,
RT/RW 002/003, Kel. Malino,
Kec. Tinggi Moncong, Gowa,
Sulawesi Selatan
Telp : -
Faks : -

MAMUJU (HI)
Jl. KS Tubun, Kel. Rimuku,
Kec. Mamuju, Mamuju,
Sulawesi Barat
Telp : -
Faks : -

MANGKUTANA (HI)
Jl. Trans Sulawesi No. 22,
Kel. Tomoni, Kec. Tomoni,
Luwu Timur, Sulawesi Selatan
Telp : -
Faks : -

MAROS (HI)
Jl. Poros Kariango Maros,
Kel. Turikale, Kec. Maros,
Sulawesi Selatan
Telp : -
Faks : -

MASAMBA (HI)
Jl. Muh. Hatta, Kel. Baliase,
Kec. Masamba, Luwu Utara,
Sulawesi Selatan
Telp : -
Faks : -

PALOPO (HI)
Desa Amasangan, Kel. Wara,
Kec. Palopo, Palopo,
Sulawesi Selatan
Telp : -
Faks : -

PANGKEP (HI)
Jl. Kemakmuran Poros Makassar
Pare, RT/RW 003/003, No. 27,
Kel. Mappasaile, Kec. Pangkajene,
Pangkep, Sulawesi Selatan
Telp : -
Faks : -

PARE-PARE (HI)
Jl. H. Agus Salim No. 31,
RT/RW 02/03, Kel. Tiro Sompe,
Kec. Bacukiki Barat, Pare-Pare,
Sulawesi Selatan
Telp : -
Faks : -

PINRANG (HI)
Jl. Wahidin Sudiro Husodo,
Kel. Jaya, Kec. Watang Sawitto,
Pinrang, Sulawesi Selatan
Telp : -
Faks : -

POLMAS (HI)
Jl. H. Andi Depu Poros No. 2-3,
Kel. Takatidung, Kec. Polewali,
Polewali Mandar, Sulawesi Barat
Telp : -
Faks : -

SELAYAR (HI)
Jl. Jendral Ahmad Yani,
Kel. Benteng,
Kec. Kepulauan Selayar,
Sulawesi Selatan
Telp : -
Faks : -

SENGKANG (HI)
Jl. Andi Magga Amirullah No. 73,
Kel. Teddaopu, Kec. Tempe, Wajo,
Sulawesi Selatan
Telp : -
Faks : -

SIDRAP (HI)
Jl. Poros Soppeng,
RT/RW 001/002, Kel. Rijang Pittu,
Kec. Maritengngae, Sidenreng,
Sulawesi Selatan
Telp : -
Faks : -

SINJAI (HI)
Jl. AP Pettarani, RT/RW 001/001,
Kel. Bongki, Kec. Sinjai Utara,
Sinjai, Sulawesi Selatan
Telp : -
Faks : -

SOPPENG (HI)
Perumahan Kolam Mas Indah
No. 13, Jl. Salotungo Ruku
Pakkanrebete, RT/RW 001/001,
Kel. Lalabata Rilau, Kec. Lalabata,
Soppeng, Sulawesi Selatan
Telp : -
Faks : -

TAKALAR (HI)
Jl. Jend. Sudirman No. 147,
Kel. Kalabbirang,
Kec. Pattalasang, Takalar,
Sulawesi Selatan
Telp : -
Faks : -

TOPOYO (HI)
Jl. Trans Topoyo Palu,
Kel. Topoyo, Kec. Topoyo,
Mamuju Tengah, Sulawesi Barat
Telp : -
Faks : -

TORAJA (HI)
Jl. Poros Rantepao Bolu,
Kel. Rantepaku Tallunglipu,
Kec. Tallunglipu, Toraja Utara,
Sulawesi Selatan
Telp : -
Faks : -

BOEPINANG (HI)
Jl. Jend. Sudirman,
Kel. Boepinang, Kec. Poleang,
Bombana, Sulawesi Tengah
Telp : -
Faks : -

BUTON (HI)
Jl. Bentoambari No. 68 C-D,
Kel. Lamangga, Kec. Betoambari,
Bau-Bau, Sulawesi Tenggara
Telp : -
Faks : -

EREKE (HI)
Jl. Murhum, RT/RW 01/01,
Kel. Buton Utara, Kec. Ereke,
Sulawesi Tenggara
Telp : -
Faks : -

KASIPUTE (HI)
Jl. Yos Sudarso, Kel. Lameroro,
Kec. Rumbia,
Bombona Desa Lantowonua,
Sulawesi Tenggara
Telp : -
Faks : -

KENDARI (HI)
Jl. Made Sabara No. 31,
Kel. Korumba, Kec. Mandonga,
Kendari, Sulawesi Tenggara
Telp : -
Faks : -

KOLAKA (HI)
Jl. Made Sabara No. 31,
Kel. Lamokato, Kec. Kolaka,
Sulawesi Tenggara
Telp : -
Faks : -

LADONGI (HI)
JL. Welala, Kel. Welala,
Kec. Ladongi, Kolaka Timur,
Sulawesi Tenggara
Telp : -
Faks : -

LASUSUA (HI)
Jl. Trans Sulawesi, Kel. Watuliwu,
Kec. Lasusua, Kolaka Utara,
Sulawesi Tenggara
Telp : -
Faks : -

PUNGGALUKU (HI)
Jl. Alamria, Kel. Desa Anduna,
Kec. Laeya, Konawe Selatan,
Sulawesi Tenggara
Telp : -
Faks : -

RAHA (HI)
Jl. Lakilaponto, RT/RW 02/02,
Kel. Mangga Kuning, Kec. Katobu,
Muna, Sulawesi Tenggara
Telp : -
Faks : -

UNAAHA (HI)
Jl. Sapati No. 199, Kel. Tumpas,
Kec. Unaaha, Konawe, Sulawesi
Tenggara
Telp : -
Faks : -

MAMASA (HI)
Jl. Poros Polewali Mamasa,
Kel. Osango, Kec. Mamasa,
Mamasa, Sulawesi Barat
Telp : -
Faks : -

ASERA (HI)
Jl. Mataiwoi, RT/RW 002/001,
Kel. Mataiwoi, Kec. Asera,
Konawe Utara, Sulawesi Utara
Telp : -
Faks : -

AMPANA (HI)
Jl. Moh. Hatta, Kel. Muara Toba,
Kec. Tojo Una-Una, Ampana,
Sulawesi Tengah
Telp : -
Faks : -

BUNGKU (HI)
Jl. Trans Sulawesi, Kel. Bente,
Kec. Bungku Tengah, Morowali,
Sulawesi Tengah
Telp : -
Faks : -

BUNTA (HI)
Jl. Moh. Yamin No. 177,
Kel. Bunta 1, Kec. Bunta, Banggai,
Sulawesi Tengah
Telp : -
Faks : -

BUOL (HI)
Jl. Syarif Mansyur, Kel. Kali,
Kec. Biau, Sulawesi Tengah
Telp : -
Faks : -

DONGGALA (HI)
Jl. Trans Palu - Donggala No. 109,
Kel. Banawa, Kec. Tanjung Batu,
Sulawesi Tengah
Telp : -
Faks : -

KOTARAYA (HI)
Jl. KH. Dewantara,
Kel. Kotaraya, Kec. Mepanga,
Parigi Moutong, Sulawesi Tengah
Telp : -
Faks : -

LUWUK (HI)
Jl. Dr. Moh. Hatta No. 185 C,
RT/RW 007/004, Kel. Maahas,
Kec. Luwuk Selatan, Banggai,
Sulawesi Tengah
Telp : -
Faks : -

MOROWALI (HI)
Jl. Trans Sulawesi,
Kel. Desa Tinompo,
Kec. Lembo, Morowali Utara,
Sulawesi Tengah
Telp : -
Faks : -

PALU (HI)
Jl. Soekarno–Hatta,
RT/RW 05/08, Kel. Talise,
Kec. Palu Timur, Mantikulore,
Valangguni, Sulawesi Tengah
Telp : -
Faks : -

PARIGI (HI)
Jl. Trans Sulawesi, Kel. Parigi,
Kec. Kampal, Parigi Moutong,
Sulawesi Tengah
Telp : -
Faks : -

PASANGKAYU (HI)
Jl. Ir. Soekarno, Kel. Pasangkayu,
Kec. Pasangkayu, Mamuju Utara,
Sulawesi Barat
Telp : -
Faks : -

PENDOLO (HI)
Jl. Trans Sulawesi,
Kel. Desa Pasir Putih,
Kec. Pamona Selatan, Pasir Putih,
Sulawesi Tengah
Telp : -
Faks : -

POSO (HI)
Jl. Brigjen Katamso,
Kel. Kasintuwu, Kec. Poso Kota,
Poso, Sulawesi Tengah
Telp : -
Faks : -

SALAKAN (HI)
Jl. Bhayangkara Jalur II,
Kel. Desa Baka, Kec. Tinangkung,
Banggai, Sulawesi Tengah
Telp : -
Faks : -

TENTENA (HI)
Jl. Torulemba, Kel. Pamona,
Kec. Puselemba, Poso,
Sulawesi Tengah
Telp : -
Faks : -

TOILI (HI)
Jl. Trans Sulawesi, Kel. Desa
Singkoyo, Kec. Toili, Banggai,
Sulawesi Tengah
Telp : -
Faks : -

TOLI TOLI (HI)
Jl. Usman Binol, Kel. Baolan,
Kec. Baru, Sulawesi Tengah
Telp : -
Faks : -

TOMPE (HI)
Jl. Trans Palu - Toli-Toli,
RT/RW 00/001, Kel. Desa Tompe,
Kec. Sirenja, Palu,
Sulawesi Tengah
Telp : -
Faks : -

AMBON (HI)
Jl. Wolter Monginsidi,
RT/RW 004/003, Kel. Lateri,
Kec. Baguala, Ambon, Maluku
Telp : -
Faks : -

BACAN (HI)
Jl. Kebun Karet, RT/RW 01/01,
Kel. Desa Tomori, Kec. Bacan,
Halmahera Selatan, Maluku Utara
Telp : -
Faks : -

BITUNG (HI)
Jl. Wolter Mongonsidi,
Kel. Girian Weru Dua,
Kec. Girian, Bitung,
Sulawesi Utara
Telp : -
Faks : -

BOALEMO (HI)
Jl. Trans Sulawesi,
Kel. Desa Hungayonaa,
Kec. Tilamuta, Boalemo,
Sulawesi Utara
Telp : -
Faks : -

BOROKO (HI)
Jl. Trans Sulawesi,
Kel. Kuala Utara, Kec. Kaidipang,
Bolaang Mongondow Utara,
Sulawesi Utara
Telp : -
Faks : -

GORONTALO (HI)
Jl. Nani Wartabone,
Kel. Limba UI, Kec. Kota Selatan,
Gorontalo, Sulawesi Utara
Telp : -
Faks : -

JAILOLO (HI)
Jl. Muhammad Hatta,
RT/RW 004/003,
Kel. Soaknora, Kec. Jailolo,
Halmahera Barat, Maluku Utara
Telp : -
Faks : -

JAYAPURA (HI)
Jl. Raya Entrop, Kel. Entrop,
Kec. Jayapura Selatan,
Jayapura, Papua
Telp : -
Faks : -

KOTAMOBAGU (HI)
Jl. KS Tubun, Kel. Matali,
Kec. Kotamobagu Timur,
Kotamobagu, Sulawesi Utara
Telp : -
Faks : -

MANADO (HI)
Jl. Jalan Yos Sudarso/AA Maramis,
Kel. Kairagi Satu, Kec. Mapanget,
Manado, Sulawesi Utara
Telp : -
Faks : -

MANOKWARI (HI)
Jl. Trikora Wosi, Kel. Wosia,
Kec. Manokwari Barat,
Manokwari, Papua
Telp : -
Faks : -

MARISA (HI)
Jl. Blok Plan Desa, Kel. Palopo,
Kec. Marisa, Pahuwato-Gorontalo,
Sulawesi Utara
Telp : -
Faks : -

MASOHI (HI)
Jl. Hiu Kampung Kodok,
Kel. Mangempang, Kec. Barru,
Barru, Sulawesi Selatan
Telp : -
Faks : -

MOLIBAGU (HI)
Jl. Daopeyago, Kel. Mangempang,
Kec. Barru, Barru,
Sulawesi Selatan
Telp : -
Faks : -

NAMLEA (HI)
Jl. Propinsi - Pal 2,
Kel. Dusun Sehe,
Kec. Namlea, Buru,
Maluku
Telp : -
Faks : -

RATAHAN (HI)
Lingkungan IV, Kel. Tasoraya,
Kec. Minahasa,
Minahasa Tenggara,
Sulawesi Utara
Telp : -
Faks : -

SAUMLAKI (HI)
Jl. Mathilda Batlayeri,
Kel. Saumlaki,
Kec. Tanimbar Selatan,
Maluku Tenggara Barat, Maluku
Telp : -
Faks : -

SIAU (HI)
Kompleks Ruko Plaza Blok B No. 5,
Jl. Bollevard Ulu Siau,
Kel. Tarorane, Kec. Siau Timur,
Sitaro, Sulawesi Utara
Telp : -
Faks : -

SORONG (HI)
Ruko Perumnas,
Jl. Basuki Rahmat KM. 11,
Kel. Klawuyuk, Kec. Sorong Timur,
Sorong, Papua
Telp : -
Faks : -

TAHUNA (HI)
Jl. Hasanudin,
Kel. Sawang Bendar, Kec. Tahuna,
Sangihe, Sulawesi Utara
Telp : -
Faks : -

TALAUD (HI)
Jl. Raya Melonguane,
Kel. Melonguane Tengah,
Kec. Melonguane,
Kepulauan Talaud, Sulawesi Utara
Telp : -
Faks : -

TERNATE (HI)
Jl. Arnold Mononutu, Kel. Stadion,
Kec. Ternate Tengah,
Maluku Utara, Maluku
Telp : -
Faks : -

TOBELO (HI)
Jl. Desa Mahia, Kel. Mahia,
Kec. Tobelo Utara,
Halmahera Utara, Maluku
Telp : -
Faks : -

TOMOHON (HI)
Jl. Raya Tomohon Lingkungan I,
Kel. Walian,
Kec. Tomohon Selatan,
Tomohon, Sulawesi Utara
Telp : -
Faks : -

TUAL (HI)
Jl. Jend. Sudirman,
Kel. Desa Ohijang, Kec. Kei Kecil,
Maluku Tenggara, Maluku
Telp : -
Faks : -

WAISARISSA (HI)
Jl. Trans Seram, Kel. Waimital,
Kec. Kairatu Barat,
Seram Bagian Barat, Maluku
Telp : -
Faks : -

BAHODOPI (BUNGKU) (HI)
Jl. Trans Sulawesi, Kel. Bahodopi,
Kec. Morowali, Sulawesi Tengah
Telp : -
Faks : -

BANGGAI (HI)
Jl. Lompio, RT/RW 002/001,
Kel. Lompio, Kec. Banggai,
Banggai Laut, Sulawesi Tengah
Telp : -
Faks : -

LIMBOTO (HI)
Jl. Achmad Al Wahab,
Kel. Hepuhulawa, Kec. Limboto,
Gorontalo, Gorontalo
Telp : -
Faks : -

WEDA (JAILOLO) (HI)
Ruko Gor Nurweda, Kel. Nurweda,
Kec. Weda, Halmahera Tengah,
Maluku Utara
Telp : -
Faks : -

SULAWESI REGION - SHARIA BUSINESS UNIT BRANCH OFFICE

MAKASSAR 1 – AP. PETTARANI
Jl. AP. Pettarini Kompleks Ruko
Delta Ramayana Jade 4-5,
Kel. Masale, Kec. Panakukkang,
Makassar, Sulawesi Selatan
Telp : 0411-421006
Faks : 0411 425109

MAKASSAR 4 (CAR) – PERINTIS
Komplek Villa Surya Mas Blok A2
No. 23-24, Jl. Toddopuli Raya,
Kel. Tamalanrea Indah,
Kec. Paropo, Makassar,
Sulawesi Selatan
Telp : -
Faks : -

**GORONTALO –
NANI WARTABONE**
Jl. Hj. Nani Wartabone
No. 166, RT/RW 003/002,
Kel. Limbau UI, Kec. Kota Selatan
Gorontalo, Gorontalo
Telp : -
Faks : -

BONE – MT. HARYONO
Jl. MT. Haryono, No. 1,
Kel. Bulu Tempe,
Kec. Tanete Rianttang Barat,
Bone, Sulawesi Selatan
Telp : -
Faks : -

PALOPO - KELAPA
Jl. Kelapa No. 47, RT 001/008,
Legaligo, Wara, Palopo,
Sulawesi Selatan
Telp : 0471-22554
Faks : 0471-23866

**PARE-PARE 2 (CAR) –
BAU MASSEPE**
Jl. Veteran, Kel. Mallusetasi,
Kec. Ujung, Pare Pare,
Sulawesi Selatan
Telp : -
Faks : -

KENDARI – AHMAD YANI
Jl. Ahmad Yani No. 51 A,
Wua Wua, Kel. Anaiwoi,
Kec. Kedia, Kadai, Kendari,
Sulawesi Tenggara
Telp : -
Faks : -

PALU 2 (CAR) – SOEKARNO HATTA
Palu City Square
Jl. Soekarno Hatta,
Kel. Talise, Kec. Mantikulore,
Palu, Sulawesi Tengah
Telp : -
Faks : -

MAMUJU – URIP SUMOHARJO
Jl. Urip Sumoharjo, No. 78,
Kel. Karema, Kec. Mamuju,
Mamuju, Sulawesi Barat
Telp : -
Faks : -

TERNATE – BASTIONG
Jl. Raya Bastiong No. 127,
RT/RW 005/003,
Kel. Bastiong Talagame,
Kec. Ternate Selatan, Ternate,
Maluku Utara
Telp : 0921-3125128
Faks : -

LUWUK (HI)
Jl. Dr. Moh. Hatta No. 185 C,
RT/RW 007/004, Kel. Maahas,
Kec. Luwuk Selatan, Banggai,
Sulawesi Tengah
Telp : -
Faks : -

PALU (HI)
Jl. Soekarno–Hatta,
RT/RW 05/08, Kel. Talise,
Kec. Palu Timur, Mantikulore,
Valangguni, Sulawesi Tengah
Telp : -
Faks : -

POSO (HI)
Jl. Brigjen Katamso,
Kel. Kasintuwu, Kec. Poso Kota,
Poso, Sulawesi Tengah
Telp : -
Faks : -

AMBON (HI)
Jl. Wolter Monginsidi,
RT/RW 004/003, Kel. Lateri,
Kec. Baguala, Ambon,
Maluku
Telp : -
Faks : -

GORONTALO (HI)
Jl. Nani Wartabone,
Kel. Limba UI, Kec. Kota Selatan,
Gorontalo, Sulawesi Utara
Telp : -
Faks : -

MANADO (HI)
Jl. Jalan Yos Sudarso/AA Maramis,
Kel. Kairagi Satu, Kec. Mapanget,
Manado, Sulawesi Utara
Telp : -
Faks : -

BULUKUMBA (HI)
Jl. Samratulangi, Kel. Caile,
Kec. Ujung Bulu, Bulu Kumba,
Sulawesi Selatan
Telp : -
Faks : -

JENEPONTO (HI)
Jl. Pahlawan Karisa,
Kel. Empoang Selatan,
Kec. Binamu, Jeneponto,
Sulawesi Selatan
Telp : -
Faks : -

MAKASSAR (HI)
Jl. Pelita Raya Blok A/28,
Kel. Ballaparang, Kec. Rappocini,
Makassar, Sulawesi Selatan
Telp : -
Faks : -

MAMUJU (HI)
Jl. Jend. Sudirman, Kel. Simboro,
Kec. Simboro, Mamuju,
Sulawesi Barat
Telp : -
Faks : -

PALOPO (HI)
Jl. Andi Djemma No. 6-7,
Kel. Surutanga, Kec. Wara Timur,
Palopo, Sulawesi Selatan
Telp : -
Faks : -

PINRANG (HI)
Jl. Dr. Wahidin Sudiro Husodo,
Kel. Jaya, Kec. Watang Sawitto,
Pinrang, Sulawesi Selatan
Telp : -
Faks : -

SIDRAP (HI)
Jl. Poros Soppeng,
RT/RW. 001/002, Kel. Rijang Pittu,
Kec. Maritengngae,
Sidenreng Rappang,
Sulawesi Selatan
Telp : -
Faks : -

TORAJA (HI)
Jl. Poros Rantepao Bolu,
Kel. Rantepaku Tallunglipu,
Kec. Tallunglipu, Toraja Utara,
Sulawesi Selatan
Telp : -
Faks : -

BUTON (HI)
Jl. Betoambari No. 68 C-D,
Kel. Lamangga, Kec. Murhun,
Bau-Bau, Sulawesi Tenggara
Telp : -
Faks : -

KENDARI (HI)
Jl. Ahmad Yani No. 23,
Kel. Bende, Kec. Kadia,
Kendari, Sulawesi Tenggara
Telp : -
Faks : -

KOLAKA (HI)
Jl. Khairil Anwar No. 34 E,
Kel. Lamokato, Kec. Kolaka,
Kolaka, Sulawesi Tenggara
Telp : -
Faks : -

TERNATE (HI)
Jl. Arnold Manonutu,
Kel. Stadion,
Kec. Kota Ternate Tengah,
Ternate, Maluku Utara
Telp : -
Faks : -

SULAWESI REGION - NON-BRANCH OFFICE

MAKASSAR – PANGKEP
Ruko Abadi, Jl. Kemakmuran
No. 14 Poros Makassar Pare,
Kel. Mappasaile, Kec. Pangkajene,
Pangkep, Sulawesi Selatan
Telp : 0410-323671
Faks : 0410-323674

MAKASSAR 2
Komp. Tamalanrea,
Jl. Perintis Kemerdekaan,
RT/RW 002/02,
Kel. Tamalanrea Indah,
Kec. Tamalanrea, Makassar,
Sulawesi Selatan
Telp : 0411-831054
Faks : 0411-831056

MAKASSAR 3 – TAKALAR
Jl. Jend. Sudirman,
Kel. Kallabirang,
Kec. Pattallassang
Takalar, Sulawesi Selatan
Telp : 0411-8323552
Faks : 0411-8323551

MAKASSAR 3 – JENEPONTO
Lanto Dg Pasewang No. 113,
Kel. Balang Toa, Kec. Binamu,
Jeneponto, Sulawesi Selatan
Telp : 0411-842228
Faks : -

BONE WAJO – PANGGARU
Jl. A. Panggaru No. 16,
Kel. Teddopu, Kec. Tempe,
Sengkang Wajo, Sulawesi Selatan
Telp : 0485-22662
Faks : 0485-22663

BULUKUMBA – SINJAI
Jl. AP. Pettarani, Kel. Balangnipa,
Kec. Sinjai Utara, Sinjai,
Sulawesi Selatan
Telp : -
Faks : -

BULUKUMBA – BANTAENG
Jl. Dr. Sam Ratulangi, Kel. Letta,
Kec. Bantaeng, Bantaeng,
Sulawesi Selatan
Telp : 0413-22073
Faks : -

PALOPO – MANGKUTANA
Jl. Trans Sulawesi Tomoni Dusun
Jaya Bakti, Kel. Mulyasari,
Kec. Tomoni, Tomoni,
Luwu Timur, Sulawesi Selatan
Telp : 0473-25080
Faks : -

PALOPO – TORAJA
Jl. Pongtiku No. 60,
Kel. Rinding Batu,
Kec. Kesu, Toraja Utara,
Sulawesi Selatan
Telp : 0423-24410
Faks : -

PALOPO – MASAMBA
Jl. Muh. Hatta, Kel. Baliase,
Kec. Masamba, Luwu Utara,
Sulawesi Selatan
Telp : 0473-22106
Faks : -

PALOPO – BELOPA
Komp. Barana Pance,
Jl. S. Pareman No. 11,
Kel. Pammanu,
Kec. Belopa Utara, Belopa,
Sulawesi Selatan
Telp : 0471-3316077
Faks : -

PALOPO – MALILI
Jl. Soekarno Hatta,
Kel. Puncak Indah, Kec. Malili,
Luwu Timur, Sulawesi Selatan
Telp : -
Faks : -

PARE-PARE – SIDRAP
Jl. Sultan Hasanudin,
Kel. Wala, Kec. Maritenggae,
Sidrap, Sulawesi Selatan
Telp : -
Faks : -

PARE-PARE – PINRANG
Jl. Jend. Sudirman No. 221 A,
RT 001/RW 002,
Kel. Maccorawalie,
Kec. Watang Sawitto, Pinrang,
Sulawesi Selatan
Telp : 0421-921069
Faks : -

PARE-PARE – ENREKANG
Jl. P. Tendean, Kel. Kalosi,
Kec. Alla, Enrekang,
Sulawesi Selatan
Telp : -
Faks : -

KENDARI – KOLAKA
Jl. Dr. Sutomo, Kel. Lamokato,
Kec. Kolaka, Kolaka,
Sulawesi Tenggara
Telp : 0405-21255
Faks : 0405-23910

KENDARI – KONAWE
Jl. Ir. Soekarno No. 614,
RT/RW 001/001, Kel. Tumpas, Kec.
Unaaha, Konawe,
Sulawesi Selatan
Telp : -
Faks : -

KENDARI – KONAWE SELATAN
Jl. Alam Ria, Kel. Punggaluku,
Kec. Laeya, Konawe Selatan,
Sulawesi Selatan
Telp : -
Faks : -

BAU-BAU – RAHA
Pertokoan Laino,
Jl. Lumba-Lumba,
RT/RW 002/003, Kel. Laiworu,
Kec. Batalaiworu, Muna,
Sulawesi Selatan
Telp : -
Faks : -

MAMUJU – POLMAS
Jl. Jend. Sudirman No. 21,
Kel. Sidodadi, Kec. Wonomulyo,
Poelwali Mandar,
Sulawesi Selatan
Telp : -
Faks : -

MAMUJU – TOPOYO
Jl. Poros Mamuju,
Kel. Topoyo, Kec. Topoyo, Mamuju,
Sulawesi Selatan
Telp : -
Faks : -

MAMUJU – MAJENE
Jl. Jend. Sudirman No. 134,
Kel. Lembang Dhua,
Kec. Banggae Timur, Majena,
Sulawesi Barat
Telp : -
Faks : -

PALU 2
Jl. Soekarno–Hatta,
RT/RW 05/08, Kel. Talise,
Kec. Palu Timur Mantikulore,
Valangguni, Sulawesi Tengah
Telp : -
Faks : -

PALU 3
Jl. Karaja Lemba Blok A No. 02,
RT/RW 001/001, Kel. Kalukubala,
Kec. Sigi Biromaru, Palu,
Sulawesi Tengah
Telp : -
Faks : -

PALU – PARIGI
Jl. Trans Sulawesi, Kel. Masigi,
Kec. Parigi, Parigi Moutong,
Sulawesi Selatan
Telp : 0450-21444
Faks : 0450-22376

PALU – BUOL
Jl. MT. Haryono, Kel. Buol,
Kec. Biau, Buol, Sulawesi Selatan
Telp : -
Faks : -

PALU – KOTARAYA
Jl. Tadulako, Kel Kotaraya,
Kec. Mepanga, Parigi Moutong,
Sulawesi Selatan
Telp : -
Faks : -

PALU – TOLI TOLI
Jl. Usman Binol, RT/RW 001/001,
Kel. Baru, Kec. Baolan, Toli Toli,
Sulawesi Selatan
Telp : 0453-24131
Faks : 0453-24129

PALU – PASANGKAYU
Jl. Ir. Soekarno -
Trans Sulawesi, Kel. Pasangkayu,
Kec. Pasangkayu
Mamuju Utara, Sulawesi Barat
Telp : -
Faks : -

BUNGKU – TRANS SULAWESI
Jl. Trans Sulawesi, Kel. Ipi,
Kec. Bungku Tengah, Morowali,
Sulawesi Tengah
Telp : -
Faks : -

POSO – BETELEME
Jl. Tadulako, Kel. Desa Beteleme,
Kec. Lembo, Morowali Utara,
Sulawesi Selatan
Telp : -
Faks : -

POSO – AMPANA
Jl. Moh. Hatta,
Kel. Uentanaga Bawah,
Kec. Ratolindo, Tajo Una–Una,
Sulawesi Tengah
Telp : 0464-22303
Faks: -

LUWUK – TOILI
Jl. Trans Toili Sulawesi,
Kel. Desa Singkoyo, Kec. Toili,
Banggai, Sulawesi Tengah
Telp : -
Faks : -

LUWUK – SALAKAN
Jl. Bhayangkara, Dusun 5,
Kel. Baka, Kec. Tinangkung,
Banggai Kepulauan,
Sulawesi Tengah
Telp : -
Faks : -

MANADO – BITUNG
Jl. Raya Manado Bitung,
Kel. Manembo–Nembo,
Kec. Matuari, Bitung,
Sulawesi Utara
Telp : 0438-35977
Faks : -

MANADO – TOMOHON
Jl. Raya Tomohon Tandano,
Kel. Matani 1,
Kec. Tomohon Tengah,
Tomohon, Sulawesi Utara
Telp : 0431-352357
Faks : -

GORONTALO – MARISA
Jl. Blok Plan, Kel. Marisa,
Kec. Marisa, Pohuwato, Gorontalo
Telp : 0443-210262
Faks : -

GORONTALO – KWANDANG
Jl. Trans Sulawesi Poros
Gorontalo, Dusun Pasar Lama,
Kel. Moluo, Kec. Kwandang,
Gorontalo Utara, Gorontalo
Telp : 0442-310179
Faks : -

AMBON – NAMLEA
Yos Sudarso Dusun Tatanggo,
RT/RW 003/002, Kel. Namlea,
Kec. Namlea Buru, Maluku
Telp : -
Faks : -

AMBON – MASOHI
Jl. Abdullah Soulissa No. III,
RT/RW 002/001, Kel. Ampera,
Kec. Amahai, Masohi, Maluku
Telp : 0914- 21854
Faks :

TERNATE – SOFIFI
Jl. 40 Barumadoe, Kel. Balbar,
Kec. Oba Utara, Tidore,
Kepulauan Maluku Utara
Telp : -
Faks : -

TERNATE – BACAN
Tomori Tugu Ikan, Kel. Tomori,
Kec. Bacan, Tobelo Tengah,
Halmahera Selatan, Maluku Utara
Telp : 09272110005
Faks : -

TERNATE – WEDA
Jl. Raya Were, Kel. Were,
Kec. Weda, Halmahera Tengah,
Maluku Utara
Telp : -
Faks : -

TERNATE – TOBELO
Jl. Trans Halmahera,
Kel. Desa Mahia, Kec. Wosia,
Tobelo Tengah, Halmahera Utara,
Maluku Utara
Telp : -
Faks : -

JAYAPURA – TIMIKA
Jl. Hasanuddin No. 9,
Kel. Nawaripi, Kec. Inauga,
Mimika Baru, Papua Barat
Telp : -
Faks : -

JAYAPURA – MERAUKE
Jl. Brawijaya, RT/RW 008/002,
Kel. Mandala, Kec. Merauke,
Merauke, Papua
Telp : 0971-3337818
Faks : -

SORONG – MANOKWARI
Jl. Trikora Wosi Manokwari Barat,
RT/RW 02/14, Kel. Sanggeng,
Kec. Manokwari Barat,
Manokwari, Papua Barat
Telp : -
Faks : -

SULAWESI REGION - BRANCH OFFICE EXCEPT FOR SHARIA BUSINESS UNIT BRANCH OFFICE

MAKASSAR – PANGKEP
Ruko Abadi, Jl. Kemakmuran No.
14, Poros Makassar Pare,
Kel. Mappasaile, Kec. Pangkajene,
Pangkep, Sulawesi Selatan
Telp : -
Faks : -

BONE WAJO – PANGGARU
Jl. A. Panggaru No. 16,
Kel. Teddopu, Kec. Tempe,
Sengkang Wajo, Sulawesi Selatan
Telp : 0485-22662
Faks : 0485-22663

PARE-PARE – SIDRAP
Jl. Sultan Hasanudin, Kel. Wala,
Kec. Maritenggae, Sidrap,
Sulawesi Selatan
Telp : -
Faks : -

PARE-PARE – PINRANG
Jl. Jend. Sudirman No. 221 A,
RT/RW 001/002,
Kel. Maccorawalie,
Kec. Watang Sawitto, Pinrang,
Sulawesi Selatan
Telp : -
Faks : -

PARE-PARE – ENREKANG
Jl. P. Tendean, Kel. Kalosi,
Kec. Alla, Enrekang,
Sulawesi Selatan
Telp : -
Faks : -

PALOPO – MANGKUTANAH
Jl. Trans Sulawesi Tomoni Dusun
Jaya Bakti, Kel. Mulyasari,
Kec. Tomoni, Tomoni,
Luwu Timur, Sulawesi Selatan
Telp : -
Faks : -

PALOPO – BELOPA
Komp. Barana Pance,
Jl. S. Pareman No. 11,
Kel. Pammanu Kec. Belopa Utara,
Belopa, Sulawesi Selatan
Telp : 0471-3316077
Faks : -

PALOPO – MALILI
Jl. Soekarno Hatta,
Kel. Puncak Indah, Kec. Maili,
Luwu Timur, Sulawesi Selatan
Telp : -
Faks : -

PALOPO – TORAJA
Jl. Pongtiku No. 60, RT/RW 01/03,
Kel. Rinding Batu, Kec. Kesu,
Toraja Utara, Sulawesi Selatan
Telp : -
Faks : -

PALOPO – MASAMBA
Jl. Muh. Hatta, Kel. Baliase,
Kec. Masamba, Luwu Utara,
Sulawesi Selatan
Telp : -
Faks : -

KENDARI – KOLAKA
Jl. Dr. Sutomo, Kel. Lamokato,
Kec. Kolaka, Kolaka,
Sulawesi Tenggara
Telp : -
Faks : -

KENDARI – KONAWE
Jl. Ir. Soekarno No. 614,
RT/RW 001/001, Kel. Tumpas, Kec.
Unaaha, Konawe,
Sulawesi Selatan
Telp : -
Faks : -

KENDARI – KONAWE SELATAN
Jl. Alam Ria, Kel. Punggaluku,
Kec. Laeya, Konawe Selatan,
Sulawesi Selatan
Telp : -
Faks : -

GORONTALO – MARISA
Jl. Blok Plan, Kel. Marisa,
Kec. Marisa, Pohuwato, Gorontalo
Telp : 0443-210262
Faks : -

GORONTALO – KWANDANG
Jl. Trans Sulawesi Poros
Gorontalo, Dusun Pasar Lama,
Kel. Moluo, Kec. Kwandang,
Gorontalo Utara, Gorontalo
Telp : -
Faks : -

MAMUJU – POLMAS
Jl. Jend. Sudirman No. 21,
Kel. Sidodadi, Kec. Wonomulyo,
Poelwali Mandar,
Sulawesi Selatan
Telp : -
Faks : -

MAMUJU – TOPOYO
Jl. Poros Mamuju,
Kel. Topoyo, Kec. Topoyo, Mamuju,
Sulawesi Selatan
Telp : -
Faks : -

MAMUJU – MAJENE
Jl. Jend. Sudirman No. 134,
Kel. Lembang Dhua,
Kec. Banggae Timur, Majena,
Sulawesi Barat
Telp : -
Faks : -

TERNATE – SOFIFI
Jl. 40 Barumadoe, Kel. Balbar,
Kec. Oba Utara, Tidore,
Kepulauan, Maluku Utara
Telp : -
Faks : -

TERNATE – BACAN
Tomori Tugu Ikan, Kel. Tomori,
Kec. Bacan, Tobelo Tengah,
Halmahera Selatan, Maluku Utara
Telp : 09272110005
Faks : -

TERNATE – TOBELO
Jl. Trans Halmahera,
Kel. Desa Mahia,
Kec. Wosia, Tobelo Tengah,
Halmahera Utara, Maluku Utara
Telp : -
Faks : -

TERNATE - WEDA
Jl. Raya Were, Kel. Were,
Kec. Weda, Tobelo Tengah,
Halmahera Tengah, Maluku Utara
Telp : -
Faks : -

BALI & NUSA TENGGARA REGION - BRANCH OFFICE

DENPASAR – DEWATA SQUARE
Komp. Dewata Square,
Jl. Letda Tantular No. 1,
Blok A 17-20,
Kel. Dangin Puri Klod,
Kec. Denpasar Timur,
Denpasar, Bali
Telp : 0361-231510
Faks : 0361-256159

DENPASAR – NUSA DUA
Jl. By Pass Ngurah Rai 168,
Kel. Tuban, Kec. Kuta,
Badung, Bali
Telp : -
Faks : -

TABANAN – IR SOEKARNO
Jl. Ir. Soekarno BR,
Tegal Belodan
Daun Peken,
Tabanan
Telp : 0365-43276
Faks : -

GIANYAR – DARMA GIRI
By Pass Darma Giri,
Kel. Gianyar, Kec. Gianyar, Bali
Telp : 0361-955383
Faks : 0361-955386

SINGARAJA – BULELENG
Jl. Udayana No 18 A,
RT/RW 003/002, Kel. Kaliuntu,
Kec. Buleleng, Singaraja, Bali
Telp : 0362 – 29076
Faks : -

DENPASAR (CAR) – GATOT SUBROTO
Jl. Raya Cargo 14 A-14 B,
Kel. Ubung, Kec. Denpasar Utara,
Kota Denpasar, Bali
Telp : 0361-2101054
Faks : -

MATARAM – PENJANGGIK
Jl. Pejanggik, No. 65 A-B,
Kel. Cakra Barat,
Kec. Cakranegara, Mataram,
Nusa Tenggara Barat
Telp : 0370-673195
Faks : 0370-673139

SELONG – PANCOR
Jl. TGKH. Zainuddin Abdul Majid
No. 46, Kel. Pancor, Kec. Selong,
Lombok Timur,
Nusa Tenggara Barat
Telp : 0376-2929247
Faks : 0376-21400

KUPANG – TUAK DAUN MERAH
Jl. Frans Lebu Raya,
RT/RW 002/001,
Kel. Tuak Daun Merah,
Kec. Oebobo, Kupang Nusa Dua,
Nusa Tenggara Timur
Telp : 0380-8479025
Faks : 0388-824422

SUMBAWA – SEKETENG
Komp. Pertokoan,
Jl. Udang 8 C-D, RT/RW 02/02,
Kel. Seketeng, Kec. Sumbawa,
Sumbawa, Nusa Tenggara Barat
Telp : 371625550
Faks : 0371-325324

MAUMERE – SIKKA
Jl. Jend. Jenderal Sudirman,
RT/RW 016/005, Kel. Waioti,
Kec. Alok Timur, Sikka,
Nusa Tenggara Timur
Telp : 0382-22187
Faks : 038222524

DOMPU (HI)
Jl. Kartini Lingkungan Magenda,
Kel. Potu, Kec. Dompu, Dompu,
Nusa Tenggara Barat
Telp : -
Faks : -

ENDE (HI)
Jl. Eltari No. 8, Kel. Mautapaga,
Kec. Ende Timur, Ende,
Nusa Tenggara TImur
Telp : -
Faks : -

LABUAN BAJO (HI)
Jl. Frans Nala, Kel. Batu Cermin,
Kec. Komodo, Manggarai Barat,
Nusa Tenggara Timur
Telp : -
Faks : -

MASBAGIK (HI)
Jl. Pendidikan, Lingkungan Malit,
Kel. Masbagik Selatan,
Kec. Masbagik, Lombok Timur,
Nusa Tenggara Barat
Telp : -
Faks : -

RUTENG (HI)
Jl. Wae Ces No. 45,
RT/RW 008/004,
Kel. Mbaumuku,
Kec. Langke Rembong,
Manggarai, Nusa Tenggara Timur
Telp : -
Faks : -

SUMBAWA (HI)
Jl. Setia Budi No. 14,
Kel. Seketeng, Kec. Sumbawa,
Sumbawa, Nusa Tenggara Barat
Telp : -
Faks : -

BALI & NUSA TENGGARA REGION - SHARIA BUSINESS UNIT BRANCH OFFICE

MATARAM – PEJANGGIK
Jl. Pejanggik No. 65 A-B,
Kel. Cilinaya, Kec. Cakranegara,
Mataram, Nusa Tenggara Barat
Telp : 0370-673195
Faks : 0370-673139

SELONG – PANCOR
Jl. TGKH. Zainuddin Abdul Majid
No. 46, Kel. Pancor, Kec. Selong,
Lombok Timur,
Nusa Tenggara Barat
Telp : 0376-21100
Faks : 0376-21400

WAY JEPARA
Jl. Eltari No. 8, Kel. Mautapaga,
Kec. Ende Timur, Ende,
Nusa Tenggara Timur
Telp : -
Faks : -

BALI & NUSA TENGGARA REGION – NON-BRANCH OFFICE

TABANAN – NEGARA
Jl. Ngurah Rai No. 70,
Kel. Dauhwaru, Kec. Jembrana,
Negara, Bali
Telp : 0361-8941670
Faks : -

DENPASAR 3 – UBUNG
Jl. Gatot Subroto Barat No. 101 X,
Kel. Ubung, Kec. Denpasar Utara,
Denpasar, Bali
Telp : -
Faks : -

GIANYAR – NUSA PENIDA
Banjar Sampalan
Jl. Batununggul, Kel. Sampalan,
Kec. Nusa Penida, Denpasar, Bali
Telp : -
Faks : -

GIANYAR – KARANGASEM
Jl. Jend. Sudirman,
Kel. Subagan, Kec. Karangasem,
Karangasem, Bali
Telp : 0363-23557
Faks : 0363-22300

LOMBOK – PRAYA
Jl. Jend. Sudirman No. 60,
Komp. Pertokoan Praya
Kel. Praya,
Kec. Praya, Lombok Tengah,
Nusa Tenggara Barat
Telp : 0370-654906
Faks : -

MATARAM – TANJUNG LOMBOK
Raya Tanjung Ds. Gubuk Baru,
Kel. Sokong, Kec. Tanjung,
Lombok Utara,
Nusa Tenggara Barat
Telp : 0370-6573573
Faks : -

KUPANG – SOE
Jl. Gajah Mada No. 23 B,
RT/RW 11/06, Kel. Karangsiri,
Kec. Kota Soe, Timor Tengah
Selatan, Nusa Tenggara Timur
Telp : 0388-22466
Faks : -

KUPANG – ATAMBUA
Jl. Imam Bonjol No. 3,
RT/RW 015/005, Kel. Atambua,
Kec. Kota Atambua, Belu,
Nusa Tenggara Timur
Telp : -
Faks : -

SUMBAWA – BIMA
Jl. Hasanuddin, No. 9B,
Kel. Nae, Kec. Rasanae, Bima,
Nusa Tenggara Barat
Telp : 0374-646087
Faks : 0374-646905

SUMBAWA – TALIWANG
Jl. Lingk. Kota Baru B,
RT/RW 002/006, Kel. Dalam,
Kec. Taliwang, Sumbawa Barat
Telp : -
Faks : -

MAUMERE – ENDE
Jl. Kelimutu No. 093,
Kel. Ende Tengah,
Kec. Ende, Flores,
Nusa Tenggara Timur
Telp : 0381-22018
Faks : 0381-22353

MAUMERE – RUTENG
Jl. Yos Sudarso, RT/RW 005/003,
Kel. Mbaumuku,
Kec. Langke Rembong,
Ruteng, Nusa Tenggara Timur
Telp : -
Faks : -

MAUMERE – LABUAN BAJO
Jl. Frans Nala, RT/RW 007/002,
Kel. Batu Cermin, Kec. Komodo,
Labuan Bajo,
Nusa Tenggara Timur
Telp : -
Faks : -

MAUMERE – LEMBATA FLORES
Wangatoa Utara Barat,
RT/RW 031/012, Kel. Selandoro,
Kec. Nubatuka, Lembata,
Nusa Tenggara Timur
Telp : -
Faks : -

MAUMERE – WAINGAPU
Jl. R. Suprapto No. 88,
RT/RW 06/11, Kel. Prailiu,
Kec. Kambera, Sumba Timur,
Nusa Tenggara Timur
Telp : -
Faks : -

BALI & NUSA TENGGARA REGION – SHARIA BUSINESS UNIT NON-BRANCH OFFICE

MATARAM – PRAYA
Jl. Jend. Sudirman No. 60,
Komp. Pertokoan Praya,
Kel. Praya, Kec. Praya,
Lombok Tengah,
Nusa Tenggara Barat
Telp : 0370-654906
Faks : -

MATARAM – TANJUNG LOMBOK
Raya Tanjung Ds. Gubuk Baru,
Kel. Sokong, Kec. Tanjung,
Lombok Utara, Nusa Tenggara
Barat
Telp : 0370-654906
Faks : -



07

FINANCIAL **REPORT**



PT ADIRA DINAMIKA MULTI FINANCE Tbk

Laporan keuangan/
Financial statements

Pada tanggal 31 Desember 2025/
As of 31 December 2025

Untuk tahun yang berakhir pada tanggal tersebut
Beserta laporan auditor independen/
For the year then ended
With independent auditor's report

LAPORAN KEUANGAN
PADA TANGGAL 31 DESEMBER 2025 DAN 2024
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT BESERTA LAPORAN AUDITOR INDEPENDEN

FINANCIAL STATEMENTS
AS OF 31 DECEMBER 2025 AND 2024
FOR THE YEARS THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

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Laporan Auditor Independen		*Independent Auditor's Report*
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PT ADIRA DINAMIKA MULTI FINANCE Tbk
SURAT PERNYATAAN DIREKSI TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN
PADA TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT

PT ADIRA DINAMIKA MULTI FINANCE Tbk
DIRECTORS' STATEMENT REGARDING
THE RESPONSIBILITY FOR THE FINANCIAL STATEMENTS
AS OF 31 DECEMBER 2025
AND FOR THE YEAR THEN ENDED

Kami, yang bertanda tangan dibawah ini:

1.	Nama	: Dewa Made Susila
	Alamat kantor	: Millennium Centennial Center (13.01-07), Jl. Jenderal Sudirman Kav. 25, Jakarta 12920
	Alamat domisili sesuai KTP	: Perum. Tiron, Gandaria A-8, RT 002/RW 005, Kelurahan Kebayoran Lama Utara, Kecamatan Kebayoran Lama, Jakarta Selatan
	Telepon	: 021-3973 3232 (kantor)
	Jabatan	: Direktur Utama
2.	Nama	: Sylvianus Gani Kukuh Mendrofa
	Alamat kantor	: Millennium Centennial Center (13.01-07), Jl. Jenderal Sudirman Kav. 25, Jakarta 12920
	Alamat domisili sesuai KTP	: Jl. Kalimantan No. 909, Lapai Kunyaya, RT 009 02 0405, Kel. Penyinggahan Barat, Kec. Cikoneng, Kota Tangerang
	Telepon	: 021-3973 3232 (kantor)
	Jabatan	: Direktur

Menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Adira Dinamika Multi Finance Tbk;
2. Laporan keuangan PT Adira Dinamika Multi Finance Tbk telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan PT Adira Dinamika Multi Finance Tbk telah dimuat secara lengkap dan benar; dan
   b. Laporan keuangan PT Adira Dinamika Multi Finance 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 PT Adira Dinamika Multi Finance Tbk.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned:

1.	Name	: Dewa Made Susila
	Office address	: Millennium Centennial Center (13.01-07), Jl. Jenderal Sudirman Kav. 25, Jakarta 12920
	Domicile address/ based on identity	: Perum. Tiron, Gandaria A-8, RT 002/RW 005, Kelurahan Kebayoran Lama Utara, Kecamatan Kebayoran Lama, Jakarta Selatan
	Telephone	: 021-3973 3232 (working)
	Title	: President Director
2.	Name	: Sylvianus Gani Kukuh Mendrofa
	Office address	: Millennium Centennial Center (13.01-07), Jl. Jenderal Sudirman Kav. 25, Jakarta 12920
	Domicile address/ based on identity	: Jl. Kalimantan No. 909, Lapai Kunyaya, RT 009 02 0405, Kel. Penyinggahan Barat, Kec. Cikoneng, Kota Tangerang
	Telephone	: 021-3973 3232 (working)
	Title	: Director

declare that:

1. We are responsible for the preparation and presentation of PT Adira Dinamika Multi Finance Tbk's financial statements;
2. The financial statements of PT Adira Dinamika Multi Finance Tbk have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information in the financial statements of PT Adira Dinamika Multi Finance Tbk have been disclosed in a complete and truthful manner; and
   b. The financial statements of PT Adira Dinamika Multi Finance Tbk do not contain any incorrect information or material fact, nor do they omit information or material fact;
4. We are responsible for the internal control system of PT Adira Dinamika Multi Finance Tbk.

Thus this statement is made truthfully.

Jakarta, 19 Februari/February 2026

Atas nama dan mewakili Direksi/For and on behalf of the Board of Directors

Dewa Made Susila
Direktur Utama/President Director

Sylvianus Gani Kukuh Mendrofa
Direktur/Director

Liana Ramon Xenia & Rekan
Registered Public Accountants
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Laporan Auditor Independen

No. 00013/2.1460/AU.1/09/0849-4/1/II/2026

Pemegang Saham, Dewan Komisaris dan Direksi

PT Adira Dinamika Multi Finance Tbk

Opini

Kami telah mengaudit laporan keuangan PT Adira Dinamika Multi Finance Tbk ("Perseroan"), yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, serta 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 Perseroan tanggal 31 Desember 2025, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Indonesia.

Independent Auditor's Report

No. 00013/2.1460/AU.1/09/0849-4/1/II/2026

To the Shareholders, Boards of Commissioners and Directors

PT Adira Dinamika Multi Finance Tbk

Opinion

We have audited the financial statements of PT Adira Dinamika Multi Finance Tbk (the "Company"), which comprise the statement of financial position as of 31 December 2025, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with Indonesian Financial Accounting Standards.

Liana Ramon Xenia & Rekan

Liana Ramon Xenia & Rekan ("LRX") is a member (as such term is used in Regulation of the Ministry of Finance Number 186/PMK.01/2021 and Regulation of the Financial Services Authority Number 9 of 2023 (the "Relevant Law")) of Deloitte Southeast Asia Limited ("DSEAL"). DSEAL is the registered Foreign Audit Organisation ("Organisasi Audit Asing" or "OAA") to LRX for the purposes of the Relevant Law.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. 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 Perseroan 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 audit 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 periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Berikut adalah uraian atas hal audit utama yang kami identifikasi dalam audit kami.

Cadangan kerugian penurunan nilai atas piutang pembiayaan konsumen dan piutang sewa pembiayaan

Mengacu pada Catatan 2h Informasi Kebijakan Akuntansi Material – Cadangan Kerugian Penurunan Nilai; Catatan 3a Penggunaan Estimasi dan Pertimbangan – Sumber Utama Ketidakpastian Estimasi: Cadangan Kerugian Penurunan Nilai Aset Keuangan; Catatan 5 Piutang Pembiayaan Konsumen; Catatan 8 Piutang Sewa Pembiayaan; dan Catatan 40 Manajemen Risiko Keuangan – Risiko Kredit.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The following is the key audit matter that we identified in our audit.

Allowance for impairment losses on consumer financing receivables and finance lease receivables

Refer to Note 2h Material Accounting Policy Information – Allowance for Impairment Losses; Note 3a Use of Estimates and Judgments – Key Sources of Estimation Uncertainty: Allowance for Impairment Losses on Financial Assets; Note 5 Consumer Financing Receivables; Note 8 Finance Lease Receivables; and Note 40 Financial Risk Management – Credit Risk.

Pada tanggal 31 Desember 2025, Perseroan mencatat piutang pembiayaan konsumen dan piutang sewa pembiayaan masing-masing sebesar Rp 27.142.831 juta dan Rp 1.802.343 juta, dan cadangan kerugian penurunan nilai atas piutang pembiayaan konsumen dan piutang sewa pembiayaan tersebut masing-masing sebesar Rp 1.389.258 juta dan Rp 67.878 juta. Perseroan menerapkan persyaratan PSAK 109 *Instrumen Keuangan* untuk menghitung kerugian kredit ekspektasian ("KKE") untuk piutang pembiayaan konsumen dan piutang sewa pembiayaan.

As of 31 December 2025, the Company recorded consumer financing receivables and finance lease receivables of Rp 27,142,831 million and Rp 1,802,343 million, respectively, and the allowance for impairment losses against these consumer financing receivables and finance lease receivables amounted to Rp 1,389,258 million and Rp 67,878 million, respectively. The Company applies PSAK 109 *Financial Instruments* requirements to calculate the expected credit losses ("ECL") for consumer financing receivables and finance lease receivables.

Dalam menentukan KKE, Perseroan menggunakan metodologi permodelan yang bergantung kepada data internal and eksternal serta sejumlah estimasi. Kami fokus pada area ini karena signifikansi nilai tercatat atas piutang pembiayaan konsumen dan piutang sewa pembiayaan dan saldo KKE terkait yang dibentuk, yang mewakili 71% dari jumlah aset Perseroan pada tanggal 31 Desember 2025, khususnya pertimbangan subjektif yang digunakan oleh manajemen dalam menentukan kebutuhan untuk, dan mengestimasi besaran dari, KKE terhadap piutang pembiayaan konsumen dan piutang sewa pembiayaan ini. Hal ini meliputi:

In determining the ECL, the Company utilizes modelling methodologies which are reliant on internal and external data as well as a number of estimates. We focused on this area due to the significance of the carrying value of consumer financing receivables and finance lease receivables and the related ECL provided, which represented 71% of the total assets of the Company as of 31 December 2025, specifically the subjective judgments used by management in determining the necessity for, and estimating the size of, ECL against these consumer financing receivables and finance lease receivables. These includes:

- ekspektasi faktor dan skenario ekonomi makro masa depan; dan
- asumsi-asumsi model, termasuk penyesuaian di luar model.

- expectations of forward-looking macroeconomic factors and scenarios; and
- the model assumptions, including the post model adjustment.

Mengingat faktor-faktor tersebut, kami mengidentifikasi cadangan kerugian penurunan nilai atas piutang pembiayaan konsumen dan piutang sewa pembiayaan sebagai hal audit utama.

In view of these factors, we identified allowance for impairment losses on consumer financing receivables and finance lease receivables as a key audit matter.

Bagaimana audit kami merespon hal audit Utama

Kami memperoleh pemahaman tentang pengendalian yang relevan terhadap audit kami dan menilai desain dan implementasi dari pengendalian tersebut serta mengevaluasi efektivitas operasi dari pengendalian yang relevan terhadap KKE atas piutang pembiayaan konsumen dan piutang sewa pembiayaan. Hal ini meliputi:

- Identifikasi peningkatan risiko kredit yang signifikan ("SICR");
- Peninjauan dan persetujuan atas informasi masa depan yang digunakan dalam model KKE;
- Keandalan dan keakurasian atas elemen data utama dalam model KKE;
- Peninjauan dan persetujuan atas hasil KKE, termasuk penyesuaian di luar model yang diterapkan untuk menanggapi risiko yang tidak sepenuhnya diakomodasi oleh model;
- Pengujian *(back-testing)* kerugian aktual terhadap kerugian yang diprediksi (jumlah KKE); dan
- Pengendalian umum dari teknologi informasi (TI) atas sistem KKE, dengan melibatkan spesialis TI kami.

Kami mengadakan diskusi dengan Komite Audit yang mencakup tata kelola dan pengendalian atas KKE, termasuk pertimbangan dan asumsi manajemen yang terlibat dalam model KKE, validasi dan pemantauan model, serta beberapa skenario.

Kami melibatkan spesialis kredit kami untuk membantu kami melakukan prosedur secara sampel:

- Mengevaluasi kesesuaian penilaian kriteria SICR dan tata kelola model;

How our audit addressed the key audit matters

We obtained an understanding of the controls relevant to our audit and assessed the design and implementation of the controls over the ECL for consumer financing receivables and finance lease receivables. These include:

- Identification of Significant Increase in Credit Risk ("SICR");
- Review and approval of forward-looking information used in the ECL models;
- Reliability and accuracy of critical data elements in the ECL models;
- Review and approval of the ECL results, including the post model adjustment which were applied to respond to risks not fully accommodated by the models;
- Back-testing of actual losses against predicted losses (ECL amount); and
- General IT controls over the ECL system, by involving our IT specialist.

We held discussions with the Audit Committee covering governance and controls over ECL, including management's judgments and assumptions involved in the ECL model, model validation and monitoring, as well as multiple scenarios.

We involved our credit specialists to assist us in performing the following procedures on a sampling basis:

- Evaluated the appropriateness of the Company's assessment of its SICR criteria and model governance;

- Menguji pendekatan Perseroan dalam pemilihan skenario ekonomi makro untuk menilai kewajaran skenario ekonomi yang diterapkan oleh Perseroan;

- Challenged the Company's approach for the selection of macroeconomic scenarios to assess the reasonableness of the macroeconomic scenarios applied by the Company;

- Menilai kewajaran pertimbangan dan asumsi utama yang dibuat oleh manajemen dalam model dan parameter *probabilities of default* (PD) dan *loss given default* (LGD);

- Assessed the reasonableness of key judgments and assumptions made by management in the probabilities of default (PD) and loss given default (LGD) models and parameters;

- Menilai asumsi utama yang digunakan manajemen dalam melakukan penyesuaian di luar model yang diterapkan untuk menanggapi risiko yang tidak sepenuhnya diakomodasi oleh model; dan

- Assessed the key assumptions used by management in the post model adjustment which were applied to respond to risks not fully accommodated by the models; and

- Melakukan validasi secara independen atas model-model KKE dan peninjauan hasil validasi model oleh manajemen.

- Performed independent validation of the ECL models and review of model validation results by management.

Kami juga melakukan pengujian substantif:

We also performed substantive testing:

- Mengevaluasi masukan dan asumsi relevan yang digunakan oleh Perseroan dalam model KKE secara sampel;

- Evaluated relevant inputs and assumptions used by the Company in the ECL models on a sampling basis;

- Mengevaluasi masukan dan asumsi relevan yang digunakan oleh Perseroan dalam melakukan penyesuaian di luar model;

- Evaluated relevant inputs and assumptions used by the Company in the post model adjustment;

- Menghitung ulang KKE secara independen dengan sampel.

- Independently recalculated the ECL on a sampling basis.

Kami telah menilai ketepatan atas pengungkapan terkait yang dibuat dalam laporan keuangan.

We have assessed the appropriateness of the related disclosures made in the financial statements.

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak mencantumkan laporan keuangan dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Opini kami atas laporan keuangan tidak mencakup informasi lain, dan oleh karena itu, kami tidak akan menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

Sehubungan dengan audit kami atas laporan keuangan, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas, jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan yang tepat sesuai dengan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

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 in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Perseroan 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 Perseroan atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

In preparing the financial statements, management is responsible for assessing the Company'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 Company or to cease operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Perseroan.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan

Tujuan kami adalah untuk memperoleh 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 yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit 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 secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 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 financial statements.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, 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 memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya 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.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those 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.

- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Perseroan.

- 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 Company's internal control.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- 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 Perseroan untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Perseroan tidak dapat mempertahankan kelangsungan usaha.

- 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 Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- 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.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

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.

Liana Ramon Xenia & Rekan

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 seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan jika relevan, pengamanan terkait.

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.

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 periode kini dan oleh karenanya merupakan hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diharapkan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

LIANA RAMON XENIA & REKAN

Elisabeth Imelda, S.E., M.Ak., CPA
Izin Akuntan Publik/Public Accountant License No. AP-0646

18 Februari 2026/18 February 2026

LAPORAN POSISI KEUANGAN
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENT OF FINANCIAL POSITION
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024 Disajikan kembali/ *Restated *)*	
ASET				***ASSETS***
Kas dan setara kas	2d,2e,2v,4, 40,41,43			*Cash and cash equivalents*
Kas		77.878	152.014	*Cash on hand*
Kas di bank				*Cash in banks*
Pihak ketiga		176.714	849.959	*Third parties*
Pihak berelasi	2u,39	566.324	957.246	*Related parties*
Piutang pembiayaan konsumen - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp1.389.258 (2024: Rp1.458.878)	2d,2f,2g,2h, 5,40,41			*Consumer financing receivables - net of allowance for impairment losses of Rp1,389,258 (2024: Rp1,458,878)*
Pihak ketiga		25.748.579	23.914.664	*Third parties*
Pihak berelasi	2u,39	4.994	6.972	*Related parties*
Piutang pembiayaan murabahah - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp395.583 (2024: Rp403.056)	2d,2f,2g,2h, 6,40,41			*Murabahah financing receivables - net of allowance for impairment losses of Rp395,583 (2024: Rp403,056)*
Pihak ketiga		5.533.732	6.517.899	*Third parties*
Pihak berelasi	2u,39	1.657	785	*Related parties*
Piutang pembiayaan musyarakah mutanaqisah - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp82.263 (2024: Rp57.207)	2d,2f,2h,7 40,41	743.479	1.151.408	*Musyarakah mutanaqisah financing receivables - net of allowance for impairment losses of Rp82,263 (2024: Rp57,207)*
Piutang sewa pembiayaan - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp117.711 (2024: Rp74.454)	2d,2f,2h,8, 40,41	3.111.787	2.235.399	*Finance lease receivables - net of allowance for impairment losses of Rp117,711 (2024: Rp74,454)*
Beban dibayar dimuka	2j,9			*Prepaid expenses*
Pihak ketiga		168.416	178.301	*Third parties*
Pihak berelasi	2u,39	51.805	44.187	*Related party*
Piutang lain-lain - neto	2d,10,40,41			*Other receivables - net*
Pihak ketiga		180.651	139.845	*Third parties*
Pihak berelasi	2u,39	56.465	54.239	*Related parties*
Aset derivatif	2d, 2i,11, 40,41			*Derivative assets*
Pihak ketiga		59.539	71.069	*Third parties*
Pihak berelasi	2u,39	857	-	*Related party*
Pajak dibayar dimuka	22	70.878	73.809	*Prepaid tax*
Investasi dalam saham, pihak berelasi	2d,2k,2u,12, 39,40,41	420.717	396.870	*Investment in shares, related party*
Aset tetap - setelah dikurangi akumulasi penyusutan sebesar Rp777.848 (2024: Rp885.904)	2l,13	461.209	463.934	*Fixed assets - net of accumulated depreciation of Rp777,848 (2024: Rp885,904)*
Aset hak guna - setelah dikurangi akumulasi penyusutan sebesar Rp291.148 (2024: Rp275.334)	2w,14	248.394	294.738	*Right-of-use assets - net of accumulated depreciation of Rp291,148 (2024: Rp275,334)*
Aset tak berwujud - setelah dikurangi akumulasi amortisasi sebesar Rp604.012 (2024: Rp540.169)	2m,15	334.387	345.323	*Intangible assets - net of accumulated amortisation of Rp604,012 (2024: Rp540,169)*
Aset pajak tangguhan	2q,22	462.015	479.111	*Deferred tax assets*
Aset lain-lain	16	48.718	45.157	*Other assets*
TOTAL ASET		38.529.195	38.372.929	***TOTAL ASSETS***

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to financial statements form an integral part of these financial statements taken as a whole.

LAPORAN POSISI KEUANGAN
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENT OF FINANCIAL POSITION
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024 Disajikan kembali/ *Restated *)*	
LIABILITAS				***LIABILITIES***
Pinjaman yang diterima	2d,2v,17,40, 41,43			*Borrowings*
Pihak ketiga		4.554.416	6.772.108	*Third parties*
Pihak berelasi	2u,39	5.330.550	5.866.114	*Related parties*
Beban yang masih harus dibayar	2d,18,41			*Accrued expenses*
Pihak ketiga		678.487	592.274	*Third parties*
Pihak berelasi	2u,39	77.109	91.784	*Related parties*
Utang obligasi - neto	2d,2p,19, 40,41			*Bonds payable - net*
Pihak ketiga		8.412.975	6.191.030	*Third parties*
Pihak berelasi	2u,39	183.050	186.800	*Related parties*
Utang lain-lain	2d,20,40,41			*Other payables*
Pihak ketiga		445.710	689.460	*Third parties*
Pihak berelasi	2u,39	881.618	715.195	*Related parties*
Liabilitas sewa	2w,21	109.665	137.978	*Lease liabilities*
Utang pajak	2q,22	184.088	245.089	*Taxes payable*
Liabilitas derivatif	2d,2i,11, 40,41			*Derivative liabilities*
Pihak ketiga		16.035	75.416	*Third parties*
Pihak berelasi	2u,39	1.711	-	*Related parties*
Liabilitas imbalan kerja	2o,38	979.493	1.032.320	*Employement benefit liabilities*
Sukuk mudharabah	2d,2r,23, 40,41			*Mudharabah bonds*
Pihak ketiga		1.613.850	1.198.330	*Third parties*
Pihak berelasi	2u,39	30.000	30.000	*Related party*
TOTAL LIABILITAS		23.498.757	23.823.898	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp100 (nilai penuh) per saham Modal dasar 4.000.000.000 saham Modal ditempatkan dan disetor penuh 1.235.803.109 saham (2024: 1.000.000.000 saham)	24	123.580	100.000	*Share capital - par value Rp100 (full amount) per share Authorized capital - 4,000,000,000 shares Issued and fully paid - 1,235,803,109 shares (2024: 1,000,000,000 shares)*
Saham treasuri	2t,24	(88.746)	-	*Treasury shares*
Tambahan modal disetor	25	2.847.942	6.750	*Additional paid-in capital*
Ekuitas *merging entity*		-	2.993.287	*Merging entity equity*
Saldo laba	26			*Retained earnings*
Telah ditentukan penggunaannya		256.645	242.578	*Appropriated*
Belum ditentukan penggunaannya		11.913.471	11.208.198	*Unappropriated*
Perubahan nilai wajar atas investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain	2k,12	29.765	9.588	*Changes in fair value on investment in shares measured at fair value through other comprehensive income*
Kerugian kumulatif atas instrumen derivatif untuk lindung nilai arus kas - neto	2i,11,27	(52.219)	(11.370)	*Cumulative losses on derivative instrument for cash flows hedges - net*
EKUITAS - NETO		15.030.438	14.549.031	***EQUITY - NET***
TOTAL LIABILITAS DAN EKUITAS		38.529.195	38.372.929	***TOTAL LIABILITIES AND EQUITY***

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to financial statements form an integral part of these financial statements taken as a whole.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun-Tahun yang Berakhir 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Years Ended 31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024 Disajikan kembali/ *Restated *)*	
PENDAPATAN				***INCOME***
Pembiayaan konsumen	2f,2g,2n, 2u,29,39	7.557.015	7.155.547	*Consumer financing*
Marjin murabahah	2f,2g,2n,2u 30,39	1.710.232	1.938.892	*Murabahah margin*
Bagi hasil musyarakah mutanaqisah	2f,2n,31	394.321	350.110	*Musyarakah mutanaqisah profit distribution*
Sewa pembiayaan	2f,2n,32	421.506	266.455	*Finance leases*
Lain-lain	2d,2f,2l,2n, 2u,2v,13, 33,39	2.046.008	2.076.873	*Others*
TOTAL PENDAPATAN		12.129.082	11.787.877	***TOTAL INCOME***
BEBAN				***EXPENSES***
Gaji dan tunjangan	2o,2u,34,39	(3.338.390)	(2.908.028)	*Salaries and benefits*
Beban bunga dan keuangan	2n,2p,2u,17, 19,35,39	(1.371.733)	(1.422.426)	*Interest expense and financing charges*
Penyisihan kerugian penurunan nilai	2h			*Provision for impairment losses*
Pembiayaan konsumen	2u,5,39	(1.897.413)	(1.946.862)	*Consumer financing*
Pembiayaan murabahah	2u,6,39	(500.478)	(561.408)	*Murabahah financing*
Pembiayaan musyarakah mutanaqisah	7	(151.342)	(56.056)	*Musyarakah mutanaqisah financing*
Sewa pembiayaan	8	(99.021)	(51.501)	*Finance leases*
Umum dan administrasi	2l,2m,2u,2w, 36,39	(1.976.913)	(1.773.850)	*General and administrative*
Pemasaran		(709.729)	(671.991)	*Marketing*
Bagi hasil sukuk mudharabah	2r,2u,23,39	(79.147)	(92.771)	*Revenue sharing for mudharabah bonds*
Lain-lain	37	(16.072)	(16.612)	*Others*
TOTAL BEBAN		(10.140.238)	(9.501.505)	***TOTAL EXPENSES***
LABA SEBELUM BEBAN PAJAK PENGHASILAN		1.988.844	2.286.372	***INCOME BEFORE INCOME TAX EXPENSE***
Beban pajak penghasilan	2q,22	(443.906)	(475.571)	*Income tax expense*
LABA TAHUN BERJALAN		1.544.938	1.810.801	***NET INCOME FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos yang tidak akan direklasifikasi ke laba rugi				***Items that will not be reclassified to profit or loss***
Perubahan nilai wajar atas investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain	2k,12	25.868	12.292	*Changes in fair value on investment in shares measured at fair value through other comprehensive income*
Pengukuran kembali atas program imbalan pasca-kerja	2o,38	41.577	(9.941)	*Remeasurement of post-employment benefit*
Pajak penghasilan terkait penghasilan komprehensif lain yang tidak akan direklasifikasi ke laba rugi	22	(13.912)	(517)	*Income tax relating to other comprehensive income that will not be reclassified to profit or loss*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to financial statements form an integral part of these financial statements taken as a whole.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun-Tahun yang Berakhir
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Years Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024 Disajikan kembali/ *Restated *)*	
Pos yang akan direklasifikasi ke laba rugi				***Items that will be reclassified to profit or loss***
Bagian efektif atas perubahan nilai wajar instrumen derivatif - lindung nilai arus kas	2i,11,27	(52.371)	(13.618)	*Effective portion of the fair value change of the derivative instrument - cash flow hedge*
Pajak penghasilan terkait penghasilan komprehensif lain yang akan direklasifikasi ke laba rugi	22	11.522	2.996	*Income tax relating to other comprehensive income that will be reclassified to profit or loss*
PENGHASILAN/(KERUGIAN) KOMPREHENSIF LAIN - SETELAH PAJAK		12.684	(8.788)	***OTHER COMPREHENSIVE INCOME/(LOSS) - NET OF TAX***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		1.557.622	1.802.013	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA PER SAHAM - DASAR (dinyatakan dalam nilai Rupiah penuh)	2s,28	1.253	1.538	***EARNINGS PER SHARE - BASIC*** *(expressed in full amount of Rupiah)*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to financial statements form an integral part of these financial statements taken as a whole.

PT ADIRA DINAMIKA MULTI FINANCE Tbk

LAPORAN PERUBAHAN EKUITAS
Untuk Tahun-Tahun yang Berakhir
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENT OF CHANGES IN EQUITY
For the Years Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal saham/ *Share capital*	Saham treasuri/ *Treasury shares*	Tambahan modal disetor/ *Additional paid-in capital*	Saldo laba/*Retained earnings*		Kerugian kumulatif atas instrumen derivatif untuk lindung nilai arus kas - neto/ *Cumulative losses on derivative instrument for cash flow hedges - net*	Perubahan nilai wajar atas investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain/ *Changes in fair value on investment in shares measured at fair value through other comprehensive income*	Ekuitas *merging entity*/ *Merging entity equity*	Jumlah/ *Total*	
					Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*					
Saldo pada tanggal 1 Januari 2025		100.000	-	6.750	242.578	11.208.198	(11.370)	9.588	2.993.287	14.549.031	*Balance as of 1 January 2025*
Dividen kas	26	-	-	-	-	(703.000)	-	-	(279.466)	(982.466)	*Cash dividends*
Pembelian saham treasuri	2t,24	-	(88.469)	-	-	-	-	-	(5.280)	(93.749)	*Purchase treasury shares*
Penyisihan saldo laba untuk cadangan umum	26	-	-	-	14.067	(14.067)	-	-	-	-	*Appropriation of retained earnings for general reserve*
Laba tahun berjalan		-	-	-	-	1.394.244	-	-	150.694	1.544.938	*Net income for the year*
Penghasilan/(kerugian) komprehensif lain - setelah pajak	2i,2k,12,27, 38	-	-	-	-	28.096	(40.849)	20.177	5.260	12.684	*Other comprehensive income/(losses) - net of tax*
Transaksi yang berhubungan dengan penggabungan usaha PT Adira Dinamika Multi Finance Tbk dan PT Mandala Multifinance Tbk	25	23.580	(277)	2.841.192	-	-	-	-	(2.864.495)	-	*Transactions related to the merger of PT Adira Dinamika Multi Finance Tbk and PT Mandala Multifinance Tbk*
Saldo pada tanggal 31 Desember 2025		123.580	(88.746)	2.847.942	256.645	11.913.471	(52.219)	29.765	-	15.030.438	***Balance as of 31 Desember 2025***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to financial statements form an integral part of these financial statements taken as a whole.

LAPORAN PERUBAHAN EKUITAS
Untuk Tahun-Tahun yang Berakhir
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

STATEMENT OF CHANGES IN EQUITY
For the Years Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ *Notes*	Modal saham/ *Share capital*	Saham treasuri/ *Treasury shares*	Tambahan modal *disetor/ Additional paid-in capital*	Saldo laba/*Retained earnings*		Keuntungan/ (kerugian) kumulatif atas instrumen derivatif untuk lindung nilai arus kas - neto/ *Cumulative gain/ (losses) on derivative instrument for cash flow hedges - net*	Perubahan nilai wajar atas investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain/ *Changes in fair value on investment in shares measured at fair value through other comprehensive income*	Ekuitas *merging entity/ Merging entity equity*	Jumlah/ *Total*	
					Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*					
Saldo pada tanggal 1 Januari 2024		100.000	-	6.750	223.137	10.783.047	(748)	-	-	11.112.186	*Balance as of 1 January 2024*
Dampak dari bisnis kombinasi entitas sepengendali		-	-	-	-	-	-	-	2.606.832	2.606.832	*Impact on business combination under common control*
Dividen kas	26	-	-	-	-	(972.000)	-	-	-	(972.000)	*Cash dividends*
Penyisihan saldo laba untuk cadangan umum	26	-	-	-	19.441	(19.441)	-	-	-	-	*Appropriation of retained earnings for general reserve*
Laba tahun berjalan		-	-	-	-	1.406.682	-	-	404.119	1.810.801	*Net income for the year*
Penghasilan/(kerugian) komprehensif lain - setelah pajak	2i,2k,12 27,38	-	-	-	-	9.910	(10.622)	9.588	(17.664)	(8.788)	*Other comprehensive income/(losses) - net of tax*
Saldo pada tanggal 31 Desember 2024 Disajikan kembali *)		100.000	-	6.750	242.578	11.208.198	(11.370)	9.588	2.993.287	14.549.031	***Balance as of 31 December 2024 Restated *)***

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

The accompanying notes to financial statements form an integral part of these financial statements taken as a whole.

LAPORAN ARUS KAS
Untuk Tahun-Tahun yang Berakhir
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENT OF CASH FLOWS
For the Years Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024 Disajikan kembali/ *Restated *)*	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari:				*Cash received from:*
Transaksi pembiayaan		54.190.389	51.676.828	*Financing transactions*
Pembiayaan bersama		17.125.475	17.383.114	*Joint financing*
Bunga bank		38.567	78.681	*Interest from banks*
Pengeluaran kas untuk:				*Cash disbursements for:*
Transaksi pembiayaan		(43.822.398)	(41.676.190)	*Financing transactions*
Pokok pembiayaan bersama		(15.242.847)	(15.195.447)	*Principal on joint financing*
Bunga pembiayaan bersama		(3.336.230)	(3.254.389)	*Interest on joint financing*
Gaji dan tunjangan		(3.312.249)	(2.971.200)	*Salaries and benefits*
Beban umum dan administrasi		(1.922.428)	(2.086.311)	*General and administrative expenses*
Premi asuransi		(1.603.581)	(1.682.163)	*Insurance premiums*
Beban bunga dan provisi bank		(830.025)	(949.092)	*Interest and bank provision expenses*
Pajak penghasilan dan lainnya		(824.479)	(832.033)	*Income and other taxes*
Beban bunga utang obligasi		(464.268)	(399.029)	*Interest on bonds payable*
Bagi hasil sukuk mudharabah		(74.868)	(93.212)	*Revenue sharing for mudharabah bonds*
Tantiem Dewan Komisaris dan Direksi		(22.858)	(28.986)	*Tantiem for Boards of Commissioners and Directors*
Beban bunga liabilitas sewa	45	(9.786)	(11.212)	*Interest on lease liabilities*
Penerimaan kas dari lain-lain - neto		565.265	318.191	*Cash received from others - net*
Kas neto diperoleh dari aktivitas operasi		453.679	277.550	***Net cash provided from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Hasil penjualan aset tetap	13	11.962	26.350	*Proceeds from sale of fixed assets*
Penyesuaian nilai investasi dalam saham	12	2.021	1.782	*Adjustment to value of investment in shares*
Pembelian aset tak berwujud		(155.019)	(177.093)	*Acquisition of intangible assets*
Pembelian aset tetap		(95.845)	(128.369)	*Acquisition of fixed assets*
Penempatan investasi pada entitas asosiasi (sebelum penggabungan usaha)		(378)	(880.653)	*Placement in investment in associate (before merger)*
Kas neto digunakan untuk aktivitas investasi		(237.259)	(1.157.983)	***Net cash used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman bank	45	10.524.775	17.471.024	*Proceeds from borrowings*
Penerimaan dari penerbitan obligasi	45	4.916.993	3.600.000	*Proceeds from issuance of bonds*
Penerimaan dari penerbitan sukuk mudharabah	45	1.000.000	400.000	*Proceeds from issuance of mudharabah bonds*
Pembayaran pinjaman bank	45	(13.382.267)	(15.616.459)	*Payments of borrowings*
Pembayaran pokok utang obligasi	45	(2.694.204)	(3.606.140)	*Payments of principal on bonds payable*
Pembayaran dividen kas	26	(982.466)	(972.000)	*Payments of cash dividends*
Pembayaran pokok sukuk mudharabah	45	(584.480)	(727.170)	*Payments of principal on mudharabah bonds*
Pembelian saham treasuri	2t	(93.749)	-	*Purchase treasury shares*
Pembayaran pokok liabilitas sewa	45	(28.549)	(20.037)	*Payments of principal on lease liabilities*
Pembayaran biaya emisi obligasi	45	(17.082)	(10.628)	*Payments of bonds issuance costs*
Pembayaran biaya transaksi pinjaman bank	45	(8.816)	(11.322)	*Payments of borrowings transaction costs*
Pembayaran biaya emisi sukuk mudharabah		(3.859)	(1.375)	*Payments of mudharabah bonds issuance costs*
Pembayaran biaya transaksi pinjaman mudharabah		(1.019)	(500)	*Payments of mudharabah loan transaction costs*
Kas neto (digunakan untuk)/diperoleh dari aktivitas pendanaan		(1.354.723)	505.393	***Net cash (used in)/provided from financing activities***
PENURUNAN NETO KAS DAN SETARA KAS		(1.138.303)	(375.040)	***NET DECREASE IN CASH AND CASH EQUIVALENTS***
Efek *merging entity*		-	898.768	***Merging entity effect***
KAS DAN SETARA KAS, AWAL TAHUN	4	1.959.219	1.435.491	***CASH AND CASH EQUIVALENTS, AT BEGINNING OF YEAR***
KAS DAN SETARA KAS, AKHIR TAHUN	4	820.916	1.959.219	***CASH AND CASH EQUIVALENTS, AT END OF YEAR***

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

The accompanying notes to financial statements form an integral part of these financial statements taken as a whole.

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1. INFORMASI UMUM

a. Pendirian dan informasi umum Perseroan

PT Adira Dinamika Multi Finance Tbk ("Perseroan") didirikan pada tanggal 13 November 1990 berdasarkan Akta Notaris Misahardi Wilamarta, S.H., No. 131. Akta Pendirian ini telah disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. C2-19.HT.01.01.TH.91 tanggal 8 Januari 1991 dan telah diumumkan dalam Tambahan No. 421 pada Berita Negara Republik Indonesia No. 12 tanggal 8 Februari 1991.

Anggaran Dasar Perseroan telah mengalami beberapa kali perubahan, perubahan terakhir dilakukan dengan Akta No. 40 tanggal 15 Oktober 2021 dan Akta No.65 tanggal 30 September 2025 yang dibuat di hadapan Notaris Mala Mukti, S.H., L.L.M.. Perubahan ini diterima dan dicatat dalam Sistem Administrasi Badan Hukum Kementerian Hukum (dahulu Kementerian Hukum dan Hak Asasi Manusia) Republik Indonesia masing-masing dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Adira Dinamika Multi Finance Tbk No. AHU-AH.01.03-0465665 tanggal 27 Oktober 2021 dan No. AHU-AH.01.03-0239735 tanggal 1 Oktober 2025.

Perseroan memperoleh izin usaha sebagai perusahaan pembiayaan dari Menteri Keuangan dalam Surat Keputusan No. 253/KMK.013/1991 tanggal 4 Maret 1991. Berdasarkan Pasal 3 Anggaran Dasar Perseroan, ruang lingkup kegiatan Perseroan dalam bidang pembiayaan dan pembiayaan syariah yang merupakan Unit Usaha Syariah meliputi pembiayaan investasi, pembiayaan modal kerja, pembiayaan multiguna, kegiatan usaha pembiayaan lain berdasarkan persetujuan Otoritas Jasa Keuangan (OJK), sewa operasi dan/atau kegiatan berbasis *fee* sepanjang tidak bertentangan dengan peraturan perundang-undangan di sektor jasa keuangan, pembiayaan jual-beli, dan pembiayaan jasa.

Perseroan berdomisili di Millennium Centennial Center Lantai 53-61, Jalan Jenderal Sudirman Kav. 25, Jakarta Selatan dan Perseroan memiliki 877 jaringan usaha yang terdiri dari kantor cabang dan kantor perwakilan yang tersebar di seluruh wilayah Indonesia. Perseroan memulai operasi komersialnya pada tahun 1991.

PT Bank Danamon Indonesia Tbk adalah pemegang saham pengendali Perseroan. MUFG Bank, Ltd. adalah pemegang saham pengendali dari PT Bank Danamon Indonesia Tbk dengan kepemilikan saham secara langsung dan tidak langsung sebesar 92,47%. Pemegang saham pengendali akhir Perseroan adalah Mitsubishi UFJ Financial Group, Inc.

1. GENERAL INFORMATION

a. Establishment and general information of the Company

PT Adira Dinamika Multi Finance Tbk (the "Company") was established on 13 November 1990 based on Notarial Deed No. 131 of Misahardi Wilamarta, S.H. The Deed of Establishment was approved by the Ministry of Justice of the Republic of Indonesia in its Decision Letter No. C2-19.HT.01.01.TH.91 dated 8 January 1991 and was published in Supplement No. 421 to the State Gazette of the Republic of Indonesia No. 12 dated 8 February 1991.

The Company's Articles of Association have been amended several times, with the most recent amendments effected by Deed No. 40 dated 15 October 2021 and Deed No. 65 dated 30 September 2025, both drawn up before Notary Mala Mukti, S.H., LL.M.. These amendments were received and recorded in the Legal Entity Administration System of the Ministry of Law (formerly Ministry of Law and Human Rights) of the Republic of Indonesia, as evidenced by the Acknowledgement Letters of Notification of Amendment to the Articles of Association of PT Adira Dinamika Multi Finance Tbk No. AHU-AH.01.03-0465665 dated 27 October 2021 and No. AHU-AH.01.03-0239735 dated 1 October 2025, respectively.

The Company obtained its license to operate as a financing company from the Ministry of Finance based on Decision Letter No. 253/KMK.013/1991 dated 4 March 1991. As stated in Article 3 of the Company's Articles of Association, the scope of the Company's activities comprises of financing and sharia financing which is a Sharia Business Unit which include investment financing, working capital financing, multipurpose financing, other financing business activities based on approval by Financial Service Authority (OJK), operating lease and/or fee-based activities to the extent consistent with legislation in the financial services sector, sell-buy financing and service financing.

The Company's registered office is located at the 53rd-61st Floor of Millennium Centennial Center, Jalan Jenderal Sudirman Kav. 25, South Jakarta and the Company has 877 business networks which consist of branch offices and representative office throughout Indonesia. The Company started its commercial operations in 1991.

PT Bank Danamon Indonesia Tbk is the Company's controlling shareholder. MUFG Bank, Ltd. is the controlling shareholder of PT Bank Danamon Indonesia Tbk with 92.47% direct and indirect share ownership. The ultimate controlling shareholder of the Company is Mitsubishi UFJ Financial Group, Inc.

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1. INFORMASI UMUM (lanjutan)

b. Penawaran umum saham Perseroan

Pada tanggal 23 Maret 2004, Perseroan menerima Surat Pemberitahuan Efektif No. S-657/PM/2004 dari Badan Pengawas Pasar Modal dan Lembaga Keuangan ("Bapepam - LK") sehubungan dengan Penawaran Umum Perdana atas 100.000.000 saham dengan nilai nominal Rp100 (nilai penuh) per saham dengan harga penawaran sebesar Rp2.325 (nilai penuh) per saham. Seluruh saham ini telah tercatat di Bursa Efek Jakarta dan Bursa Efek Surabaya pada tanggal 31 Maret 2004.

Pada tanggal 30 November 2007, Bursa Efek Jakarta dan Bursa Efek Surabaya telah bergabung menjadi Bursa Efek Indonesia.

Seluruh saham yang ditawarkan melalui Penawaran Umum Perdana ini merupakan saham divestasi milik pemegang saham pendiri. Dengan demikian, Perseroan tidak menerima dana hasil penjualan saham.

Terhitung mulai tanggal 1 Oktober 2025, Perseroan sebagai entitas penerima penggabungan dan PT Mandala Multifinance Tbk ("MFIN") (sebagai entitas yang menggabungkan diri) telah efektif bergabung sebagaimana dimuat dalam Akta Nomor 65 tanggal 30 September 2025 yang dibuat di hadapan Mala Mukti, S.H., L.L.M., Notaris di Jakarta. Penggabungan ini juga telah mendapat persetujuan dari Otoritas Jasa Keuangan (OJK) Industri Keuangan Non-Bank melalui surat No. S-19/D.06/2025 tanggal 30 Juni 2025 tentang Persetujuan Rencana Penggabungan PT Adira Dinamika Multi Finance Tbk dengan PT Mandala Multifinance Tbk. Selanjutnya telah diperoleh persetujuan dari Menteri Hukum Republik Indonesia ("Menhum") melalui Surat Menhum No. AHU-AH.01.09-0344609 tanggal 1 Oktober 2025 perihal Penerimaan Pemberitahuan Penggabungan PT Adira Dinamika Multi Finance Tbk. Penggabungan efektif pada 1 Oktober 2025 dan Surat Menhum No. AHU-AH.01.03-0239735 tanggal 1 Oktober 2025 tentang Penerimaan Pemberitahuan atas Perubahan Anggaran Dasar Perseroan.

Sehubungan dengan penggabungan usaha tersebut, Perseroan melakukan konversi saham MFIN melalui penerbitan sejumlah 235.803.109 lembar saham, sehingga jumlah modal ditempatkan dan disetor penuh meningkat sebesar Rp23.580.

c. Penawaran umum efek utang Perseroan

Sejak tahun 2003, Perseroan telah beberapa kali menerbitkan efek utang yang ditawarkan kepada masyarakat melalui pasar modal di Indonesia.

Obligasi yang telah diterbitkan oleh Perseroan dan masih terutang pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

***1. GENERAL INFORMATION** (continued)*

b. Public offering of the Company's shares

On 23 March 2004, the Company received Effective Letter No. S-657/PM/2004 from Capital Market and Financial Institution Supervisory Board ("Bapepam - LK"), in conjunction with Initial Public Offering (IPO) of 100,000,000 shares with par value of Rp100 (full amount) per share with offering value of Rp2,325 (full amount) per share. These shares were all listed on the Jakarta Stock Exchange and Surabaya Stock Exchange on 31 March 2004.

On 30 November 2007, the Jakarta Stock Exchange and Surabaya Stock Exchange have merged into Indonesia Stock Exchange.

All shares offered through this IPO were divestment shares owned by the founding shareholders. Therefore, the Company did not receive any funds from sale of shares.

Starting from 1 October 2025, the Company as the surviving entity and PT Mandala Multifinance Tbk ("MFIN") (as the merging entity) have effectively merged as specified in Deed Number 65 dated 30 September 2025 drawn up before Mala Mukti, S.H., L.L.M., Notary in Jakarta, whereby such merger had previously received approval from the Financial Services Authority (OJK) for the Non-Bank Financial Industry through letter No. S-19/D.06/2025 dated 30 June 2025 concerning the Approval of the Merger Plan between PT Adira Dinamika Multi Finance Tbk and PT Mandala Multifinance Tbk, and was subsequently approved by the Minister of Law of the Republic of Indonesia ("MOL") through MOL Letter No. AHU-AH.01.09-0344609 dated 1 October 2025 regarding the Receipt of Notification of the Merger of PT Adira Dinamika Multi Finance Tbk and MOL Letter No. AHU-AH.01.03-0239735 dated 1 October 2025 regarding the Receipt of Notification on the Amendment of the Company's Articles of Association.

In relation to the merger, the Company has converted MFIN's shares through issuance of 235,803,109 shares, so the issued and fully paid capital increased by Rp23,580.

c. Public offering of the Company's debt securities

Since 2003, the Company has issued debt securities to the public through the Indonesian capital market.

The bonds have been issued by the Company and are still outstanding as of 31 December 2025 and 2024 are as follows:

Efek utang/ *Debt securities*	Tanggal pernyataan efektif/ *Effective notification date*	Nomor surat/ *Letter number*	Jumlah/ *Amount*	Wali amanat/ *The trustee*	Skedul pembayaran bunga/ *Interest payment schedule*
Obligasi Berkelanjutan V Adira Finance Tahap III Tahun 2022/*Adira Finance Continuing Bonds V Phase III Year 2022* (Obligasi Berkelanjutan V Tahap III/*Continuing Bonds V Phase III*)	30 Juni/ *June* 2020	No. S-182/D.04/2020	1.700.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*

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c. Penawaran umum efek utang Perseroan (lanjutan)

Obligasi yang telah diterbitkan oleh Perseroan dan masih terutang pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

1. GENERAL INFORMATION *(continued)*

c. Public offering of the Company's debt securities *(continued)*

The bonds have been issued by the Company and are still outstanding as of 31 December 2025 and 2024 are as follows: (continued)

Efek utang/ *Debt securities*	Tanggal pernyataan efektif/ *Effective notification date*	Nomor surat/ *Letter number*	Jumlah/ *Amount*	Wali amanat/ *The trustee*	Skedul pembayaran bunga/ *Interest payment schedule*
Obligasi Berkelanjutan VI Adira Finance Tahap I Tahun 2023/*Adira Finance Continuing Bonds VI Phase I Year 2023* (Obligasi Berkelanjutan VI Tahap I/*Continuing Bonds VI Phase I*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	1.700.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VI Adira Finance Tahap II Tahun 2023/*Adira Finance Continuing Bonds VI Phase II Year 2023* (Obligasi Berkelanjutan VI Tahap II/*Continuing Bonds VI Phase II*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	1.250.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VI Adira Finance Tahap III Tahun 2024/*Adira Finance Continuing Bonds VI Phase III Year 2024* (Obligasi Berkelanjutan VI Tahap III/*Continuing Bonds VI Phase III*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	1.600.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VI Adira Finance Tahap IV Tahun 2024/*Adira Finance Continuing Bonds VI Phase IV Year 2024* (Obligasi Berkelanjutan VI Tahap IV/*Continuing Bonds VI Phase IV*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	2.000.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VI Adira Finance Tahap V Tahun 2025/*Adira Finance Continuing Bonds VI Phase V Year 2025* (Obligasi Berkelanjutan VI Tahap V/*Continuing Bonds VI Phase V*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	2.066.993	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VII Adira Finance Tahap I Tahun 2025/*Adira Finance Continuing Bonds VII Phase I Year 2025* (Obligasi Berkelanjutan VII Tahap I/ *Continuing Bonds VII Phase I*)	26 Juni/ *June* 2025	No. S-62/D.04/2025	1.200.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VII Adira Finance Tahap II Tahun 2025/*Adira Finance Continuing Bonds VII Phase II Year 2025* (Obligasi Berkelanjutan VII Tahap II/ *Continuing Bonds VII Phase II*)	26 Juni/ *June* 2025	No. S-62/D.04/2025	1.650.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*

Sukuk mudharabah yang telah diterbitkan oleh Perseroan dan masih terutang pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The mudharabah bonds have been issued by the Company and are still outstanding as of 31 December 2025 and 2024 are as follows:

Sukuk mudharabah/ *Mudharabah bonds*	Tanggal pernyataan efektif/ *Effective notification date*	Nomor surat/ *Letter number*	Jumlah/ *Amount*	Wali amanat/ *The trustee*	Skedul pembayaran bagi hasil/ *Revenue sharing payment schedule*
Sukuk Mudharabah Berkelanjutan IV Adira Finance Tahap III Tahun 2022/*Adira Finance Continuing Mudharabah Bonds IV Phase III Year 2022* (Sukuk Mudharabah Berkelanjutan IV Tahap III/*Continuing Mudharabah Bonds IV Phase III*)	30 Juni/ *June* 2020	No. S-182/D.04/2020	300.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*

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c. Penawaran umum efek utang Perseroan (lanjutan)

Sukuk mudharabah yang telah diterbitkan oleh Perseroan dan masih terutang pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

1. GENERAL INFORMATION *(continued)*

c. Public offering of the Company's debt securities *(continued)*

The mudharabah bonds have been issued by the Company and are still outstanding as of 31 December 2025 and 2024 are as follows: (lanjutan)

Sukuk mudharabah/ *Mudharabah bonds*	Tanggal pernyataan efektif/ *Effective notification date*	Nomor surat/ *Letter number*	Jumlah/ *Amount*	Wali amanat/ *The trustee*	Skedul pembayaran bagi hasil/ *Revenue sharing payment schedule*
Sukuk Mudharabah Berkelanjutan V Adira Finance Tahap I Tahun 2023/*Adira Finance Continuing Mudharabah Bonds V Phase I Year 2023* (Sukuk Mudharabah Berkelanjutan V Tahap I/*Continuing Mudharabah Bonds V Phase I*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	300.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Sukuk Mudharabah Berkelanjutan V Adira Finance Tahap II Tahun 2023/*Adira Finance Continuing Mudharabah Bonds V Phase II Year 2023* (Sukuk Mudharabah Berkelanjutan V Tahap II/*Continuing Mudharabah Bonds V Phase II*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	300.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Sukuk Mudharabah Berkelanjutan V Adira Finance Tahap III Tahun 2024/*Adira Finance Continuing Mudharabah Bonds V Phase III Year 2024* (Sukuk Mudharabah Berkelanjutan V Tahap III/*Continuing Mudharabah Bonds V Phase III*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	400.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Sukuk Mudharabah Berkelanjutan VI Adira Finance Tahap I Tahun 2025/*Adira Finance Continuing Mudharabah Bonds VI Phase I Year 2025* (Sukuk Mudharabah Berkelanjutan VI Tahap I/*Continuing Mudharabah Bonds VI Phase I*)	26 Juni/ *June* 2025	No. S-62/D.04/2025	300.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Sukuk Mudharabah Berkelanjutan VI Adira Finance Tahap II Tahun 2025/*Adira Finance Continuing Mudharabah Bonds VI Phase II Year 2025* (Sukuk Mudharabah Berkelanjutan VI Tahap II/*Continuing Mudharabah Bonds VI Phase II*)	26 Juni/ *June* 2025	No. S-62/D.04/2025	700.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*

Sukuk mudharabah yang telah diterbitkan oleh MFIN dan dialihkan kepada Perseroan sebagai akibat dari penggabungan usaha, dan masih terutang pada tanggal 31 Desember 2025 dan 31 Desember 2024 adalah sebagai berikut:

The mudharabah bonds that have been issued by MFIN and transferred to the Company as a result of the merger, and are still outstanding as of 31 December 2025 and 31 December 2024 are as follows:

Sukuk mudharabah/ *Mudharabah bonds*	Tanggal pernyataan efektif/ *Effective notification date*	Nomor surat/ *Letter number*	Jumlah/ *Amount*	Wali amanat/ *The trustee*	Skedul pembayaran bagi hasil/ *Revenue sharing payment schedule*
Sukuk Mudharabah Berkelanjutan I Mandala Multifinance Tahap II/*Shelf Registration Mudharabah Bonds I Mandala Multifinance Phase II* (Sukuk Mudharabah Berkelanjutan I Tahap II/*Continuing Mudharabah Bonds I Phase II)*	7 Juli/ *July 2022*	No. S-87/D.04/2021	650.000	PT Bank Rakyat Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Sukuk Mudharabah Berkelanjutan I Mandala Multifinance Tahap III/*Shelf Registration Mudharabah Bonds I Mandala Multifinance Phase III* (Sukuk Mudharabah Berkelanjutan I Tahap III/*Continuing Mudharabah Bonds I Phase III)*	22 Juni/ *June 2023*	No. S-87/D.04/2021	500.000	PT Bank Rakyat Indonesia (Persero) Tbk	Triwulan/ *Quarterly*

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c. Penawaran umum efek utang Perseroan (lanjutan)

Rincian tingkat bunga dan jatuh tempo masing-masing seri efek utang yang diterbitkan:

1. GENERAL INFORMATION *(continued)*

c. Public offering of the Company's debt securities *(continued)*

Details of interest rates and due date of each serial of debt securities issued are as follows:

Efek utang/ *Debt securities*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Tingkat bunga tetap/ *Fixed interest rate*	Jatuh tempo/ *Due date*	Cicilan pokok efek utang/ *Debt securities installment*
Obligasi Berkelanjutan V Tahap III/ *Continuing Bonds V Phase III*					
Seri A/*Serial A*	2022	620.000	3,50%	2 April/ *April* 2023	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2022	830.000	5,60%	22 Maret/ *March* 2025	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2022	250.000	6,25%	22 Maret/ *March* 2027	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VI Tahap I/ *Continuing Bonds VI Phase I*					
Seri A/*Serial A*	2023	405.000	5,50%	17 Juli/ *July* 2024	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2023	410.000	6,00%	7 Juli/ *July* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2023	885.000	6,25%	7 Juli/ *July* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VI Tahap II/ *Continuing Bonds VI Phase II*					
Seri A/*Serial A*	2023	834.390	6,15%	19 November/ *November* 2024	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2023	385.235	6,50%	9 November/ *November* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2023	30.375	6,55%	9 November/ *November* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VI Tahap III/ *Continuing Bonds VI Phase III*					
Seri A/*Serial A*	2024	1.079.204	6,40%	13 Mei/ *May* 2025	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2024	391.461	6,55%	3 Mei/ *May* 2027	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2024	129.335	6,65%	3 Mei/ *May* 2029	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VI Tahap IV/ *Continuing Bonds VI Phase IV*					
Seri A/*Serial A*	2024	785.000	6,45%	20 Oktober/ *October* 2025	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2024	815.000	6,70%	10 Oktober/ *October* 2027	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2024	400.000	6,80%	10 Oktober/ *October* 2029	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VI Tahap V/ *Continuing Bonds VI Phase V*					
Seri A/*Serial A*	2025	997.102	6,75%	24 Februari/ *February* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2025	856.076	6,95%	14 Februari/ *February* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2025	213.815	7,05%	14 Februari/ *February* 2030	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

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1. INFORMASI UMUM (lanjutan)

c. Penawaran umum efek utang Perseroan (lanjutan)

Rincian tingkat bunga dan jatuh tempo masing-masing seri efek utang yang diterbitkan: (lanjutan)

1. GENERAL INFORMATION *(continued)*

c. Public offering of the Company's debt securities *(continued)*

Details of interest rates and due date of each serial of debt securities issued are as follows: (continued)

Efek utang/ *Debt securities*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Tingkat bunga tetap/ *Fixed interest rate*	Jatuh tempo/ *Due date*	Cicilan pokok efek utang/ *Debt securities installment*
Obligasi Berkelanjutan VII Tahap I/ *Continuing Bonds VII Phase I*					
Seri A/*Serial A*	2025	724.645	6,20%	18 Juli/ *July* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2025	235.355	6,60%	8 Juli/ *July* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2025	240.000	6,70%	8 Juli/ *July* 2030	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VII Tahap II/ *Continuing Bonds VII Phase II*					
Seri A/*Serial A*	2025	900.000	5,50%	31 Oktober/ *October* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2025	750.000	5,65%	21 Oktober/ *October* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

Rincian nisbah bagi hasil dan jatuh tempo masing-masing seri sukuk mudharabah yang diterbitkan adalah sebagai berikut:

Details of revenue sharing ratio and due date of each serial of mudharabah bonds issued are as follows:

Sukuk mudharabah/ *Mudharabah bonds*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Nisbah bagi hasil/ *Revenue sharing ratio*	Jatuh tempo/ *Due date*	Cicilan pokok sukuk mudharabah/ *Mudharabah bonds installment*
Sukuk Mudharabah Berkelanjutan IV Tahap III/*Continuing Mudharabah Bonds IV Phase III*					
Seri A/*Serial A*	2022	153.000	29,17% (setara dengan 3,50% per tahun/ *equivalent to 3.50% per year*)	2 April/ *April* 2023	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2022	49.000	46,67% (setara dengan 5,60% per tahun/ *equivalent to 5.60% per year*)	22 Maret/ *March* 2025	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2022	98.000	52,08% (setara dengan 6,25% per tahun/ *equivalent to 6.25% per year*)	22 Maret/ *March* 2027	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Sukuk Mudharabah Berkelanjutan I Tahap II/*Continuing Mudharabah Bonds I Phase II*					
Seri A/*Serial A*	2022	453.500	26,67% (setara dengan 8,00% per tahun/ *equivalent to 8.00% per year*)	13 Juli/ *July* 2023	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

1. INFORMASI UMUM (lanjutan)

c. Penawaran umum efek utang Perseroan (lanjutan)

Rincian nisbah bagi hasil dan jatuh tempo masing-masing seri sukuk mudharabah yang diterbitkan adalah sebagai berikut: (lanjutan)

1. GENERAL INFORMATION *(continued)*

c. Public offering of the Company's debt securities *(continued)*

Details of revenue sharing ratio and due date of each serial of mudharabah bonds issued are as follows: (continued)

Sukuk mudharabah/ *Mudharabah bonds*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Nisbah bagi hasil/ *Revenue sharing ratio*	Jatuh tempo/ *Due date*	Cicilan pokok sukuk mudharabah/ *Mudharabah bonds installment*
Sukuk Mudharabah Berkelanjutan I Tahap II/*Continuing Mudharabah Bonds I Phase II* *(lanjutan/continued)*					
Seri B/*Serial B*	2022	196.500	30,00% (setara dengan 9,00% per tahun/ *equivalent to 9.00% per year*)	6 Juli/ *July* 2025	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Sukuk Mudharabah Berkelanjutan I Tahap III/*Continuing Mudharabah Bonds I Phase III*					
Seri A/*Serial A*	2023	300.000	22,58% (setara dengan 7,00% per tahun/ *equivalent to 7.00% per year*)	29 Juni/ *June* 2024	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2023	200.000	27,42% (setara dengan 8,50% per tahun/ *equivalent to 8.50% per year*)	22 Juni/ *June* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Sukuk Mudharabah Berkelanjutan V Tahap I/*Continuing Mudharabah Bonds V Phase I*					
Seri A/*Serial A*	2023	64.000	45,83% (setara dengan 5,50% per tahun/ *equivalent to 5.50% per year*)	17 Juli/ *July* 2024	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2023	141.000	50,00% (setara dengan 6,00% per tahun/ *equivalent to 6.00% per year*)	7 Juli/ *July* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/Serial C	2023	95.000	52,08% (setara dengan 6,25% per tahun/ equivalent to 6.25% per year)	7 Juli/ July 2028	Pembayaran penuh pada saat jatuh tempo/Bullet payment on due date
Sukuk Mudharabah Berkelanjutan V Tahap II/*Continuing Mudharabah Bonds V Phase II*					
Seri A/*Serial A*	2023	251.170	51,25% (setara dengan 6,15% per tahun/ *equivalent to 6.15% per year*)	19 November/ *November* 2024	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

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1. INFORMASI UMUM (lanjutan)

c. Penawaran umum efek utang Perseroan (lanjutan)

Rincian nisbah bagi hasil dan jatuh tempo masing-masing seri sukuk mudharabah yang diterbitkan adalah sebagai berikut: (lanjutan)

1. GENERAL INFORMATION *(continued)*

c. Public offering of the Company's debt securities *(continued)*

Details of revenue sharing ratio and due date of each serial of mudharabah bonds issued are as follows: (continued)

Sukuk mudharabah/ *Mudharabah bonds*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Nisbah bagi hasil/ *Revenue sharing ratio*	Jatuh tempo/ *Due date*	Cicilan pokok sukuk mudharabah/ *Mudharabah bonds installment*
Sukuk Mudharabah Berkelanjutan V Tahap II/*Continuing Mudharabah Bonds V Phase II* (lanjutan/*continued*)					
Seri B/*Serial B*	2023	48.730	54,17% (setara dengan 6,50% per tahun/ *equivalent to 6.50% per year*)	9 November/ *November* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2023	100	54,58% (setara dengan 6,55% per tahun/ *equivalent to 6.55% per year*)	9 November/ *November* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Sukuk Mudharabah Berkelanjutan V Tahap III/*Continuing Mudharabah Bonds V Phase III*					
Seri A/*Serial A*	2024	338.980	53,33% (setara dengan 6,40% per tahun/ *equivalent to 6.40% per year*)	13 Mei/ *May* 2025	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2024	39.005	54,58% (setara dengan 6,55% per tahun/ *equivalent to 6.55% per year*)	3 Mei/ *May* 2027	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2024	22.015	55,42% (setara dengan 6,65% per tahun/ *equivalent to 6.65% per year*)	3 Mei/ *May* 2029	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Sukuk Mudharabah Berkelanjutan VI Tahap I/*Continuing Mudharabah Bonds VI Phase I*					
Seri A/*Serial A*	2025	205.959	51,67% (setara dengan 6,20% per tahun/ *equivalent to 6.20% per year*)	18 Juli/ *July* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2025	60.011	55,00% (setara dengan 6,60% per tahun/ *equivalent to 6.60% per year*)	8 Juli/ *July* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2025	34.030	55,83% (setara dengan 6,70% per tahun/ *equivalent to 6.70% per year*)	8 Juli/ *July* 2030	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

1. INFORMASI UMUM (lanjutan)

c. Penawaran umum efek utang Perseroan (lanjutan)

Rincian nisbah bagi hasil dan jatuh tempo masing-masing seri sukuk mudharabah yang diterbitkan adalah sebagai berikut: (lanjutan)

1. GENERAL INFORMATION *(continued)*

c. Public offering of the Company's debt securities *(continued)*

Details of revenue sharing ratio and due date of each serial of mudharabah bonds issued are as follows: (continued)

Sukuk mudharabah/ *Mudharabah bonds*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Nisbah bagi hasil/ *Revenue sharing ratio*	Jatuh tempo/ *Due date*	Cicilan pokok sukuk mudharabah/ *Mudharabah bonds installment*
Sukuk Mudharabah Berkelanjutan VI Tahap II/*Continuing Mudharabah Bonds VI Phase II*					
Seri A/*Serial A*	2025	400.000	45,83% (setara dengan 5,50% per tahun/ *equivalent to 5.50% per year*)	31 Oktober/ *October* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2025	300.000	47,08% (setara dengan 5,65% per tahun/ *equivalent to 5.65% per year*)	21 Oktober/ *October* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

Perseroan menerbitkan obligasi dan sukuk mudharabah dengan tujuan untuk membiayai kegiatan utama Perseroan yaitu pembiayaan konsumen dan pembiayaan murabahah.

Perseroan dapat melakukan pembelian kembali (*buy back*) untuk sebagian atau seluruh obligasi dan sukuk mudharabah yang diterbitkan dengan ketentuan bahwa hal tersebut hanya dapat dilaksanakan setelah ulang tahun pertama sejak tanggal emisi.

The Company issued bonds and mudharabah bonds for the purpose of funding the Company's main activity which is consumer financing and murabahah financing.

The Company can buy back part or all of the bonds and mudharabah bonds issued under a condition that such action can only be conducted after the first anniversary since the issuance date.

d. Penggabungan Usaha

Pada tanggal 28 April 2025, Dewan Komisaris Perseroan menyetujui Rancangan Penggabungan Usaha antara Perseroan dengan MFIN dan disampaikan kepada OJK pada tanggal 30 April 2025. Penggabungan Usaha tersebut merupakan bagian dari dan satu kesatuan dari proses pembentukan Perusahaan Induk Konglomerasi Keuangan ("PIKK") Operasional Grup MUFG sesuai dengan ketentuan dalam Peraturan Otoritas Jasa Keuangan (POJK) Nomor 30 Tahun 2024 tentang Konglomerasi Keuangan dan PIKK. Rancangan tersebut memuat informasi rinci mengenai penggabungan usaha yang diusulkan, termasuk bahwa Perseroan akan menjadi entitas penerima penggabungan, efektif pada 1 Oktober 2025.

Perseroan telah menerima Pernyataan Efektif Penggabungan dari OJK (Pengawas Pasar Modal) pada tanggal 26 Juni 2025, dan telah memperoleh persetujuan dari pemegang saham melalui Rapat Umum Pemegang Saham Luar Biasa (RUPS-LB) yang dilaksanakan pada tanggal 30 Juni 2025.

d. Merger

On 28 April 2025, the Company's Board of Commissioners approved the Merger Plan between the Company and MFIN and submitted to OJK on 30 April 2025. The merger is part of and integrated into the formation process of operational Financial Conglomerate Holding Company ("FCHC") of MUFG Group in accordance with Financial Services Authority Regulation (POJK) No. 30 Year 2024 concerning Financial Conglomerates and FCHC. The Plan contains detailed information regarding the proposed merger, including that the Company will be the surviving entity, effective on 1 October 2025.

The Company received the Effective Statement of the Merger from OJK (Capital Market Supervision) on 26 June 2025 and obtained shareholder approval at the Extraordinary General Meeting of Shareholders (EGMS) held on 30 June 2025.

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1. INFORMASI UMUM (lanjutan)

d. Penggabungan Usaha (lanjutan)

Berdasarkan Akta Penggabungan yang dimuat dalam Akta No. 71 yang dibuat oleh Notaris Mala Mukti, S.H., LL.M. tanggal 16 Juli 2025 disetujui bahwa:
- Perseroan akan mengambil alih seluruh aset dan liabilitas dari MFIN. Perseroan juga akan mengintegrasikan kantor-kantor operasional pasca-penggabungan.
- Status, posisi, hak, dan kewajiban karyawan Perseroan tidak akan berubah akibat penggabungan. Karyawan MFIN akan diberikan penawaran untuk bekerja sebagai karyawan Perseroan, dan bagi yang menerimanya, hubungan kerja mereka dengan MFIN akan dihentikan.
- Rasio konversi saham dari MFIN ke Perseroan didasarkan pada metode arus kas yang didiskontokan (*discounted cash flow*) dan pendekatan pasar *(market-based approach)*.
- Semua biaya dan beban yang timbul sehubungan dengan proses penggabungan, seperti biaya profesional, notaris, iklan, pendaftaran, dan transportasi, akan ditanggung oleh MFIN dan Perseroan.
- Akta penggabungan ini diatur oleh hukum Negara Republik Indonesia, dan para pihak memilih yurisdiksi Pengadilan Negeri Jakarta Selatan untuk penyelesaian sengketa.

Seperti diungkapkan dalam Catatan 1b, efektif pada tanggal 1 Oktober 2025, Perseroan dan MFIN telah efektif bergabung. Setelah tanggal efektif penggabungan, Perseroan akan menjadi entitas yang menerima penggabungan (*surviving entity*) dan seluruh pemegang saham MFIN akan menjadi pemegang saham dari entitas yang menerima penggabungan berdasarkan rasio penggabungan. Untuk komposisi pemegang saham Perseroan setelah efektif penggabungan, dapat mengacu pada Catatan 24.

Penggabungan usaha di atas memenuhi kategori kombinasi bisnis di antara entitas sepengendali sebagaimana diuraikan di dalam PSAK 338 tentang "Kombinasi Bisnis Entitas Sepengendali", sehingga penggabungan usaha tersebut diakui menggunakan metode penyatuan kepemilikan. Jumlah selisih yang timbul antara biaya perolehan dan nilai tercatat aset neto seluruhnya diakui sebagai "Selisih Nilai Transaksi Restrukturisasi Entitas Sepengendali" (SNTRES) dan disajikan sebagai bagian "Tambahan Modal Disetor" di bagian ekuitas pada laporan posisi keuangan Perseroan.

***1. GENERAL INFORMATION** (continued)*

***d. Merger** (continued)*

Based on the Deed of Merger contained in Deed No. 71 made by Notary Public Mala Mukti, S.H., LL.M. on 16 July 2025, it was agreed that:
- *The Company will take over all of MFIN's assets and liabilities and will integrate the operational offices post-merger.*
- *The status, position, rights, and obligations of the Company's existing employees will not be affected by the merger. MFIN's employees will be offered employment with the Company, and for those who accept, their employment relationship with MFIN will be terminated.*
- *The share conversion ratio from MFIN to the Company will be based on the discounted cash flow method and a market-based approach.*
- *All costs and expenses arising from the merger process, including professional, notarial, advertising, and registration fees, will be shared between MFIN and the Company.*
- *This Deed of Merger is governed by the laws of the Republic of Indonesia, and the parties agree to the jurisdiction of the South Jakarta District Court for the resolution of any disputes.*

As disclosed in Note 1d, the merger between the Company and MFIN was effective on 1 October 2025. After the effective date of the merger, the Company will become the surviving entity and all shareholders of MFIN will become shareholders of the surviving entity based on the merger ratio. For the composition of Company's shareholders after the effective date of merger, please refer to Note 24.

The merger above fulfill the category of business combination among entities under common control entities described in SFAS 338 on "Business Combination of Entities Under Common Control", therefore such merger were accounted for using the pooling of interest method. The amount of the difference between the cost of acquisition and the carrying amount of the net assets entirely recognised as "Restructuring transaction of entities under common control" (DUCC) and recognised as part of "Additional Paid-in Capital" and presented in the equity section of the Company's statement of financial position.

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1. INFORMASI UMUM (lanjutan)

e. Dewan Komisaris dan Direksi

Susunan Dewan Komisaris dan Direksi Perseroan pada tanggal 31 Desember 2025 adalah sebagai berikut:

1. GENERAL INFORMATION *(continued)*

e. Boards of Commissioners and Directors

The composition of the Company's Boards of Commissioners and Directors as of 31 December 2025 are as follows:

Dewan Komisaris		***Board of Commissioners***
Komisaris Utama	Daisuke Ejima	*President Commissioner*
Komisaris Independen	Krisna Wijaya	*Independent Commissioner*
Komisaris Independen	Manggi Taruna Habir	*Independent Commissioner*
Komisaris	Congsin Congcar	*Commissioner*
Komisaris	Honggo Widjojo Kangmasto	*Commissioner*

Dewan Direksi		***Board of Directors***
Direktur Utama	I Dewa Made Susila	*President Director*
Direktur	Swandajani Gunadi	*Director*
Direktur	Niko Kurniawan Bonggowarsito	*Director*
Direktur	Harry Latif *)	*Director*
Direktur	Denny Riza Farib	*Director*
Direktur	Sigit Hendra Gunawan	*Director*
Direktur	Sylvanus Gani Kukuh Mendrofa	*Director*
Direktur	Ricky Gunawan	*Director*

*) Telah mengajukan pengunduran diri dari jabatannya sebagai Direktur Perseroan pada tanggal 31 Oktober 2025. Pengunduran diri tersebut telah memperoleh persetujuan dalam Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 27 Januari 2026.

**) Submitted his resignation from his position as a Director of the Company on 31 October 2025. The resignation was approved at the Extraordinary General Meeting of Shareholders held on 27 January 2026.*

Susunan Dewan Komisaris dan Direksi Perseroan pada tanggal 31 Desember 2024 adalah sebagai berikut:

The composition of the Company's Boards of Commissioners and Directors as of 31 December 2024 are as follows:

Dewan Komisaris		***Board of Commissioners***
Komisaris Utama	Daisuke Ejima	*President Commissioner*
Komisaris Independen	Krisna Wijaya	*Independent Commissioner*
Komisaris Independen	Manggi Taruna Habir	*Independent Commissioner*
Komisaris	Eng Heng Nee Philip	*Commissioner*
Komisaris	Congsin Congcar	*Commissioner*
Komisaris	Hafid Hadeli	*Commissioner*

Dewan Direksi		***Board of Directors***
Direktur Utama	I Dewa Made Susila	*President Director*
Direktur	Swandajani Gunadi	*Director*
Direktur	Niko Kurniawan Bonggowarsito	*Director*
Direktur	Harry Latif	*Director*
Direktur	Denny Riza Farib	*Director*
Direktur	Sigit Hendra Gunawan	*Director*
Direktur	Sylvanus Gani Kukuh Mendrofa	*Director*
Direktur	Takanori Mizuno	*Director*

f. Dewan Pengawas Syariah

Susunan Dewan Pengawas Syariah pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

f. Sharia Supervisory Board

The composition of the Sharia Supervisory Board as of 31 December 2025 and 2024 are as follows:

Ketua	Prof. Dr. H. Fathurrahman Djamil, MA	*Chairman*
Anggota	Prof. Dr. H. Noor Achmad, MA	*Member*
Anggota	Dr. Rini Fatma Kartika, M.H	*Member*

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1. INFORMASI UMUM (lanjutan)

1. GENERAL INFORMATION *(continued)*

g. Komite Audit dan Pemantau Risiko

g. Audit and Risk Monitoring Committee

Susunan Komite Auditn Komite Pemantau Risiko pada tanggal 31 Desember 2025 adalah sebagai berikut:

The composition of the Audit Committee and the Risk Monitoring Committee as of 31 December 2025 are as follows:

Komite Audit		***Audit Committee***
Ketua	Manggi Taruna Habir	*Chairman*
Anggota	Jusuf Sukiman	*Member*
Anggota	Restiana Ie Tjoe Linggadjaya	*Member*

Komite Pemantau Risiko		***Risk Monitoring Committee***
Ketua	Krisna Wijaya	*Chairman*
Anggota	Manggi Taruna Habir	*Member*
Anggota	Rio Erriad	*Member*
Anggota	Eng Heng Nee Philip	*Member*

Susunan Komite Auditn Komite Pemantau Risiko pada tanggal 31 Desember 2024 adalah sebagai berikut:

The composition of the Audit Committee and the Risk Monitoring Committee as of 31 December 2024 are as follows:

Komite Audit		***Audit Committee***
Ketua	Manggi Taruna Habir	*Chairman*
Anggota	Jusuf Sukiman	*Member*
Anggota	Restiana Ie Tjoe Linggadjaya	*Member*

Komite Pemantau Risiko		***Risk Monitoring Committee***
Ketua	Krisna Wijaya	*Chairman*
Anggota	Manggi Taruna Habir	*Member*
Anggota	Rio Erriad	*Member*

h. Berdasarkan Surat Keputusan Direksi Perseoran No. 006/ADMF/BOD/IV/2024 tanggal 30 April 2024, Sekretaris Perseroan pada tanggal 31 Desember 2025 dan 2024 adalah Veronika Dyah Puspitaningrum.

h. *Based on Directors' Decision Letter of the Company No. 006/ADMF/BOD/IV/24 dated 30 April 2024, the Corporate Secretary as of 31 December 2025 and 2024 is Veronika Dyah Puspitaningrum.*

i. Berdasarkan Surat Keputusan Bersama Direksi dan Dewan Komisaris Perseroan No. 013/ADMF/BOD/VII/18 tanggal 11 Juli 2018, Kepala Unit Audit Internal Perseroan pada tanggal 31 Desember 2025 dan 2024 adalah Haryadwi Saputra Kartawidjaja.

i. *Based on Joint Decision Letter of the Board of Directors and Commissioners of the Company No. 013/ADMF/BOD/VII/18 dated 11 July 2018, the Head of Internal Audit Unit as of 31 December 2025 and 2024 is Haryadwi Saputra Kartawidjaja.*

j. Pada tanggal 31 Desember 2025, Perseroan mempunyai 15.338 karyawan tetap dan 5.470 karyawan tidak tetap (tidak diaudit). Pada tanggal 31 Desember 2024, Perseroan mempunyai 14.969 karyawan tetap dan 2.121 karyawan tidak tetap, sedangkan MFIN mempunyai 6.139 karyawan tetap dan 26 karyawan tidak tetap (tidak diaudit).

j. *As of 31 December 2025, the Company has 15,338 permanent employees and 5,470 non-permanent employees (unaudited). As of 31 December 2024, the Company has 14,969 permanent employees and 2,121 non-permanent employees, while MFIN has 6,139 permanent employees and 26 non-permanent employees (unaudited).*

k. Manajemen bertanggungjawab atas penyusunan laporan keuangan Perseroan yang diotorisasi untuk terbit oleh Dewan Direksi pada tanggal 18 Februari 2026.

k. *Management is responsible for the preparation of the financial statements of the Company which were authorised for issuance by the Board of Directors on 18 February 2026.*

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

Kebijakan akuntansi material, yang diterapkan dalam penyusunan laporan keuangan Perseroan pada tanggal dan untuk tahun yang berakhir 31 Desember 2025 adalah sebagai berikut:

a. Pernyataan kepatuhan

Laporan keuangan pada tanggal 31 Desember 2025 dan 2024 disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang diterbitkan oleh Dewan Standar Akuntansi Keuangan (termasuk Dewan Standar Akuntansi Syariah Indonesia) dan peraturan regulator Pasar Modal No. VIII.G.7 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik".

b. Dasar penyusunan dan penyajian laporan keuangan

Laporan keuangan, kecuali laporan arus kas, disusun atas dasar akrual dan biaya historis, kecuali dinyatakan khusus.

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas ke dalam aktivitas operasi, investasi dan pendanaan.

Seluruh angka dalam laporan keuangan ini dibulatkan menjadi dan disajikan dalam jutaan Rupiah yang terdekat, kecuali dinyatakan lain.

Dalam penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia, dibutuhkan pertimbangan, estimasi dan asumsi yang mempengaruhi:

- penerapan kebijakan akuntansi;
- jumlah aset dan liabilitas yang dilaporkan, dan pengungkapan atas aset dan liabilitas kontinjensi pada tanggal laporan keuangan;
- jumlah pendapatan dan beban yang dilaporkan selama periode pelaporan.

Walaupun estimasi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil aktual mungkin berbeda dengan jumlah yang diestimasi semula.

Estimasi dan asumsi yang digunakan ditelaah secara berkesinambungan. Revisi atas estimasi akuntansi diakui pada periode dimana estimasi tersebut direvisi dan periode-periode yang akan datang yang dipengaruhi oleh revisi estimasi tersebut.

Secara khusus, informasi mengenai hal-hal penting yang terkait dengan ketidakpastian estimasi dan pertimbangan penting dalam penerapan kebijakan akuntansi yang memiliki dampak yang material terhadap jumlah yang diakui dalam laporan keuangan dijelaskan dalam Catatan 3.

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan ini adalah mata uang Rupiah, yang merupakan mata uang fungsional.

2. MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies, applied in the preparation of the Company's financial statements as of and of the years ended 31 December 2025 were as follows:

a. Statement of compliance

The financial statements as of 31 December 2025 and 2024 are prepared and presented in accordance with Indonesian Financial Accounting Standards as issued by the Financial Accounting Standards Board (including the Indonesia Sharia Accounting Standards Board) and the Capital Market Regulation No. VIII.G.7 regarding "Issuer or Public Company's Financial Statements Presentation and Disclosure Guidelines".

b. Basis for preparation and presentation of the financial statements

The financial statements, except the statement of cash flows, were prepared on the accrual basis and the historical cost basis, unless otherwise specified.

The statement of cash flows are prepared based on the direct method by classifying cash flows on the basis of operating, investing and financing activities.

Figures in the financial statements are rounded to and expressed in millions of Rupiah, unless otherwise stated.

The preparation of the financial statements in conformity with Indonesian Financial Accounting Standards requires the use of judgments, estimates and assumptions that affect:

- *the application of accounting policies;*
- *the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements;*
- *the reported amounts of income and expenses during the reporting period.*

Although these estimates are based on management's best knowledge of current events and activities, actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

In particular, information about material areas of estimation uncertainty and critical judgments in applying accounting policies that have material effect on the amount recognised in the financial statements are described in Note 3.

The presentation currency used in the financial statements is Rupiah, which is the functional currency.

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c. Perubahan standar akuntansi

Dewan Standar Akuntansi Keuangan (DSAK) dan Dewan Standar Akuntansi Syariah (DSAS) telah menerbitkan standar baru, amandemen dan interpretasi yang berlaku efektif pada tanggal 1 Januari 2025.

Tidak ada perubahan kebijakan akuntansi Perseroan dan tidak ada dampak terhadap jumlah yang dilaporkan di tahun berjalan atau tahun sebelumnya dari standar yang berlaku tersebut.

d. Aset dan liabilitas keuangan

d.1. Klasifikasi

Perseroan mengklasifikasikan aset dan liabilitas keuangan ke dalam klasifikasi berikut:

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

c. Changes of accounting standard

Financial Accounting Standards Board (DSAK) and Sharia Accounting Standards Board (DSAS) have issued the new standards, amendments and interpretations which are effective as of 1 January 2025.

No changes to the Company's accounting policies and no impact on the amounts reported for current year or prior year from those applicable standards.

d. Financial assets and liabilities

d.1. Classification

The Company classifies the financial assets and liabilities into classes below:

Kategori/*Categories*		Golongan/*Classes*	Sub-golongan/ *Sub-classes*
Aset keuangan/ *Financial assets*	Aset keuangan yang diukur dengan biaya perolehan diamortisasi/*Financial assets measured at amortised cost*	Kas dan setara kas/*Cash and cash equivalents*	Kas di bank/*Cash in banks*
		Piutang pembiayaan konsumen/*Consumer financing receivables*	
		Piutang pembiayaan murabahah/*Murabahah financing receivables*	
		Piutang pembiayaan musyarakah mutanaqisah/*Musyarakah mutanaqisah financing receivables*	
		Piutang sewa pembiayaan/*Finance lease receivables*	
		Piutang lain-lain/*Other receivables*	Piutang karyawan/*Employee receivables*
			Piutang komisi asuransi/*Insurance commission receivables*
			Piutang klaim asuransi/*Insurance claims receivables*
	Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain/*Financial assets measured at fair value through other comprehensive income*	Investasi dalam saham/*Investment in shares*	
		Instrumen lindung nilai atas arus kas/*Hedging instruments in cash flow hedges*	Aset derivatif - lindung nilai atas arus kas (lihat Catatan 2i)/*Derivatives assets - hedging instruments in cash flow hedges (see Note 2i)*
Liabilitas keuangan/ *Financial liabilities*	Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/*Financial liabilities measured at amortised cost*	Pinjaman yang diterima/*Borrowings*	
		Beban yang masih harus dibayar/ *Accrued expenses*	Bunga yang masih harus dibayar/*Accrued interest*
			Bagi hasil sukuk mudharabah yang masih harus dibayar/*Accrued revenue sharing for mudharabah bonds*
			Marjin mudharabah yang masih harus dibayar/*Accrued mudharabah margin*
		Utang obligasi/*Bonds payable*	
		Utang lain-lain/*Other payables*	Utang kepada *dealer*/*Payable to dealers*
			Utang premi asuransi/*Insurance premium payables*

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2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

d. Aset dan liabilitas keuangan (lanjutan)

d. Financial assets and liabilities *(continued)*

d.1. Klasifikasi (lanjutan)

d.1. Classification *(continued)*

Perseroan mengklasifikasikan aset dan liabilitas keuangan ke dalam klasifikasi berikut: (lanjutan)

The Company classifies the financial assets and liabilities into classes below: (continued)

Kategori/*Categories*		Golongan/*Classes*	Sub-golongan/ *Sub-classes*
Liabilitas keuangan/ *Financial liabilities*	Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/*Financial liabilities measured at amortised cost*	Sukuk mudharabah/*Mudharabah bonds*	
		Liabilitas sewa/*Lease liabilities*	
	Liabilitas keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain/*Financial liabilities measured at fair value through other comprehensive income*	Instrumen lindung nilai atas arus kas/*Hedging instruments in cash flow hedges*	Liabilitas derivatif - lindung nilai atas arus kas (lihat Catatan 2i)/*Derivatives liabilities - hedging instruments in cash flow hedges (see Note 2i)*

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.

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.

Aset keuangan hanya dapat dikategorikan sebagai biaya perolehan diamortisasi jika instrumen dimiliki dalam rangka mendapatkan arus kas kontraktual ("*hold to collect*"), dan dimana arus kas kontraktual tersebut semata dari pembayaran pokok dan bunga (SPPI). 'Pokok' didefinisikan sebagai nilai wajar dari aset keuangan pada pengakuan awal. 'Bunga' didefinisikan sebagai:
- imbalan untuk nilai waktu atas uang;
- risiko kredit yang terkait dengan jumlah pokok yang terutang selama periode waktu tertentu;
- risiko dan biaya pinjaman dasar lainnya (misalnya risiko likuiditas dan biaya administrasi); dan
- marjin keuntungan.

Financial assets can only be classified at amortized cost if the instruments are held in order to collect the contractual cash flows ("hold to collect"), and where those contractual cash flows are solely payments of principal and interest (SPPI). 'Principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for:

- *the time value of money;*
- *credit risk associated with the principal amount outstanding during a particular period of time;*
- *other basic lending risks and costs (e.g. liquidity risk and administrative costs); and*
- *profit margin.*

Dalam menilai apakah arus kas kontraktual adalah SPPI, Perseroan mempertimbangkan ketentuan kontraktual instrumen tersebut. Hal ini termasuk menilai apakah aset keuangan mengandung ketentuan kontraktual yang dapat mengubah waktu atau jumlah arus kas kontraktual sehingga tidak memenuhi kondisi ini. Dalam melakukan penilaian, Perseroan mempertimbangkan ketentuan percepatan pelunasan dan perpanjangan.

In assessing whether the contractual cash flows are SPPI, the Company considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Company considers prepayment and extension terms.

d.2. Pengakuan

d.2. Recognition

Perseroan pada awalnya mengakui aset keuangan dan liabilitas keuangan pada tanggal perolehan.

The Company initially recognises financial assets and financial liabilities on the date of origination.

Perseroan menggunakan akuntansi tanggal penyelesaian ketika mencatat transaksi aset keuangan.

The Company uses settlement date accounting when recording financial assets transactions.

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2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

d. Aset dan liabilitas keuangan (lanjutan)

d. Financial assets and liabilities *(continued)*

d.2. Pengakuan (lanjutan)

d.2. Recognition *(continued)*

Pada saat pengakuan awal, aset keuangan atau liabilitas keuangan Perseroan diukur pada nilai wajar ditambah/dikurangi biaya transaksi yang dapat diatribusikan secara langsung atas perolehan aset keuangan atau penerbitan liabilitas keuangan. Pengukuran aset keuangan dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasi aset keuangan dan liabilitas keuangan tersebut.

At initial recognition, the Company's financial assets or financial liabilities are measured at fair values plus/minus transaction costs that are directly attributable to the acquisition of financial assets or issuance of financial liabilities. The subsequent measurement of financial assets and financial liabilities depends on their classification.

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 awal pengakuan kewajiban. Biaya transaksi tersebut diamortisasi selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari pendapatan pembiayaan konsumen, marjin murabahah dan sewa pembiayaan untuk biaya transaksi sehubungan dengan aset keuangan dan sebagai bagian dari beban bunga untuk biaya transaksi sehubungan dengan liabilitas keuangan.

Transaction costs include only those costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and they are incremental costs that would not have been incurred if the instrument had not been acquired or issued. In the case of financial assets, transaction costs are added to the amount recognised initially, while for financial liabilities, transaction costs are deducted from the amount of debt recognised initially. Such transaction costs are amortised over the terms of the instruments based on the effective interest method and are recorded as part of consumer financing, murabahah margin and finance leases income for transaction costs related to financial assets and as part of interest expenses for transaction costs related to financial liabilities.

Setelah pengakuan awal, aset keuangan yang diklasifikasikan sebagai biaya perolehan diamortisasi dicatat sebesar biaya perolehan diamortisasi (lihat Catatan 2d.5) dengan menggunakan metode suku bunga efektif. Sedangkan aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dicatat sebesar nilai wajar.

Subsequent to initial recognition, financial assets classified as amortised cost are measured at amortised cost (see Note 2d.5) using the effective interest method. While financial assets measured at fair value through other comprehensive income are measured at fair value.

Setelah pengakuan awal, liabilitas keuangan dicatat pada biaya perolehan diamortisasi (lihat Catatan 2d.5) dengan menggunakan metode suku bunga efektif.

Subsequent to initial recognition, financial liabilities are measured at amortised cost (see Note 2d.5) using the effective interest method.

d.3. Penghentian pengakuan

d.3. Derecognition

Perseroan menghentikan pengakuan aset keuangan pada saat hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut kadaluwarsa, atau pada saat Perseroan mentransfer seluruh hak untuk menerima arus kas kontraktual dari aset keuangan dalam transaksi dimana Perseroan secara substansial telah mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan yang ditransfer. Setiap hak atau kewajiban atas aset keuangan yang ditransfer yang timbul atau yang masih dimiliki oleh Perseroan diakui sebagai aset atau liabilitas secara terpisah.

The Company derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or when the Company transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any rights and obligations in transferred financial assets that are created or retained by the Company are recognised as a separate asset or liability.

Perseroan menghentikan pengakuan liabilitas keuangan pada saat kewajiban yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluwarsa.

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled or expired.

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d. Aset dan liabilitas keuangan (lanjutan)

d.3. Penghentian pengakuan (lanjutan)

Dalam transaksi dimana Perseroan secara substansial tidak memiliki atau tidak mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan, Perseroan menghentikan pengakuan aset tersebut jika Perseroan tidak lagi memiliki pengendalian atas aset tersebut. Hak dan kewajiban yang timbul atau yang masih dimiliki dalam transfer tersebut diakui secara terpisah sebagai aset atau liabilitas. Dalam transfer dimana pengendalian atas aset masih dimiliki, Perseroan tetap mengakui aset yang ditransfer tersebut sebesar keterlibatan berkelanjutan, yang ditentukan oleh besarnya perubahan nilai aset yang ditransfer.

Perseroan menghapuskan aset keuangan ketika ada informasi yang menunjukkan bahwa tidak ada prospek pemulihan yang realistis atas aset keuangan tersebut, contoh saldo piutang pembiayaan konsumen, piutang pembiayaan murabahah, piutang pembiayaan musyarakah mutanaqisah dan piutang sewa pembiayaan yang telah menunggak lebih dari 180 hari, karena dianggap tidak ada prospek pemulihan yang realistis dan tidak dapat ditagih lagi. Perseroan tetap melakukan usaha penagihan aset keuangan yang telah dihapuskan sesuai dengan hukum yang berlaku. Setiap pemulihan yang terjadi diakui dalam laba rugi.

d.4. Saling hapus

Aset keuangan dan liabilitas keuangan saling hapus dan nilai netonya disajikan dalam laporan posisi keuangan jika, dan hanya jika, Perseroan memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan. Hak yang berkekuatan hukum bukan bersifat kontinjen untuk suatu peristiwa dimasa depan dan harus dapat dipaksakan secara hukum baik dalam situasi bisnis yang normal, atau dalam peristiwa gagal bayar, atau peristiwa kepailitan, atau kebangkrutan dari Perseroan atau pihak lawan.

Pendapatan dan beban disajikan dalam jumlah neto hanya jika diperkenankan oleh standar akuntansi.

d.5. Pengukuran biaya perolehan diamortisasi

Biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan adalah jumlah aset atau liabilitas keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif dengan menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya, dikurangi penyisihan kerugian penurunan nilai.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

d. Financial assets and liabilities *(continued)*

d.3. Derecognition *(continued)*

In transactions where the Company neither retains nor transfers substantially all the risks and rewards of ownership of a financial asset, the Company derecognises the asset if it does not retain control over the asset. The rights and obligations retained in the transfer are recognised separately as assets and liabilities as appropriate. In transfers where control over the asset is retained, the Company continues to recognise the asset to the extent of its continuing involvement, determined by the extent to which it is exposed to changes in the value of the transferred asset.

The Company writes off a financial asset when there is information indicating that there is no realistic prospect of recovery, e.g. consumer financing receivable, murabahah financing receivables, musyarakah mutanaqisah financing receivables and finance lease receivables are over 180 days past due, since it is considered there is no realistic prospect of recovery and uncollectible. The Company continues to collect the written off financial asset align with the applicable law. Any recoveries made are recognized in profit or loss.

d.4. Offsetting

Financial assets and financial liabilities shall be offset and the net amount is presented in the statement of financial position when and only when, the Company has a legally enforceable right to set off the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously. 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 expense are presented on a net basis only when permitted by accounting standards.

d.5. Amortised cost measurement

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between the initial amount and the maturity amount, minus any reduction for impairment.

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2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

d. Aset dan liabilitas keuangan (lanjutan)

d. Financial assets and liabilities *(continued)*

d.5. Pengukuran biaya perolehan diamortisasi (lanjutan)

d.5. Amortised cost measurement *(continued)*

Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran dan 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 dari aset keuangan atau liabilitas keuangan. Pada saat menghitung suku bunga efektif, Perseroan mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian di masa mendatang.

The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or financial liability (or, where appropriate, a shorter period) to the carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Company estimates future cash flows considering all contractual terms of the financial instrument, but not future credit losses.

Perhitungan suku bunga efektif mencakup seluruh *fees* dan *costs* yang diterima atau dibayarkan yang merupakan bagian tak terpisahkan dari suku bunga efektif, termasuk biaya transaksi.

The calculation of the effective interest rate includes all fees and costs received or paid that are an integral part of the effective interest rate, including transaction costs.

d.6. Pengukuran nilai wajar

d.6. Fair value measurement

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur (*orderly transaction*) antara pelaku pasar (*market participants*) pada tanggal pengukuran di pasar utama atau, jika tidak terdapat pasar utama, di pasar yang paling menguntungkan dimana Perseroan memiliki akses pada tanggal tersebut. Nilai wajar liabilitas mencerminkan risiko wanprestasinya.

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 in the principal market or, in its absence, the most advantageous market to which the Company has access at that date. The fair value of a liability reflects its non-performance risk.

Jika tersedia, Perseroan mengukur nilai wajar instrumen keuangan dengan menggunakan harga kuotasi di pasar aktif untuk instrumen tersebut. Suatu pasar dianggap aktif jika harga kuotasi sewaktu-waktu dan secara berkala tersedia dan mencerminkan transaksi pasar yang aktual dan rutin dalam suatu transaksi yang wajar.

When available, the Company measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's length basis.

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d. Aset dan liabilitas keuangan (lanjutan)

d.6. Pengukuran nilai wajar (lanjutan)

Jika pasar untuk suatu instrumen keuangan tidak aktif, Perseroan menentukan nilai wajar dengan menggunakan teknik penilaian. Teknik penilaian mencakup penggunaan transaksi pasar terkini yang dilakukan secara wajar oleh pihak-pihak yang memahami, berkeinginan, dan jika tersedia, referensi atas nilai wajar terkini dari instrumen lain yang secara substansial sama, penggunaan analisa arus kas yang didiskonto dan penggunaan model penetapan harga opsi (*option pricing model*). Teknik penilaian yang dipilih memaksimalkan penggunaan input pasar, dan meminimalkan penggunaan taksiran yang bersifat spesifik dari Perseroan, memasukkan semua faktor yang akan dipertimbangkan oleh para pelaku pasar dalam menetapkan suatu harga dan konsisten dengan metodologi ekonomi yang diterima dalam penetapan harga instrumen keuangan. Input yang digunakan dalam teknik penilaian secara memadai mencerminkan ekspektasi pasar dan ukuran atas faktor risiko dan pengembalian (*risk-return*) yang melekat pada instrumen keuangan. Perseroan mengkalibrasi teknik penilaian dan menguji validitasnya dengan menggunakan harga-harga dari transaksi pasar terkini yang dapat diobservasi untuk instrumen yang sama atau atas dasar data pasar lainnya yang tersedia yang dapat diobservasi.

Bukti terbaik atas nilai wajar instrumen keuangan pada saat pengakuan awal adalah harga transaksi, yaitu nilai wajar dari pembayaran yang diberikan atau diterima, kecuali jika nilai wajar dari instrumen keuangan tersebut ditentukan dengan perbandingan dengan transaksi pasar terkini yang dapat diobservasi dari suatu instrumen yang sama (yaitu tanpa modifikasi atau pengemasan ulang), atau berdasarkan suatu teknik penilaian yang variabelnya hanya menggunakan data dari pasar yang dapat diobservasi. Jika harga transaksi memberikan bukti terbaik atas nilai wajar pada saat pengakuan awal, maka instrumen keuangan pada awalnya diukur pada harga transaksi dan selisih antara harga transaksi dan nilai yang sebelumnya diperoleh dari model penilaian diakui dalam laporan laba rugi setelah pengakuan awal tergantung pada masing-masing fakta dan keadaaan dari transaksi tersebut namun tidak lebih lambat dari saat penilaian tersebut didukung sepenuhnya oleh data pasar yang dapat diobservasi atau saat transaksi ditutup.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

d. Financial assets and liabilities *(continued)*

d.6. Fair value measurement *(continued)*

If a market for a financial instrument is not active, the Company establishes fair value using a valuation technique. Valuation techniques include using recent arm's length transactions between knowledgeable and willing parties, and if available, reference to the current fair value of other instruments that are substantially the same, discounted cash flows analysis and option pricing models. The chosen valuation technique makes maximum use of market inputs, relies as little as possible on estimates specific to the Company, incorporates all factors that market participants would consider in setting a price, and is consistent with accepted economic methodologies for pricing financial instruments. Inputs to valuation techniques reasonably represent market expectations and measures of the risk-return factors inherent in the financial instrument. The Company calibrates valuation techniques and tests them for validity using prices from observable current market transactions in the same instrument or based on other available observable market data.

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e., the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with the other observable current market transactions in the same instrument (i.e., without modification or repackaging), or based on a valuation technique whose variables include only data from observable markets. When transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognised in the statement of profit or loss depending on the individual facts and circumstances of the transaction but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

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d. Aset dan liabilitas keuangan (lanjutan)

d.6. Pengukuran nilai wajar (lanjutan)

Nilai wajar mencerminkan risiko kredit atas instrumen keuangan dan termasuk penyesuaian yang dilakukan untuk memasukkan risiko kredit Perseroan dan pihak lawan, mana yang lebih sesuai. Taksiran nilai wajar yang diperoleh dari model penilaian akan disesuaikan untuk mempertimbangkan faktor-faktor lainnya, seperti risiko likuiditas atau ketidakpastian model penilaian, sepanjang Perseroan yakin bahwa keterlibatan suatu pasar pihak ketiga akan mempertimbangkan faktor-faktor tersebut dalam penetapan harga suatu transaksi.

Perseroan mengukur nilai wajar untuk instrumen keuangan yang diakui pada nilai wajar dengan menggunakan tingkat hirarki berikut ini:
- Tingkat 1: Harga kuotasi di pasar yang aktif untuk instrumen keuangan yang sejenis,
- Tingkat 2: Teknik penilaian berdasarkan input yang dapat diobservasi,
- Tingkat 3: Teknik penilaian menggunakan input signifikan yang tidak dapat diobservasi.

e. Kas dan setara kas

Kas dan setara kas terdiri dari kas, kas di bank dan deposito berjangka yang jatuh tempo dalam waktu 3 bulan atau kurang sejak tanggal penempatan, sepanjang deposito berjangka tersebut tidak digunakan sebagai jaminan atas pinjaman yang diterima, serta tidak dibatasi penggunaannya.

f. Piutang pembiayaan konsumen, piutang pembiayaan murabahah, piutang pembiayaan musyarakah mutanaqisah, dan piutang sewa pembiayaan

f.1. Piutang pembiayaan konsumen

Piutang pembiayaan konsumen diklasifikasikan sebagai aset keuangan yang diukur dengan biaya perolehan diamortisasi, dan setelah pengakuan awal, dicatat pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (lihat Catatan 2d.5).

Pendapatan pembiayaan konsumen yang belum diakui merupakan selisih antara jumlah keseluruhan pembayaran angsuran yang akan diterima dari konsumen dan jumlah pokok pembiayaan, yang diakui sebagai pendapatan selama jangka waktu kontrak berdasarkan tingkat suku bunga efektif dari piutang pembiayaan konsumen.

Penyelesaian kontrak sebelum masa pembiayaan konsumen berakhir diperlakukan sebagai pembatalan kontrak pembiayaan konsumen dan jika terdapat, keuntungan yang timbul diakui dalam laba rugi tahun berjalan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

d. Financial assets and liabilities *(continued)*

d.6. Fair value measurement *(continued)*

Fair values reflect the credit risk of the financial instruments and include adjustments to take into account the credit risk of the Company and counterparty where appropriate. Fair value estimates obtained from models are adjusted for any other factors, such as liquidity risk or valuation model uncertainties, to the extent that the Company believes a third-party market participation would take them into account in pricing a transaction.

The Company measures fair value for financial instrument recognised at fair values using the following hierarchy level:
- *Level 1: Quoted market price in an active market for an identical instrument,*
- *Level 2: Valuation techniques based on observable inputs,*
- *Level 3: Valuation techniques using significant unobservable inputs.*

e. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, cash in banks and time deposits with a maturity period of 3 months or less since the date of placement, as long as these time deposits are not pledged as collaterals for borrowings nor restricted.

f. Consumer financing receivables, murabahah financing receivables, musyarakah mutanaqisah financing receivables, and finance lease receivables

f.1. Consumer financing receivables

Consumer financing receivables are classified as financial assets measured at amortised cost, and subsequent to initial recognition, are carried at amortised cost using the effective interest method (see Note 2d.5).

Unearned consumer financing income represents the difference between total installments to be received from the consumer and the principal amount financed, which is recognised as income over the term of the contract based on effective interest rate of the related consumer financing receivable.

Early termination of a contract is treated as a cancellation of an existing contract and the resulting gain, if any, is recognised in the current year profit or loss.

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f. Piutang pembiayaan konsumen, piutang pembiayaan murabahah, piutang pembiayaan musyarakah mutanaqisah, dan piutang sewa pembiayaan (lanjutan)

f.1. Piutang pembiayaan konsumen (lanjutan)

Piutang pembiayaan konsumen akan dihapusbukukan setelah menunggak lebih dari 180 hari. Penerimaan dari piutang yang telah dihapusbukukan diakui sebagai pendapatan lain-lain pada saat diterima.

Restrukturisasi pembiayaan konsumen berupa modifikasi persyaratan kredit non substantial yang tidak menghasilkan penghentian pengakuan. Pembiayaan yang direstrukturisasi disajikan sebesar nilai kini atas arus kas kontraktual setelah restrukturisasi yang didiskontokan menggunakan suku bunga efektif awal. Selisih antara jumlah tercatat bruto piutang pembiayaan konsumen pada tanggal restrukturisasi dengan nilai kini arus kas kontraktual setelah restrukturisasi diakui dalam laba rugi.

Fee dan biaya yang timbul dari restrukturisasi menyesuaikan nilai tercatat bruto setelah modifikasi dan diamortisasi sepanjang sisa tenor.

Setelah restrukturisasi, seluruh arus kas kontraktual dalam persyaratan baru dicatat sebagai pengembalian pokok pembiayaan yang diberikan dan pendapatan bunga sesuai dengan syarat-syarat restrukturisasi.

f.2. Piutang pembiayaan murabahah

Kontrak murabahah adalah akad jual-beli barang dengan harga jual sebesar biaya perolehan ditambah keuntungan yang disepakati dan Perseroan harus mengungkapkan biaya perolehan barang tersebut kepada konsumen. Pada saat akad murabahah, piutang pembiayaan murabahah diakui sebesar biaya perolehan ditambah keuntungan (marjin). Keuntungan murabahah diakui selama tahun akad berdasarkan pengakuan marjin dari piutang pembiayaan murabahah.

Akad murabahah secara substansi merupakan suatu pembiayaan, sehingga pengakuan marjin dilakukan berdasarkan standar yang mengatur pembiayaan, seperti yang disebutkan di kebijakan pembiayaan konsumen.

Piutang pembiayaan murabahah akan dihapusbukukan setelah menunggak lebih dari 180 hari. Penerimaan dari piutang yang telah dihapusbukukan diakui sebagai pendapatan lain-lain pada saat diterima.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

f. Consumer financing receivables, murabahah financing receivables, musyarakah mutanaqisah financing receivables, and finance lease receivables *(continued)*

f.1. Consumer financing receivables *(continued)*

Consumer financing receivables will be written-off when they are overdue for more than 180 days. Recoveries from written-off receivables are recognised as other income upon receipt.

Restructuring of consumer financing is a non substantial modification of the terms of the loans which does not result in derecognition. Restructured financing are stated at present value of discounted contractual cash flows after restructuring using initial effective interest rate. Differences arising from the gross carrying value of the consumer financing receivables at the time of restructuring with present value of contractual cash flows after restructuring are recognized to profit or loss.

Fee and cost arising from the restructuring adjust the gross carrying amount after modification and amortised along remaining tenor.

Thereafter, all the contractual cash flows under the new terms shall be accounted for as the repayment of principal and interest income, in accordance with the restructuring scheme.

f.2. Murabahah financing receivables

Murabahah contract is sell-buy goods contract with selling price amounting to acquisition cost plus agreed margin, and the Company must disclose the acquisition cost to consumer. When the murabahah contract is signed, murabahah financing receivables are recognised at acquisition cost plus agreed margin. Murabahah margin is recognised over the year of the contract based on margin of the murabahah financing receivables.

Substantially, murabahah contract is a financing transaction, so that margin recognition is based on standards which regulate financing transaction, as mentioned in consumer financing policy.

Murabahah financing receivables will be written-off when they are overdue for more than 180 days. Recoveries from written-off receivables are recognised as other income upon receipt.

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f. Piutang pembiayaan konsumen, piutang pembiayaan murabahah, piutang pembiayaan musyarakah mutanaqisah, dan piutang sewa pembiayaan (lanjutan)

f.2. Piutang pembiayaan murabahah (lanjutan)

Dalam hal restrukturisasi piutang pembiayaan murabahah dilakukan dengan modifikasi persyaratan pembiayaan non substansial yang tidak menghasilkan penghentian pengakuan, Perseroan memberikan masa cuti angsuran dan/atau pengunduran jatuh tempo kepada konsumen namun tidak mengubah total sisa piutang pembiayaan murabahah (baik pokok maupun margin) yang harus dibayarkan oleh konsumen. Perseroan mencatat dampak restrukturisasi tersebut secara prospektif, dengan tidak mengakui amortisasi marjin serta amortisasi biaya perolehan pada saat cuti angsuran. Pendapatan marjin setelah restrukturisasi akan diakui sebesar jumlah marjin yang ditentukan dalam persyaratan pembiayaan baru yang tidak mengubah total sisa piutang.

f.3. Piutang pembiayaan musyarakah mutanaqisah ("MMQ")

Pembiayaan MMQ adalah akad kerjasama yang terjadi di antara para pemilik modal (mitra musyarakah) untuk menggabungkan modal dan melakukan usaha secara bersama dalam suatu kemitraan dimana bagian kepemilikan mitra pasif menurun secara bertahap sehingga mitra aktif akan menjadi pemilik penuh atas usaha tersebut pada akhir masa akad.

Pada awal akad, Perseroan, sebagai mitra pasif, mengakui piutang pembiayaan MMQ sebesar jumlah biaya yang diserahkan terkait akad tersebut. Setelah pengakuan awal, piutang pembiayaan MMQ diakui sebesar pengakuan awal dikurangi dengan jumlah pengembalian dari nasabah (mitra aktif) serta cadangan kerugian, jika ada.

Pendapatan hasil usaha diakui Perseroan sesuai kesepakatan dalam akad.

Piutang pembiayaan MMQ akan dihapusbukukan setelah menunggak lebih dari 180 hari. Penerimaan dari piutang yang telah dihapusbukukan diakui sebagai pendapatan lain-lain pada saat diterima.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

f. Consumer financing receivables, murabahah financing receivables, musyarakah mutanaqisah financing receivables, and finance lease receivables *(continued)*

f.2. Murabahah financing receivables *(continued)*

In term of restructuring of murabahah financing receivables through non substantial modification of financing terms which does not result in derecognition, the Company provides payment holiday and/or tenor extention to the consumer but did not change the outstanding of murabahah financing receivables (both principal and margin) that have to be paid by the consumer. The Company records the impact from restructuring prospectively, by not recognising the amortisation of margin and amortisation of acquisition costs during the payment holiday. Margin income after restructuring will be recognised at the margin amount stated under the new financing terms which did not change the outstanding receivables.

f.3. Musyarakah mutanaqisah financing receivables ("MMQ")

Musyarakah financing is a partnership contract among fund's owners (musyarakah partners) to contribute funds and conduct a business on a joint basis through partnership whereby the ownership interest of the passive partners gradually decreases, so the active partner will become the full owner of the business at the end of the contract term.

At the inception of the contract, the Company, as the passive partner, recognises MMQ financing receivables at the amount of funds disbursed in connection with the contract. Subsequent to initial recognition, MMQ financing receivable is recognised at the initial recognition amount, net of repayments received from the customer (active partners) and allowance for impairment losses, if any.

Revenue from business results is recognized by the Company in accordance with the agreement in the contract.

MMQ financing receivables will be written-off when they are overdue for more than 180 days. Recoveries from written-off receivables are recognised as other income upon receipt.

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f. Piutang pembiayaan konsumen, piutang pembiayaan murabahah, piutang pembiayaan musyarakah mutanaqisah, dan piutang sewa pembiayaan (lanjutan)

f.4. Piutang sewa pembiayaan (Perseroan sebagai pesewa)

Pembiayaan sewa Perseroan meliputi piutang sewa pembiayaan - konvensional dan Ijarah Muntahiyah Bittamlik ("IMBT") - syariah.

Pembiayaan sewa - konvensional

Penentuan apakah suatu perjanjian merupakan perjanjian sewa atau perjanjian yang mengandung sewa didasarkan atas substansi perjanjian pada tanggal awal sewa dan apakah pemenuhan perjanjian tergantung pada penggunaan suatu aset dan perjanjian tersebut memberikan suatu hak untuk menggunakan aset tersebut. Suatu sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Suatu sewa diklasifikasikan sebagai sewa operasi jika sewa tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset.

Perseroan mengakui aset berupa piutang sewa pembiayaan sebesar jumlah yang sama dengan investasi sewa neto. Penerimaan piutang sewa diperlakukan sebagai pembayaran pokok dan penghasilan sewa pembiayaan. Pengakuan penghasilan sewa pembiayaan didasarkan pada suatu pola yang mencerminkan suatu tingkat pengembalian periodik yang konstan atas investasi neto.

Piutang sewa pembiayaan akan dihapusbukukan setelah menunggak lebih dari 180 hari. Penerimaan dari piutang yang telah dihapusbukukan diakui sebagai pendapatan lain-lain pada saat diterima.

IMBT - syariah

Perseroan mengakui aset IMBT sebesar harga perolehan aset IMBT pada saat akad IMBT. Setelah pengakuan awal, pokok aset IMBT diamortisasi secara garis lurus sepanjang masa sewa.

Pengakuan penghasilan IMBT neto sebesar angsuran IMBT dikurangi dengan amortisasi pokok aset IMBT.

Aset terkait pembiayaan IMBT akan dihapusbukukan setelah menunggak lebih dari 180 hari. Penerimaan dari piutang yang telah dihapusbukukan diakui sebagai pendapatan lain-lain pada saat diterima.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

f. Consumer financing receivables, murabahah financing receivables, musyarakah mutanaqisah financing receivables, and finance lease receivables *(continued)*

f.4. Finance lease receivables (the Company as a lessor)

The Company's lease financing consists of finance lease receivables - conventional and Ijarah Muntahiyah Bittamlik ("IMBT") - sharia.

Finance lease - conventional

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date and whether the fulfillment of the arrangement is dependent on the use of a specific asset and the arrangement conveys a right to use the asset. Leases are classified as finance leases if the leases transfer substantially all the risks and rewards incidental to ownership of the leased assets. Leases are classified as operating leases if the leases do not transfer substantially all the risks and rewards incidental to ownership of the leased assets.

The Company recognised assets of financial lease receivable at an amount equal to the net investment in the lease. Lease payment is treated as repayment of principal and finance lease income. The recognition of finance lease income is based on a pattern reflecting a constant periodic rate of return on the Company's net investment in the finance lease.

Finance lease receivables will be written-off when they are overdue for more than 180 days. Recoveries from written-off receivables are recognised as other income upon receipt.

IMBT - sharia

The Company recognises IMBT asset at cost to acquire IMBT Assets when the IMBT contract is signed. After initial recognition, principal IMBT asset is amortised on a straight-line basis over the lease term.

The recognition of IMBT income, net is based on installment of IMBT less the amortisation of principal IMBT asset.

Asset related to IMBT financing will be written-off when they are overdue for more than 180 days. Recoveries from written-off receivables are recognised as other income upon receipt.

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g. Pembiayaan bersama

Dalam pembiayaan bersama antara Perseroan dan penyedia fasilitas pembiayaan bersama, Perseroan berhak menentukan tingkat bunga/marjin yang lebih tinggi kepada konsumen dibandingkan tingkat bunga/marjin yang ditetapkan dalam perjanjian pembiayaan bersama dengan penyedia fasilitas pembiayaan bersama.

Seluruh kontrak pembiayaan bersama yang dilakukan oleh Perseroan merupakan pembiayaan bersama tanpa tanggung renteng (*without recourse*) dimana hanya porsi jumlah angsuran piutang yang dibiayai Perseroan yang dicatat sebagai piutang pembiayaan konsumen dan piutang pembiayaan murabahah di laporan posisi keuangan (pendekatan neto). Pendapatan pembiayaan konsumen dan pendapatan marjin murabahah disajikan di laporan laba rugi setelah dikurangi dengan bagian yang merupakan hak pihak-pihak lain yang berpartisipasi pada transaksi pembiayaan bersama tersebut. Arus kas dari pembiayaan bersama disajikan secara bruto di laporan arus kas.

h. Cadangan kerugian penurunan nilai

h.1. Aset keuangan

Piutang pembiayaan konsumen dan piutang sewa pembiayaan

Secara garis besar Perseroan mengukur penyisihan kerugian aset keuangan sejumlah kerugian kredit ekspektasian ("ECL"). Jika pada tanggal pelaporan, risiko kredit atas aset keuangan tidak meningkat secara signifikan sejak pengakuan awal, maka Perseroan akan mengukur penyisihan kerugian untuk aset keuangan tersebut menggunakan ECL 12 bulan. Jika risiko kredit atas aset keuangan tersebut telah meningkat secara signifikan, maka pengukuran penyisihan kerugian untuk aset keuangan tersebut menggunakan ECL *lifetime*.

Dalam menghitung ECL, Perseroan memperhitungkan nilai waktu atas uang untuk menghitung nilai kini ECL dari tanggal ekpektasi *default* terhadap tanggal pelaporan.

ECL 12 bulan & ECL *lifetime*

ECL 12 bulan adalah ECL yang timbul dari peristiwa gagal bayar aset keuangan yang terjadi dalam 12 bulan setelah tanggal pelaporan (atau periode yang lebih pendek jika umur aset keuangan yang diharapkan kurang dari 12 bulan).

ECL *lifetime* adalah ECL yang diakibatkan dari semua kejadian *default* yang mungkin terjadi selama perkiraan umur aset keuangan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

g. Joint financing

In joint financing arrangements between the Company and the joint financing facility provider, the Company has the right to set higher interest rates/margin to consumer than the interest rates/margin stated in the joint financing agreement with the joint financing facility provider.

All joint financing contracts entered by the Company are joint financing without recourse in which only the Company's financing portion of the total installments is recorded as consumer financing receivables and murabahah financing receivables in the statement of financial position (net approach). Consumer financing income and murabahah margin income is presented in the statement of profit or loss after deducting the portions which belong to other parties participating to these joint financing transactions. The cash flows from joint financing arrangement are presented at gross in the statement of cash flows.

h. Allowance for impairment losses

h.1. Financial assets

Consumer financing receivables and finance lease receivables

Overall, the Company measures the loss allowance of financial asset based on expected credit losses ("ECL"). If at the reporting date, the credit risk of the financial assets has not increased significantly since the initial recognition, the Company measures the loss allowance for the financial assets using 12-months ECL. If the credit risk of the financial asset has increased significantly, the measurement of the loss allowance for the financial asset using lifetime ECL.

In calculating ECL, Company considers time value of money to calculate present value of ECL from expected default date to reporting date.

12 Months & Lifetime ECL

12-month ECL is the ECL that result from default events on a financial aset within 12 months after the reporting date (or a shorter period if the expected lifetime of the financial asset is less than 12 months).

Lifetime ECL are the ECL that result from all possible default events over the expected lifetime of the financial asset.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Cadangan kerugian penurunan nilai (lanjutan)

h.1. Aset keuangan (lanjutan)

Piutang pembiayaan konsumen dan piutang sewa pembiayaan (lanjutan)

Perseroan mempertimbangkan bahwa kejadian *default* telah terjadi ketika aset keuangan telah menunggak lebih dari 90 hari atau terdapat informasi yang wajar dan mendukung bahwa kredit telah *impaired* (gagal bayar).

Staging Criteria

Aset keuangan harus dialokasikan ke salah satu dari tiga tahap penurunan nilai (*Stage* 1, *Stage* 2, *Stage* 3) dengan menentukan apakah terjadi peningkatan risiko kredit yang signifikan atas aset keuangan sejak pengakuan awal atau apakah fasilitas tersebut gagal bayar pada tanggal pelaporan.

Stage 1: mencakup aset keuangan yang tidak memiliki peningkatan signifikan atas risiko kredit sejak pengakuan awal atau memiliki risiko kredit rendah pada tanggal pelaporan. Untuk aset ini, ECL 12 bulan akan dihitung.

Aset keuangan yang dikategorikan sebagai *Stage* 1 adalah aset keuangan dengan hari tunggakan kurang atau sama dengan 30 hari.

Stage 2: mencakup aset keuangan yang mengalami peningkatan signifikan atas risiko kredit, namun tidak memiliki bukti penurunan nilai yang obyektif. Untuk aset ini, ECL *lifetime* dihitung.

Aset keuangan yang dianggap telah mengalami peningkatan risiko kredit yang signifikan dan dikategorikan sebagai *Stage* 2 adalah aset keuangan dengan hari tunggakan dari 31-90 hari. Aset keuangan yang telah mengajukan program restrukturisasi, juga dianggap telah mengalami peningkatan risiko kredit yang signifikan sehingga akan dikategorikan minimal sebagai *Stage* 2 selama periode tertentu.

Stage 3: mencakup aset keuangan yang memiliki bukti obyektif penurunan nilai pada tanggal pelaporan. Tahap ini berisi debitur yang telah *impaired* (gagal bayar) atau aset keuangan dengan hari tunggakan lebih dari 90 hari.

Faktor utama dalam menentukan apakah aset keuangan memerlukan ECL 12 bulan (*Stage* 1) atau ECL *lifetime* (*Stage* 2) disebut dengan kriteria Peningkatan Signifikan dalam Risiko Kredit (SICR). Penentuan kriteria peningkatan risiko kredit yang signifikan (SICR) memerlukan pengkajian apakah telah terjadi peningkatan risiko kredit yang signifikan pada tanggal pelaporan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

h. Allowance for impairment losses *(continued)*

h.1. Financial assets *(continued)*

Consumer financing receivables and finance lease receivables *(continued)*

The Company considers that default has occurred when a financial asset is more than 90 days past due or has reasonable and supportable information that the credit has been impaired.

Staging Criteria

Financial assets have to be allocated to one of the three impairment stages (Stage 1, Stage 2, Stage 3) by determining whether a significant increase in credit risk has occurred on financial asset since initial recognition or whether the facility is defaulted on the reporting date.

Stage 1: includes financial assets that have not had a significant increase in credit risk since initial recognition or that have low credit risk at the reporting date. For these assets, 12-month ECL are recognized.

Financial assets categorised as Stage 1 is financial assets with days overdue less or equal than 30 days.

Stage 2: includes financial assets that have had a significant increase in credit risk but do not have objective evidence of impairment. For these assets, lifetime ECL are recognized.

Financial assets considered to experience significant increase in credit risk and categorised as Stage 2 is financial assets with days overdue 31-90 days. Financial instrument that has proposed restructure program, will be considered to experience significant increase in credit risk, so will be categorised minimum as Stage 2 during certain period.

Stage 3: includes financial assets that have objective evidence of impairment at the reporting date. This stage consist of obligors that has already impaired (defaulted) or financial assets with days overdue more than 90 days.

The key factor in determining whether a financial assets needs 12-month (Stage 1) or lifetime ECL (Stage 2) is called by the criteria of Significant Increase in Credit Risk (SICR). Determining significant increase in credit risk (SICR) criteria involves assessment of whether there has been a significant increase in credit risk at reporting date.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Cadangan kerugian penurunan nilai (lanjutan)

h.1. Aset keuangan (lanjutan)

Piutang pembiayaan konsumen dan piutang sewa pembiayaan (lanjutan)

Pengukuran kerugian kredit ekspektasian di seluruh tahapan aset diperlukan untuk mencerminkan jumlah yang tidak bias dan rata-rata probabilitas tertimbang yang ditentukan dengan mengevaluasi serangkaian kemungkinan yang dapat terjadi menggunakan informasi yang wajar dan dapat didukung dengan peristiwa di masa lampau, kondisi saat ini dan proyeksi terkait dengan kondisi ekonomis di masa depan.

PSAK 109 mensyaratkan penyertaan informasi tentang kejadian masa lalu, kondisi saat ini dan perkiraan kondisi ekonomi masa depan. Perkiraan perubahan dalam kerugian kredit yang diharapkan harus mencerminkan, dan secara langsung konsisten dengan, perubahan dalam data terkait yang diobservasi dari periode ke periode. Perhitungan ECL ini membutuhkan estimasi forward looking dari *Probability of Default* (PD), *Loss Given Default* (LGD), *Exposure At Default* (EAD), dan *Macro-Economic Variables* (MEV). Manajemen dapat melakukan penyesuaian di luar model (*management overlay*) untuk menanggapi risiko yang tidak sepenuhnya diakomodasi oleh model ECL.

***Probability of Default* (PD)**

Adalah probabilitas konsumen mengalami gagal bayar dimana terjadi pada suatu waktu tertentu. PD yang digunakan di dalam PSAK 109 adalah PD *point in time* yang menggambarkan PD yang terjadi pada suatu kondisi ekonomi. PD yang dihitung sampai dengan periode 12 bulan dari tanggal laporan (PD 12 bulan) digunakan untuk perhitungan ECL dari aset yang dikategorikan *Stage* 1, sementara PD yang dihitung sepanjang umur aset (PD *lifetime*) digunakan untuk perhitungan ECL dari aset yang dikategorikan *Stage* 2 dan 3.

***Loss Given Default* (LGD)**

Kerugian yang diperkirakan akan timbul dari konsumen yang mengalami gagal bayar dengan memperhitungkan dampak dari asumsi kondisi ekonomi di masa mendatang yang relevan dimana hal ini menggambarkan perbedaan antara arus kas kontraktual yang jatuh tempo dengan arus kas yang diharapkan untuk diterima. Perseroan mengestimasikan LGD berdasarkan data historis dari tingkat pemulihan dari akun yang gagal bayar selama periode observasi dengan memperhitungkan tingkat pembayaran yang diterima serta pemulihan yang berasal dari jaminan terhadap aset keuangan dengan mempertimbangkan asumsi ekonomi di masa depan (jika relevan).

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

h. Allowance for impairment losses *(continued)*

h.1. Financial assets *(continued)*

Consumer financing receivables and finance lease receivables *(continued)*

The measurement of expected credit losses across all stages is required to reflect an unbiased and probability weighted amount that is determined by evaluating a range of reasonably possible outcomes using reasonable and supportable information about past events, current conditions and forecasts of future economic conditions.

SFAS 109 requires inclusion of information about past events, current conditions and forecasts of future economic conditions. The estimates of changes in expected credit losses should reflect, and be directionally consistent with, changes in related observable data from period to period. The calculation of ECL requires estimation of forward-looking Probability of Default (PD), Loss Given Default (LGD), Exposure At Default (EAD) and Macro-Economic Variables (MEV). Management may consider applying post-model adjustments (management overlay) to respond to risks that are not fully accommodated by the ECL model.

Probability of Default (PD)

Is the probability that a consumer will default in which happened at certain time. PD used in SFAS 109 is point in time PD which represent PD at a certain economy condition. PD is calculated until next 12 months after reporting period (12 months PD), is used to calculate ECL from assets categorised as Stage 1, while PD calculated during the lifetime of assets (Lifetime PD), is used to calculate ECL from assets categorised as Stage 2 and 3.

Loss Given Default (LGD)

The loss that is expected to arise on default consumer, incorporating the impact of relevant forward looking economic assumptions, which represents the difference between the contractual cash flows due and those that the Company expects to receive. The Company estimates LGD based on the historical recovery of default consumer during observation period by considering the payment received and the recovery of any collateral of financial assets, taking into account forward looking economic assumptions (if relevant).

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Cadangan kerugian penurunan nilai (lanjutan)

h.1. Aset keuangan (lanjutan)

Piutang pembiayaan konsumen dan piutang sewa pembiayaan (lanjutan)

***Exposure At Default* (EAD)**

Perkiraan nilai buku pada saat gagal bayar dengan mempertimbangkan profil arus kas aset keuangan selama umur aset keuangan. Hal ini juga memperhitungkan pembayaran, baik pokok dan bunga.

***Macro-Economic Variables* (MEV)**

MEV merupakan salah satu komponen utama dalam menentukan perkiraan kondisi ekonomi di masa mendatang, dimana Perseroan melakukan evaluasi secara reguler. Adapun MEV, seperti produk domestik bruto (PDB), tingkat inflasi, tingkat suku bunga deposito 3 bulan, indeks harga konsumen (IHK), tingkat pengangguran, dan nilai tukar mata uang asing digunakan sebagai faktor untuk melakukan penyesuaian terhadap PD dan LGD terkait dampak perubahan kondisi ekonomi di masa mendatang, dimana MEV yang digunakan adalah berdasarkan beberapa skenario (normal, baik dan buruk) dan perhitungan ECL akan mempertimbangkan probabilitas yang ditetapkan untuk masing-masing skenario.

Pembiayaan murabahah, MMQ dan IMBT

Pada setiap tanggal pelaporan, Perseroan mengevaluasi apakah terdapat bukti objektif telah terjadinya penurunan nilai atas aset keuangan Perseroan. Aset keuangan mengalami penurunan nilai jika bukti objektif menunjukkan bahwa peristiwa yang merugikan telah terjadi setelah pengakuan awal aset keuangan, dan peristiwa tersebut berdampak pada arus kas masa datang atas aset keuangan yang dapat diestimasi secara handal.

Bukti objektif bahwa aset keuangan mengalami penurunan nilai meliputi wanprestasi atau tunggakan pembayaran oleh debitur, restrukturisasi piutang jika debitur mengalami kesulitan keuangan, indikasi bahwa debitur akan dinyatakan pailit, atau data yang dapat diobservasi lainnya yang terkait dengan kelompok aset keuangan seperti memburuknya status pembayaran debitur dalam kelompok tersebut, atau kondisi ekonomi yang berkorelasi dengan wanprestasi atas aset dalam kelompok tersebut.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

h. Allowance for impairment losses *(continued)*

h.1. Financial assets *(continued)*

Consumer financing receivables and finance lease receivables *(continued)*

Exposure At Default (EAD)

The expected balance sheet exposure at the time of default, taking into account the cash flow profile of financial assets during the life time of the financial assets. This incorporates the impact of repayments, both principal and interest.

Macro-Economic Variables (MEV)

MEV is one of main component in determining the expected economy condition in the future and reviewed regularly by the Company. MEV such as gross domestic product (GDP), inflation rate, 3-month deposit rate, consumer price index (CPI), unemployment rate, and exchange rate are used as factor to perform adjustment on PD and LGD related to impact of change of economy condition in the future, in which the MEV used is based on several scenarios (normal, good and bad) and ECL will be calculated by considering the probability assigned for each scenario.

Murabahah financing, MMQ and IMBT

At each reporting date, the Company evaluates whether there is objective evidence that the Company's financial assets are impaired. Financial assets are impaired when objective evidence demonstrates that a loss event has occurred after the initial recognition of the financial assets, and that loss event has an impact on the future cash flows on the financial assets that can be estimated reliably.

Objective evidence that financial assets are impaired can include default or delinquency by a borrower, restructuring of a loan if the borrower have financial difficulties, indications that a borrower will enter into bankruptcy, or other observable data relating to a group of assets such as adverse changes in the payment status of borrowers in the group, or economic conditions that correlate with defaults in the group of assets.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Cadangan kerugian penurunan nilai (lanjutan)

h.1. Aset keuangan (lanjutan)

Pembiayaan murabahah, MMQ dan IMBT (lanjutan)

Perseroan menentukan bukti penurunan nilai atas piutang pembiayaan murabahah, MMQ dan aset terkait pembiayaan IMBT secara kolektif karena manajemen yakin bahwa piutang pembiayaan murabahah, MMQ dan aset terkait pembiayaan IMBT ini memiliki karakteristik risiko kredit yang serupa.

Dalam mengevaluasi penurunan nilai secara kolektif, Perseroan menggunakan model statistik (metode *vintage*) dari tren historis atas probabilitas wanprestasi, waktu pemulihan kembali dan jumlah kerugian yang terjadi, yang disesuaikan dengan pertimbangan manajemen mengenai apakah kondisi ekonomi dan kredit terkini dapat mengakibatkan kerugian aktual yang jumlahnya akan lebih besar atau lebih kecil daripada jumlah yang ditentukan oleh model historis. Probabilitas wanprestasi dan tingkat kerugian jika terjadi wanprestasi akan diperbaharui secara berkala untuk memastikan estimasi tersebut masih memadai.

Ketika peristiwa yang terjadi setelah penurunan nilai diakui menyebabkan kerugian penurunan nilai berkurang, dan penurunan dapat dikaitkan secara obyektif dengan peristiwa yang terjadi setelah penurunan nilai diakui, kerugian penurunan nilai yang sebelumnya harus dipulihkan dan pemulihan tersebut diakui pada laporan laba rugi.

h.2. Aset non-keuangan

Pada setiap akhir periode pelaporan, Perseroan menelaah apakah terdapat indikasi bahwa aset tersebut telah mengalami penurunan nilai. Jika terdapat indikasi tersebut, Perseroan akan mengestimasi jumlah terpulihkan aset dan membandingkannya dengan nilai tercatatnya. Aset dianggap mengalami penurunan nilai apabila nilai tercatat aset melebihi jumlah terpulihkan.

Nilai yang dapat diperoleh kembali dari suatu aset adalah sebesar jumlah yang lebih tinggi antara nilai pakainya dan nilai wajar aset dikurangi biaya untuk menjual. Dalam mengukur nilai pakai, estimasi arus kas masa depan didiskontokan ke nilai sekarang dengan menggunakan tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar saat ini terhadap nilai kas kini dan risiko spesifik terhadap aset tersebut.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

h. Allowance for impairment losses *(continued)*

h.1. Financial assets *(continued)*

Murabahah financing, MMQ and IMBT *(continued)*

The Company determines evidence of impairment for murabahah financing receivables, MMQ and asset related to IMBT financing at a collective level because the management believes that these murabahah financing receivables, MMQ and asset related to IMBT financing have similar credit risk characteristics.

In assessing collective impairment, the Company uses statistical modeling (vintage method) of historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted using management's judgment as to whether current economic and credit conditions may cause the actual losses which are likely to be greater or less than suggested by historical modeling. Probability of default and loss given default are regularly updated to ensure that the estimates remain appropriate.

When a subsequent event causes the amount of impairment loss to decrease, and the decrease can be related objectively to an event occuring after the impairment was recognised, the impairment loss is reversed through the statement of profit or loss.

h.2. Non-financial assets

At the end of each reporting period, the Company review whether there is any impairment indicator exist. If any such indicator exists, the Company will estimate the assets recoverable amount and compare to its carrying value. Assets are considered as impaired when the carrying value of asset exceed the recoverable amount.

The recoverable amount of an asset or cash generating unit is the greater of its value in use or its fair value less costs to sell. In assessing value in use, the estimated future cash flows arediscounted 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.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Instrumen derivatif untuk tujuan manajemen risiko

Seluruh instrumen derivatif yang dimiliki Perseroan digunakan untuk tujuan manajemen risiko. Instrumen derivatif ini digunakan untuk lindung nilai eksposur risiko suku bunga dan risiko mata uang Perseroan. Instrumen derivatif untuk tujuan manajemen risiko diukur pada nilai wajar dalam laporan posisi keuangan. Untuk memenuhi persyaratan akuntansi lindung nilai, beberapa kriteria tertentu harus dipenuhi, termasuk adanya dokumentasi formal pada awal lindung nilai dan dokumentasi apakah instrumen lindung nilai tersebut efektif dalam saling hapus antara perubahan nilai wajar atau arus kas dari item lindung nilaian.

Pada penetapan awal lindung nilai, Perseroan mendokumentasikan secara formal hubungan antara instrumen lindung nilai dan unsur yang dilindung nilai, termasuk tujuan manajemen risiko dan strategi dalam melaksanakan transaksi lindung nilai, bersamaan dengan metode yang akan digunakan untuk menilai efektivitas hubungan lindung nilai. Perseroan menilai, pada awal hubungan lindung nilai dan juga secara berkesinambungan, apakah instrumen lindung nilai diharapkan akan 'sangat efektif' dalam rangka saling hapus atas perubahan nilai wajar atau perubahan arus kas dari unsur yang dilindung nilai sepanjang periode dimana lindung nilai tersebut ditetapkan.

Bagian efektif dari perubahan nilai wajar derivatif diakui dalam penghasilan komprehensif lain. Keuntungan atau kerugian yang terkait dengan bagian yang tidak efektif diakui dalam laba rugi.

Perseroan menetapkan derivatif sebagai instrumen lindung nilai atas arus kas di mana instrumen tersebut melindungi variabilitas arus kas yang dapat diatribusikan pada risiko tertentu yang terkait dengan liabilitas yang dapat mempengaruhi laba atau rugi. Bagian efektif dari perubahan nilai wajar derivatif yang ditetapkan sebagai instrumen lindung nilai atas arus kas ditangguhkan pada pos (kerugian)/keuntungan kumulatif atas instrumen derivatif untuk lindung nilai arus kas, yang merupakan bagian dari ekuitas. Bagian yang tidak efektif diakui secara langsung pada laporan laba rugi. Jumlah yang ditangguhkan dalam ekuitas direklasifikasi ke dalam laporan laba rugi dalam periode yang sama dimana arus kas yang dilindung nilai mempengaruhi laba atau rugi, dan pada pos yang sama dalam laporan laba rugi.

Ketika instrumen lindung nilai kadaluarsa atau dijual, dihentikan, dilaksanakan, atau tidak lagi memenuhi kriteria akuntansi lindung nilai, keuntungan atau kerugian kumulatif yang ditangguhkan di ekuitas tetap diakui pada pos (kerugian)/keuntungan kumulatif atas instrumen derivatif untuk lindung nilai arus kas dan direklasifikasi ke laporan laba rugi ketika unsur yang dilindung nilai diakui dalam laporan laba rugi.

Ketika suatu prakiraan transaksi lindung nilai tidak lagi diharapkan akan terjadi, jumlah yang ditangguhkan dalam ekuitas diakui segera dalam laporan laba rugi.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

i. Derivative instrument for risk management purposes

All derivative instruments held by the Company are for risk management purposes. These derivative instruments are used to hedge the Company's exposures to interest rate risk and currency risk. Derivative instruments held for risk management are measured at fair value in the statement of financial position. To qualify for hedge accounting, certain criteria are to be met, including formal documentation to be in place at the inception of the hedge also documentation whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk.

On initial designation of the hedge, the Company formally documents the relationship between the hedging instruments and hedged items, including the risk management objective and strategy in undertaking the hedge transaction, together with the method that will be used to assess the effectiveness of the hedging relationship. The Company makes an assessment, both at the inception of the hedge relationship as well as on an ongoing basis, whether the hedging instruments are expected to be 'highly effective' in offsetting the changes in the fair value or cash flows of the respective hedged items during the period for which the hedge is designated.

The effective portion of changes in the fair value of derivatives is recognized in other comprehensive income. The gain or loss relating to the ineffective portion is recognized in profit or loss.

The Company designates derivative as the hedging instruments of cash flows hedges where the instrument hedges the variability in cash flows attributable to a particular risk associated with a recognised liability that could affect profit or loss. The effective portion of changes in the fair value of derivative designated as hedging instruments of cash flows hedges is deferred to the cumulative (losses)/gains on derivative instruments for cash flows hedges, which forms part of equity. Any ineffective portion is recognised immediately in the statement of profit or loss. Amounts deferred in equity are reclassified to the statement of profit or loss as a reclassification adjustment in the same period as the hedged cash flows affect profit or loss, and in the same line item in the statement of profit or loss.

When the hedging instrument expires or sold, terminated, exercised, or no longer qualifies for hedge accounting, the cumulative amount deferred in equity remains in the cumulative (losses)/gains on derivative instruments for cash flows hedges, and is subsequently reclassified to the statement of profit or loss when the hedged item is recognised in the statement of profit or loss.

When a forecast hedged transaction is no longer expected to occur, the amount deferred in equity is recognised immediately in the statement of profit or loss.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Beban dibayar dimuka

Beban dibayar dimuka diamortisasi selama masa manfaat dengan menggunakan metode garis lurus.

Beban dibayar dimuka berupa sewa dan renovasi bangunan sewa diamortisasi selama masa sewa.

k. Investasi dalam saham

Investasi dalam saham diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain karena Perseroan tidak memiliki pengaruh signifikan terhadap *investee*.

Dividen kas yang diterima atas investasi dalam saham diakui sebagai pendapatan lain-lain.

l. Aset tetap

Aset tetap pada awalnya dinyatakan sebesar harga perolehan. Setelah pengukuran awal, aset tetap diukur dengan model biaya, dicatat pada harga perolehan dikurangi akumulasi penyusutan dan akumulasi penurunan nilai.

Harga perolehan mencakup harga pembelian dan semua beban yang terkait secara langsung untuk membawa aset tersebut ke lokasi dan kondisi yang diperlukan untuk memungkinkan aset tersebut beroperasi sebagaimana ditentukan oleh manajemen.

Tanah dinyatakan sebesar harga perolehan dan tidak disusutkan.

Penyusutan aset tetap selain tanah dihitung dengan menggunakan metode garis lurus untuk mengalokasikan harga perolehan hingga mencapai nilai sisa sepanjang estimasi masa manfaatnya sebagai berikut:

	Tahun/ *Years*	**Persentase/ *Percentage***	
Bangunan	20	5,00%	*Buildings*
Perabotan, perlengkapan dan peralatan kantor	3 - 5	20,00% - 33,33%	*Furniture, fixtures and office equipment*
Kendaraan bermotor	5	20,00%	*Motor vehicles*

Beban perbaikan dan pemeliharaan dibebankan ke dalam laporan laba rugi pada periode dimana beban-beban tersebut terjadi. Pengeluaran yang memperpanjang masa manfaat aset atau yang memberikan tambahan manfaat ekonomis dikapitalisasi dan disusutkan.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat pelepasan atau ketika tidak terdapat lagi manfaat ekonomi masa depan yang diekspektasikan dari penggunaan atau pelepasannya.

Apabila aset tetap dihentikan pengakuannya (tidak digunakan lagi atau dijual), maka nilai tercatat dan akumulasi penyusutannya dikeluarkan dari laporan posisi keuangan, dan keuntungan atau kerugian yang terjadi diakui dalam laporan laba rugi tahun berjalan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

j. Prepaid expenses

Prepaid expenses are amortised over the period of benefits using the straight-line method.

Prepaid expenses for rent and building renovation for rental offices are amortised over the period of rent.

k. Investment in shares

Investment in shares are classified as financial assets measured at fair value through other comprehensive income since the Company has no significant influence to investee.

Cash dividends received from investment in shares is recognised as other income.

l. Fixed assets

Fixed assets are initially recognised at acquisition cost. After initial measurement, fixed assets are measured using the cost model, carried at cost less any accumulated depreciation and accumulated impairment losses.

Acquisition cost includes purchase price and any costs directly attributable to bring the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

Land is stated at cost and not depreciated.

Depreciation of fixed assets other than land are calculated on the straight-line method to allocate their cost to their residual values over their estimated useful lives as follows:

Repairs and maintenance are charged to the statement of profit or loss during the period in which they are incurred. Expenditures that extend the future life of assets or provide further economic benefits are capitalised and depreciated.

The carrying amount of fixed assets is derecognised upon disposal or when there is no longer a future economic benefit expected from their use or disposal.

When fixed assets are derecognised (retired or disposed of), their carrying values and the related accumulated depreciation are removed from the statement of financial position, and the resulting gains or losses are recognised in the current year statement of profit or loss.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Aset tetap (lanjutan)

Akumulasi beban konstruksi aset tetap dikapitalisasi sebagai aset dalam penyelesaian. Beban tersebut direklasifikasi ke aset tetap pada saat proses konstruksi selesai dan siap digunakan. Penyusutan mulai dibebankan pada tanggal yang sama.

Apabila nilai tercatat aset tetap lebih besar dari nilai yang dapat dipulihkan, nilai tercatat aset tersebut diturunkan menjadi sebesar nilai yang dapat dipulihkan kembali, yang ditentukan sebagai nilai tertinggi antara harga jual neto dan nilai pakai.

Pada setiap akhir tahun, nilai residu, umur manfaat dan metode penyusutan dikaji ulang dan disesuaikan secara prospektif jika diperlukan.

m. Aset tak berwujud

Aset tak berwujud terdiri dari perangkat lunak yang dibeli oleh Perseroan. Perangkat lunak pada awalnya dinyatakan sebesar harga perolehan. Setelah pengakuan awal, aset tak berwujud diukur menggunakan model biaya, dicatat sebesar biaya perolehannya dikurangi akumulasi amortisasi dan akumulasi kerugian penurunan nilai.

Pengeluaran selanjutnya untuk perangkat lunak akan dikapitalisasi hanya jika pengeluaran tersebut menambah manfaat ekonomi di masa mendatang untuk aset yang bersangkutan. Semua pengeluaran lainnya dibebankan pada saat terjadinya.

Amortisasi diakui dalam laporan laba rugi dengan menggunakan metode garis lurus sepanjang estimasi masa manfaatnya, dimulai dari tanggal perangkat lunak tersebut tersedia untuk dipakai. Estimasi masa manfaat perangkat lunak adalah lima tahun.

Metode amortisasi, estimasi masa manfaat dan nilai residual ditelaah pada setiap akhir tahun pelaporan dan disesuaikan secara prospektif jika diperlukan.

n. Pengakuan pendapatan dan beban

n.1. Pendapatan pembiayaan konsumen, marjin murabahah, bagi hasil MMQ, pendapatan sewa pembiayaan, pendapatan bunga dan beban bunga

Pendapatan pembiayaan konsumen, marjin murabahah, bagi hasil MMQ, pendapatan sewa pembiayaan (konvensional), pendapatan bunga dan beban bunga diakui dengan menggunakan metode suku bunga efektif. Pendapatan sewa pembiayaan (syariah) yang berasal dari aset ijarah muntahiyah bittamlik diakui selama masa akad menggunakan metode garis lurus.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

l. Fixed assets *(continued)*

The accumulated costs of the construction of fixed assets are capitalised as construction in progress. These costs are reclassified to fixed assets when the construction is completed and ready for their intended use. Depreciation is charged from such date.

When the carrying amount of fixed assets is greater than its estimated recoverable amount, it is written down to its recoverable amount which is determined at the higher of net selling price or value in use.

At the end of each year, residual values, useful lives and method of depreciation are reviewed and adjusted prospectively, if appropriate.

m. Intangible assets

Intangible assets consist of software acquired by the Company. Software is initially recognised at acquisition cost. After initial recognition, intangible assets are measured using cost model, stated at cost less accumulated amortisation and accumulated impairment losses.

Subsequent expenditure on software assets is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditures are expensed as incurred.

Amortisation is recognised in the statement of profit or loss on a straight-line method over the estimated useful life of the software, from the date that it is available for use. The estimated useful life of software is five years.

Amortisation method, useful lives and residual values are reviewed at each financial year-end and adjusted prospectively, if required.

n. Income and expense recognition

n.1. Consumer financing income, murabahah margin, MMQ profit distribution, finance leases income, interest income and interest expenses

Consumer financing income, murabahah margin, MMQ profit distribution, finance leases income (conventional), interest income and interest expense are recognised using the effective interest method. Finance leases income (sharia) from ijarah muntahiyah bittamlik assets is recognised over the term of contract using straight line method.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Pengakuan pendapatan dan beban (lanjutan)

n.1. Pendapatan pembiayaan konsumen, marjin murabahah, bagi hasil MMQ, pendapatan sewa pembiayaan, pendapatan bunga dan beban bunga (lanjutan)

Perseroan mendapatkan komisi dari asuransi kendaraan bermotor yang dibayar oleh konsumen. Perlakuan akuntansi untuk pendapatan komisi asuransi tersebut sama seperti perlakuan akuntansi untuk biaya transaksi yang teratribusi langsung (lihat Catatan 2d).

Pengakuan beban provisi yang dibayar dimuka sehubungan dengan pinjaman yang diterima dan beban emisi efek utang yang diterbitkan ditangguhkan dan diamortisasi selama jangka waktu pinjaman yang diterima dan efek utang yang diterbitkan tersebut dengan menggunakan metode suku bunga efektif dan dicatat sebagai bagian dari beban bunga dan keuangan.

Pendapatan marjin pembiayaan murabahah diakui berdasarkan metode anuitas selama jangka waktu kontrak.

n.2. Pendapatan lain-lain

Pendapatan administrasi adalah pendapatan atas jasa pembiayaan konsumen, pembiayaan murabahah atau sewa pembiayaan yang ditagihkan kepada debitur pada saat fasilitas pembiayaan disetujui dan/atau pada saat jatuh tempo angsuran. Pendapatan administrasi diakui selama jangka waktu pembiayaan.

Pendapatan denda keterlambatan dikenakan kepada konsumen yang menunggak diakui pada saat realisasi.

Pendapatan pinalti dikenakan kepada konsumen yang menyelesaikan kontrak sebelum masa pembiayaan berakhir diakui pada saat realisasi.

o. Imbalan kerja

o.1. Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan berdasarkan metode akrual.

o.2. Imbalan kerja jangka panjang dan imbalan pasca-kerja

Imbalan kerja jangka panjang dan imbalan pasca-kerja, seperti pensiun, uang pesangon, uang penghargaan dan imbalan lainnya, dihitung berdasarkan "Peraturan Perseroan".

Perseroan menerapkan PSAK 219 "Imbalan Kerja".

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

n. Income and expense recognition *(continued)*

n.1. Consumer financing income, murabahah margin, MMQ profit distribution, finance leases income, interest income and interest expenses *(continued)*

The Company earns commissions from the insurance of motor vehicles which is paid by the consumer. The accounting treatment for the insurance commission income is the same as accounting treatment for transaction costs which are directly attributable (see Note 2d).

Upfront fees related to the borrowings and issuance costs of debt securities are deferred and amortised over the terms of the related borrowings and debt securities issued using the effective interest method and are recorded as part of interest expenses and financing charges.

Margin income from murabahah financing is recognised using the annuity method over the term of the respective contracts.

n.2. Other income

Administration income is income from consumer financing, murabahah financing or finance lease services that are charged to consumers when financing facilities are approved and/or installment due date. Administration income are recognised over the term of financing.

Late charges income charged to overdue consumers is recognised when realised.

Penalty income charged to consumers who terminated their contracts before financing period ends is recognised when realised.

o. Employees' benefits

o.1. Short-term employees' benefits

Short-term employees' benefits are recognised when they are owed to the employees based on an accrual method.

o.2. Long-term and post-employment benefit

Long-term and post-employment benefit, such as pension, severance pay, service pay and other benefits, are calculated in accordance with "Company Regulation".

The Company applies SFAS 219 "Employee Benefits".

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Imbalan kerja (lanjutan)

o.2. Imbalan kerja jangka panjang dan imbalan pasca-kerja (lanjutan)

Kewajiban imbalan pasca-kerja yang diakui di laporan posisi keuangan dihitung berdasarkan nilai kini dari estimasi kewajiban imbalan pasca-kerja di masa depan yang timbul dari jasa yang telah diberikan oleh karyawan pada masa kini dan masa lalu, dikurangi dengan nilai wajar aset neto dana pensiun. Perhitungan dilakukan oleh aktuaris independen dengan metode *Projected Unit Credit*.

Ketika imbalan pasca-kerja berubah, porsi kenaikan atau penurunan imbalan sehubungan dengan jasa yang telah diberikan oleh karyawan pada masa lalu dibebankan atau dikreditkan ke dalam laporan laba rugi. Imbalan pasca-kerja yang telah menjadi hak karyawan diakui segera sebagai beban dalam laporan laba rugi.

Pengukuran kembali terdiri dari:
- keuntungan atau kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial;
- dampak atas aset (jika ada); dan
- imbal hasil atas aset program (tidak termasuk bunga)

langsung diakui melalui penghasilan atau beban komprehensif lainnya pada tahun terjadinya yang tercermin segera dalam "saldo laba".

Perseroan memiliki program pensiun imbalan pasti, dimana sebagian pelaksanaan program tersebut berasal dari iuran yang dibayarkan Perseroan kepada Dana Pensiun Lembaga Keuangan (DPLK). Iuran tersebut dihitung berdasarkan persentase tertentu dari penghasilan tetap karyawan yang memenuhi kriteria yang ditetapkan oleh Perseroan. Iuran diakui sebagai beban dalam laporan laba rugi sesuai kesepakatan.

o.3. Imbalan kerja jangka panjang lainnya

Perseroan memberikan imbalan kerja jangka panjang lainnya berupa tunjangan cuti besar yang ditentukan sesuai dengan Peraturan Perseroan. Tunjangan cuti besar diperkirakan tidak akan diselesaikan seluruhnya dalam waktu 12 bulan setelah tanggal laporan posisi keuangan dimana karyawan memberikan jasa terkait. Kewajiban ini diukur sebagai nilai kini dari perkiraan pembayaran di masa depan yang akan dibuat sehubungan dengan jasa yang diberikan oleh karyawan hingga akhir periode pelaporan dengan menggunakan metode *Projected Unit Credit* dan dihitung minimum satu tahun sekali oleh aktuaris independen.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

o. Employees' benefits *(continued)*

o.2. Long-term and post-employment benefit *(continued)*

The obligation for post-employment benefit recognised in the statement of financial position is calculated at present value of estimated future benefits that the employees have earned in return for their services in the current and prior years, deducted by any plan assets. The calculation is performed by an independent actuary using the Projected Unit Credit method.

When the post-employment benefit change, the portion of the increased or decreased benefits relating to past services by employees is charged or credited to the statement of profit or loss. To the extent that the benefits vest immediately, the expense is recognised immediately in the statement of profit or loss.

Remeasurement comprising:
- *Actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions;*
- *the effect of the asset ceiling (if applicable); and*
- *the return on plan asset (excluding interest)*

are recognised immediately to other comprehensive income or expense in the year in which they occur that reflected immediately in "retained earnings".

The Company has a defined benefit pension program, in which part of the implementation of the program is made through contributions paid by the Company to a Financial Institution Pension Fund (DPLK). Such contributions are calculated at a certain percentage of fixed income of employees who meet the Company's criteria. The contributions are charged to the statement of profit or loss in accordance with the agreed terms.

o.3. Other long-term employment benefit

The Company provides other long-term employment benefit in the form of long service leave award which is determined in compliance with the Company's Regulation. The long service leave award are not expected to be settled wholly within 12 months after the statement of financial position date in which the employees render the related service. These obligations are measured as the present value of future payments to be made in respect of services provided by employees up to the end of the reporting period using Projected Unit Credit method and are calculated minimum once a year by an independent actuary.

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o. Imbalan kerja (lanjutan)

o.4. Pesangon pemutusan kontrak kerja

Pesangon pemutusan kontrak kerja terutang ketika karyawan dihentikan kontrak kerjanya sebelum usia pensiun normal. Perseroan mengakui pesangon ketika Perseroan menunjukkan komitmennya untuk memutuskan kontrak kerja dengan karyawan berdasarkan suatu rencana formal terperinci yang kecil kemungkinannya untuk dibatalkan. Pesangon yang akan dibayarkan dalam waktu lebih dari 12 bulan setelah tanggal laporan posisi keuangan didiskontokan untuk mencerminkan nilai kini.

p. Utang obligasi

Obligasi yang diterbitkan dicatat sebesar nilai nominal dikurangi saldo diskonto yang belum diamortisasi. Biaya emisi sehubungan dengan penerbitan obligasi diakui sebagai diskonto dan dikurangkan langsung dari hasil emisi untuk menentukan hasil emisi neto obligasi yang diterbitkan tersebut.

Utang obligasi diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif setelah pengakuan awalnya. Diskonto diamortisasi selama jangka waktu obligasi tersebut dengan menggunakan metode suku bunga efektif (lihat Catatan 2n.1).

q. Perpajakan

Beban pajak terdiri dari beban pajak kini dan beban pajak tangguhan. Beban pajak diakui pada laporan laba rugi kecuali untuk bagian yang langsung diakui di komponen ekuitas lainnya, dimana beban pajak yang terkait dengan bagian tersebut diakui di penghasilan komprehensif lain.

Beban pajak kini adalah hutang pajak yang ditentukan berdasarkan laba kena pajak untuk tahun yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku atau yang secara substansial telah berlaku pada tanggal pelaporan.

Perseroan menerapkan metode aset dan liabilitas dalam menghitung beban pajaknya. Dengan metode ini, aset dan liabilitas pajak tangguhan diakui setiap tanggal pelaporan sebesar perbedaan temporer aset dan liabilitas untuk tujuan akuntansi dan tujuan pajak. Metode ini juga mengharuskan pengakuan manfaat pajak di masa akan datang, seperti kompensasi rugi fiskal, jika kemungkinan realisasi manfaat tersebut di masa mendatang cukup besar (*probable*). Tarif pajak yang berlaku atau yang secara substansial telah berlaku pada tahun realisasi aset dan liabilitas pajak tangguhan, digunakan dalam menentukan pajak penghasilan tangguhan.

Aset pajak tangguhan diakui apabila terdapat kemungkinan besar bahwa jumlah laba fiskal pada masa datang akan memadai untuk mengkompensasi perbedaan temporer yang menimbulkan aset pajak tangguhan tersebut.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

o. Employees' benefits *(continued)*

o.4. Termination benefits

Termination benefits are payable when the employment of an employee is terminated before the normal retirement age. The Company recognises termination benefits when it demonstrates its commitment to terminate the employment of employees according to a detailed formal plan and the possibility to withdraw the plan is remote. Benefits falling due more than 12 months after the statement of financial position date are discounted to reflect its present value.

p. Bonds payable

Bonds issued are presented at nominal value net of unamortised discounts. Issuance costs in connection with the bonds issuance are recognised as discounts and directly deducted from the proceeds of bonds issuance to determine the net proceeds of the bonds issued.

Bonds payable issued are measured at amortised cost using effective interest method after initial recognition. The discounts are amortised over the period of the bonds using the effective interest method (see Note 2n.1).

q. Taxation

Income tax expense comprises of current and deferred tax. Income tax expense is recognised in the statement of profit or loss except to the extent it relates to items recognised directly in other equity components, in which case it is recognised in other comprehensive income.

Current tax expense is the expected tax payable on the taxable income for the current year which is calculated using tax rates enacted or substantively enacted at reporting date.

The Company adopts the asset and liability method in determining its income tax expense. Under this method, deferred tax assets and liabilities are recognised at each reporting date for temporary differences between the accounting and tax bases of assets and liabilities. This method also requires the recognition of future tax benefits, such as tax loss carry forwards, to the extent that realisation of such benefits is probable. Currently enacted or substantially enacted tax rates at the year of deferred tax assets or liabilities realised, are used in the determination of deferred income tax.

Deferred tax assets are recognised only if it is probable that future taxable profit will be available to compensate the temporary differences which resulted in such deferred tax assets.

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q. Perpajakan (lanjutan)

Manajemen secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan (SPT) Tahunan sehubungan dengan situasi di mana aturan pajak yang berlaku membutuhkan interpretasi. Jika perlu, manajemen menentukan provisi berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

Aset pajak kini dan liabilitas pajak kini saling hapus dan nilai netonya disajikan dalam laporan posisi keuangan jika, dan hanya jika, Perseroan memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

q.1. Pajak final

Peraturan perpajakan di Indonesia mengatur beberapa jenis penghasilan dikenakan pajak yang bersifat final. Pajak final yang dikenakan atas nilai bruto transaksi tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Pajak final tidak termasuk dalam lingkup yang diatur oleh PSAK 212 "Pajak Penghasilan". Oleh karena itu, Perseroan menyajikan beban pajak final sehubungan dengan deposito dan giro sebagai pos tersendiri.

r. Sukuk mudharabah

Perseroan pada awalnya mengakui sukuk mudharabah pada saat sukuk mudharabah diterbitkan sebesar nominalnya.

Biaya transaksi sehubungan dengan penerbitan sukuk mudharabah diakui secara terpisah dari sukuk mudharabah. Biaya transaksi diamortisasi menggunakan metode garis lurus selama jangka waktu sukuk mudharabah dan dicatat sebagai bagian dari beban keuangan.

Sukuk mudharabah disajikan sebagai bagian dari liabilitas dan biaya transaksi sehubungan penerbitan sukuk mudharabah disajikan dalam aset sebagai beban dibayar dimuka.

s. Laba per saham

Laba per saham dihitung dengan membagi laba tahun berjalan dengan jumlah rata-rata tertimbang jumlah lembar saham yang beredar selama tahun berjalan.

Laba per saham untuk kombinasi bisnis entitas sepengendali yang melibatkan pertukaran dalam bentuk saham biasa dihitung dengan membagi laba tahun berjalan dengan jumlah gabungan rata-rata tertimbang dari saham yang beredar setelah terjadinya kombinasi bisnis.

Laba per saham dilusian adalah sama dengan laba per saham dasar dikarenakan Perseroan tidak memiliki saham dilusian atau instrumen.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

q. Taxation *(continued)*

Management periodically evaluates positions taken in annual tax return with respect to situations in which applicable tax regulation is subject to interpretation. Management establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Current tax assets and current tax liabilities shall be offset and the net amount is presented in the statement of financial position when and only when, the Company has a legal enforceable right to set off the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

q.1. Final tax

Tax regulation in Indonesia determined that certain taxable income is subject to final tax. Final tax applied on the gross value of transactions is applied even when the parties carrying the transaction incur losses.

Final tax is not included in the scope of SFAS 212 "Income Taxes". Therefore, the Company presents all of the final tax arising from time deposits and current account a separate line item.

r. Mudharabah bonds

The Company initially recognises mudharabah bonds on the date of issuance of mudharabah bonds at the nominal amount.

Transaction cost related to the issuance of mudharabah bonds are recognised separately from mudharabah bonds. Transaction cost are amortised over the term of mudharabah bonds using straight-line method and are recorded as part of financing charges.

Mudharabah bonds are presented as a part of liabilities and the transaction cost related to the issuance of mudharabah bonds are presented on assets as a part of prepaid expenses.

s. Earnings per share

Earnings per share are computed by dividing current year net income by the weighted average number of outstanding shares during the current year.

Earnings per share for a business combination of entities under common control that involves an exchange of ordinary shares are computed by dividing current year net income by the combined weighted average number of outstanding shares after the business combination.

Diluted earnings per share are the same with basic earnings per share as the Company does not have dilutive shares or instrument.

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t. Saham treasuri

Ketika Perseroan mengakuisisi modal saham ekuitas Perseroan, imbalan yang dibayarkan, termasuk setiap biaya tambahan yang dapat diatribusikan secara langsung (setelah pajak penghasilan), dikurangkan dari ekuitas. Dalam laporan keuangan, kepemilikan Perseroan atas instrumen ekuitas milik Perseroan disajikan sebagai "saham treasuri". Tidak ada keuntungan atau kerugian yang diakui dalam laba rugi atas pembelian, penjualan, atau pembatalan saham treasuri. Selisih antara nilai tercatat dan imbalan penjualan diakui sebagai tambahan modal disetor.

u. Transaksi dengan pihak berelasi

Perseroan melakukan transaksi dengan pihak berelasi. Sesuai dengan PSAK 224 “Pengungkapan Pihak-Pihak Berelasi”, yang dimaksud dengan pihak yang berelasi adalah orang atau entitas yang berelasi dengan entitas pelapor sebagai berikut:

a. Orang atau anggota keluarga terdekatnya berelasi dengan entitas pelapor jika orang tersebut:
   i. memiliki pengendalian atau pengendalian bersama terhadap entitas pelapor;
   ii. memiliki pengaruh signifikan terhadap entitas pelapor; atau
   iii. personil manajemen kunci entitas pelapor atau entitas induk pelapor.

b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi hal-hal sebagai berikut:
   i. entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak dan entitas anak berikutnya terkait dengan entitas lain);
   ii. suatu entitas adalah entitas asosiasi atau ventura bersama bagi entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, dimana entitas lain tersebut adalah anggotanya);
   iii. kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   iv. suatu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
   v. entitas tersebut adalah suatu program imbalan pasca-kerja untuk imbalan kerja dari suatu entitas pelapor atau entitas yang terkait dengan entitas pelapor;
   vi. entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam butir (a);
   vii. orang yang diidentifikasi, dalam butir (a) (i) memiliki pengaruh signifikan terhadap entitas atau anggota manajemen kunci entitas (atau entitas induk dari entitas);
   viii. entitas, atau anggota dari kelompok di mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

t. Treasury shares

When the Company acquires the Company’s own equity share capital, the consideration paid, including any directly attributable incremental costs (net of income taxes), is deducted from equity. In the financial statements, interests in its own equity instruments are presented as "treasury shares". No gain or loss is recognised in profit or loss on the purchase, sale, or cancellation of the treasury shares. The difference between the carrying amount and the consideration received on sale is recognised as additional paid-in capital.

u. Transaction with related parties

The Company has transactions with related parties. The definition of related parties used is in accordance with the SFAS 224 “Related Party Disclosures”, the meaning of related party is a person or entity that is related to a reporting entity as follows:

a. A person or a close member of that person’s family is related to a reporting entity if that person:
   i. has control or joint control over the reporting entity;
   ii. has significant influence over the reporting entity; or
   iii. is member of the key management personnel of the reporting entity or of a parent of the reporting entity.

b. An entity is related to a reporting entity if any of the following conditions applies:
   i. the entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
   ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of member of a company of which the other entity is a member);
   iii. both entities are joint ventures of the same third party;
   iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
   v. the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity;
   vi. the entity controlled or jointly controlled by a person identified in (a);
   vii. a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity);
   viii. an entity, or any member of a group of which it is a part, that provides key management personnel services to the reporting entity or it is parent.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Transaksi dengan pihak berelasi (lanjutan)

Jenis transaksi dan saldo dengan pihak-pihak berelasi, yang dilakukan berdasarkan persyaratan usaha pada umumnya dan telah disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi, diungkapkan dalam catatan atas laporan keuangan.

Jenis transaksi dan saldo dengan pihak-pihak berelasi diungkapkan pada Catatan 39.

v. Penjabaran mata uang asing

Transaksi-transaksi dalam mata uang asing dijabarkan ke dalam Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam Rupiah dengan menggunakan kurs yang berlaku pada tanggal laporan posisi keuangan.

Keuntungan dan kerugian selisih kurs yang timbul dari transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing, diakui pada laporan laba rugi tahun berjalan.

Pada tanggal 31 Desember 2025 dan 2024, kurs nilai tukar yang digunakan adalah kurs tengah Reuters masing-masing sebesar Rp16.675 dan Rp16.095 (nilai penuh) untuk 1 Dolar Amerika Serikat (USD) dan sebesar Rp107 dan Rp103 (nilai penuh) untuk 1 Yen Jepang (JPY).

w. Transaksi sewa (Perseroan sebagai penyewa)

Pada tanggal insepsi kontrak, Perseroan menilai apakah kontrak merupakan, atau mengandung sewa. Suatu kontrak merupakan, atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama jangka waktu tertentu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Perseroan harus menilai apakah:
- Perseroan memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan
- Perseroan memiliki hak untuk mengarahkan penggunaan aset identifikasian.

Pada tanggal permulaan sewa, Perseroan mengakui aset hak guna dan liabilitas sewa. Pada pengakuan awal, aset hak guna diukur sebesar pengakuan awal liabilitas sewa ditambah total pembayaran sewa yang telah dilakukan Perseroan sampai dengan tanggal insepsi. Aset hak guna diamortisasi dengan menggunakan metode garis lurus sepanjang jangka waktu sewa dan diakui sebagai beban umum dan administrasi.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

u. Transaction with related parties *(continued)*

The nature of transactions and balances of accounts with related parties which are conducted based on commercial terms and agreed by both parties, whereby such terms may not be the same as those of the transactions between nonrelated parties, are disclosed in the notes to the financial statements.

The nature of transactions and balances of accounts with related parties are disclosed in the Note 39.

v. Foreign currency translation

Transactions denominated in foreign currencies are translated into Rupiah at the exchange rates prevailing at the date of the transaction. At the reporting date, monetary assets and liabilities denominated in foreign currencies are translated into Rupiah using the exchange rates prevailing at the statement of financial position date.

Exchange gains and losses arising from transactions in foreign currencies and from the translation of foreign currency monetary assets and liabilities are recognised in the current year statement of profit or loss.

As of 31 December 2025 and 2024, the exchange rates used are Reuters' middle rate of Rp16,675 and Rp16,095 (full amount) for 1 United States Dollar (USD) and Rp107 and Rp103 (full amount) for 1 Japanese Yen (JPY), respectively.

w. Lease transaction *(the Company as a lessee)*

At the inception date of a contract, the Company assesses whether the contract is, or contains a lease. A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Company shall assess whether:
- *The Company has the right to substantially obtain all economic benefit from use of the indentified asset; and*
- *The Company has a right to determine the use of identified asset.*

At the lease commencement date, the Company recognises a right-of-use asset and a lease liability. At initial recognition, the right-of-use asset is measured at initial recognition of lease liability plus total lease payment that has been paid until inception date. The right-of-use asset is amortised using straight line method throughout the lease term and recognised as general and administrative expense.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

w. Transaksi sewa (Perseroan sebagai penyewa) (lanjutan)

Liabilitas sewa diukur sebesar nilai kini estimasi biaya sewa yang masih harus dibayar oleh Perseroan kepada pesewa yang didiskontokan dengan menggunakan suku bunga obligasi seri terbaru saat insepsi sewa dengan tenor yang paling mendekati masa sewa aset pendasar. Untuk aset pendasar yang insepsi sewanya terjadi sebelum 1 Januari 2020, maka Perseroan mendiskontokan liabilitas sewa menggunakan suku bunga obligasi seri yang terdekat 1 Januari 2020 dengan tenor yang paling mendekati sisa masa sewa aset pendasar.

Bunga atas liabilitas sewa diakui sebagai beban bunga dan keuangan untuk satu periode akuntansi dan menambah saldo liabilitas sewa.

Perseroan memilih untuk tidak menerapkan PSAK 116 untuk:
- Sewa jangka-pendek; dan
- Sewa atas aset yang bernilai rendah dan
- Sewa atas aset tak berwujud

Untuk sewa jangka pendek, sewa aset yang bernilai rendah dan sewa atas aset tak berwujud, Perseroan menerapkan kebijakan akuntansi untuk beban dibayar dimuka sesuai dengan Catatan 2.j atau mengakui biaya sewa selama periode sewa. Beban ini disajikan sebagai bagian dari secara proporsional beban umum dan administrasi.

x. Segmen operasi

Segmen operasi adalah suatu komponen dari entitas 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, yang hasil operasinya dikaji ulang secara regular oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya, dan tersedia informasi keuangan yang dapat dipisahkan. Pengambil keputusan operasional Perseroan adalah Dewan Direksi. Hasil segmen yang dilaporkan kepada pengambil keputusan operasional termasuk bagian yang dapat diatribusikan secara langsung kepada segmen dan juga yang dapat dialokasikan dengan basis yang wajar.

Perseroan mengelola kegiatan usahanya dan mengidentifikasi segmen yang dilaporkan berdasarkan jenis produk dan wilayah geografis.

Perseroan menentukan dan menyajikan segmen operasi berdasarkan informasi yang secara internal diberikan kepada pengambil keputusan operasional.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

w. Lease transaction *(the Company as a lessee) (continued)*

The lease liability is measured at the present value of lease cost that shall be paid by the Company to lessor which using the latest series of bond interest rate at lease inception with the closest tenor to the lease term of the underlying asset. For underlying assets that the lease inception occurred before 1 January 2020, the Company discounted the lease liability using bond interest rate of latest series that closest to 1 January 2020 with closest tenor to the remaining lease term of the underlying asset.

Interest expense from lease liabilites is recognised as interest expense and financing charge for one accounting period and increase the outstanding lease liability.

The Company opted to not apply SFAS 116 for:

- *Short term lease; and*
- *Lease for low value asset and;*
- *Lease for intangible assets*

For short term lease, lease for low value asset and lease for intangible assets the Company applies the accounting policy for prepaid expense in accordance with Note 2.j or recognises lease expense proportionally during the lease period. These expenses are presented as part of general and administrative expenses.

x. Operating segments

An operating segment is a component of the entity that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the entity's components, whose operating results are reviewed regularly by the chief operating decision maker to make decisions about resources allocated to the segment and assess its performance, and for which discrete financial information is available. The Company's chief operating decision maker are Board of Directors. Segment results that are reported to the chief operating decision maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

The Company manages its business activities and identifies its segments reported based on product categories and geographic area.

The Company determines and presents operating segments based on the information that is internally provided to the chief operating decision maker.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

y. Penggabungan usaha entitas sepengendali

Transaksi penggabungan usaha antara Perseroan dan MFIN (lihat Catatan 1d) tergolong sebagai transaksi penggabungan usaha entitas sepengendali. Transaksi penggabungan usaha antar entitas sepengendali, berupa pengalihan bisnis termasuk aset maupun liabilitas terkait dalam rangka reorganisasi entitas-entitas yang berada dalam suatu kelompok yang sama bukan merupakan perubahan kepemilikan dalam arti substansi ekonomi. Oleh karena itu, transaksi tersebut diakui pada jumlah tercatat berdasarkan metode penyatuan kepemilikan, sebagaimana diatur dalam PSAK 338.

Laporan keuangan Perseroan untuk periode komparatif disajikan kembali secara retrospektif seolah-olah penggabungan usaha telah terjadi sejak tanggal dimulainya entitas yang bergabung berada dalam pengendalian yang sama. Dampak dari transaksi, termasuk saldo dan laba atau rugi resiprokal antar entitas yang bergabung sejak tanggal tersebut telah dieliminasi sepenuhnya.

Kebijakan akuntansi yang seragam diterapkan pada entitas yang bergabung tersebut. Penyesuaian terhadap jumlah tercatat hanya dilakukan untuk menyesuaikan kebijakan akuntansi entitas yang bergabung dengan kebijakan akuntansi yang diterapkan oleh entitas hasil kombinasi.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

y. Business combination under common control

The business combination between the Company and MFIN (see Note 1d) classified as business combination under common control transaction. Business combination transaction between entities under common control, in form of business transfer including the related assets and liabilities in the event of reorganisation of entities under the same Group does not constitute change in ownership by economic substance definition. Therefore, such transaction is recognised at carrying value under pooling of interest method, as stipulated in SFAS 338.

The Company's financial statements for the comparative periods are restated retrospectively as if the business combination had occurred from the date the combining entities first came under common control. The effects of all transactions between the combining entities from that date, including any reciprocal balances, profits, or losses, have been fully eliminated.

Uniform accounting policies are applied across the combining entities. Adjustments to the carrying amounts are made only to conform the accounting policies of the combining entities to the policies adopted by the combined entity.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN

Pengungkapan ini merupakan tambahan atas pembahasan tentang manajemen risiko keuangan (lihat Catatan 40).

a. Sumber utama ketidakpastian estimasi

a.1. Cadangan kerugian penurunan nilai aset keuangan

Evaluasi atas kerugian penurunan nilai aset keuangan berupa piutang pembiayaan konsumen, piutang pembiayaan murabahah, piutang pembiayaan MMQ dan piutang sewa pembiayaan dijelaskan di Catatan 2h.1.

a.2. Penentuan dan pengukuran nilai wajar

Dalam menentukan nilai wajar atas aset keuangan dan liabilitas keuangan dimana tidak terdapat harga pasar yang dapat diobservasi, Perseroan menggunakan teknik penilaian seperti dijelaskan pada Catatan 2d.6. Untuk instrumen keuangan yang jarang diperdagangkan dan tidak memiliki harga yang transparan, nilai wajarnya menjadi kurang objektif dan karenanya, membutuhkan tingkat pertimbangan (*judgment*) yang beragam, tergantung pada likuiditas, konsentrasi, ketidakpastian faktor pasar, asumsi penentuan harga dan risiko lainnya yang mempengaruhi instrumen tertentu.

3. USE OF ESTIMATES AND JUDGMENTS

These disclosures supplement the financial risk management disclosures (see Note 40).

a. Key sources of estimation uncertainty

a.1. Allowance for impairment losses on financial assets

Evaluation for impairment on financial assets which are consumer financing receivables, murabahah financing receivables, MMQ financing receivables and finance lease receivabes are described in Note 2h.1.

a.2. Determination and measurement of fair values

In determining the fair value for financial assets and financial liabilities for which there is no observable market price, the Company uses the valuation techniques as described in Note 2d.6. For financial instruments that are traded infrequently and have less price transparency, the fair value is less objective, and requires varying degrees of judgment depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

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3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN (lanjutan)

a. Sumber utama ketidakpastian estimasi (lanjutan)

a.2. Penentuan dan pengukuran nilai wajar (lanjutan)

Untuk investasi dalam saham dimana *investee* merupakan entitas privat, Perseroan menggunakan teknik penilaian yang meliputi input yang tidak didasarkan pada data pasar yang dapat diobservasi untuk mengestimasi nilai wajar. Catatan 41 memberikan informasi yang rinci mengenai nilai tercatat investasi dalam saham dan asumsi utama yang digunakan dalam menentukan nilai wajar.

a.3. Pensiun

Program-program pensiun ditentukan berdasarkan perhitungan aktuarial. Perhitungan aktuarial menggunakan asumsi-asumsi seperti tingkat diskonto, tingkat pengembalian aset program, tingkat kenaikan penghasilan, tingkat kematian, tingkat pengunduran diri, dan lain-lain.

b. Pertimbangan akuntansi yang penting dalam menetapkan kebijakan akuntansi Perseroan

Pertimbangan akuntansi yang penting dalam menetapkan kebijakan akuntansi Perseroan meliputi penilaian instrumen keuangan.

Kebijakan akuntansi Perseroan untuk pengukuran nilai wajar dibahas di Catatan 2d.6.

Perseroan mengukur nilai wajar dengan menggunakan hirarki dari metode berikut ini:

- Tingkat 1
  Harga kuotasi di pasar yang aktif untuk instrumen keuangan yang sejenis.

- Tingkat 2
  Teknik penilaian berdasarkan input yang dapat diobservasi. Termasuk dalam kategori ini adalah instrumen keuangan yang dinilai dengan menggunakan harga kuotasi di pasar aktif untuk instrumen yang serupa; harga kuotasi untuk instrumen keuangan yang serupa di pasar yang kurang aktif; atau teknik penilaian lainnya dimana seluruh input signifikan yang digunakan dapat diobservasi secara langsung ataupun tidak langsung dari data yang tersedia di pasar.

- Tingkat 3
  Teknik penilaian yang menggunakan input signifikan yang tidak dapat diobservasi. Termasuk dalam kategori ini adalah semua instrumen keuangan dimana teknik penilaiannya menggunakan input yang bukan merupakan data yang dapat diobservasi dan input yang tidak dapat diobservasi tersebut dapat memiliki dampak signifikan terhadap penilaian instrumen keuangan. Termasuk dalam kategori ini adalah instrumen yang dinilai berdasarkan harga kuotasi untuk instrumen yang sejenis dimana terdapat penyesuaian signifikan yang tidak dapat diobservasi atau asumsi-asumsi yang diperlukan untuk mencerminkan selisih antara instrumen keuangan yang diperbandingkan.

***3. USE OF ESTIMATES AND JUDGMENTS** (continued)*

***a. Key sources of estimation uncertainty** (continued)*

a.2. Determination and measurement of fair values

For investment in shares where the investee is a private entity, the Company uses valuation techniques that include inputs that are not based on observable market data to estimate the fair value. Note 41 provides detailed information about the carrying amounts of investment in shares and the key assumptions used in the determination of the fair value.

a.3. Pension

Pension programs are determined based on actuarial valuation. The actuarial valuation involves assumptions such as discount rate, expected rate of returns on plan assets, salary increase rate, mortality rate, resignation rate, and others.

b. Critical accounting judgments in applying the Company's accounting policies

Critical accounting judgments made in applying the Company's accounting policies include valuation of financial instruments.

The Company's accounting policy on fair value measurements is discussed in Note 2d.6.

The Company measures fair values using the following hierarchy of methods:

- *Level 1*
  Quoted market price in an active market for an identical instrument.

- *Level 2*
  Valuation techniques based on observable inputs. This category includes instruments valued using quoted market prices in active markets for similar instruments; quoted prices for similar instruments in markets that are considered less than active; or other valuation techniques where all significant inputs are directly or indirectly observable from market data.

- *Level 3*
  Valuation techniques using significant unobservable inputs. This category includes all instruments where the valuation technique includes inputs not based on observable data and the unobservable inputs could have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments where significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

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4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENTS*

	2025	2024 Disajikan kembali/ *Restated *)*	
Kas			***Cash on hand***
Rupiah	77.878	151.952	*Rupiah*
Dolar AS	-	62	*US Dollar*
	77.878	152.014	
Kas di bank			***Cash in banks***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Bank Central Asia Tbk	111.630	116.356	*PT Bank Central Asia Tbk*
PT Bank Pan Indonesia Tbk	29.917	20.179	*PT Bank Pan Indonesia Tbk*
PT Bank BCA Syariah	15.117	120.531	*PT Bank BCA Syariah*
PT Bank Rakyat Indonesia (Persero) Tbk	13.276	103.901	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	5.243	7.209	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mega Tbk	766	55.009	*PT Bank Mega Tbk*
PT Bank Syariah Indonesia Tbk	416	1.017	*PT Bank Syariah Indonesia Tbk*
PT Bank Mandiri (Persero) Tbk	35	150.041	*PT Bank Mandiri (Persero) Tbk*
PT Bank Pembangunan Daerah Jawa Barat & Banten Tbk	25	50.064	*PT Bank Pembangunan Daerah Jawa Barat & Banten Tbk*
PT Bank Mayapada Internasional Tbk	-	105.704	*PT Bank Mayapada Internasional Tbk*
PT Bank Permata Tbk - Unit Usaha Syariah	-	50.814	*PT Bank Permata Tbk - Sharia Unit*
JPMorgan Chase Bank, N.A., cabang Jakarta	-	3.934	*JPMorgan Chase Bank, N.A., Jakarta branch*
Lain-lain	289	64.502	*Others*
	176.714	849.261	
Dolar Amerika Serikat			*United States Dollar*
PT Bank Central Asia Tbk (lihat Catatan 43)	-	601	*PT Bank Central Asia Tbk (see Note 43)*
Lain-lain	-	97	*Others*
	176.714	849.959	
Pihak berelasi			*Related parties*
Rupiah			*Rupiah*
PT Bank Danamon Indonesia Tbk	537.087	928.128	*PT Bank Danamon Indonesia Tbk*
MUFG Bank, Ltd. (Jakarta)	29.180	29.026	*MUFG Bank, Ltd. (Jakarta)*
	566.267	957.154	
Dolar Amerika Serikat			*United States Dollar*
PT Bank Danamon Indonesia Tbk (lihat Catatan 43)	57	92	*PT Bank Danamon Indonesia Tbk (see Note 43)*
	566.324	957.246	
	820.916	1.959.219	

Tingkat suku bunga setahun untuk kas di bank dalam Rupiah berkisar 0,75% - 5,50% pada tahun 2025 (2024: 0,75% - 6,25%).

Interest rates per annum for cash in banks in Indonesian Rupiah ranged from 0.75% - 5.50% in 2025 (2024: 0.75% - 6.25%).

Rata-rata tertimbang tingkat suku bunga efektif kas di bank dalam Rupiah per tahun pada tanggal 31 Desember 2025 adalah 1,62% (2024: 3,06%).

The weighted average effective interest rate of cash in banks in Indonesian Rupiah per annum as of 31 December 2025 was 1.62% (2024: 3.06%).

Tidak ada saldo kas dan setara kas yang dibatasi penggunaannya pada tanggal 31 Desember 2025 dan 2024.

There is no cash and cash equivalents that is restricted as of 31 December 2025 and 2024.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

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4. KAS DAN SETARA KAS (lanjutan)

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Informasi mengenai klasifikasi dan nilai wajar kas dan setara kas diungkapkan pada Catatan 41.

4. CASH AND CASH EQUIVALENTS *(continued)*

Refer to Note 39 for details of balances and transactions with related parties.

Information with respect to the classification and fair value of cash and cash equivalents is disclosed in Note 41.

5. PIUTANG PEMBIAYAAN KONSUMEN

5. CONSUMER FINANCING RECEIVABLES

	2025	2024 Disajikan kembali/ *Restated *)*	
Piutang pembiayaan konsumen - bruto			*Consumer financing receivables - gross*
Pihak ketiga	60.449.755	59.031.468	*Third parties*
Pihak berelasi	5.516	7.688	*Related parties*
	60.455.271	59.039.156	
Pendapatan pembiayaan konsumen yang belum diakui			*Unearned consumer financing income*
Pihak ketiga	(13.751.222)	(13.483.414)	*Third parties*
Pihak berelasi	(482)	(648)	*Related parties*
	(13.751.704)	(13.484.062)	
	46.703.567	45.555.094	
Dikurangi:			*Less:*
Bagian piutang pembiayaan konsumen yang dibiayai pihak berelasi - neto	(19.560.736)	(20.174.580)	*Portion of consumer financing receivables financed by related party - net*
	27.142.831	25.380.514	
Cadangan kerugian penurunan nilai			*Allowance for impairment losses*
Pihak ketiga	(1.389.218)	(1.458.810)	*Third parties*
Pihak berelasi	(40)	(68)	*Related parties*
	(1.389.258)	(1.458.878)	
Piutang pembiayaan konsumen - neto	25.753.573	23.921.636	*Consumer financing receivables - net*

Pada tanggal 31 Desember 2025, piutang pembiayaan konsumen bruto di atas termasuk biaya transaksi yang terkait langsung dengan pemberian pembiayaan konsumen dan diskon atas pembelian piutang pembiayaan sebesar Rp642.929 (2024: Rp929.578) (lihat Catatan 2d.2).

As of 31 December 2025, the gross consumer financing receivables above include transaction costs directly attributable to the origination of consumer financing accounts and discounts on the purchase of consumer financing receivables amounting to Rp642,929 (2024: Rp929,578) (see Note 2d.2).

Rata-rata jangka waktu kontrak pembiayaan konsumen pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The average period of consumer financing contracts as of 31 December 2025 and 2024 are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Mobil	50 bulan/*months*	50 bulan/*months*	*Cars*
Sepeda motor	29 bulan/*months*	29 bulan/*months*	*Motorcycles*
Barang *durable*	12 bulan/*months*	12 bulan/*months*	*Durable goods*
Lainnya	23 bulan/*months*	22 bulan/*months*	*Others*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

5. PIUTANG PEMBIAYAAN KONSUMEN (lanjutan) / *5. CONSUMER FINANCING RECEIVABLES (continued)*

Angsuran piutang pembiayaan konsumen bruto yang akan diterima dari konsumen sesuai dengan tanggal jatuh tempo kontraktualnya adalah sebagai berikut:

The installments of gross consumer financing receivables, which will be collected from consumers in accordance with the contractual due dates are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
< 1 tahun	29.807.370	29.207.143	*< 1 year*
1 - 2 tahun	17.707.053	16.960.581	*1 - 2 years*
> 2 tahun	12.940.848	12.871.432	*> 2 years*
Jumlah piutang pembiayaan konsumen - bruto	60.455.271	59.039.156	*Total consumer financing receivables - gross*

Rata-rata tertimbang tingkat suku bunga efektif piutang pembiayaan konsumen per tahun pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The weighted average effective interest rate of consumer financing receivables per annum as of 31 December 2025 and 2024 are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Mobil	17,78%	16,67%	*Cars*
Sepeda motor	33,23%	33,33%	*Motorcycles*
Barang *durable*	58,37%	63,28%	*Durable goods*
Lainnya	33,27%	32,84%	*Others*

Pengelompokan piutang pembiayaan konsumen menurut debitur disajikan pada Catatan 40.

Classification of consumer financing receivables based on debtor is presented in Note 40.

Piutang pembiayaan konsumen bruto berdasarkan jenis obyek pembiayaan adalah sebagai berikut:

Gross consumer financing receivables based on financing object are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Mobil	23.266.084	24.131.950	*Cars*
Sepeda motor	23.733.173	22.332.992	*Motorcycles*
Barang *durable*	15.232	177.753	*Durable goods*
Lainnya	13.440.782	12.396.461	*Others*
	60.455.271	59.039.156	

Rincian pendapatan pembiayaan konsumen yang belum diakui adalah sebagai berikut:

Details of unearned consumer financing income are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Pembiayaan sendiri	10.265.004	9.662.519	*Self financing*
Dibiayai pihak berelasi	3.486.700	3.821.543	*Financed by related parties*
	13.751.704	13.484.062	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

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5. PIUTANG PEMBIAYAAN KONSUMEN (lanjutan) / *5. CONSUMER FINANCING RECEIVABLES (continued)*

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements of the allowance for impairment losses were as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Saldo pada awal tahun			*Balance at beginning of year*
Pihak ketiga	1.458.810	1.270.483	*Third parties*
Pihak berelasi	68	107	*Related parties*
	1.458.878	1.270.590	
Penyisihan/(pemulihan) selama tahun berjalan			*Provision/(reversal) during the year*
Pihak ketiga	1.897.441	1.946.901	*Third parties*
Pihak berelasi	(28)	(39)	*Related parties*
	1.897.413	1.946.862	
	3.356.291	3.217.452	
Penghapusan piutang			*Receivables written-off*
Pihak ketiga	(1.967.033)	(1.979.110)	*Third parties*
Penambahan dari penggabungan usaha	-	220.536	*Additions from merger*
Saldo pada akhir tahun	1.389.258	1.458.878	*Balance at end of year*

Piutang pembiayaan konsumen dievaluasi untuk penurunan nilai atas dasar seperti yang dijelaskan pada Catatan 2h.1.

Consumer financing receivables are evaluated for impairment on the basis described in Note 2h.1.

Piutang pembiayaan konsumen yang telah direstrukturisasi pada tanggal 31 Desember 2025 sebesar Rp201.736 (2024: Rp330.560).

Restructured consumer financing receivables as of 31 December 2025 amounted to Rp201,736 (2024: Rp330,560).

Sebagai jaminan atas piutang pembiayaan konsumen kendaraan bermotor yang diberikan, Perseroan menerima jaminan dari konsumen berupa Bukti Pemilikan Kendaraan Bermotor ("BPKB") atas kendaraan bermotor yang dibiayai Perseroan.

For the collateral to the vehicle consumer financing receivables, the Company received the Certificates of Ownership ("BPKB") of the vehicles financed by the Company.

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai yang dibentuk cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya piutang pembiayaan konsumen.

Management believes that the allowance for impairment losses provided is adequate to cover possible losses arising from uncollectible consumer financing receivables.

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

Informasi mengenai klasifikasi dan nilai wajar piutang pembiayaan konsumen diungkapkan pada Catatan 41.

Information with respect to the classification and fair value of consumer financing receivables is disclosed in Note 41.

Pembiayaan bersama / ***Joint financing***

Perseroan melakukan kerjasama pembiayaan bersama dengan PT Bank Danamon Indonesia Tbk (Lihat Catatan 39).

The Company entered into joint financing with PT Bank Danamon Indonesia Tbk (see Note 39).

Pengambilalihan piutang pembiayaan / ***Acquisition of financing receivables***

Pada tanggal 7 November 2025, Perseroan telah menandatangani Akta Perjanjian Pengalihan Piutang dengan PT Arthaasia Finance ("AAF") untuk mengakuisisi portofolio pinjaman kendaraan milik AAF dengan nilai pembayaran sebesar Rp1.063.937 yang terdiri atas piutang pembiayaan konsumen sebesar Rp840.823 dan piutang sewa pembiayaan sebesar Rp223.114. Nilai transaksi tersebut mencerminkan nilai wajar piutang yang dialihkan. Pada saat pengakuan awal, mayoritas piutang yang dibeli diklasifikasikan dalam *Stage* 1.

On 7 November 2025, the Company signed the Deed of Receivable Transfer Agreement with PT Arthaasia Finance ("AAF") to acquire AAF's vehicle loan portofolio with payment of Rp1,063,937 comprising consumer financing receivables of Rp840,823 and finance lease receivables of Rp223,114. The transaction price represents the fair value of the transferred receivables. Upon initial recognition, the majority of the acquired receivables were classified in Stage 1.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

6. PIUTANG PEMBIAYAAN MURABAHAH / *6. MURABAHAH FINANCING RECEIVABLES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Piutang pembiayaan murabahah - bruto			*Murabahah financing receivables - gross*
Pihak ketiga	16.350.893	16.977.444	*Third parties*
Pihak berelasi	1.899	863	*Related parties*
	16.352.792	16.978.307	
Marjin murabahah yang belum diakui			*Unearned murabahah margin*
Pihak ketiga	(3.705.232)	(3.790.387)	*Third parties*
Pihak berelasi	(158)	(39)	*Related parties*
	(3.705.390)	(3.790.426)	
	12.647.402	13.187.881	
Dikurangi:			*Less:*
Bagian piutang pembiayaan murabahah yang dibiayai pihak berelasi - neto	(6.716.430)	(6.266.141)	*Portion of murabahah financing receivables financed by related party - net*
	5.930.972	6.921.740	
Cadangan kerugian penurunan nilai			*Allowance for impairment losses*
Pihak ketiga	(395.499)	(403.017)	*Third parties*
Pihak berelasi	(84)	(39)	*Related parties*
	(395.583)	(403.056)	
Piutang pembiayaan murabahah - neto	5.535.389	6.518.684	*Murabahah financing receivables - net*

Pada tanggal 31 Desember 2025, piutang pembiayaan murabahah bruto termasuk biaya transaksi yang terkait langsung dengan pemberian pembiayaan murabahah sebesar Rp289.886 (2024: Rp323.353) (lihat Catatan 2d.2).

As of 31 December 2025, the gross murabahah financing receivables include transaction costs directly attributable to the origination of murabahah financing accounts amounted to Rp289,886 (2024: Rp323,353) (see Note 2d.2).

Rata-rata jangka waktu kontrak pembiayaan murabahah pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The average period of murabahah financing contracts as of 31 December 2025 and 2024 are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Mobil	50 bulan/*months*	50 bulan/*months*	*Cars*
Sepeda motor	30 bulan/*months*	30 bulan/*months*	*Motorcycles*
Barang *durable*	13 bulan/*months*	12 bulan/*months*	*Durable goods*
Lainnya	38 bulan/*months*	35 bulan/*months*	*Others*

Angsuran piutang pembiayaan murabahah bruto yang akan diterima dari konsumen sesuai dengan tanggal jatuh tempo kontraktualnya adalah sebagai berikut:

The installments of gross murabahah financing receivables, which will be collected from consumers in accordance with the contractual due dates are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
< 1 tahun	7.424.129	7.959.631	*< 1 year*
1 - 2 tahun	4.820.659	4.905.805	*1 - 2 years*
> 2 tahun	4.108.004	4.112.871	*> 2 years*
Jumlah piutang pembiayaan murabahah - bruto	16.352.792	16.978.307	*Total murabahah financing receivables - gross*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

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6. PIUTANG PEMBIAYAAN MURABAHAH (lanjutan) / *6. MURABAHAH FINANCING RECEIVABLES (continued)*

Rata-rata tertimbang marjin efektif piutang pembiayaan murabahah per tahun pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The weighted average effective margin of murabahah financing receivables per annum as of 31 December 2025 and 2024 are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Mobil	17,01%	17,13%	*Cars*
Sepeda Motor	32,40%	32,63%	*Motorcycles*
Barang *durable*	52,46%	57,02%	*Durable goods*
Lainnya	19,28%	22,29%	*Others*

Pengelompokan piutang pembiayaan murabahah menurut debitur disajikan pada Catatan 40.

Classification of murabahah financing receivables based on debtor is presented in Note 40.

Piutang pembiayaan murabahah bruto berdasarkan jenis obyek pembiayaan adalah sebagai berikut:

Gross murabahah financing receivables based on financing object are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Mobil	9.111.316	9.660.803	*Cars*
Sepeda motor	7.235.876	7.275.543	*Motorcycles*
Barang *durable*	3.880	38.708	*Durable goods*
Lainnya	1.720	3.253	*Others*
	16.352.792	16.978.307	

Rincian marjin murabahah yang belum diakui adalah sebagai berikut:

Details of unearned murabahah margin are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Pembiayaan sendiri	2.226.284	2.407.535	*Self financing*
Dibiayai pihak berelasi	1.479.106	1.382.891	*Financed by related parties*
	3.705.390	3.790.426	

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements of the allowance for impairment losses were as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Saldo pada awal tahun			*Balance at beginning of year*
Pihak ketiga	403.017	292.095	*Third parties*
Pihak berelasi	39	13	*Related parties*
	403.056	292.108	
Penyisihan selama tahun berjalan			*Provision during the year*
Pihak ketiga	500.433	561.382	*Third parties*
Pihak berelasi	45	26	*Related parties*
	500.478	561.408	
	903.534	853.516	
Penghapusan piutang			*Receivables written-off*
Pihak ketiga	(507.951)	(560.091)	*Third parties*
Penambahan dari penggabungan usaha	-	109.631	*Additions from merger*
Saldo pada akhir tahun	395.583	403.056	*Balance at end of year*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

6. PIUTANG PEMBIAYAAN MURABAHAH (lanjutan)

Piutang pembiayaan murabahah dievaluasi untuk penurunan nilai atas dasar seperti yang dijelaskan pada Catatan 2h.1.

Piutang pembiayaan murabahah yang telah direstrukturisasi pada tanggal 31 Desember 2025 sebesar Rp187.527 (2024: Rp103.373).

Sebagai jaminan atas piutang pembiayaan murabahah kendaraan bermotor yang diberikan, Perseroan menerima jaminan dari konsumen berupa Bukti Pemilikan Kendaraan Bermotor ("BPKB") atas kendaraan bermotor yang dibiayai Perseroan.

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai yang dibentuk cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya piutang pembiayaan murabahah.

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Informasi mengenai klasifikasi dan nilai wajar piutang pembiayaan murabahah diungkapkan pada Catatan 41.

Pembiayaan bersama

Perseroan melakukan kerjasama pembiayaan bersama dengan PT Bank Danamon Indonesia Tbk (lihat Catatan 39).

6. MURABAHAH FINANCING RECEIVABLES *(continued)*

Murabahah financing receivables are evaluated for impairment on the basis described in Note 2h.1.

Restructured murabahah financing receivables as of 31 December 2025 amounted to Rp187,527 (2024: Rp103,373).

For the collateral to the vehicle murabahah financing receivables, the Company received the Certificates of Ownership ("BPKB") of the vehicles financed by the Company.

Management believes that the allowance for impairment losses provided is adequate to cover possible losses arising from uncollectible murabahah financing receivables.

Refer to Note 39 for details of balances and transactions with related parties.

Information with respect to the classification and fair value of murabahah financing receivables is disclosed in Note 41.

Joint financing

The Company entered into joint financing with PT Bank Danamon Indonesia Tbk (see Note 39).

7. PIUTANG PEMBIAYAAN MUSYARAKAH MUTANAQISAH

7. MUSYARAKAH MUTANAQISAH FINANCING RECEIVABLES

	2025	2024 Disajikan kembali/ *Restated *)*	
Piutang pembiayaan musyarakah mutanaqisah - bruto	1.015.677	1.509.485	*Musyarakah mutanaqisah financing receivables - gross*
Bagi hasil musyarakah mutanaqisah yang belum diakui	(189.935)	(300.870)	*Unearned musyarakah mutanaqisah profit distribution*
	825.742	1.208.615	
Cadangan kerugian penurunan nilai	(82.263)	(57.207)	*Allowance for impairment losses*
Piutang pembiayaan musyarakah mutanaqisah - neto	743.479	1.151.408	*Musyarakah mutanaqisah financing receivable - net*

Pada tanggal 31 Desember 2025, piutang pembiayaan musyarakah mutanaqisah bruto termasuk biaya/(pendapatan) transaksi yang terkait langsung dengan pemberian pembiayaan musyarakah mutanaqisah sebesar (Rp27.648) (2024: (Rp41.051)) (lihat Catatan 2d.2).

Pada tanggal 31 Desember 2025 dan 2024, piutang pembiayaan musyarakah mutanaqisah terdiri atas kontrak dengan obyek pembiayaan multiguna.

Rata-rata jangka waktu kontrak pembiayaan musyarakah mutanaqisah pada tanggal 31 Desember 2025 adalah 16 bulan (2024: 17 bulan).

As of 31 December 2025, the gross musyarakah mutanaqisah financing receivables include transaction costs/(fees) directly attributable to the origination of murabahah financing accounts amounted to (Rp27,648) (2024: (Rp41,051)) (see Note 2d.2).

As of 31 December 2025 and 2024, musyarakah mutanaqisah financing receivables consist of contracts with multipurpose financing objects.

The average period of musyarakah mutanaqisah financing contracts as of 31 December 2025 are 16 months (2024: 17 months).

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

*) *The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

7. PIUTANG PEMBIAYAAN MUSYARAKAH MUTANAQISAH (lanjutan)

Angsuran piutang pembiayaan musyarakah mutanaqisah bruto yang akan diterima dari konsumen sesuai dengan tanggal jatuh tempo kontraktualnya adalah sebagai berikut:

	2025	2024 Disajikan kembali/ *Restated *)*	
< 1 tahun	718.195	1.249.092	*< 1 year*
1 - 2 tahun	219.344	221.534	*1 - 2 years*
> 2 tahun	78.138	38.859	*> 2 years*
Jumlah piutang pembiayaan murabahah - bruto	1.015.677	1.509.485	*Total murabahah financing receivables - gross*

Rata-rata tertimbang bagi hasil efektif piutang pembiayaan musyarakah mutanaqisah per tahun pada tanggal 31 Desember 2025 adalah 41,12% (2024: 40,48%).

Pengelompokan piutang pembiayaan musyarakah mutanaqisah menurut debitur disajikan pada Catatan 40.

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

	2025	2024 Disajikan kembali/ *Restated *)*	
Saldo pada awal tahun	57.207	-	*Balance at beginning of year*
Penyisihan selama tahun berjalan	151.342	56.056	*Provision during the year*
	208.549	56.056	
Penghapusan piutang	(126.286)	(36.338)	*Receivables written-off*
Penambahan dari penggabungan usaha	-	37.489	*Additions from merger*
Saldo pada akhir tahun	82.263	57.207	*Balance at end of year*

Piutang pembiayaan musyarakah mutanaqisah dievaluasi untuk penurunan nilai atas dasar seperti yang dijelaskan pada Catatan 2h.1.

Piutang pembiayaan musyarakah mutanaqisah yang telah direstrukturisasi pada tanggal 31 Desember 2025 sebesar Rp9.518 (2024: Rp136).

Sebagai jaminan atas piutang pembiayaan musyarakah mutanaqisah kendaraan bermotor yang diberikan, Perseroan menerima jaminan dari konsumen berupa Bukti Pemilikan Kendaraan Bermotor ("BPKB") atas kendaraan bermotor yang dibiayai Perseroan.

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai yang dibentuk cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya piutang pembiayaan musyarakah mutanaqisah.

Informasi mengenai klasifikasi dan nilai wajar piutang pembiayaan musyarakah mutanaqisah diungkapkan pada Catatan 41.

7. MUSYARAKAH MUTANAQISAH FINANCING RECEIVABLES (continued)

The installments of gross musyarakah mutanaqisah financing receivables, which will be collected from consumers in accordance with the contractual due dates are as follows:

The weighted average effective profit distribution of musyarakah mutanaqisah financing receivables per annum as of 31 December 2025 are 41.12% (2024: 40.48%).

Classification of musyarakah mutanaqisah financing receivables based on debtor is presented in Note 40.

The movements of the allowance for impairment losses were as follows:

Musyarakah mutanaqisah financing receivables are evaluated for impairment on the basis described in Note 2h.1.

Restructured musyarakah mutanaqisah financing receivables as of 31 December 2025 amounted to Rp9,518 (2024: Rp136).

For the collateral to the vehicle murasyarakah mutanaqisah financing receivables, the Company received the Certificates of Ownership ("BPKB") of the vehicles financed by the Company.

Management believes that the allowance for impairment losses provided is adequate to cover possible losses arising from uncollectible musyarakah mutanaqisah financing receivables.

Information with respect to the classification and fair value of musyarakah mutanaqisah financing receivables is disclosed in Note 41.

**) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.*

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

8. PIUTANG SEWA PEMBIAYAAN / *8. FINANCE LEASE RECEIVABLES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Konvensional	1.734.465	1.506.907	*Conventional*
Syariah	1.377.322	728.492	*Sharia*
Piutang sewa pembiayaan	3.111.787	2.235.399	*Finance leases receivables*

Konvensional: / ***Conventional:***

	2025	2024 Disajikan kembali/ *Restated *)*	
Piutang sewa pembiayaan - bruto	2.005.713	1.749.944	*Finance leases receivables - gross*
Nilai residu yang terjamin	611.627	563.230	*Guaranteed residual value*
Pendapatan sewa pembiayaan yang belum diakui	(203.370)	(200.793)	*Unearned finance lease income*
Simpanan jaminan	(611.627)	(563.230)	*Security deposits*
	1.802.343	1.549.151	
Cadangan kerugian penurunan nilai	(67.878)	(42.244)	*Allowance for impairment losses*
Piutang sewa pembiayaan - neto	1.734.465	1.506.907	*Finance leases receivables - net*

Syariah: / ***Sharia:***

	2025	2024 Disajikan kembali/ *Restated *)*	
Aset IMBT	2.257.665	1.075.770	*Asset IMBT*
Akumulasi penyusutan	(830.510)	(315.068)	*Accumulated Depreciation*
Cadangan kerugian penurunan nilai	(49.833)	(32.210)	*Allowance for impairment losses*
Aset IMBT - neto	1.377.322	728.492	*Asset IMBT - net*

Pada tanggal 31 Desember 2025, piutang sewa pembiayaan bruto termasuk biaya transaksi yang terkait langsung dengan pemberian pembiayaan sewa sebesar Rp37.583 (2024: Rp17.538) (lihat Catatan 2d.2).

As of 31 December 2025, the gross finance lease receivables include transaction costs directly attributable to the origination of finance lease accounts amounting to Rp37,583 (2024: Rp17,538) (see Note 2d.2).

Rata-rata jangka waktu kontrak sewa pembiayaan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The average period of finance lease contracts as of 31 December 2025 and 2024 are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Mobil	37 bulan/*months*	38 bulan/*months*	*Cars*
Sepeda motor	26 bulan/*months*	27 bulan/*months*	*Motorcycles*
Lainnya	21 bulan/*months*	22 bulan/*months*	*Others*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

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8. PIUTANG SEWA PEMBIAYAAN (lanjutan)

8. *FINANCE LEASE RECEIVABLES* *(continued)*

Angsuran piutang sewa pembiayaan bruto yang akan diterima dari konsumen sesuai dengan tanggal jatuh tempo kontraktualnya adalah sebagai berikut:

The installments of gross finance lease receivables, which will be collected from consumers in accordance with the contractual due dates are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
< 1 tahun	2.030.770	1.431.553	*< 1 year*
1 - 2 tahun	895.135	745.100	*1 - 2 years*
> 2 tahun	506.963	333.993	*> 2 years*
Jumlah piutang sewa pembiayaan - bruto	3.432.868	2.510.646	*Total finance lease receivables - gross*

Rata-rata tertimbang tingkat suku bunga efektif piutang sewa pembiayaan (konvensional) per tahun pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The weighted average effective interest rates of finance lease receivables (conventional) per annum as of 31 December 2025 and 2024 are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Mobil	11,11%	10,48%	*Cars*
Sepeda Motor	30,35%	26,36%	*Motorcycles*
Alat berat dan lainnya	12,33%	13,72%	*Heavy equipment and others*

Pengelompokan piutang sewa pembiayaan menurut debitur disajikan pada Catatan 40.

Classification of finance lease receivables based on debtor is presented in Note 40.

Piutang sewa pembiayaan bruto berdasarkan jenis obyek pembiayaan adalah sebagai berikut:

Gross finance lease receivables based on financing object are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Mobil	637.638	668.944	*Cars*
Sepeda motor	1.618	1.616	*Motorcycles*
Alat berat	862.738	616.529	*Heavy equipment*
Multiguna	1.930.874	1.223.557	*Multipurpose*
	3.432.868	2.510.646	

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements of the allowance for impairment losses were as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Saldo pada awal tahun	74.454	60.770	*Balance at beginning of year*
Penyisihan selama tahun berjalan	99.021	51.501	*Provision during the year*
	173.475	112.271	
Penghapusan piutang	(55.764)	(37.817)	*Receivables written-off*
Saldo pada akhir tahun	117.711	74.454	*Balance at end of year*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

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8. PIUTANG SEWA PEMBIAYAAN (lanjutan) / *8. FINANCE LEASE RECEIVABLES (continued)*

Piutang sewa pembiayaan dievaluasi untuk penurunan nilai atas dasar seperti yang dijelaskan pada Catatan 2h.1.

Finance lease receivables are evaluated for impairment on the basis described in Note 2h.1.

Piutang sewa pembiayaan yang telah direstrukturisasi pada tanggal 31 Desember 2025 sebesar Rp28.695 (2024: Rp9.162).

Restructured finance lease receivables as of 31 December 2025 amounted to Rp28,695 (2024: Rp9,162).

Pada saat perjanjian sewa pembiayaan dimulai, *lessee* memberikan simpanan jaminan. Simpanan jaminan ini akan digunakan sebagai pembayaran pada akhir masa sewa pembiayaan, bila hak opsi dilaksanakan *lessee*. Apabila *lessee* tidak melaksanakan hak opsinya untuk membeli aset sewa pembiayaan tersebut maka simpanan jaminan dikembalikan kepada *lessee* sepanjang memenuhi ketentuan dalam perjanjian sewa pembiayaan.

At the time of execution of the finance lease agreements, the lessees pay security deposits. The security deposits are used as the final installment at the end of the finance lease period, if the lessees exercise the option to purchase the leased asset. If the lessees do not exercise the purchase option, the security deposit will be returned to the lessees as long as it meets the conditions in the finance lease agreements.

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai yang dibentuk cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya piutang sewa pembiayaan.

Management believes that the allowance for impairment losses provided is adequate to cover possible losses arising from uncollectible finance lease receivables.

Informasi mengenai klasifikasi dan nilai wajar piutang sewa pembiayaan diungkapkan pada Catatan 41.

Information with respect to the classification and fair value of finance lease receivables is disclosed in Note 41.

Pengambilalihan piutang pembiayaan / ***Acquisition of financing receivables***

Pada tanggal 7 November 2025, Perseroan telah menandatangani Akta Perjanjian Pengalihan Piutang dengan PT Arthaasia Finance ("AAF") untuk mengakuisisi portofolio pinjaman kendaraan milik AAF dengan nilai pembayaran sebesar Rp1.063.937 yang terdiri atas piutang pembiayaan konsumen sebesar Rp840.823 dan piutang sewa pembiayaan sebesar Rp223.114. Nilai transaksi tersebut mencerminkan nilai wajar piutang yang dialihkan. Pada saat pengakuan awal, mayoritas piutang yang dibeli diklasifikasikan dalam *Stage* 1.

On 7 November 2025, the Company signed the Deed of Receivable Transfer Agreement with PT Arthaasia Finance ("AAF") to acquire AAF's vehicle loan portofolio with payment of Rp1,063,937 comprising consumer financing receivables of Rp840,823 and finance lease receivables of Rp223,114. The transaction price represents the fair value of the transferred receivables. Upon initial recognition, the majority of the acquired receivables were classified in Stage 1.

9. BEBAN DIBAYAR DIMUKA / *9. PREPAID EXPENSES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak ketiga			*Third parties*
Sewa	63.756	55.479	*Rent*
Renovasi bangunan	19.355	23.768	*Building renovation*
Tunjangan karyawan	12.315	8.236	*Employees' allowances*
Emisi sukuk mudharabah	3.648	2.464	*Mudharabah bonds issuance*
Lain-lain	69.342	88.354	*Others*
	168.416	178.301	
Pihak berelasi			*Related party*
Premi asuransi kesehatan, aset tetap dan lainnya	51.222	44.053	*Health, fixed asset and other insurance premium*
Lain-lain	583	134	*Others*
	51.805	44.187	
	220.221	222.488	

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

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10. PIUTANG LAIN-LAIN / *10. OTHER RECEIVABLES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak ketiga			*Third parties*
Piutang karyawan	77.213	89.185	*Employee receivables*
Piutang agen pembayaran	65.182	15.615	*Payment channel receivables*
Piutang klaim asuransi	10.436	12.865	*Insurance claims receivable*
Piutang komisi asuransi	4.845	4.255	*Insurance commission receivables*
Lain-lain - neto	22.975	17.925	*Others - net*
	180.651	139.845	
Pihak berelasi			*Related parties*
Piutang komisi asuransi	43.454	37.808	*Insurance commission receivables*
Piutang karyawan	13.011	16.431	*Employee receivables*
	56.465	54.239	
	237.116	194.084	

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai atas piutang lain-lain dari pihak ketiga yang dimasukkan sebagai "lain-lain" pada tanggal 31 Desember 2025 sebesar Rp484 (2024: Rp86) cukup untuk menutupi kerugian yang mungkin timbul akibat tidak tertagihnya piutang lain-lain dari pihak ketiga.

Management believes that allowance for impairment losses of other receivables from third parties included in "others" as of 31 December 2025 amounting to Rp484 (2024: Rp86), is adequate to cover possible losses from uncollectible other receivables from third parties.

Manajemen berpendapat bahwa seluruh piutang lain-lain dapat tertagih.

Management believes that all other receivables are fully collectible.

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

Informasi mengenai klasifikasi dan nilai wajar piutang karyawan, piutang klaim asuransi dan piutang komisi asuransi diungkapkan pada Catatan 41.

Information with respect to the classification and fair value of employee receivables, insurance claims receivables and insurance commission receivables are disclosed in Note 41.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

11. ASET/LIABILITAS DERIVATIF / *11. DERIVATIVE ASSETS/LIABILITIES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Aset derivatif			***Derivative assets***
Pihak ketiga			*Third parties*
PT Bank UOB Indonesia	24.062	24.123	*PT Bank UOB Indonesia*
PT Bank DBS Indonesia	10.741	8.900	*PT Bank DBS Indonesia*
PT Bank CTBC Indonesia	10.168	7.086	*PT Bank CTBC Indonesia*
PT Bank Maybank Indonesia Tbk	9.468	6.098	*PT Bank Maybank Indonesia Tbk*
PT Bank CIMB Niaga Tbk	4.030	3.975	*PT Bank CIMB Niaga Tbk*
PT Bank OCBC NISP Tbk	1.070	-	*PT Bank OCBC NISP Tbk*
PT Bank ANZ Indonesia	-	16.599	*PT Bank ANZ Indonesia*
PT Bank Permata Tbk	-	4.288	*PT Bank Permata Tbk*
	59.539	71.069	
Pihak berelasi			*Related party*
PT Bank Danamon Indonesia Tbk	857	-	*PT Bank Danamon Indonesia Tbk*
	60.396	71.069	
Liabilitas derivatif			***Derivative liabilities***
Pihak ketiga			*Third party*
PT Bank Maybank Indonesia Tbk	14.774	44.988	*PT Bank Maybank Indonesia Tbk*
PT Bank CIMB Niaga Tbk	1.025	24.372	*PT Bank CIMB Niaga Tbk*
PT Bank ANZ Indonesia	236	-	*PT Bank ANZ Indonesia*
PT Bank OCBC NISP Tbk	-	4.447	*PT Bank OCBC NISP Tbk*
PT Bank UOB Indonesia	-	1.609	*PT Bank UOB Indonesia*
	16.035	75.416	
Pihak berelasi			*Related party*
PT Bank Danamon Indonesia Tbk	1.711	-	*PT Bank Danamon Indonesia Tbk*
	17.746	75.416	

Perseroan melakukan kontrak *cross currency and interest rate swap* dengan tujuan lindung nilai atas risiko fluktuasi arus kas yang ditimbulkan oleh kurs mata uang dan tingkat suku bunga atas pinjaman yang diterima.

The Company entered into cross currency and interest rate swap contracts to hedge the risk of fluctuations in cash flows arising from exchange rates and interest rates on borrowing.

Perubahan atas nilai wajar dari kontrak *cross currency and interest rate swap* yang ditetapkan sebagai instrumen lindung nilai, yang secara efektif menghapus variabilitas arus kas dari pinjaman terkait dicatat di penghasilan komprehensif lainnya. Nilai ini kemudian diakui dalam laporan laba rugi sebagai penyesuaian atas laba atau rugi selisih kurs dan beban bunga pinjaman terkait yang dilindungi nilai pada periode yang sama dimana selisih kurs dan beban bunga tersebut diakui pada perkiraan laba rugi.

Changes in the fair value of the cross currency and interest rate swap contract designated as hedging instruments that effectively offset the variability of cash flows associated with the borrowings are recorded in other comprehensive income. The amounts are subsequently recognised in the statement of profit or loss as adjustments of the exchange rate differences and interest payments related to the hedged borrowings in the same period in which the related exchange rate differences and interest payments affect profit or loss.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

11. ASET/LIABILITAS DERIVATIF (lanjutan)

11. DERIVATIVE ASSETS/LIABILITIES (continued)

Rincian dari kontrak-kontrak tersebut pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The details of these contracts as of 31 December 2025 and 2024 are as follows:

Pihak lawan/ *Counterparty*	Nilai kontrak/ *Contract value*	Periode kontrak/*Contract period*		Sisa nilai kontrak/ *Remaining contract value*		Aset/(liabilitas) derivatif/ *Derivative asset/(liabilities)*	
		Awal/*Start*	Akhir/*End*	2025	2024 Disajikan kembali/ *Restated* *)	2025	2024 Disajikan kembali/ *Restated* *)
***Cross currency and interest rate swap* – PT Adira Dinamika Multifinance (menerapkan akuntansi lindung nilai/*apply hedge accounting*)**							
PT Bank Maybank Indonesia Tbk	JPY 2.160.000.000	12 Desember/ *December* 2023	11 Desember/ *December* 2026	JPY 720.000.000	JPY 1.440.000.000	(2.464)	(8.363)
PT Bank Maybank Indonesia Tbk	JPY 2.910.000.000	15 Januari/ *January* 2024	15 Januari/ *January* 2027	JPY 1.212.500.000	JPY 2.182.500.000	(4.270)	(13.237)
PT Bank Maybank Indonesia Tbk	JPY 2.208.000.000	19 Januari/ *January* 2024	19 Januari/ *January* 2027	JPY 920.000.000	JPY 1.656.000.000	(2.299)	(8.294)
PT Bank Maybank Indonesia Tbk	JPY 2.991.000.000	16 Februari/ *February* 2024	16 Februari/ *February* 2027	JPY 1.246.250.000	JPY 2.243.250.000	(493)	(6.018)
PT Bank Maybank Indonesia Tbk	JPY 3.731.112.000	07 Maret/ *March* 2024	05 Maret/ *March* 2027	JPY 1.554.630.000	JPY 2.798.334.000	(779)	(7.526)
PT Bank Maybank Indonesia Tbk	USD 20.000.000	26 Maret/ *March* 2024	30 Maret/ *March* 2027	USD 8.333.333	USD 15.000.000	6.490	6.098
PT Bank UOB Indonesia	USD 20.000.000	26 Maret/ *March* 2024	30 Maret/ *March* 2027	USD 8.333.333	USD 15.000.000	7.119	7.493
PT Bank DBS Indonesia	USD 30.000.000	3 April/ *April* 2024	6 April/ *April* 2027	USD 15.000.000	USD 25.000.000	10.741	8.900
PT Bank CTBC Indonesia	USD 30.000.000	3 April/ *April* 2024	6 April/ *April* 2027	USD 15.000.000	USD 25.000.000	10.168	7.086

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

11. ASET/LIABILITAS DERIVATIF (lanjutan)

11. DERIVATIVE ASSETS/LIABILITIES (continued)

Rincian dari kontrak-kontrak tersebut pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

The details of these contracts as of 31 December 2025 and 2024 are as follows: (continued)

Pihak lawan/ *Counterparty*	Nilai kontrak/ *Contract value*	Periode kontrak/*Contract period*		Sisa nilai kontrak/ *Remaining contract value*		Aset/(liabilitas) derivatif/ *Derivative asset/(liabilities)*	
		Awal/*Start*	Akhir/*End*	2025	2024 Disajikan kembali/ *Restated* *)	2025	2024 Disajikan kembali/ *Restated* *)
***Cross currency and interest rate swap* – PT Adira Dinamika Multifinance (menerapkan akuntansi lindung nilai/*apply hedge accounting*)** (lanjutan/*continued*)							
PT Bank CIMB Niaga Tbk	USD 60.000.000	20 Juni/ *June* 2024	21 Juni/ *June* 2027	USD 30.000.000	USD 50.000.000	3.023	(12.288)
PT Bank CIMB Niaga Tbk	USD 20.000.000	21 Juni/ *June* 2024	21 Juni/ *June* 2027	USD 10.000.000	USD 16.666.667	1.007	(4.066)
PT Bank OCBC NISP Tbk	USD 20.000.000	21 Juni/ *June* 2024	21 Juni/ *June* 2027	USD 10.000.000	USD 16.666.667	1.070	(4.447)
PT Bank CIMB Niaga Tbk	USD 20.000.000	5 Juli/ *July* 2024	6 Juli/ *July* 2027	USD 11.666.666	USD 18.333.333	(1.025)	(8.018)
PT Bank UOB Indonesia	USD 20.000.000	14 Agustus/ *August* 2024	16 Agustus/ *August* 2027	USD 11.666.667	USD 18.333.334	2.896	(1.609)
PT Bank Maybank Indonesia Tbk	USD 20.000.000	14 Agustus/ *August* 2024	16 Agustus/ *August* 2027	USD 11.666.667	USD 18.333.333	2.978	(1.550)
PT Bank UOB Indonesia	USD 20.000.000	26 September/ *September* 2024	27 September/ *September* 2027	USD 11.666.667	USD 18.333.333	14.047	16.630
PT Bank ANZ Indonesia	USD 20.000.000	26 September/ *September* 2024	27 September/ *September* 2027	USD 11.666.667	USD 18.333.333	(236)	16.599

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

11. ASET/LIABILITAS DERIVATIF (lanjutan)

11. DERIVATIVE ASSETS/LIABILITIES (continued)

Rincian dari kontrak-kontrak tersebut pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

The details of these contracts as of 31 December 2025 and 2024 are as follows: (continued)

Pihak lawan/ *Counterparty*	Nilai kontrak/ *Contract value*	Periode kontrak/*Contract period*		Sisa nilai kontrak/ *Remaining contract value*		Aset/(liabilitas) derivatif/ *Derivative asset/(liabilities)*	
		Awal/*Start*	Akhir/*End*	2025	2024 Disajikan kembali/ *Restated* *)	2025	2024 Disajikan kembali/ *Restated* *)
***Cross currency and interest rate swap* – PT Adira Dinamika Multifinance (tidak menerapkan akuntansi lindung nilai/*not apply hedge accounting*)**							
PT Bank Danamon Indonesia Tbk	USD 6.116.208	25 Agustus/ *August* 2025	25 Agustus/ *August* 2026	USD 4.077.472	-	857	-
PT Bank Danamon Indonesia Tbk	USD 8.998.200	25 September/ *September* 2025	25 September/ *September* 2026	USD 6.748.650	-	(779)	-
PT Bank Maybank Indonesia Tbk	USD 30.000.000	24 November/ *November* 2025	24 November/ *November* 2028	USD 30.000.000	-	(4.469)	-
PT Bank Danamon Indonesia Tbk	USD 6.004.203	19 Desember/ *December* 2025	18 Desember/ *December* 2026	USD 6.004.203	-	(466)	-
PT Bank Danamon Indonesia Tbk	USD 6.004.203	19 Desember/ *December* 2025	18 Desember/ *December* 2026	USD 6.004.203	-	(466)	-
***Cross currency and interest rate swap* – PT Mandala Multifinance (tidak menerapkan akuntansi lindung nilai/*not apply hedge accounting*)**							
PT Bank Permata Tbk	USD 10.000.000	4 Agustus/ *August 2022*	4 Agustus/ *August 2026*	-	USD 4.285.712	-	4.288
PT Bank CIMB Niaga Tbk	USD 10.000.000	1 November/ *November 2022*	4 Agustus/ *August 2026*	-	USD 4.666.664	-	1.770
PT Bank CIMB Niaga Tbk	USD 10.000.000	4 Januari/ *January 2023*	4 Agustus/ *August 2026*	-	USD 4.666.664	-	2.205
						42.650	(4.347)

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

11. ASET/LIABILITAS DERIVATIF (lanjutan)

11. DERIVATIVE ASSETS/LIABILITIES (continued)

Kerugian kumulatif yang timbul dari perubahan nilai wajar instrumen derivatif pada tanggal 31 Desember 2025 sebesar Rp52.219 (2024: Rp11.370) disajikan sebagai "Kerugian kumulatif atas instrumen derivatif untuk lindung nilai arus kas - neto" sebagai bagian "Ekuitas" pada laporan posisi keuangan dan akan diakui dalam laporan laba rugi pada saat realisasinya.

The cumulative losses arising from the changes in fair values of the derivative instruments as of 31 December 2025 amounting to Rp52,219 (2024: Rp11,370), were presented as "Cumulative losses on derivative instruments for cash flows hedges - net" under the "Equity" section in the statement of financial position and will be recognised in the statement of profit or loss upon its realisation.

Pada tahun 2025 dan 2024, jumlah yang telah direklasifikasi dari ekuitas ke laporan laba rugi tahun berjalan adalah sebagai berikut:

In 2025 and 2024, the total amount which had been reclassified from equity to the current year statement of profit or loss are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Jumlah yang telah direklasifikasi dari ekuitas ke laba/(rugi) selisih kurs-bersih	183.991	(11.634)	*The amount had been reclassified from equity to net gain/(loss) on foreign exchange*
Jumlah yang telah direklasifikasi dari ekuitas ke beban bunga dan keuangan	(113.043)	(91.102)	*The amount had been reclassified from equity to interest expense and financing charges*
	70.948	(102.736)	

Jumlah laba rugi selisih kurs yang direklasifikasi dari ekuitas dikompensasikan di laporan laba rugi terhadap laba rugi selisih kurs dari pinjaman yang diterima, yang terkait dengan lindung nilai. Beban bunga dan keuangan yang di reklasifikasi dari ekuitas adalah *swap cost* untuk mengubah tingkat suku bunga.

The foreign exchange gain or loss reclassified from equity is offset against the foreign exchange gain or loss from related hedged borrowings in statement of the profit or loss. The interest and financing charges reclassified from equity represent swap cost to convert the interest rate.

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

12. INVESTASI DALAM SAHAM

12. INVESTMENT IN SHARES

Pada tanggal 2 Oktober 2023, Perseroan melakukan penyertaan pada PT Home Credit Indonesia ("HCI") dengan harga beli sebesar EUR23.163.839 (nilai penuh) atau setara dengan Rp380.397 yang mewakili 9,83% (sembilan koma delapan puluh tiga persen) dari modal ditempatkan dan disetor HCI.

On 2 October 2023, the Company invested in PT Home Credit Indonesia ("HCI") with purchase price of EUR23,163,839 (full amount) or equivalent to Rp380,397 which represents 9.83% (nine point eighty three percent) of the issued and paid up capital of HCI.

Pada tanggal 4 Maret 2024, HCI meningkatkan modal dasar dengan menerbitkan saham baru sebanyak 600 lembar saham. Seluruh lembar saham tersebut telah ditempatkan dan disetor oleh pemegang saham selain Perseroan, sehingga persentase kepemilikian Perseroan pada HCI menjadi 9,82% dari jumlah nilai nominal saham HCI. Pada tanggal 31 Desember 2025 dan 2024, nilai tercatat investasi dalam saham pada HCI masing-masing sebesar Rp420.717 dan Rp396.870.

On 4 March 2024, HCI increased its authorized capital by issuing 600 new shares. All of these shares have been issued and paid by shareholders other than the Company, so that the Company's ownership percentage in HCI is 9.82% of the total nominal value of HCI shares. As of 31 December 2025 and 2024, the carrying value of investment in shares on HCI amounting to Rp420,717 and Rp396,870, respectively.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

12. INVESTASI DALAM SAHAM (lanjutan) / *12. INVESTMENT IN SHARES (continued)*

Tabel berikut menunjukkan perubahan nilai tercatat investasi dalam saham pada tahun berjalan dan tahun sebelumnya:

The following table show movement of the carrying amount of investment in shares during the current year and prior year:

	2025	2024 Disajikan kembali/ *Restated *)*	
Nilai perolehan awal	384.578	386.360	*Acquisition cost at beginning*
Penyesuaian biaya perolehan	(2.021)	(1.782)	*Adjustment of acquisition cost*
	382.557	384.578	
Akumulasi perubahan nilai wajar yang diakui dalam penghasilan komprehensif lain:			*Accumulated changes in fair value recognised in other comprehensive income:*
Saldo awal	12.292	-	*Beginning balance*
Perubahan nilai wajar selama tahun berjalan	25.868	12.292	*Changes in fair value during the current period*
Saldo akhir	38.160	12.292	*Ending balance*
Nilai tercatat	420.717	396.870	*Carrying amount*

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

Informasi mengenai klasifikasi dan nilai wajar investasi dalam saham diungkapkan pada Catatan 41.

Information with respect to the classification and fair value of investment in shares is disclosed in Note 41.

13. ASET TETAP / *13. FIXED ASSETS*

	2025					
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pelepasan/ *Disposals*	Reklasifikasi/ *Reclassifications*	Saldo akhir/ *Ending balance*	
Harga perolehan						***Acquisition cost***
Tanah	152.904	1.947	-	-	154.851	*Land*
Bangunan	222.363	6.011	-	40.291	268.665	*Buildings*
Perabotan, perlengkapan dan peralatan kantor	917.272	46.088	(157.898)	-	805.462	*Furniture, fixtures and office equipment*
Kendaraan bermotor	46.473	8.522	(53.101)	-	1.894	*Motor vehicles*
	1.339.012	62.568	(210.999)	40.291	1.230.872	
Bangunan dalam penyelesaian	10.826	37.650	-	(40.291)	8.185	*Building in progress*
	1.349.838	100.218	(210.999)	-	1.239.057	
Akumulasi penyusutan						***Accumulated depreciation***
Bangunan	(106.526)	(10.160)	-	-	(116.686)	*Buildings*
Perabotan, perlengkapan dan peralatan kantor	(751.954)	(57.053)	149.028	-	(659.979)	*Furniture, fixtures and office equipment*
Kendaraan bermotor	(27.424)	(6.519)	32.760	-	(1.183)	*Motor vehicles*
	(885.904)	(73.732)	181.788	-	(777.848)	
Nilai buku neto	463.934				461.209	***Net book value***

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

13. ASET TETAP (lanjutan) / *13. FIXED ASSETS (continued)*

	2024 Disajikan kembali/*Restated* *)						
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pelepasan/ *Disposals*	Reklasifikasi/ *Reclassifications*	Penambahan dari penggabungan usaha/ *Additions from merger*	Saldo akhir/ *Ending balance*	
Harga perolehan							***Acquisition cost***
Tanah	72.050	24.877	(1.330)	447	56.860	152.904	*Land*
Bangunan	44.546	4.615	(2.854)	42.897	133.159	222.363	*Buildings*
Perabotan, perlengkapan dan peralatan kantor	723.096	60.625	(49.656)	-	183.207	917.272	*Furniture, fixtures and office equipment*
Kendaraan bermotor	1.460	5.060	(10.250)	-	50.203	46.473	*Motor vehicles*
	841.152	95.177	(64.090)	43.344	423.429	1.339.012	
Bangunan dalam penyelesaian	19.412	33.916	-	(42.502)	-	10.826	*Building in progress*
	860.564	129.093	(64.090)	842	423.429	1.349.838	
Akumulasi penyusutan							***Accumulated depreciation***
Bangunan	(34.247)	(6.343)	2.834	-	(68.770)	(106.526)	*Buildings*
Perabotan, perlengkapan dan peralatan kantor	(596.171)	(57.859)	49.535	-	(147.459)	(751.954)	*Furniture, fixtures and office equipment*
Kendaraan bermotor	(442)	(6.797)	6.126	-	(26.311)	(27.424)	*Motor vehicles*
	(630.860)	(70.999)	58.495	-	(242.540)	(885.904)	
Nilai buku neto	229.704					463.934	***Net book value***

Seluruh aset tetap Perseroan merupakan aset kepemilikan langsung.

All of the Company's fixed assets are direct ownership assets.

Hak atas tanah berupa sertifikat Hak Guna Bangunan (HGB) dengan jangka waktu masa penggunaan akan berakhir antara tahun 2027 sampai dengan tahun 2055. Manajemen berpendapat bahwa hak kepemilikan atas tanah tersebut dapat diperbaharui atau diperpanjang pada saat jatuh tempo.

The land rights are in the form of certificate of Hak Guna Bangunan (HGB), *which will be due from 2027 to 2055. Management believes that the land rights can be renewed or extended upon expiration.*

Rincian keuntungan atas pelepasan aset tetap adalah sebagai berikut:

Details of gain on disposal of fixed assets are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Hasil pelepasan aset tetap	11.962	26.350	*Proceeds from disposal of fixed assets*
Nilai buku aset tetap	(29.211)	(5.595)	*Book value of fixed assets*
Laba/(rugi) atas pelepasan aset tetap	(17.249)	20.755	*Gain/(loss) on disposal of fixed assets*

Laba/(rugi) atas pelepasan aset tetap diakui sebagai bagian dari "Pendapatan Lain-lain" pada laporan laba rugi.

Gain/(loss) on disposal of fixed assets is recognised as part of "Other Income" in the statement of profit or loss.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

13. ASET TETAP (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, aset tetap, kecuali tanah, telah diasuransikan kepada:
- pihak berelasi: PT Zurich Asuransi Indonesia Tbk;
- pihak ketiga: PT Lippo General Insurance Tbk dan PT Asuransi Mitra Pelindung Mustika;

terhadap risiko kerugian kebakaran, kebanjiran dan risiko lainnya dengan nilai pertanggungan masing-masing sejumlah Rp591.360 dan Rp584.169. Manajemen berpendapat bahwa nilai pertanggungan tersebut sudah memadai untuk menutupi kemungkinan kerugian atas aset yang dipertanggungkan.

Pada tanggal 31 Desember 2025, aset tetap dengan harga perolehan sebesar Rp571.396 (2024: Rp663.806) telah disusutkan penuh dan masih digunakan oleh Perseroan.

Pada tanggal 31 Desember 2025, Perseroan tidak memiliki aset tetap yang dijaminkan. Pada tanggal 31 Desember 2024, terdapat tanah dan bangunan masing-masing sebesar Rp10.064 dan Rp17.210 yang dijaminkan atas pinjaman MFIN dari PT Bank Mandiri (Persero) Tbk.

Tidak ada beban bunga pinjaman yang dikapitalisasi sebagai aset tetap pada tahun 2025 dan 2024.

Berdasarkan evaluasi manajemen Perseroan, tidak terdapat kejadian atau perubahan keadaan yang mengindikasikan adanya penurunan nilai aset tetap Perseroan pada tanggal 31 Desember 2025 dan 2024.

Estimasi nilai wajar aset tetap Perseroan (tanah dan bangunan berdasarkan nilai jual objek pajak) pada tanggal 31 Desember 2025 sebesar Rp388.325 (2024: Rp462.797).

Pada tanggal 31 Desember 2025, persentase nilai tercatat bangunan dalam penyelesaian terhadap estimasi nilai kontrak adalah 95,09% dan diperkirakan akan selesai pada pertengahan tahun 2026.

Tidak ada aset tetap yang tidak dipakai sementara.

Tidak ada aset tetap yang dihentikan dari penggunaan aktif dan tidak diklasifikasikan sebagai tersedia untuk dijual.

***13. FIXED ASSETS** (continued)*

As of 31 December 2025 and 2024, fixed assets, except for land, were insured by:
- *related party: PT Zurich Asuransi Indonesia Tbk;*
- *third parties: PT Lippo General Insurance Tbk and PT Asuransi Mitra Pelindung Mustika;*

against losses arising from fire, flood and other risks with a total insurance coverage amounting to Rp591,360 and Rp584,169, respectively. Management believes that the coverage is adequate to cover possible losses from such risks.

As of 31 December 2025, fixed assets with acquisition cost amounting to Rp571,396 (2024: Rp663,806), have been fully depreciated and are still being used by the Company.

As of 31 December 2025, the Company does not have fixed assets pledged as collateral. As of 31 December 2024, land and building amounting to Rp10,064 and Rp17,210, respectively, were pledged as collateral for MFIN's borrowings from PT Bank Mandiri (Persero) Tbk.

There were no interest expenses from borrowings which were capitalised to fixed assets in 2025 and 2024.

Based on management's assessment, there are no events or changes in circumstances which may indicate an impairment in value of fixed assets as of 31 December 2025 and 2024.

The estimated fair value of the Company's fixed assets (land and building based on tax object sale value) as of 31 December 2025 amounted to Rp388,325 (2024: Rp462,797).

As of 31 December 2025 the percentage of carrying amount of building in progress to the estimated contract value is 95.09% and estimated to be completed by mid-2026.

There are no fixed assets that are not used temporarily.

There are no fixed assets that have been discontinued from active use and are not classified as held for sale.

14. ASET HAK GUNA

Perseroan menyewa aset berupa bangunan dan *data centre*. Masa sewa berkisar antara 1 - 10 tahun.

Perseroan mempunyai sewa dengan aset bernilai rendah. Perseroan menerapkan pengecualian pengakuan aset hak guna atas sewa dengan aset bernilai rendah tersebut (lihat Catatan 36).

14. RIGHT-OF-USE ASSETS

The Company leases assets which consist of building and data centre. The lease term ranging from 1 - 10 years.

The Company has leases with low value assets. The Company applies lease of low-value assets recognition exemptions for these right-of-use assets (see Note 36).

14. ASET HAK GUNA (lanjutan)

14. RIGHT-OF-USE ASSETS (continued)

Nilai tercatat aset hak guna pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The carrying amount of right-of-use assets as of 31 December 2025 and 2024 are as follows:

	2025				
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pelepasan/ *Disposals*	Saldo akhir/ *Ending balance*	
Harga perolehan					***Acquisition cost***
Bangunan	546.358	81.357	(103.318)	524.397	*Buildings*
Data centre	23.714	-	(8.569)	15.145	*Data centre*
	570.072	81.357	(111.887)	539.542	
Akumulasi penyusutan					***Accumulated depreciation***
Bangunan	(266.465)	(118.854)	100.481	(284.838)	*Buildings*
Data centre	(8.869)	(6.010)	8.569	(6.310)	*Data centre*
	(275.334)	(124.864)	109.050	(291.148)	
Nilai buku neto	294.738			248.394	***Net book value***

	2024 Disajikan kembali/*Restated* *)					
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pelepasan/ *Disposals*	Penambahan dari penggabungan usaha/ *Additions from merger*	Saldo akhir/ *Ending balance*	
Harga perolehan						***Acquisition cost***
Bangunan	466.081	107.713	(82.656)	55.220	546.358	*Buildings*
Data centre	13.744	15.145	(5.175)	-	23.714	*Data centre*
	479.825	122.858	(87.831)	55.220	570.072	
Akumulasi penyusutan						***Accumulated depreciation***
Bangunan	(211.328)	(111.702)	82.649	(26.084)	(266.465)	*Buildings*
Data centre	(6.015)	(8.029)	5.175	-	(8.869)	*Data centre*
	(217.343)	(119.731)	87.824	(26.084)	(275.334)	
Nilai buku neto	262.482				294.738	***Net book value***

Jumlah yang diakui pada laba rugi pada tahun 2025 dan 2024 yang timbul dari sewa adalah beban penyusutan aset hak guna yang dicatat sebagai beban umum dan administrasi (lihat Catatan 36); dan beban bunga atas liabilitas sewa yang dicatat sebagai beban bunga dan keuangan (lihat Catatan 35).

The amounts recognised in profit or loss for 2025 and 2024 arising from the lease are depreciation of right-of-use assets expenses which are recorded as general and administrative expenses (see Note 36); and interest expense on the lease liabilities which is recorded as interest expense and financing charges (see Note 35).

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.

15. ASET TAK BERWUJUD / *15. INTANGIBLE ASSETS*

	2025					
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pelepasan/ *Disposals*	Reklasifikasi/ *Reclassifications*	Saldo akhir/ *Ending balance*	
Harga perolehan						***Acquisition cost***
Perangkat lunak	845.571	1.474	(32.804)	17.188	831.429	*Software*
Perangkat lunak dalam penyelesaian	38.233	85.901	(1.664)	(17.188)	105.282	*Software under development*
Lain-lain	1.688	-	-	-	1.688	*Other*
	885.492	87.375	(34.468)	-	938.399	
Akumulasi amortisasi						***Accumulated amortisation***
Perangkat lunak	(539.163)	(92.520)	28.761	-	(602.922)	*Software*
Lain-lain	(1.006)	(84)	-	-	(1.090)	*Other*
	(540.169)	(92.604)	28.761	-	(604.012)	
Nilai buku neto	345.323				334.387	***Net book value***

	2024 Disajikan kembali/*Restated* *)						
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pelepasan/ *Disposals*	Reklasifikasi/ *Reclassifications*	Penambahan dari penggabungan usaha/ *Additions from merger*	Saldo akhir/ *Ending balance*	
Harga perolehan							***Acquisition cost***
Perangkat lunak	513.969	19.647	(136)	229.585	82.506	845.571	*Software*
Perangkat lunak dalam penyelesaian	43.283	222.781	-	(227.831)	-	38.233	*Software under development*
Lain-lain	1.688	-	-	-	-	1.688	*Other*
	558.940	242.428	(136)	1.754	82.506	885.492	
Akumulasi amortisasi							***Accumulated amortisation***
Perangkat lunak	(437.360)	(64.957)	136	-	(36.982)	(539.163)	*Software*
Lain-lain	(921)	(85)	-	-	-	(1.006)	*Other*
	(438.281)	(65.042)	136	-	(36.982)	(540.169)	
Nilai buku neto	120.659					345.323	***Net book value***

Berdasarkan keputusan manajemen, pola konsumsi aset tak berwujud yang berasal dari MFIN mengalami perubahan signifikan, dimana aset tersebut akan digunakan untuk kegiatan operasional hingga 30 September 2026. Sehubungan dengan hal tersebut, masa manfaat aset tak berwujud tersebut disesuaikan sehingga berakhir pada tanggal tersebut, dengan nilai tercatat pada tanggal 31 Desember 2025 sebesar Rp28.942.

Based on management's decision, there has been a significant change in the expected pattern of consumption of the future economic benefits of the intangible assets originating from MFIN, whereby such assets will be used for operational purposes until 30 September 2026. Accordingly, the useful lives of the intangible assets were adjusted to end on that date, with carrying amount as of 31 December 2025 amounted to Rp28,942.

16. ASET LAIN-LAIN / *16. OTHER ASSETS*

	2025	2024 Disajikan kembali/ *Restated* *)	
Uang muka	34.660	30.801	*Advance payments*
Uang jaminan	14.058	14.356	*Security deposits*
	48.718	45.157	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

*) *The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

16. ASET LAIN-LAIN (lanjutan)

Transaksi yang mendasari pencatatan uang muka adalah pembayaran uang muka (*down payment*) untuk pembelian barang dan jasa. Uang muka tersebut akan direklas ke akun biaya atau aset pada saat barang atau jasa diterima.

Uang jaminan merupakan *security deposit* yang dibayarkan Perseroan kepada pemilik gedung pada saat Perseroan menyewa ruangan kantor. Uang jaminan akan dikembalikan oleh pemilik gedung ketika masa sewa berakhir.

16. OTHER ASSETS (continued)

Underlying transactions in recording advance payments are down payment for purchase goods or services. The advance payments will be reclassified to the expenses or asset accounts when the goods or services are received.

Security deposit is a deposit that the Company pays to the building owner when the Company rents office space. The security deposit will be returned by the building owner when the rental period ends.

17. PINJAMAN YANG DITERIMA / *17. BORROWINGS*

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Bank Central Asia Tbk	1.326.098	1.170.988	*PT Bank Central Asia Tbk*
PT Bank Mandiri (Persero) Tbk	915.811	1.620.520	*PT Bank Mandiri (Persero) Tbk*
PT Bank Pan Indonesia Tbk	704.532	1.042.159	*PT Bank Pan Indonesia Tbk*
PT Bank Rakyat Indonesia Tbk	449.692	-	*PT Bank Rakyat Indonesia Tbk*
Citibank, N.A., Indonesia	350.000	450.000	*Citibank, N.A., Indonesia*
PT Bank BCA Syariah	329.166	241.257	*PT Bank BCA Syariah*
PT Bank UOB Indonesia	175.000	250.000	*PT Bank UOB Indonesia*
PT Bank Maybank Indonesia Tbk	127.762	527.538	*PT Bank Maybank Indonesia Tbk*
PT Bank Negara Indonesia Tbk	70.816	528.455	*PT Bank Negara Indonesia Tbk*
PT Bank Muamalat Indonesia Tbk	41.666	2.500	*PT Bank Muamalat Indonesia Tbk*
PT Bank DKI	38.889	155.556	*PT Bank DKI*
PT Bank DBS Indonesia	24.984	108.244	*PT Bank DBS Indonesia*
PT Bank Maspion Indonesia Tbk	-	201.677	*PT Bank Maspion Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	-	119.982	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank Resona Perdania	-	99.750	*PT Bank Resona Perdania*
PT Bank OCBC NISP Tbk	-	16.652	*PT Bank OCBC NISP Tbk*
PT Bank Permata Tbk (termasuk pinjaman sindikasi)	-	16.622	*PT Bank Permata Tbk (including syndicated loan)*
PT Bank Oke Indonesia Tbk	-	1.458	*PT Bank Oke Indonesia Tbk*
	4.554.416	6.553.358	
Dolar Amerika Serikat			*United States Dollar*
The Islamic Corporation for the Development of the Private Sector (ICD)	-	218.750	*The Islamic Corporation for the Development of the Private Sector (ICD)*
	4.554.416	6.772.108	
Pihak berelasi			*Related parties*
Rupiah			*Rupiah*
PT Bank Danamon Indonesia Tbk	635.607	265.278	*PT Bank Danamon Indonesia Tbk*
MUFG Bank, Ltd. (Jakarta)	627.217	433.333	*MUFG Bank, Ltd. (Jakarta)*
	1.262.824	698.611	
Dolar Amerika Serikat			*United States Dollar*
MUFG Bank, Ltd. (Hong Kong) - Sindikasi	2.584.625	4.104.225	*MUFG Bank, Ltd. (Hong Kong) - Syndicated*
MUFG Bank, Ltd. (Singapura)	500.250	-	*MUFG Bank, Ltd. (Singapore)*
PT Bank Danamon Indonesia Tbk	380.766	-	*PT Bank Danamon Indonesia Tbk*
	3.465.641	4.104.225	
Yen Jepang			*Japanese Yen*
MUFG Bank, Ltd. (Singapura)	602.085	1.063.278	*MUFG Bank, Ltd. (Singapore)*
	5.330.550	5.866.114	
	9.884.966	12.638.222	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

17. PINJAMAN YANG DITERIMA (lanjutan)

Pada tanggal 31 Desember 2025, pinjaman yang diterima termasuk beban transaksi yang terkait langsung dengan pinjaman yang diterima sebesar Rp3.447 (2024: Rp7.712) (lihat Catatan 2d.2).

Rata-rata tertimbang tingkat suku bunga efektif per tahun atas pinjaman yang diterima pada tanggal 31 Desember 2025 adalah 6,63% (2024: 7,02%).

Rincian dari pinjaman yang diterima adalah sebagai berikut:

17. BORROWINGS (continued)

As of 31 December 2025, the borrowings include transaction costs directly attributable to the origination of borrowings amounting to Rp3,447 (2024: Rp7,712) (see Note 2d.2).

The weighted average effective interest rate per annum on borrowings as of 31 December 2025 was 6.63% (2024: 7.02%).

The details of borrowings are as follows:

Nama Bank/ *Bank Name*	Fasilitas/ *Facility*	Batas maksimum kredit/ *Maximum credit limit*	Perjanjian terakhir/ *Latest agreement*		Suku bunga kontraktual/ *Contractual interest rate*		Cicilan pokok/ *Principal installment*
			Awal/*Start*	Akhir/*End*	2025	2024	
Pinjaman/*Borrowings* – PT Adira Dinamika Multifinance Tbk							
PT Bank Mandiri (Persero) Tbk	I	2.000.000	29 September/ *September* 2023	30 Juni/ *June* 2026	7,15% - 7,22%	6,80% - 7,22%	Setiap satu bulan sekali/ *Monthly basis*
	II	2.000.000	29 September/ *September* 2023	9 April/ *April* 2028	6,74% - 7,20%	6,50% - 7,20%	Setiap satu bulan sekali/ *Monthly basis*
	III	2.000.000	20 Agustus/ *August* 2025	1 Juli/ *July* 2029	6,15% - 6,70%	6,55% - 6,70%	Setiap satu bulan sekali/ *Monthly basis*
	IV	250.000	26 Januari/ *January* 2024	25 Januari/ *January* 2026	6,55%	-	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Maybank Indonesia Tbk	I	1.000.000	28 Maret/ *March* 2023	28 Desember/ *December* 2026	7,35%	7,35%	Setiap satu bulan sekali/ *Monthly basis*
	II	1.000.000	23 Juni/ *June* 2023	23 Maret/ *March* 2027	7,25%	6,50% - 7,25%	Setiap satu bulan sekali/ *Monthly basis*
	III	250.000	19 Oktober/ *October* 2025	23 Juni/ *June* 2026	-	-	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date*
Citibank, N.A., Indonesia	I	1.000.000	25 September/ *September* 2025	9 Februari/ *February* 2026	6,35 % - 6,75%	6,55% - 6,75%	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date* atau/*or* Setiap satu bulan sekali/ *Monthly basis*
PT Bank Central Asia Tbk	I	1.000.000	5 September/ *September* 2022	20 April/ *April* 2026	7,16% - 7,19%	7,16% - 7,19%	Setiap satu bulan sekali/ *Monthly basis*
	II	1.000.000	27 Oktober/ *October* 2025	31 Desember/ *December* 2028	5,75% - 7,00%	7,00%	Setiap satu bulan sekali/ *Monthly basis*
	III	600.000	27 Oktober/ *October* 2025	27 Oktober/ *October* 2029	-	-	Setiap satu bulan sekali/ *Monthly basis*
PT Bank BCA Syariah	I	545.000	24 Oktober/ *October* 2025	30 September/ *September* 2031	7,25% - 7,35%	7,25% - 7,35%	Setiap satu bulan sekali/ *Monthly basis*
	II		24 Oktober/ *October* 2025	30 September/ *September* 2031	5,50%	-	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date*
PT Bank Danamon Indonesia Tbk	I	600.000	7 Oktober/ *October* 2025	31 Januari/ *January* 2026	7,00% (Penarikan dalam Rupiah/ *Drawdown in IDR*) 4,98% (Penarikan dalam USD/ *Drawdown in USD*)	6,10% - 6,45% - 	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date*
	II	1.900.000	7 Oktober/ *October* 2025	31 Januari/ *January* 2029	7,10% - 7,35% (Penarikan dalam Rupiah/ *Drawdown in IDR*) 4,54% 5,42% (Penarikan dalam USD/ *Drawdown in USD*)	5,20% - 7,35% - 	Setiap satu bulan sekali/ *Monthly basis*
	III		7 Oktober/ *October* 2025	31 Januari/ *January* 2029	7,20% (Penarikan dalam Rupiah/ *Drawdown in IDR*) 4, 54% - 5,41% (Penarikan dalam USD/ *Drawdown in USD*)	7,20% - 	Setiap satu bulan sekali/ *Monthly basis*

Rincian dari pinjaman yang diterima adalah sebagai berikut: (lanjutan)

The details of borrowings are as follows: (continued)

Nama Bank/ *Bank Name*	Fasilitas/ *Facility*	Batas maksimum kredit/ *Maximum credit limit*	Perjanjian terakhir/ *Latest agreement*		Suku bunga kontraktual/ *Contractual interest rate*		Cicilan pokok/ *Principal installment*
			Awal/*Start*	Akhir/*End*	2025	2024	
Pinjaman/*Borrowings* – PT Adira Dinamika Multifinance Tbk (lanjutan/*continued*)							
MUFG Bank, Ltd. (Jakarta)	I	500.000	20 Juni/ *June* 2025	30 Desember/ *December* 2026	4,70% - 6,40%	5,90% - 6,70%	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date*
	II	800.000	21 Juni/ *June* 2023	3 Februari/ *February* 2026	6,00% - 6,60%	6,00% - 6,60%	Setiap tiga bulan sekali/ *Quarterly basis*
	III	500.000	23 Desember/ *December* 2022	23 Juni/ *June* 2026	7,25% - 7,30%	7,25% - 7,30%	Setiap tiga bulan sekali/ *Quarterly basis*
	IV	USD50.000.000 (*Equivalent to* Rp770.750)	12 September/ *September* 2024	12 September/ *September* 2028	6,50%	-	Setiap tiga bulan sekali/ *Quarterly basis*
MUFG Bank, Ltd. (Singapura)	I	USD100.000.000 (*Equivalent to* ¥14.000.112.000)	21 November/ *November* 2023	21 November/ *November* 2027	0,57% - 0,72%	0,57% - 0,72%	Setiap tiga bulan sekali/ *Quarterly basis*
	II	USD100.000.000	12 November/ *November* 2025	12 November/ *November* 2029	4,58%	-	Setiap tiga bulan sekali/ *Quarterly basis*
MUFG Bank, Ltd. (Hong Kong – Sindikasi/*Syndicated*)	I	USD300.000.000	1 Februari/ *February* 2024	1 November/ *November* 2027	4,63% - 5,54%	5,27% - 6,29%	Setiap tiga bulan sekali/ *Quarterly basis*
PT Bank Negara Indonesia Tbk	I	500.000	19 Februari/ *February* 2024	18 Februari/ *February* 2028	6,50%	6,50%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank UOB Indonesia	I	500.000	13 Maret/ *March* 2024	13 September/ *September* 2025	6,80%	6,80%	Setiap tiga bulan sekali/ *Quarterly basis*
	II	500.000	26 Juni/ *June* 2025	26 Desember/ *December* 2028	6,20% - 6,60%	-	Setiap tiga bulan sekali/ *Quarterly basis*
PT Bank Pan Indonesia Tbk	I	1.000.000	14 November/ *November* 2022	14 November/ *November* 2026	6,90% - 7,30%	6,65% - 7,30%	Setiap satu bulan sekali/ *Monthly basis*
	II	1.000.000	20 Februari/ *February* 2023	20 Februari/ *February* 2027	7,10%	7,10%	Setiap satu bulan sekali/ *Monthly basis*
	III	1.000.000	27 Maret/ *March* 2023	27 Maret/ *March* 2027	7,10%	6,30% - 7,10%	Setiap satu bulan sekali/ *Monthly basis*
	IV	2.000.000	28 Februari/ *February* 2025	22 Desember/ *December* 2028	5,65% - 6,50%	6,30%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	I	500.000	27 Juli/ *July* 2023	27 April/ *April* 2027	6,80%	6,60% - 6,80%	Setiap satu bulan sekali/ *Monthly basis*
	II	500.000	25 April/ *April* 2024	25 Januari/ *January* 2028	6,68%	6,68%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank DBS Indonesia	I	300.000	4 September/ *September* 2023	4 September/ *September* 2027	6,60% - 6,80%	6,60% - 6,80%	Setiap tiga bulan sekali/ *Quarterly basis*
	II	200.000	29 Juli/ *July* 2025	29 Januari/ *January* 2029	-	-	Setiap tiga bulan sekali/ *Quarterly basis*
PT Bank Muamalat Indonesia Tbk	I	200.000	16 Januari/ *January* 2025	30 Agustus/ *August* 2026	6,50%	6,35%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank CTBC Indonesia	I	175.000	30 Desember/ *December* 2025	15 Maret/ *March* 2026	6,78%	6,15% - 6,20%	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date*
PT Bank DKI	I	184.722	11 September/ *September* 2024	10 April/ *April* 2026	7,35%	7,35%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Rakyat Indonesia Tbk	I	1.000.000	18 September/ *September* 2025	23 September/ *September* 2028	6,25% - 6,45%	-	Setiap satu bulan sekali/ *Monthly basis*
PT Bank CIMB Niaga Tbk	I	800.000	12 Desember/ *December* 2025	12 Desember/ *December* 2029	-	-	Setiap satu bulan sekali/ *Monthly basis*

17. PINJAMAN YANG DITERIMA (lanjutan)

Rincian dari pinjaman yang diterima adalah sebagai berikut: (lanjutan)

***17. BORROWINGS** (continued)*

The details of borrowings are as follows: (continued)

Nama Bank/ ***Bank Name***	**Fasilitas/** ***Facility***	**Batas maksimum kredit/** ***Maximum credit limit***	**Perjanjian terakhir/** ***Latest agreement***		**Suku bunga kontraktual/** ***Contractual interest rate***		**Cicilan pokok/** ***Principal installment***
			Awal/*Start*	**Akhir/*End***	**2025**	**2024**	
Pinjaman/*Borrowings – ex-legacy* (MFIN)							
PT Bank Central Asia Tbk	Pinjaman Angsuran/ *Installment Loan* 7	300.000	19 Juli/ *July* 2022	28 Desember/ *December* 2025	7,00% - 8,00%	7,00% - 8,25%	Setiap satu bulan sekali/ *Monthly basis*
	Pinjaman Angsuran/ *Installment Loan* 8	1.000.000	27 Oktober/ *October* 2025	22 Juli/ *July* 2028	7,10% - 7,25%	7,10% - 7,25%	Setiap satu bulan sekali/ *Monthly basis*
	Pinjaman Angsuran/ *Installment Loan* 9	400.000	27 Oktober/ *October* 2025	18 Juli/ *July* 2029	6,90%	-	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Danamon Indonesia, Tbk	Kredit Berjangka/ *Term Loan Facility*	850.000	4 Desember/ *December* 2024	4 Juli/ *July* 2027	7,00% - 7,35%	7,50%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Negara Indonesia (Persero), Tbk	Kredit Modal Kerja/ *Working Capital Loan*	265.000	24 Februari/ *February* 2024	2 Juli/ *July* 2026	-	7,00% - 7,50%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Permata, Tbk	Kredit Sindikasi/ *Syndicated Loan*	1.200.000	08 Juni/ *June* 2022	29 Juni/ *June* 2025	-	8,00%	Setiap tiga bulan sekali/ *Quarterly basis*
PT Bank OCBC NISP, Tbk	Kredit Berjangka/ *Term Loan*	150.000	27 Juli/ *July* 2023	31 Agustus/ *August* 2025	-	7,15% - 7,20%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Oke Indonesia, Tbk	Pinjaman Modal Kerja/ *Working Capital Loan*	50.000	11 Juli/ *July* 2022	11 Januari/ *January* 2025	-	8,00%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Mandiri(Persero), Tbk	Kredit Investasi/ *Investment Credit*	85.000	28 December/ *December* 2021	23 Maret/ *March* 2027	-	8,25%	Setiap satu bulan sekali/ *Monthly basis*
	Kredit Modal Kerja/ *Working Capital Loan*	500.000	10 Juli/ *July* 2024	30 Januari/ *January* 2027	7,00% - 7,25%	7,10% - 7,25%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Maspion Indonesia, Tbk	Kredit Angsuran Berjangka/ *Term Installment Loan Facility*	250.000	6 November/ *November* 2023	26 Juni/ *June* 2027	-	7,50% - 7,60%	Setiap satu bulan sekali/ *Monthly basis*

17. PINJAMAN YANG DITERIMA (lanjutan)

17. *BORROWINGS (continued)*

Rincian dari pinjaman yang diterima adalah sebagai berikut: (lanjutan)

The details of borrowings are as follows: (continued)

Nama Bank/ *Bank Name*	Fasilitas/ *Facility*	Batas maksimum kredit/ *Maximum credit limit*	Perjanjian terakhir/ *Latest agreement*		Suku bunga kontraktual/ *Contractual interest rate*		Cicilan pokok/ *Principal installment*
			Awal/*Start*	Akhir/*End*	2025	2024	
Pinjaman/*Borrowings – ex-legacy* (MFIN) (lanjutan/*continued*)							
PT Bank Resona Perdania	Kredit Angsuran Berjangka/ *Term Installment Loan Facility*	100.000	12 Desember/ *December* 2024	23 Desember/ *December* 2026	-	7,00%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank BCA Syariah	Pembiayaan Mudharabah/ *Mudharabah Financing*	190.000	12 Desember/ *December* 2024	25 Juni/ *June* 2028	7,25% - 8,50%	7,75% - 9,50%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Danamon Indonesia, Tbk - Divisi Syariah	Mudharabah Angsuran/ *Installment Mudharabah*	500.000	7 Oktober/ *October* 2025	7 Oktober/ *October* 2029	7,00% - 7,50%	7,50%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Muamalat Indonesia, Tbk	Pembiayaan Mudharabah/ *Mudharabah Financing*	100.000	12 Desember/ *December* 2024	30 Maret/ *March* 2025	-	7,75%	Setiap satu bulan sekali/ *Monthly basis*
Islamic Corporation For The Development Of The Private Sector (ICD)	Fasilitas Murabahah/ *Murabahah Facility*	USD30.000.000 (nilai penuh/ *full amount)* (Eq. to 462.200)	25 Maret/ *March* 2022	4 Agustus/ *August* 2026	-	8,93% - 9,61%	Setiap tiga bulan sekali/ *Quarterly basis*

Informasi lainnya – PT Adira Dinamika Multifinance Tbk

Untuk pinjaman sindikasi MUFG Bank, Ltd. (Hong Kong), CTBC Bank Co., Ltd., DBS Bank Ltd., Maybank Securities PTE Ltd., MUFG Bank, Ltd., dan United Overseas Bank Limited bertindak sebagai *mandated lead arrangers dan bookrunners*, MUFG Bank, Ltd. (Hong Kong) sebagai *agent*. CTBC Bank Co., Ltd. (*Singapore*), PT Bank DBS Indonesia, Malayan Banking Berhad (*Singapore*), MUFG Bank, Ltd. (*Singapore*), United Overseas Bank Limited, Bank of Baroda (IFSC Banking Unit-GIFT City), PT Bank KEB Hana Indonesia, The Korea Development Bank (*Singapore*), Mega International Commercial Bank Co., Ltd. (*Offshore Banking*), Taipei Fubon Commercial Bank Co., Ltd. (*Singapore*), Bank of China Limited (*Singapore*), Sumitomo Mitsui Trust Bank, Ltd. (*Singapore*), E.SUN Commercial Bank, Ltd. (*Singapore*), The Gunma Bank, Ltd., Hua Nan Commercial Bank, Ltd. (*Offshore Banking*), Hua Nan Commercial Bank, Ltd. (*Singapore*), The Shanghai Commercial & Saving Bank, Ltd. (*Offshore Banking*), Taiwan Cooperative Bank (*Offshore Banking*), First Commercial Bank (*Offshore Banking*), State Bank of India (*Singapore*), Taishin International Bank Co., Ltd., Bank of Taiwan (*Singapore*), Chang Hwa Commercial Bank, Ltd. (*Singapore*), The Chugoku Bank, Ltd. (Hong Kong), Far Eastern International Bank, Ltd., Sunny Bank, Ltd., Taiwan Business Bank, Ltd. (*Offshore Banking*), Taiwan Shin Kong Commercial Bank Co., Ltd., The Chiba Bank, Ltd. (Hong Kong), The Hyakugo Bank, Ltd., The Joyo Bank, Ltd., PT Bank SBI Indonesia bertindak sebagai *original lenders*.

Other information – PT Adira Dinamika Multifinance Tbk

For MUFG Bank, Ltd. (Hong Kong) syndicated borrowing, CTBC Bank Co., Ltd., DBS Bank Ltd., Maybank Securities PTE Ltd., MUFG Bank, Ltd., dan United Overseas Bank Limited acted as mandated lead arrangers and bookrunners, MUFG Bank, Ltd. (Hong Kong) acted as agent. CTBC Bank Co., Ltd. (Singapore), PT Bank DBS Indonesia, Malayan Banking Berhad (Singapore), MUFG Bank, Ltd. (Singapore), United Overseas Bank Limited, Bank of Baroda (IFSC Banking Unit-GIFT City), PT Bank KEB Hana Indonesia, The Korea Development Bank (Singapore), Mega International Commercial Bank Co., Ltd. (Offshore Banking), Taipei Fubon Commercial Bank Co., Ltd. (Singapore), Bank of China Limited (Singapore), Sumitomo Mitsui Trust Bank, Ltd. (Singapore), E.SUN Commercial Bank, Ltd. (Singapore), The Gunma Bank, Ltd., Hua Nan Commercial Bank, Ltd. (Offshore Banking), Hua Nan Commercial Bank, Ltd. (Singapore), The Shanghai Commercial & Saving Bank, Ltd. (Offshore Banking), Taiwan Cooperative Bank (Offshore Banking), First Commercial Bank (Offshore Banking), State Bank of India (Singapore), Taishin International Bank Co., Ltd., Bank of Taiwan (Singapore), Chang Hwa Commercial Bank, Ltd. (Singapore), The Chugoku Bank, Ltd. (Hong Kong), Far Eastern International Bank, Ltd., Sunny Bank, Ltd., Taiwan Business Bank, Ltd. (Offshore Banking), Taiwan Shin Kong Commercial Bank Co., Ltd., The Chiba Bank, Ltd. (Hong Kong), The Hyakugo Bank, Ltd., The Joyo Bank, Ltd., PT Bank SBI Indonesia acted as original lenders.

CATATAN ATAS LAPORAN KEUANGAN
Pada tanggal 31 Desember 2025 dan 2024,
untuk tahun-tahun yang berakhir pada tanggal tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
as of 31 December 2025 and 2024,
for the years then ended
(Expressed in millions of Rupiah,
unless otherwise stated)

17. PINJAMAN YANG DITERIMA (lanjutan)

Informasi lainnya – PT Adira Dinamika Multifinance Tbk (lanjutan)

Pinjaman yang diterima dari Citibank, N.A., Indonesia, PT Bank BCA Syariah, MUFG Bank, Ltd. (Jakarta) (fasilitas I), PT Bank Danamon Indonesia Tbk, PT Bank CTBC Indonesia dan PT Bank Maybank Indonesia Tbk (fasilitas III) merupakan fasilitas pinjaman modal kerja berulang.

Seluruh pinjaman yang diterima oleh Perseroan digunakan untuk modal kerja. Selama pinjaman belum dilunasi, Perseroan tidak diperkenankan antara lain, mengikat diri sebagai penjamin atas pemenuhan kewajiban pihak ketiga, diharuskan untuk memenuhi ketentuan *gearing ratio* paling tinggi 10 kali dan mempertahankan rasio saldo piutang pembiayaan (*outstanding principal*) dengan kategori kualitas piutang pembiayaan bermasalah (*non-performing financing*) setelah dikurangi cadangan penyisihan penghapusan piutang pembiayaan paling tinggi sebesar 5% sesuai ketentuan OJK, dan kewajiban penyampaian laporan lainnya.

Informasi lainnya – PT Mandala Multifinance Tbk ("MFIN")

Berdasarkan Akta Penggabungan Usaha No. 71 tanggal 16 Juli 2025 dan Akta No. 65 tanggal 30 September 2025, seluruh aset dan liabilitas MFIN, termasuk namun tidak terbatas pada utang dan kewajiban pembayaran berdasarkan fasilitas keuangan berupa dan dengan nama apapun, telah beralih secara hukum kepada Perseroan pada Tanggal Efektif Penggabungan (1 Oktober 2025). Dengan demikian, seluruh fasilitas pinjaman yang sebelumnya diterima oleh MFIN sebagaimana diuraikan di atas ini telah dinovasikan dan menjadi kewajiban Perseroan sejak tanggal tersebut.

Untuk pinjaman sindikasi yang diterima, PT Bank Permata Tbk bertindak sebagai *joint mandated lead arranger* dan *facility agent*. PT Bank CIMB Niaga Tbk, PT Bank KEB Hana Indonesia, PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat, PT Bank Pembangunan Daerah Papua, dan PT Bank Pembangunan Daerah Jawa Tengah bertindak sebagai kreditur pemberi pinjaman. Fasilitas pinjaman sindikasi ini telah dilunasi seluruhnya pada April 2025.

Pinjaman yang diterima MFIN terdiri dari fasilitas pinjaman angsuran dan pinjaman rekening koran dari PT Bank Central Asia Tbk; fasilitas pinjaman kredit investasi dan pinjaman kredit modal kerja dari PT Bank Mandiri (Persero) Tbk; fasilitas kredit rekening koran (*revolving*) dan kredit berjangka (*revolving*) dari PT Bank Danamon Indonesia Tbk; serta fasilitas pembiayaan syariah berupa pembiayaan modal kerja mudharabah (*revolving*) dari PT Bank BCA Syariah dan mudharabah angsuran (*non-revolving*) dari Unit Usaha Syariah PT Bank Danamon Indonesia Tbk. Mayoritas fasilitas tersebut dijamin dengan fidusia atas piutang pembiayaan konsumen Perseroan. Fasilitas pinjaman lainnya dari The Islamic Corporation for the Development of the Private Sector (ICD), PT Bank Negara Indonesia (Persero) Tbk, PT Bank Maspion Indonesia Tbk, dan PT Bank Muamalat Indonesia Tbk telah dilunasi selama tahun berjalan tahun 2025.

***17. BORROWINGS** (continued)*

***Other information – PT Adira Dinamika Multifinance Tbk** (continued)*

The borrowings from Citibank, N.A., Indonesia, PT Bank BCA Syariah, MUFG Bank, Ltd. (Jakarta) (facility I), PT Bank Danamon Indonesia Tbk, PT Bank CTBC Indonesia and PT Bank Maybank Indonesia Tbk (facility III) are revolving working capital facilities.

All of the Company's borrowings are used for working capital purposes. During the period that the loan is still outstanding, the Company is not allowed to, among others, act as a guarantor for the fulfillment of third party obligations, is required to comply with gearing ratio provisions for a maximum of 10 times and maintain the ratio of financing receivable (outstanding principal) categorized as non-performing financing after deducting allowance for impairment losses at the maximum of 5% in accordance with OJK provisions, and other reporting obligation.

Other information – PT Mandala Multifinance Tbk ("MFIN")

Based on the Merger Deed No. 71 dated 16 July 2025 and Deed No. 65 dated 30 September 2025, all assets and liabilities of MFIN, including but not limited to debts and payment obligations under financial facilities of any form and name, have been legally transferred to the Company on the Effective Date of the Merger (1 October 2025). Accordingly, all loan facilities previously received by MFIN as described above have been novated and become the obligations of the Company since that date.

For the syndicated loan received, PT Bank Permata Tbk acted as the joint mandated lead arranger and facility agent. PT Bank CIMB Niaga Tbk, PT Bank KEB Hana Indonesia, PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat, PT Bank Pembangunan Daerah Papua, and PT Bank Pembangunan Daerah Jawa Tengah acted as the original lenders. This syndicated loan facility was fully repaid in April 2025.

The borrowings received by MFIN consist of installment loan and current account loan facilities from PT Bank Central Asia Tbk; investment credit loan and working capital credit loan facilities from PT Bank Mandiri (Persero) Tbk; current account credit (revolving) and term credit (revolving) facilities from PT Bank Danamon Indonesia Tbk; as well as sharia financing facilities in the form of working capital mudharabah financing (revolving) from PT Bank BCA Syariah and mudharabah installment (non-revolving) from the Sharia Unit of PT Bank Danamon Indonesia Tbk. The majority of these facilities are secured by a fiduciary transfer of the Company's consumer financing receivables. Other loan facilities from The Islamic Corporation for the Development of the Private Sector (ICD), PT Bank Negara Indonesia (Persero) Tbk, PT Bank Maspion Indonesia Tbk, and PT Bank Muamalat Indonesia Tbk were settled during the current year of 2025.

17. PINJAMAN YANG DITERIMA (lanjutan)

Informasi lainnya – PT Mandala Multifinance Tbk ("MFIN") (lanjutan)

Selama pinjaman belum dilunasi, Perseroan tidak diperkenankan antara lain, mengikat diri sebagai penjamin atas pemenuhan kewajiban pihak ketiga, diharuskan untuk memenuhi berbagai ketentuan finansial termasuk *gearing ratio* paling tinggi 9 kali, mempertahankan rasio pembiayaan bermasalah (*non-performing financing*) paling tinggi sebesar 3,5%, dan *net credit losses* paling tinggi sebesar 7% sesuai ketentuan OJK, serta tunduk pada kewajiban pelaporan dan pemberitahuan lainnya kepada kreditur.

Pada tanggal 31 Desember 2024, MFIN tidak memenuhi (*breach*) beberapa pembatasan finansial terkait pinjaman dari PT Bank Mandiri (Persero) Tbk, PT Bank Maspion Indonesia Tbk dan PT Bank Muamalat Indonesia Tbk. MFIN dan Bank telah melakukan komunikasi atas kondisi *breach* ini dimana Bank meminta MFIN untuk menyampaikan komitmen perbaikan rasio yang dipersyaratkan. Tidak terdapat tunggakan pembayaran atas pinjaman MFIN pada tanggal 31 Desember 2024 maupun permintaan pembayaran dipercepat atas kondisi *breach* ini oleh Bank.

MFIN telah melakukan pembayaran kewajiban atas seluruh pinjaman secara tepat waktu. Per tanggal 30 September 2025, MFIN telah memenuhi pembatasan-pembatasan finansial dan nonfinansial yang diwajibkan dalam perjanjian pinjaman.

Informasi lainnya

Saldo pinjaman yang diterima dalam mata uang asing sebesar USD207.834.528 dan JPY5.653.380.000 (nilai penuh) pada tanggal 31 Desember 2025, dan sebesar USD268.619.040 dan JPY10.320.084.000 (nilai penuh) pada tanggal 31 Desember 2024, termasuk bunganya telah dilindung nilai dengan kontrak *cross currency and interest rate swap* (lihat Catatan 11 dan 43).

Pada tahun 2025 dan 2024, amortisasi beban provisi atas pinjaman yang diterima yang dibebankan ke laporan laba rugi diungkapkan pada Catatan 35.

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh Perseroan sesuai dengan jadwal.

Pada tanggal 31 Desember 2025, Perseroan telah memenuhi seluruh persyaratan yang disebutkan dalam perjanjian fasilitas-fasilitas pinjaman ini.

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Informasi mengenai klasifikasi dan nilai wajar pinjaman yang diterima diungkapkan pada Catatan 41.

***17. BORROWINGS** (continued)*

***Other information – PT Mandala Multifinance Tbk ("MFIN")** (continued)*

During the period that the borrowings are still outstanding, MFIN is not allowed to, among others, act as a guarantor for the fulfillment of third-party obligations, is required to comply with various financial covenants including a maximum gearing ratio of 9 times, maintaining its non-performing financing ratio at a maximum of 3.5%, and net credit losses shall not exceed 7% in accordance with OJK provisions, and is subject to other reporting and notification obligations to the lenders.

As of December 31, 2024, MFIN did not meet several financial debt covenants related to loans from PT Bank Mandiri (Persero) Tbk, PT Bank Maspion Indonesia Tbk and PT Bank Muamalat Indonesia Tbk. MFIN and the Bank have communicated on this breach condition for which the Banks asked MFIN to submit a commitment to improve the required ratios. There are no default of payment on MFIN's loans as of 31 December 2024, or an early payment request for this breach condition by the Bank.

MFIN has repaid all of its borrowings obligations in a timely manner. As of 30 September 2025, MFIN has fulfilled the debts covenants requirements and other non-financial debt covenants.

Other information

The outstanding balance of the borrowings denominated in foreign currency amounted to USD207,834,528 and JPY5,653,380,000 (full amount) as of 31 December 2025, and amounted to USD268,619,040 and JPY10,320,084,000 (full amount) as of 31 December 2024, including the interest which hedged by cross currency and interest rate swap (see Notes 11 and 43).

In 2025 and 2024, the amortisation of the provision expenses on borrowings was charged to the statement of profit or loss are disclosed in Note 35.

Interest and principal loan payments have been paid by the Company on schedule.

As of 31 December 2025, the Company has complied with all the requirements mentioned in the loan facility agreements.

Refer to Note 39 for details of balances and transactions with related parties.

Information with respect to the classification and fair value of borrowings are disclosed in Note 41.

18. BEBAN YANG MASIH HARUS DIBAYAR / *18. ACCRUED EXPENSES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak ketiga			*Third parties*
Promosi	146.521	89.720	*Promotion*
Bunga	110.761	92.366	*Interest*
Perolehan pembiayaan konsumen	78.020	78.839	*Acquisition cost of consumer financing*
Bagi hasil sukuk mudharabah	16.682	12.403	*Revenue sharing for mudharabah bonds*
Marjin mudharabah	973	951	*Mudharabah margin*
Lain-lain	325.530	317.995	*Others*
	678.487	592.274	
Pihak berelasi			*Related parties*
Premi asuransi kesehatan	40.286	43.278	*Health insurance premium*
Bunga	36.019	47.996	*Interest*
Bagi hasil sukuk mudharabah	438	438	*Revenue sharing for mudharabah bonds*
Marjin mudharabah	366	10	*Mudharabah margin*
Premi asuransi aset tetap dan lainnya	-	62	*Insurance premium of fixed assets and others*
	77.109	91.784	
	755.596	684.058	

Akun lain-lain terdiri dari beban operasional lainnya yang masih harus dibayar.

Others consist of other operating expenses accruals.

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

Informasi mengenai klasifikasi dan nilai wajar beban bunga, bagi hasil sukuk mudharabah dan marjin mudharabah yang masih harus dibayar diungkapkan pada Catatan 41.

Information with respect to the classification and fair value of accrued interest expenses, revenue sharing for mudharabah bonds and mudharabah margin are disclosed in Note 41.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

19. UTANG OBLIGASI / *19. BONDS PAYABLE*

	2025	2024 Disajikan kembali/ *Restated *)*	
Nilai nominal:			*Nominal value:*
Obligasi Berkelanjutan V Tahap III			***Continuing Bonds V Phase III***
Pihak ketiga	239.950	1.056.300	*Third parties*
Pihak berelasi	10.050	23.700	*Related parties*
Obligasi Berkelanjutan VI Tahap I			***Continuing Bonds VI Phase I***
Pihak ketiga	1.194.250	1.191.900	*Third parties*
Pihak berelasi	100.750	103.100	*Related parties*
Obligasi Berkelanjutan VI Tahap II			***Continuing Bonds VI Phase II***
Pihak ketiga	415.610	415.610	*Third parties*
Obligasi Berkelanjutan VI Tahap III			***Continuing Bonds VI Phase III***
Pihak ketiga	520.796	1.600.000	*Third parties*
Obligasi Berkelanjutan VI Tahap IV			***Continuing Bonds VI Phase IV***
Pihak ketiga	1.155.000	1.940.000	*Third parties*
Pihak berelasi	60.000	60.000	*Related parties*
Obligasi Berkelanjutan VI Tahap V			***Continuing Bonds VI Phase V***
Pihak ketiga	2.066.793	-	*Third parties*
Pihak berelasi	200	-	*Related parties*
Obligasi Berkelanjutan VII Tahap I			***Continuing Bonds VII Phase I***
Pihak ketiga	1.195.950	-	*Third parties*
Pihak berelasi	4.050	-	*Related parties*
Obligasi Berkelanjutan VII Tahap II			***Continuing Bonds VII Phase II***
Pihak ketiga	1.642.000	-	*Third parties*
Pihak berelasi	8.000	-	*Related parties*
Dikurangi:			*Less:*
Biaya emisi obligasi yang belum diamortisasi	(17.374)	(12.780)	*Unamortised bonds issuance costs*
Utang obligasi - neto	8.596.025	6.377.830	*Bonds payable - net*
Dikurangi:			*Less:*
Bagian yang jatuh tempo dalam waktu satu tahun	3.411.792	2.691.007	*Current portion*
Bagian yang jatuh tempo lebih dari satu tahun	5.184.233	3.686.823	*Non-current portion*
Amortisasi biaya emisi obligasi yang dibebankan ke laporan laba rugi (lihat Catatan 35)	12.488	9.965	*Amortisation of bonds issuance costs charged to the statements of profit or loss (see Note 35)*

Sesuai dengan perjanjian perwaliamanatan obligasi, rasio jumlah pinjaman terhadap ekuitas tidak melebihi ketentuan, yaitu maksimal 10:1. Selain itu, selama pokok obligasi belum dilunasi, Perseroan tidak diperkenankan, antara lain melakukan penggabungan usaha kecuali dilakukan pada bidang usaha yang sama serta menjual atau mengalihkan lebih dari 40% aset Perseroan yang bukan piutang pembiayaan konsumen.

According to the trustee bonds agreement, debt to equity ratio should not exceed the provision, at maximum 10:1. Moreover, during the time that the bonds principals are still outstanding, the Company is not allowed to, among others, merge unless performed on the same business and sell or assign more than 40% of the Company's non-consumer financing receivables assets.

Pada tanggal 31 Desember 2025 dan 2024, Perseroan telah melakukan pembayaran bunga obligasi sesuai dengan jatuh tempo yang telah ditetapkan dalam perjanjian perwaliamanatan dan telah memenuhi seluruh persyaratan yang disebutkan dalam perjanjian perwaliamanatan. Jumlah pokok utang obligasi telah dibayarkan sesuai dengan tanggal jatuh tempo obligasi yang bersangkutan.

As of 31 December 2025 and 2024, the Company had paid the bonds interest on schedule as stated in the trustee agreement and complied with all the requirements mentioned in the trustee agreement. Total principal of bonds have been paid in accordance with the respective bonds' maturity date.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

19. UTANG OBLIGASI (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, seluruh obligasi Perseroan mendapat peringkat idAAA dari PT Pemeringkat Efek Indonesia (Pefindo).

Beban bunga atas utang obligasi pada tahun 2025 sebesar Rp507.151 (2024 : Rp413.854) (lihat Catatan 35).

Rata-rata tertimbang tingkat suku bunga efektif per tahun atas utang obligasi pada tanggal 31 Desember 2025 sebesar 6,37% (2024: 6,33%).

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Informasi mengenai klasifikasi dan nilai wajar utang obligasi diungkapkan pada Catatan 41.

***19. BONDS PAYABLE** (continued)*

As of 31 December 2025 and 2024, all of the Company's bonds are rated idAAA by PT Pemeringkat Efek Indonesia (Pefindo).

The interest expenses of bonds payable in 2025 amounted to Rp507,151 (2024: Rp413,854) (see Note 35).

The weighted average effective interest rate per annum on bonds payable as of 31 December 2025 was 6.37% (2024: 6.33%).

Refer to Note 39 for details of balances and transactions with related parties.

Information with respect to the classification and fair value of bonds payable is disclosed in Note 41.

20. UTANG LAIN-LAIN / ***20. OTHER PAYABLES***

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak ketiga			*Third parties*
Pendapatan diterima dimuka	192.774	205.519	*Deferred income*
Titipan konsumen	111.491	36.182	*Customers deposits*
Utang kepada *dealer*	58.068	223.593	*Payables to dealers*
Premi asuransi	22.581	36.437	*Insurance premium*
Pengurusan fidusia	9.820	8.613	*Fiduciary fees*
Lain-lain	50.976	179.116	*Others*
	445.710	689.460	
Pihak berelasi			*Related parties*
Pendapatan diterima dimuka	569.834	557.733	*Deferred income*
Premi asuransi	145.595	121.495	*Insurance premium*
Pemulihan dari piutang yang dihapus-bukukan porsi pembiayaan bersama	30.247	28.815	*Recovery of written off receivables from joint financing portion*
Denda keterlambatan porsi pembiayaan bersama	4.049	4.826	*Late charges from joint financing portion*
Utang kepada *dealer*	-	48	*Payables to dealers*
Lain-lain	131.893	2.278	*Others*
	881.618	715.195	
	1.327.328	1.404.655	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

20. UTANG LAIN-LAIN (lanjutan)

20. OTHER PAYABLES (continued)

Utang kepada *dealer*

Utang kepada *dealer* merupakan liabilitas Perseroan kepada *dealer* atas kontrak pembiayaan yang telah disetujui dan pihak *dealer* telah menyerahkan kendaraan kepada konsumen.

Payables to dealers

Payables to dealers represent the Company's liabilities to dealers for the approved financing contracts and the dealers have delivered the vehicles to the consumers.

Pendapatan diterima dimuka

Berdasarkan perjanjian pada tanggal 27 September 2018, Perseroan dan PT Zurich Asuransi Indonesia Tbk, pihak berelasi, setuju untuk bekerjasama dalam mempromosikan dan memperkenalkan produk asuransi PT Zurich Asuransi Indonesia Tbk kepada konsumen Perseroan selama masa efektif, yaitu 20 tahun. Sebagai imbal balik, Perseroan telah menerima access fee dari PT Zurich Asuransi Indonesia Tbk pada tanggal 27 November 2019 dan 24 Desember 2025 masing-masing sebesar Rp752.000 dan Rp50.000 yang dicatat sebagai pendapatan diterima dimuka dan telah diamortisasi selama tahun 2025 dan 2024 masing-masing sebesar Rp37.899 dan Rp37.600.

Berdasarkan perjanjian pada tanggal 31 Maret 2020, perusahaan induk Perseroan, PT Bank Danamon Indonesia Tbk ("Bank Danamon") dan PT Asuransi Jiwa Manulife setuju untuk memperpanjang *collaboration agreement* yang ada dalam mempromosikan dan memperkenalkan produk asuransi PT Asuransi Jiwa Manulife kepada konsumen Bank Danamon dan Perseroan. Sebagai imbal balik, Bank Danamon dan Perseroan telah menerima *collaboration fee* dari PT Asuransi Jiwa Manulife yang diakui sebagai pendapatan diterima dimuka dan diamortisasi ke laporan laba rugi.

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Informasi mengenai klasifikasi dan nilai wajar utang kepada *dealer* dan utang premi asuransi diungkapkan pada Catatan 41.

Deferred income

Based on the agreement dated 27 September 2018, the Company and PT Zurich Asuransi Indonesia Tbk, related party, agreed to enter into a cooperation agreement in promoting and introducing insurance products of PT Zurich Asuransi Indonesia Tbk to the Company's consumers during the effective period of 20 years. In return, the Company received access fees from PT Zurich Asuransi Indonesia Tbk on 27 November 2019 and 24 December 2025 amounted to Rp752,000 and Rp50,000 respectively, which were recorded as deferred income and have been amortised in 2025 and 2024 amounted to Rp37,899 and Rp37,600, respectively.

Based on the agreement dated 31 March 2020, the Company's parent entity, PT Bank Danamon Indonesia Tbk ("Bank Danamon") and PT Asuransi Jiwa Manulife agreed to extend their existing collaboration agreement in promoting and introducing insurance products of PT Asuransi Jiwa Manulife to Bank Danamon and the Company's consumers. In return, Bank Danamon and the Company has received collaboration fee from PT Asuransi Jiwa Manulife which were recognised as deferred income and amortised in statement of profit or loss.

Refer to Note 39 for details of balances and transactions with related parties.

Information with respect to the classification and fair value of payables to dealers and insurance premium payables is disclosed in Note 41.

21. LIABILITAS SEWA

21. LEASE LIABILITIES

Analisis jatuh tempo liabilitas sewa yang didiskontokan sebagai berikut:

Maturity analysis of discounted lease liabilities is as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
< 1 tahun	30.599	28.370	*< 1 year*
1-5 tahun	79.066	109.608	*1-5 years*
	109.665	137.978	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

21. LIABILITAS SEWA (lanjutan) / *21. LEASE LIABILITIES (continued)*

Analisis jatuh tempo liabilitas sewa yang tidak didiskontokan sebagai berikut:

Maturity analysis of undiscounted lease liabilities is as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
< 1 tahun	38.336	38.336	*< 1 year*
1-5 tahun	87.653	125.989	*1-5 years*
	125.989	164.325	

Liabilitas sewa yang tercatat merupakan kewajiban Perseroan sebagai penyewa untuk melakukan pembayaran sesuai dengan perjanjian sewa yang didiskontokan terhadap tingkat suku bunga pinjaman inkremental. Adapun perjanjian sewa terdiri dari bangunan dan *data centre*.

Lease liabilities are the Company's obligation as a lessee to make payments in accordance with the lease agreement which is discounted to the incremental borrowing interest rate. The lease agreements consist of buildings and data centre.

Perseroan mengadakan perjanjian sewa sebagai berikut:

The Company has lease agreement as follows:

Pihak lawan/ *Counterparties*	Item yang disewa/ *Leased items*	Periode perjanjian/ *Period of agreement*
PT Permata Birama Sakti	Kantor pusat di Jakarta/ *Head office at Jakarta*	16 September/*September* 2019 – 15 September/*September* 2029
PT DCI Indonesia	*Data Centre* di Jakarta/ *Data Centre at Jakarta*	7 Oktober/*October* 2024 – 6 Oktober/*October* 2027

22. PERPAJAKAN / *22. TAXATION*

a. Pajak dibayar dimuka / *a. Prepaid tax*

	2025	2024 Disajikan kembali/ *Restated *)*	
Surat ketetapan pajak	39.763	61.281	*Tax assessment letters*
Pajak penghasilan badan *ex-legacy* (MFIN)	31.115	-	*Ex-legacy (MFIN) corporate income tax*
Pajak penghasilan Pasal 21	-	12.528	*Income tax Article 21*
	70.878	73.809	

b. Utang pajak / *b. Taxes payable*

	2025	2024 Disajikan kembali/ *Restated *)*	
Pajak pertambahan nilai dan meterai	13.883	7.550	*Value added tax and duty stamp*
Pajak penghasilan:			*Income tax:*
Pasal 21	2.132	2.240	*Article 21*
Pasal 23 dan 26	6.715	9.428	*Articles 23 and 26*
Pasal 29 tahun 2024 - Perseroan	-	118.185	*Article 29 of 2024 - Company*
Pasal 25 dan 29 tahun 2024 - Ex-legacy (MFIN)	-	105.739	*Article 25 and 29 of 2024 - Ex-legacy (MFIN)*
Pasal 29 tahun berjalan - Perseroan	160.203	-	*Article 29 current year - Company*
Pasal 4(2)	1.155	1.947	*Article 4(2)*
	184.088	245.089	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

22. PERPAJAKAN (lanjutan) / *22. TAXATION (continued)*

c. Beban pajak penghasilan / *c. Income tax expense*

Untuk tahun yang berakhir 31 Desember 2025, beban pajak penghasilan Perseroan mencakup pajak kini, tangguhan dan penyesuaian tahun sebelumnya MFIN (lihat tabel dibawah bagian *Ex-legacy*), yang timbul dari hasil penggabungan laba rugi MFIN untuk periode 1 Januari 2025 sampai dengan 30 September 2025 sesuai dengan PSAK 338 (lihat Catatan 2y). MFIN memiliki kewajiban untuk menyelesaikan kewajiban-kewajiban perpajakan tersebut kepada Direktorat Jenderal Pajak ("DJP").

For the year ended 31 December 2025, the Company's income tax expense comprises current tax, deferred tax, and prior-year tax adjustments of MFIN (see the table below under the Ex-legacy section), arising from the inclusion of MFIN's statement of profit or loss for the period from 1 January 2025 to 30 September 2025 in accordance with SFAS 338 (see Note 2y). MFIN has the obligation to fulfill these tax obligations with the Directorate General of Taxes ("DGT").

	2025	2024 Disajikan kembali/ *Restated *)*	
PT Adira Dinamika Multi Finance Tbk			***PT Adira Dinamika Multi Finance Tbk***
Kini	400.243	389.213	*Current*
Tangguhan	(11.497)	(45.083)	*Deferred*
Surat ketetapan pajak	4.099	1.504	*Tax assessment letter*
	392.845	345.634	
***Ex-legacy* (PT Mandala Multifinance Tbk)**			***Ex-legacy (PT Mandala Multifinance Tbk)***
Kini	24.174	162.736	*Current*
Tangguhan	26.203	(33.609)	*Deferred*
Penyesuaian tahun sebelumnya	684	810	*Prior year adjustment*
	51.061	129.937	
	443.906	475.571	

Rekonsiliasi antara laba sebelum beban pajak penghasilan, sebagaimana yang disajikan dalam laporan laba rugi dengan laba kena pajak adalah sebagai berikut:

Reconciliation between income before income tax expense, as shown in the statement of profit or loss and taxable income is as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Laba sebelum beban pajak penghasilan Perseroan (1 Januari - 31 Desember 2024)	-	2.286.372	*Company's income before income tax expense (1 January - 31 December 2024)*
Laba sebelum beban pajak penghasilan MFIN (1 April - 31 Desember 2024)	-	(554.166)	*MFIN's income before income tax expense (1 April - 31 December 2024)*
Laba sebelum beban pajak penghasilan Perseroan (1 Januari - 31 Desember 2025)	1.988.844	-	*Company's income before income tax expense (1 January - 31 December 2025)*
Laba sebelum beban pajak penghasilan MFIN (1 Januari - 30 September 2025)	(194.193)	-	*MFIN's income before income tax expense (1 January - 30 September 2025)*
Dampak merger	(7.562)	20.110	*Merger impact*
Laba sebelum beban pajak penghasilan	1.787.089	1.752.316	*Income before income tax expense*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

22. PERPAJAKAN (lanjutan)

***22. TAXATION** (continued)*

c. Beban pajak penghasilan (lanjutan)

***c. Income tax expense** (continued)*

Rekonsiliasi antara laba sebelum beban pajak penghasilan, sebagaimana yang disajikan dalam laporan laba rugi dengan laba kena pajak adalah sebagai berikut: (lanjutan)

Reconciliation between income before income tax expense, as shown in the statement of profit or loss and taxable income is as follows: (continued)

	2025	2024 Disajikan kembali/ *Restated *)*	
Laba sebelum beban pajak penghasilan	1.787.089	1.752.316	*Income before income tax expense*
Beda temporer:			*Temporary differences:*
Imbalan kerja karyawan	81.727	72.893	*Employees' benefits*
Pemasaran	55.031	(77.493)	*Marketing*
Aset hak guna	16.257	22.884	*Right-of-use assets*
Lindung nilai arus kas	854	-	*Cash flow hedge*
Penyisihan kerugian penurunan nilai piutang lain-lain	55	266	*Provision for impairment losses on other receivables*
Penyisihan kerugian penurunan nilai piutang pembiayaan konsumen, piutang pembiayaan murabahah, dan piutang sewa pembiayaan	(38.038)	376.615	*Provision for impairment losses on consumer financing receivables, murabahah financing receivables, and finance leases receivables*
Penyusutan aset tetap	(31.508)	6.033	*Depreciation of fixed assets*
Liabilitas sewa	(18.384)	(19.999)	*Lease liabilities*
Biaya lainnya yang masih harus dibayar dan kesejahteraan karyawan	(13.734)	(176.277)	*Accrued other expenses and employees' welfare*
	52.260	204.922	
Beda permanen:			*Permanent differences:*
Laba bersih entitas asosiasi yang diserap	7.562	(20.110)	*Net income of associate absorbed*
Pajak final atas pendapatan jasa giro dan penghasilan final lainnya	6.442	15.282	*Final tax of interest income from current accounts and other final income*
Pendapatan jasa giro dan penghasilan final lainnya	(33.800)	(76.450)	*Interest income from current accounts and other final income*
Beban yang tidak dapat dikurangkan	(264)	(106.812)	*Non-deductible expenses*
	(20.060)	(188.090)	
Laba kena pajak	1.819.289	1.769.148	*Taxable income*
Beban pajak penghasilan	400.243	389.213	*Income tax expense*
Dikurangi: estimasi pajak dibayar dimuka	(240.040)	(271.028)	*Less: estimated prepaid taxes*
Estimasi utang pajak penghasilan badan	160.203	118.185	*Estimated corporate income tax payable*

Perhitungan pajak penghasilan badan untuk tahun yang berakhir pada tanggal 31 Desember 2025 di atas adalah suatu perhitungan sementara untuk tujuan akuntansi dan dapat berubah pada waktu Perseroan menyampaikan Surat Pemberitahuan (SPT) Tahunan pajak penghasilan badan.

The above calculation of income tax for the year ended 31 Desember 2025 was a preliminary estimate for accounting purposes and is subject to change at the time the Company submits its Annual Corporate Income Tax Return.

Laba kena pajak hasil rekonsiliasi untuk tahun 2024 sesuai dengan SPT Tahunan PPh Badan Perseroan.

Taxable income which resulted from reconciliation for the year 2024 conforms with the Company's Annual Corporate Income Tax Return.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

22. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Rekonsiliasi atas beban pajak penghasilan dengan perkalian laba sebelum beban pajak penghasilan dan tarif pajak maksimum yang berlaku adalah sebagai berikut:

***22. TAXATION** (continued)*

***c. Income tax expense** (continued)*

The reconciliation between income tax expense and income before income tax expense multiplied by the maximum marginal tax rate was as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Laba sebelum beban pajak penghasilan	1.787.089	1.752.316	*Income before income tax expense*
Dikurangi: pendapatan bunga dan penghasilan final lainnya yang dikenakan pajak final	(27.358)	(61.168)	*Less: net interest income and other final income subjected to final tax*
	1.759.731	1.691.148	
Tarif pajak 22%	387.140	372.053	*Tax rate of 22%*
Perbedaan permanen dengan tarif pajak 22%	1.606	(27.923)	*Permanent differences at 22%*
Surat ketetapan pajak	4.099	1.504	*Tax assessment letter*
Beban pajak penghasilan	392.845	345.634	*Income tax expense*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

22. PERPAJAKAN (lanjutan) / ***22. TAXATION*** *(continued)*

d. Aset/(liabilitas) pajak tangguhan - neto / ***d. Deferred tax asset/(liabilities) - net***

	2025				
	Saldo awal/ *Beginning balance*	(Dibebankan)/ dikreditkan ke laba tahun berjalan/ *(Charged)/ credited to income for the year*	Dikreditkan ke ekuitas dari pendapatan komprehensif lain/ *Credited to equity from other comprehensive income*	Saldo akhir/ *Ending balance*	
Aset pajak tangguhan:					*Deferred tax assets:*
Imbalan kerja yang masih harus dibayar	167.556	(2.164)	(8.221)	157.171	*Accrued employees' benefits*
Biaya lainnya yang masih harus dibayar dan kesejahteraan karyawan	72.912	(3.022)	-	69.890	*Accrued other expenses and employees' welfare*
Cadangan kerugian penurunan nilai atas piutang pembiayaan konsumen, piutang pembiayaan murabahah dan piutang sewa pembiayaan	224.251	(13.011)	-	211.240	*Allowance for impairment losses on consumer financing receivables, murabahah financing receivables and finance lease receivables*
Pemasaran	20.815	12.107	-	32.922	*Marketing*
Lindung nilai arus kas (menerapkan akuntansi lindung nilai)	3.207	-	11.522	14.729	*Cash flow hedge (apply hedge accounting)*
Lindung nilai arus kas (tidak menerapkan akuntansi lindung nilai)	-	188	-	188	*Cash flow hedge (not apply hedge accounting)*
Liabilitas sewa	28.170	(4.045)	-	24.125	*Lease liabilities*
Cadangan kerugian penurunan nilai piutang lain-lain	121	12	-	133	*Allowance for impairment losses on other receivables*
	517.032	(9.935)	3.301	510.398	
Liabilitas pajak tangguhan:					*Deferred tax liabilities:*
Penyusutan aset tetap	(14.777)	(8.347)	-	(23.124)	*Depreciation of fixed assets*
Aset hak guna	(20.440)	3.576	-	(16.864)	*Right-of-use asset*
Perubahan nilai wajar investasi dalam saham	(2.704)	-	(5.691)	(8.395)	*Changes in fair value on investment in shares*
	(37.921)	(4.771)	(5.691)	(48.383)	
Aset pajak tangguhan - neto	479.111	(14.706)	(2.390)	462.015	*Deferred tax assets - net*

22. PERPAJAKAN (lanjutan)

***22. TAXATION** (continued)*

d. Aset/(liabilitas) pajak tangguhan - neto (lanjutan)

***d. Deferred tax asset/(liabilities) - net** (continued)*

	2024 Disajikan kembali/*Restated* *)					
	Saldo awal/ *Beginning balance*	(Dibebankan)/ dikreditkan ke laba tahun berjalan/ *(Charged)/ credited to income for the year*	Dikreditkan ke ekuitas dari pendapatan komprehensif lain/ *Credited to equity from other comprehensive income*	Penambahan dari penggabungan usaha/ *Additions from merger*	Saldo akhir/ *Ending balance*	
Aset pajak tangguhan:						*Deferred tax assets:*
Imbalan kerja yang masih harus dibayar	134.171	19.781	2.187	11.417	167.556	*Accrued employees' benefits*
Biaya lainnya yang masih harus dibayar dan kesejahteraan karyawan	111.693	(38.781)	-	-	72.912	*Accrued other expenses and employees' welfare*
Cadangan kerugian penurunan nilai atas piutang pembiayaan konsumen, piutang pembiayaan murabahah dan piutang sewa pembiayaan	81.388	112.925	-	29.938	224.251	*Allowance for impairment losses on consumer financing receivables, murabahah financing receivables and finance lease receivables*
Pemasaran	37.863	(17.048)	-	-	20.815	*Marketing*
Lindung nilai arus kas (menerapkan akuntansi lindung nilai)	211	-	2.996	-	3.207	*Cash flow hedge (apply hedge accounting)*
Liabilitas sewa	32.570	(4.400)	-	-	28.170	*Lease liabilities*
Cadangan kerugian penurunan nilai piutang lain-lain	63	58	-	-	121	*Allowance for impairment losses on other receivables*
	397.959	72.535	5.183	41.355	517.032	
Liabilitas pajak tangguhan:						*Deferred tax liabilities:*
Penyusutan aset tetap						*Depreciation of fixed assets*
Penyusutan aset tetap	(17.519)	1.122	-	1.620	(14.777)	*Depreciation of fixed assets*
Aset hak guna	(25.475)	5.035	-	-	(20.440)	*Right-of-use asset*
Beban lain-lain						*Stock dividend*
Perubahan nilai wajar investasi dalam saham	-	-	(2.704)	-	(2.704)	*Changes in fair value on investment in shares*
	(42.994)	6.157	(2.704)	1.620	(37.921)	
Aset pajak tangguhan - neto	354.965	78.692	2.479	42.975	479.111	*Deferred tax assets - net*

e. Sengketa pajak

e. Tax disputes

Tahun pajak 2017

Pada tanggal 28 Juni 2022, Perseroan menerima SKP untuk tahun fiskal 2017. Berdasarkan SKP tersebut, Kantor Pajak menetapkan kurang bayar atas PPh Pasal 21, PPh Pasal 23/26, PPN, dan Pajak Penghasilan Badan dengan jumlah keseluruhan Rp28.324 yang di dalamnya terdapat porsi lebih bayar PPh Badan Rp14.909 yang disetujui oleh Kantor Pajak. Perseroan setuju dengan koreksi lebih bayar PPh Badan sebesar Rp14.909 dan koreksi kurang bayar PPh Pasal 21, PPh Pasal 23/26, PPN Luar Negeri sebesar Rp1.274.

Fiscal year 2017

On 28 June 2022, the Company received Tax Assessment Letters for the fiscal year 2017. Based on the Assessment Letters, the Tax Office confirmed the underpayment of Article 21 Income Tax, Withholding Tax Articles 23/26, VAT, and Corporate Income Tax aggregating Rp28,324 which include Corporate Income Tax overpayment of Rp14,909 agreed by Tax Office. The Company agreed with correction on Corporate Income Tax overpayment of Rp14,909 and correction on Article 21, Articles 23/26, Overseas VAT underpayment of Rp1,274.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

*) *The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

22. PERPAJAKAN (lanjutan)

e. Sengketa pajak (lanjutan)

Tahun pajak 2017 (lanjutan)

Pada tanggal 31 Agustus 2022, Perseroan mengajukan keberatan atas sisa ketetapan kurang bayar Pajak Penghasilan Badan sebesar Rp17.278 dan ketetapan kurang bayar PPN sebesar Rp24.681 (termasuk denda). Untuk kasus PPN, pada tanggal 30 Maret 2023, Perseroan telah menerima Keputusan Keberatan yang isinya mengurangkan PPN terutang dari Rp24.681 menjadi Rp21.976. Untuk kasus PPh Badan, pada tanggal 2 Mei 2023, Perseroan telah menerima Keputusan Keberatan yang isinya mengabulkan sebagian permohonan keberatan sebesar Rp12.791 dari total permohonan sebesar Rp17.278. Perseroan telah menerima pengembalian pajak dari porsi PPh Badan dan PPN yang dikabulkan pada proses keberatan. Atas porsi PPh Badan yang ditolak keberatannya sebesar Rp4.487, Perseroan menyetujui sebagian keputusan keberatan sebesar Rp388 yang telah dibebankan ke laporan laba rugi Juni 2023.

Pada tanggal 14 Juni 2023, Perseroan mengajukan banding untuk kasus PPh Badan sebesar Rp4.099 dan kasus PPN sebesar Rp21.976. Pada tanggal 15 Mei 2024, Pengadilan Pajak memutuskan sengketa PPh Badan dan PPN Perseroan. Dalam Putusan Pengadilan Pajak untuk kasus PPh Badan Tahun Pajak 2017, Majelis Hakim menolak permohonan banding Perseroan sebesar Rp4.099. Dalam Putusan Pengadilan Pajak untuk kasus PPN, Majelis Hakim menolak permohonan banding Perseroan sebesar Rp21.976.

Pada tanggal 19 Juli 2024, Perseroan mengajukan Permohonan Peninjauan Kembali atas kasus PPh Badan sebesar Rp4.099 dan kasus PPN sebesar Rp21.976 yang ditolak oleh Majelis Hakim. Perseroan telah menerima Putusan Mahkamah Agung yang isinya mengabulkan Permohonan Peninjauan Kembali atas kasus PPN dan menolak Permohonan Peninjauan Kembali atas kasus PPh Badan. Perseroan telah menerima pengembalian pajak untuk Masa Pajak Juni, Juli, Agustus, Oktober, November dan Desember 2017 sebesar Rp17.419 dan atas putusan PPh Badan sebesar Rp4.099 telah dibebankan ke laporan laba rugi pada bulan September 2025.

Tahun pajak 2018

Pada tanggal 5 September 2023, Perseroan menerima SKP untuk tahun fiskal 2018. Berdasarkan SKP tersebut, Kantor Pajak menetapkan kurang bayar atas PPh Pasal 21, PPh Pasal 21 Final, PPh Pasal 23/26, PPh Pasal 4 ayat (2), PPN, dan Pajak Penghasilan Badan dengan jumlah keseluruhan Rp38.473. Perseroan setuju dengan koreksi kurang bayar PPh Pasal 21, PPh Pasal 21 Final, PPh Pasal 23/26, dan PPh Pasal 4 ayat (2) sebesar Rp152.

***22. TAXATION** (continued)*

***e. Tax disputes** (continued)*

***Fiscal year 2017** (continued)*

On 31 August 2022, the Company has submitted the objection on Corporate Income Tax underpayment of Rp17,278 and VAT underpayment of Rp24,681 (including penalties). For VAT case, on 30 March 2023, the Company has received Objection Decision reducing the VAT payable from Rp24,681 to Rp21,976. For CIT case, on 2 May 2023, the Company has received Objection Decision that granted part of the Company's objection, amounting to Rp12,791 out of a total request amounting to Rp17,278. The Company has received tax refund from the portion of CIT and VAT that was granted during the objection process. For rejected portion on CIT case of Rp4,487, the company agreed with CIT objection decision amounting to Rp388 which was charged to the statement of profit or loss on June 2023.

On 14 June 2023, the Company filed appeal request to Tax Court for CIT case of Rp4,099 and VAT case of Rp21,976. On 15 May 2024, the Tax Court decided on the Company's CIT and VAT dispute. In the Tax Court's Decision for the CIT case for Fiscal Year 2017, the Panel of Judges rejected the Company's appeal amounting to Rp4,099. In the Tax Court's Decision for the VAT case, the Panel of Judges rejected the Company's appeal amounting to Rp21,976.

On 19 July 2024, the Company has submitted a Judicial Review to Supreme Court for CIT case of Rp4,099 and VAT case of Rp21,976 which was rejected by the Panel of Judges. The Company has received Supreme Court Decisions that granted the Judicial Review of VAT case and reject the Judicial Review of CIT case. The Company has received tax refund on the granted portion for the period June, July, August, October, November, and December 2017 amounted to Rp17,419 and for the rejected CIT case amounting to Rp4.099 has been charged to the statement of profit or loss in September 2025.

Fiscal year 2018

On 5 September 2023, the Company received Tax Assessment Letters for the fiscal year 2018. Based on the Assessment Letters, the Tax Office confirmed the underpayment of Article 21 Income Tax, Article 21 Final Income Tax, Withholding Tax Articles 23/26, Withholding Tax Article 4 paragraph (2), VAT, and Corporate Income Tax aggregating Rp38,473. The Company agreed with correction on Article 21, Article 21 Final, Articles 23/26, and Article 4 paragraph (2) underpayment of Rp152.

22. PERPAJAKAN (lanjutan)

e. Sengketa pajak (lanjutan)

Tahun pajak 2018 (lanjutan)

Pada tanggal 3 November 2023, Perseroan mengajukan keberatan atas ketetapan kurang bayar Pajak Penghasilan Badan sebesar Rp12.814 dan ketetapan kurang bayar PPN sebesar Rp25.507 (termasuk denda). Untuk kasus PPN, pada tanggal 31 Juli 2024, Perseroan telah menerima Keputusan Keberatan yang isinya mengurangkan PPN terutang dari Rp25.507 menjadi Rp24.804. Untuk kasus PPh Badan, pada tanggal 31 Juli 2024, Perseroan telah menerima Keputusan Keberatan yang isinya mengurangkan PPh Badan terutang dari Rp12.814 menjadi Rp12.563. Perseroan telah menerima pengembalian pajak dari porsi PPh Badan dan PPN yang dikabulkan pada proses keberatan. Atas porsi PPh Badan yang ditolak keberatannya sebesar Rp12.563, Perseroan menyetujui sebagian keputusan keberatan sebesar Rp2.161 yang telah dibebankan ke laporan laba rugi pada bulan Oktober 2024.

Pada tanggal 15 Oktober 2024, Perseroan mengajukan banding untuk kasus PPh Badan sebesar Rp10.402 dan kasus PPN sebesar Rp24.804. Pada tanggal 26 November 2025, Pengadilan Pajak memutuskan sengketa PPh Badan dan PPN Perseroan. Dalam Putusan Pengadilan Pajak untuk kasus PPh Badan Tahun Pajak 2018, Majelis Hakim mengabulkan permohonan banding Perseroan sebesar Rp10.402. Dalam Putusan Pengadilan Pajak untuk kasus PPN, Majelis Hakim menolak permohonan banding Perseroan sebesar Rp23.486.

Perseroan akan mengajukan Permohonan Peninjauan Kembali atas kasus banding PPN Masa September - Desember 2018 yang ditolak oleh Majelis Hakim.

f. Administrasi

Sesuai dengan peraturan perpajakan di Indonesia, Perseroan melaporkan/menyetorkan pajak berdasarkan sistem *self-assessment*. Direktur Jenderal Pajak ("DJP") dapat menetapkan atau mengubah liabilitas pajak dalam waktu lima tahun sejak saat terutangnya pajak.

Sampai dengan 31 Desember 2025, Perseroan masih menilai dampak implementasi atas Peraturan Pengenaan Pajak Minimum Global ("Pilar Dua") yang telah disahkan oleh Menteri Keuangan Republik Indonesia No.136 tahun 2024 (PMK-136). Perseroan menerapkan pengecualian PSAK 212 untuk mengakui dan mengungkapkan informasi tentang aset dan liabilitas pajak tangguhan yang terkait dengan pajak penghasilan pilar dua. Perseroan meyakini tidak ada dampak pajak karena simulasi Tingkat Pajak Efektif Pilar Dua Perseroan lebih dari 15 persen.

***22. TAXATION** (continued)*

***e. Tax disputes** (continued)*

***Fiscal year 2018** (continued)*

On 3 November 2023, the Company has submitted the objection on Corporate Income Tax underpayment of Rp12,814 and VAT underpayment of Rp25,507 (including penalties). For VAT case, on 31 July 2024, the Company has received Objection Decision reducing the VAT payable from Rp25,507 to Rp24,804. For CIT case, on 31 July 2024, the Company has received Objection Decision reducing the CIT payable from Rp12,814 to Rp12,563. The Company has received tax refund from the portion of CIT and VAT that was granted during the objection process. For rejected portion on CIT case of Rp12,563, the Company agreed with CIT objection decision amounting to Rp2,161 which was charged to the statement of profit or loss in October 2024.

On 15 October 2024, the Company filed appeal request to Tax Court for CIT case of Rp10,402 and VAT case of Rp24,804. On 26 November 2025, the Tax Court decided on the Company's CIT and VAT dispute. In the Tax Court's Decision for the CIT case for Fiscal Year 2018, the Panel of Judges granted the Company's appeal amounting to Rp10,402. In the Tax Court's Decision for the VAT case, the Panel of Judges rejected the Company's appeal amounting to Rp23,486.

The Company will submit a Reconsideration Request to Supreme Court for the appeal of VAT for the period September - December 2018 which was rejected by the Panel of Judges.

f. Administration

Under the taxation laws of Indonesia, the Company reports/pays tax on the basis of self-assessment. Directorate General of Tax ("DJP") may assess or amend tax liabilities within five years since the time the tax becomes due.

Up to 31 December 2025, the Company is still assessing the impact on the implementation of the Global Anti-Base Erosion Model Rules (Pillar Two) which has been effective by the Ministry of Finance of the Republic of Indonesia's regulation No.136 Year 2024 (PMK-136). The Company is applying the SFAS 212 exception to recognize and disclose information on deferred tax assets and liabilities related to the Pillar Two income taxes. The Company believe there is no tax effect as the Company simulation Pillar Two Effective Tax Rate is more than 15 percent.

22. PERPAJAKAN (lanjutan)

f. Administrasi (lanjutan)

Sehubungan dengan penggabungan usaha antara Perseroan dan MFIN, Perseroan sebagai pihak yang menerima penggabungan usaha melanjutkan hak dan/atau kewajiban perpajakan MFIN setelah tanggal efektif penggabungan usaha. Pada tanggal 31 Desember 2025, proses pencabutan NPWP MFIN masih dalam proses.

***22. TAXATION** (continued)*

***f. Administration** (continued)*

In connection with the merger between the Company and MFIN, whereby Company is the surviving entity continues the tax rights and/or obligations of MFIN after the effective date of the merger. As of 31 December 2025, the settlement of MFIN's outstanding tax obligations and the application for the deregistration of MFIN's Tax Identification Number (NPWP) were still in process.

23. SUKUK MUDHARABAH / *23. MUDHARABAH BONDS*

	2025	2024 Disajikan kembali/ *Restated *)*	
Nilai nominal:			*Nominal value:*
Sukuk Mudharabah Berkelanjutan I Tahap II			***Continuing Mudharabah Bonds I Phase II***
Pihak ketiga	-	196.500	*Third parties*
Sukuk Mudharabah Berkelanjutan I Tahap III			***Continuing Mudharabah Bonds I Phase III***
Pihak ketiga	200.000	200.000	*Third parties*
Sukuk Mudharabah Berkelanjutan IV Tahap III			***Continuing Mudharabah Bonds IV Phase III***
Pihak ketiga	98.000	147.000	*Third parties*
Sukuk Mudharabah Berkelanjutan V Tahap I			***Continuing Mudharabah Bonds V Phase I***
Pihak ketiga	206.000	206.000	*Third parties*
Pihak berelasi	30.000	30.000	*Related party*
Sukuk Mudharabah Berkelanjutan V Tahap II			***Continuing Mudharabah Bonds V Phase II***
Pihak ketiga	48.830	48.830	*Third parties*
Sukuk Mudharabah Berkelanjutan V Tahap III			***Continuing Mudharabah Bonds V Phase III***
Pihak ketiga	61.020	400.000	*Third parties*
Sukuk Mudharabah Berkelanjutan VI Tahap I			***Continuing Mudharabah Bonds VI Phase I***
Pihak ketiga	300.000	-	*Third parties*
Sukuk Mudharabah Berkelanjutan VI Tahap II			***Continuing Mudharabah Bonds VI Phase II***
Pihak ketiga	700.000	-	*Third parties*
Jumlah - neto	1.643.850	1.228.330	*Total - net*
Dikurangi:			*Less:*
Bagian yang jatuh tempo dalam waktu satu tahun	995.689	584.480	*Current portion*
Bagian yang jatuh tempo lebih dari satu tahun	648.161	643.850	*Non-current portion*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

23. SUKUK MUDHARABAH (lanjutan)

Sesuai dengan perjanjian perwaliamanatan sukuk mudharabah, rasio jumlah pinjaman terhadap ekuitas tidak melebihi ketentuan, yaitu maksimal 10:1. Selain itu, selama pokok sukuk mudharabah belum dilunasi, Perseroan tidak diperkenankan, antara lain melakukan penggabungan usaha kecuali dilakukan pada bidang usaha yang sama serta menjual atau mengalihkan lebih dari 40% aset Perseroan yang bukan piutang pembiayaan murabahah.

Pendapatan bagi hasil sukuk mudharabah dihitung berdasarkan perkalian antara nisbah bagi hasil dengan marjin yang diperoleh Perseroan dari hasil pembiayaan murabahah.

Pada tanggal 31 Desember 2025 dan 2024, Perseroan telah melakukan pembayaran bagi hasil sesuai dengan jatuh tempo yang telah ditetapkan dalam perjanjian perwaliamanatan dan telah memenuhi seluruh persyaratan yang disebutkan dalam perjanjian perwaliamanatan. Jumlah pokok sukuk mudharabah telah dibayarkan sesuai dengan tanggal jatuh tempo sukuk mudharabah yang bersangkutan.

Pada tanggal 31 Desember 2025 dan 2024, seluruh sukuk mudharabah Perseroan mendapat peringkat $_{id}$AAA(sy) dari PT Pemeringkat Efek Indonesia (Pefindo).

Bagi hasil atas sukuk mudharabah pada tahun 2025 sebesar Rp79.147 dan (2024: Rp92.771).

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Informasi mengenai klasifikasi dan nilai wajar sukuk mudharabah diungkapkan pada Catatan 41.

23. MUDHARABAH BONDS (continued)

According to the trustee mudharabah bonds agreement, debt to equity ratio should not exceed the provision, at maximum 10:1. Moreover, during the time that the mudharabah bonds principals are still outstanding, the Company is not allowed to, among others, merge unless performed on the same business and sell or assign more than 40% of the Company's non-murabahah financing receivables assets.

Revenue sharing for mudharabah bonds is calculated by multiplication of revenue sharing ratio and margin that the Company acquired from murabahah financing.

As of 31 December 2025 and 2024, the Company has paid the revenue sharing on schedule as stated in the trustee agreement and complied with all the requirements mentioned in the trustee agreement. Total principal of mudharabah bonds have been paid in accordance with the respective mudharabah bonds' maturity date.

As of 31 December 2025 and 2024, all of the Company's mudharabah bonds are rated $_{id}$AAA(sy) by PT Pemeringkat Efek Indonesia (Pefindo).

The revenue sharing for mudharabah bonds in 2025 amounted to Rp79,147 (2024: 92,771).

Refer to Note 39 for details of balances and transactions with related parties.

Information with respect to the classification and fair value of mudharabah bonds is disclosed in Note 41.

24. MODAL SAHAM DAN SAHAM TREASURI

Pemegang saham Perseroan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

24. SHARE CAPITAL AND TREASURY SHARE

The Company's shareholders as of 31 December 2025 and 2024 are as follows:

	2025			
Pemegang saham	Jumlah saham yang ditempatkan dan disetor penuh/ *Number of shares issued and fully paid*	Persentase kepemilikan/ *Percentage of ownership*	Jumlah/ *Total*	*Shareholders*
PT Bank Danamon Indonesia Tbk	920.700.000	74,50%	92.070	*PT Bank Danamon Indonesia Tbk*
MUFG Bank, Ltd	233.863.559	18,93%	23.386	*MUFG Bank, Ltd*
PT Zurich Asuransi Indonesia Tbk	4.204.800	0,34%	420	*PT Zurich Asuransi Indonesia Tbk*
Lain-lain (masing-masing dengan kepemilikan di bawah 5%)	67.218.596	5,44%	6.722	*Others (each owns below 5%)*
Jumlah saham beredar	1.225.986.955	99,21%	122.598	*Total outstanding shares*
Saham treasuri	9.816.154	0,79%	982	*Treasury share*
Jumlah saham yang ditempatkan dan disetor penuh	1.235.803.109	100,00%	123.580	*Total shares issued and fully paid*

24. MODAL SAHAM DAN SAHAM TREASURI (lanjutan) / ***24. SHARE CAPITAL AND TREASURY SHARE*** *(continued)*

2024
Disajikan kembali/*Restated **)**

Pemegang saham	Jumlah saham yang ditempatkan dan disetor penuh/ *Number of shares issued and fully paid*	Persentase kepemilikan/ *Percentage of ownership*	Jumlah/ *Total*	*Shareholders*
PT Bank Danamon Indonesia Tbk	920.700.000	92,07%	92.070	*PT Bank Danamon Indonesia Tbk*
PT Zurich Asuransi Indonesia Tbk	4.204.800	0,42%	420	*PT Zurich Asuransi Indonesia Tbk*
Lain-lain (masing-masing dengan kepemilikan di bawah 5%)	75.095.200	7,51%	7.510	*Others (each owns below 5%)*
Jumlah saham yang ditempatkan dan disetor penuh	1.000.000.000	100,00%	100.000	*Total shares issued and fully paid*

Sehubungan dengan penggabungan usaha pada tanggal 1 Oktober 2025 antara Perseroan dan MFIN (lihat Catatan 1d), Perseroan melakukan penerbitan 235.803.109 lembar saham. Dari total saham yang diterbitkan tersebut, 235.722.555 lembar saham diterbitkan kepada pemegang saham MFIN, yang mencakup MUFG Bank, Ltd dan lain-lain (masing-masing dengan kepemilikan di bawah 5%), dengan nilai nominal sebesar Rp100 per lembar saham (nilai penuh) dan nilai wajar sebesar Rp27.784 per lembar saham (nilai penuh) yang dihitung oleh KJPP Kusnanto & Rekan untuk Perseroan sesuai Laporan Penilaian Independen No. No.00069/2.0162-00/BS/09/0153/1/V/2025 pada tanggal 23 Mei 2025, dan KJJP Suwendho Rinaldy & Rekan untuk MFIN sesuai Laporan Penilaian Independen No.00149/2.0059-02/BS/09/0242/1/V/2025 pada tanggal 23 Mei 2025.

In accordance with the merger on 1 October 2025 between the Company and MFIN (refer to Note 1d), the Company issued 235,803,109 shares. From the total issued shares, 235,722,555 shares were issued to shareholders of MFIN, which include MUFG Bank, Ltd and others (each owns below 5%), with nominal value of Rp100 per share (full amount) and fair value of Rp27,784 per share (full amount) as calculated by KJPP Kusnanto & Rekan for the Company based on Independent Valuation Report No.00069/2.0162-00/BS/09/0153/1/V/2025 dated 23 May 2025, and by KJPP Suwendho Rinaldy & Rekan for MFIN based on Independent Valuation Report No.00149/2.0059-02/BS/09/0242/1/V/2025 dated 23 May 2025.

Sisa 80.554 lembar saham yang diterbitkan akan ditambahkan sebagai saham treasuri dengan nilai tercatat sebesar Rp277, sehubungan dengan kepemilikan MFIN atas saham yang dibeli kembali (*buyback*) sebelum tanggal penggabungan usaha.

The remaining 80,554 shares from the shares issued will be added as Company's treasury shares with carrying value of Rp277, in accordance with repurchased shares by MFIN before the date of the merger.

Sebelum terjadinya kegiatan penggabungan usaha, pada tanggal 15 September 2025, Perseroan membeli kembali saham (*buyback*) Perseroan sebesar 9.735.600 lembar saham dengan jumlah pembelian sebesar Rp88.469. Seluruh saham yang dibeli kembali tersebut dicatat dan disajikan sebagai "saham treasuri" pada bagian ekuitas dalam laporan posisi keuangan. Dengan demikian, total jumlah saham yang dibeli kembali (*buyback*) dan dicatat sebagai saham treasuri sebesar 9.816.154 lembar saham.

Before the merger, on 15 September 2025, the Company repurchased the Company's shares amounted to 9,735,600 shares with total purchase price of Rp88,469. All repurchased shares are accounted for and presented as "treasury shares" under the equity section of the statement of financial position. Therefore, total of repurchased shares and accounted for as treasury shares are 9,816,154 shares.

Pada tanggal 31 Desember 2025, Perseroan memiliki saham *free float* sejumlah 67.218.596 saham yang merupakan 5,44% dari jumlah modal ditempatkan dan disetor, dimana tidak memenuhi Persyaratan Bursa Efek Indonesia (BEI) terkait saham *free float.* Perseroan telah menerima Surat Persetujuan (*Waiver*) dari BEI untuk menunda pemenuhan persyaratan 7,5% paling lambat tanggal 31 Maret 2026. Selain itu, sehubungan dengan *merger*, Perseroan telah berkomitmen untuk meningkatkan jumlah saham *free float* menjadi paling sedikit 10% dalam jangka waktu satu tahun sejak tanggal diterbitkannya Pernyataan Efektif *Merger* dari OJK (Pengawas Pasar Modal), yaitu pada tanggal 26 Juni 2026. Perseroan akan bekerjasama dengan pemegang saham pengendali untuk memenuhi peraturan sesuai dengan batas waktu yang sudah ditentukan.

As of 31 December 2025, the Company's free float shares amounted to 67,218,596 shares representing 5.44% of the total issued and paid-up capital, which is below the minimum Free Float Requirement stipulated by the Indonesia Stock Exchange (IDX). The Company has received a waiver from IDX to meet the requirement of 7,5% by 31 March 2026. Furthermore, in relation to the merger, the Company has committed to increase its free float to at least 10% within one year from the date of issuance of the Effective Statement of the Merger from OJK (Capital Market Supervision), i.e. on 26 June 2026. The Company will coordinate with the controlling shareholder to ensure compliance with the applicable regulation within the prescribed timeframe.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

25. TAMBAHAN MODAL DISETOR / *25. ADDITIONAL PAID-IN CAPITAL*

Pada tahun 2017, terdapat penyesuaian tambahan modal disetor terkait aset pengampunan pajak berupa penambahan aset tetap sebesar Rp6.750.

In 2017, there was an additional paid-in capital adjustment related to tax amnesty asset for the additional of fixed assets amounted Rp6,750.

Pada tanggal 31 Desember 2025, Perseroan memiliki saldo tambahan modal disetor yang terdiri dari:

As of 31 December 2025, the Company has additional paid-in capital balance as follows:

	2025	
Saldo awal	6.750	*Beginning balance*
Selisih nilai nominal dan nilai wajar saham yang dikeluarkan sehubungan dengan penggabungan usaha	6.527.968	*Difference between par value and fair value of share issued due to merger*
Selisih nilai transaksi restrukturisasi entitas sepengendali	(3.686.776)	*Restructuring transaction of entities under common control*
Saldo akhir	2.847.942	*Ending balance*

Seperti diungkapkan dalam Catatan 1d, efektif pada tanggal 1 Oktober 2025, Perseroan melakukan penggabungan usaha dengan MFIN dimana Perseroan menjadi entitas yang menerima penggabungan sedangkan MFIN secara hukum dibubarkan. Penggabungan usaha antara Perseroan dan MFIN ini menimbulkan saldo SNTRES sebesar (Rp3.686.776) yang dihitung sebagai berikut:

As disclosed in Note 1d, the merger between the Company and MFIN was effective on 1 October 2025, with Company as the surviving entity while MFIN being legally dissolved. The merger between Company and MFIN has resulted in a DUCC balance amounting to (Rp3,686,776) which was calculated as follows:

	2025	
Nilai buku MFIN	3.725.972	*MFIN's net book value*
Investasi dalam asosiasi - MFIN	(861.476)	*Investment in associate - MFIN*
Nilai wajar saham baru yang dikeluarkan (nilai akuisisi)	(6.551.272)	*Fair value of new shared issued (acquisition costs)*
Selisih nilai transaksi restrukturisasi entitas sepengendali	(3.686.776)	*Restructuring transaction of entities under common control*

26. PENGGUNAAN LABA NETO / *26. APPROPRIATION OF NET INCOME*

Pada tanggal 25 Maret 2025, para pemegang saham menyetujui untuk membagikan dividen kas sebesar Rp703.000 atau Rp703 (nilai penuh) per saham dan menambah cadangan umum sebesar Rp14.067. Dividen kas yang dibayarkan pada tanggal 25 April 2025.

On 25 March 2025, the shareholders agreed to declare cash dividends amounting to Rp703,000 or Rp703 (full amount) per share and to add to the general reserve of Rp14,067. Cash dividends were paid on 25 April 2025.

Pada tanggal 27 Maret 2024, para pemegang saham menyetujui untuk membagikan dividen kas sebesar Rp972.000 atau Rp972 (nilai penuh) per saham dan menambah cadangan umum sebesar Rp19.441. Dividen kas dibayarkan pada tanggal 30 April 2024.

On 27 March 2024, the shareholders agreed to declare cash dividends amounting to Rp972,000 or Rp972 (full amount) per share and to add to the general reserve of Rp19,441. Cash dividends were paid on 30 April 2024.

Pada tanggal 31 Desember 2025, Perseroan telah membentuk cadangan umum sejumlah Rp256.645 (2024: Rp242.578) sesuai dengan Undang-undang Republik Indonesia No. 1/1995 yang telah digantikan dengan Undang-Undang No. 40/2007 efektif tanggal 16 Agustus 2007 tentang Perseroan Terbatas, yang mengharuskan perseroan di Indonesia untuk membuat penyisihan cadangan umum sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-undang tersebut tidak mengatur jangka waktu untuk penyisihan cadangan umum minimum tersebut.

As of 31 December 2025, the Company had a general reserve amounting to Rp256,645 (2024: Rp242,578), in accordance with Law of the Republic of Indonesia No. 1/1995 which had been replaced by the Law No. 40/2007 effective on 16 August 2007 regarding the Limited Liability Company, which requires Indonesian companies to set up a general reserve amounting to at least 20% of the Company's issued and paid up share capital. There is no definite period of time over which this amount should be provided.

27. KERUGIAN KUMULATIF ATAS INSTRUMEN DERIVATIF UNTUK LINDUNG NILAI ARUS KAS

27. CUMULATIVE LOSSES ON DERIVATIVE INSTRUMENTS FOR CASH FLOWS HEDGES

Perubahan kerugian kumulatif atas instrumen derivatif untuk lindung nilai arus kas yang merupakan bagian efektif dari akumulasi perubahan bersih nilai wajar instrumen lindung nilai arus kas yang terkait dengan transaksi lindung nilai yang belum mempengaruhi laba rugi adalah sebagai berikut:

The movements of cumulative losses on derivative instruments for cash flows hedges which is an effective portion of the cumulative net change in the fair value of cash flows hedging instruments related to hedged transactions that have not yet affected the profit and loss are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Saldo awal tahun berjalan - sebelum pajak penghasilan tangguhan	(14.577)	(959)	*Balance at the beginning of the year - before deferred income tax*
Realisasi laba/(rugi) atas instrumen lindung nilai	(37.537)	(102.738)	*Realised gain/(loss) on hedging instruments*
Realisasi laba/(rugi) atas item lindung nilai:			*Realised gain/(loss) on hedged items:*
Selisih kurs	(183.991)	11.634	*Foreign exchange*
Swap suku bunga	113.043	91.102	*Interest rate swap*
Perubahan nilai wajar instrumen lindung nilai	56.114	(13.616)	*Changes in fair value of hedging instruments*
	(66.948)	(14.577)	
Aset pajak tangguhan (lihat Catatan 22)	14.729	3.207	*Deferred tax asset (see Note 22)*
Saldo akhir tahun berjalan - setelah pajak penghasilan tangguhan	(52.219)	(11.370)	*Balance at the end of the year - after deferred income tax*

28. LABA PER SAHAM - DASAR

28. EARNINGS PER SHARE - BASIC

Laba per saham dihitung dengan membagi laba tahun berjalan dengan rata-rata tertimbang jumlah lembar saham yang beredar pada tahun bersangkutan.

Earnings per share is calculated by dividing income for the year by the weighted average number of outstanding shares during the year.

	2025	2024 Disajikan kembali/ *Restated *)*	
Laba tahun berjalan	1.544.938	1.810.801	*Income for the year*
Rata-rata tertimbang jumlah saham yang beredar	1.232.898.603	1.177.174.467	*Weighted average number of outstanding shares*
Laba per saham - dasar (dinyatakan dalam nilai Rupiah penuh)	1.253	1.538	*Earnings per share - basic (expressed in full amount of Rupiah)*

29. PENDAPATAN PEMBIAYAAN KONSUMEN

29. CONSUMER FINANCING INCOME

	2025	2024 Disajikan kembali/ *Restated *)*	
Pendapatan pembiayaan konsumen			*Consumer financing income*
Pihak ketiga	10.040.454	9.600.776	*Third parties*
Pihak berelasi	995	892	*Related parties*
Dikurangi:			*Less:*
Bagian pendapatan yang dibiayai pihak berelasi sehubungan dengan transaksi pembiayaan bersama	(2.484.434)	(2.446.121)	*Portion of funds financed by related party in relation to joint financing*
	7.557.015	7.155.547	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

29. PENDAPATAN PEMBIAYAAN KONSUMEN (lanjutan) / *29. CONSUMER FINANCING INCOME (continued)*

Pada tahun 2025, amortisasi biaya transaksi yang diakui sebagai pengurang dari pendapatan pembiayaan konsumen sebesar Rp655.173 (2024: Rp735.307).

In 2025, the amortisation of transaction costs recognised as a reduction to consumer financing income amounted to Rp655,173 (2024: Rp735,307).

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

30. MARJIN MURABAHAH / *30. MURABAHAH MARGIN*

	2025	2024 Disajikan kembali/ *Restated *)*	
Marjin murabahah			*Murabahah margin*
Pihak ketiga	2.552.795	2.770.067	*Third parties*
Pihak berelasi	293	55	*Related parties*
Dikurangi:			*Less:*
Bagian pendapatan yang dibiayai pihak berelasi sehubungan dengan transaksi pembiayaan bersama	(842.856)	(831.230)	*Portion of funds financed by related party in relation to joint financing*
	1.710.232	1.938.892	

Pada tahun 2025, amortisasi biaya transaksi yang diakui sebagai pengurang dari marjin murabahah sebesar Rp244.342 (2024: Rp220.633).

In 2025, the amortisation of transaction costs recognised as a reduction to murabahah margin amounted to Rp244,342 (2024: Rp220,633).

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

31. BAGI HASIL MUSYARAKAH MUTANAQISAH / *31. MUSYARAKAH MUTANAQISAH PROFIT DISTRIBUTION*

	2025	2024 Disajikan kembali/ *Restated *)*	
Bagi hasil musyarakah mutanaqisah	394.321	350.110	*Musyarakah mutanaqisah profit distribution*

Pada tahun 2025, amortisasi biaya transaksi yang diakui sebagai penambah dari bagi hasil musyarakah mutanaqisah sebesar Rp64.868 (2024: Rp33.011).

In 2025, the amortisation of transaction costs recognised as an addition to musyarakah mutanaqisah profit distribution amounted to Rp64,868 (2024: Rp33,011).

32. PENDAPATAN SEWA PEMBIAYAAN / *32. FINANCE LEASES INCOME*

	2025	2024 Disajikan kembali/ *Restated *)*	
Pendapatan sewa pembiayaan	421.506	266.455	*Finance leases income*

Pada tahun 2025, amortisasi biaya transaksi yang diakui sebagai pengurang dari pendapatan sewa pembiayaan sebesar Rp22.838 (2024: Rp7.396).

In 2025, the amortisation of transaction costs recognised as a reduction to finance leases income amounted to Rp22,838 (2024: Rp7,396).

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

33. PENDAPATAN LAIN-LAIN / *33. OTHER INCOME*

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak ketiga			*Third parties*
Administrasi	910.127	898.594	*Administration*
Denda keterlambatan	565.838	549.103	*Late charges*
Pemulihan dari piutang yang dihapusbukukan	330.732	281.805	*Recovery of written-off receivables*
Pinalti	114.552	112.601	*Penalty*
Jasa giro	31.249	83.791	*Interest on current accounts*
Komisi asuransi, *sponsorship* dan lainnya	14.876	74.715	*Insurance commission, sponsorship and others*
	1.967.374	2.000.609	
Pihak berelasi			*Related parties*
Komisi asuransi, *sponsorship* dan lainnya	66.244	68.757	*Insurance commission, sponsorship and others*
Jasa giro	12.390	7.507	*Interest on current accounts*
	78.634	76.264	
	2.046.008	2.076.873	

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

34. BEBAN GAJI DAN TUNJANGAN / *34. SALARIES AND BENEFITS EXPENSES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak ketiga			*Third parties*
Gaji dan tunjangan	2.787.571	2.546.640	*Salaries and allowance*
Imbalan pasca-kerja karyawan	361.297	171.499	*Post-employment benefit*
Pelatihan dan pendidikan	43.807	44.403	*Training and education*
	3.192.675	2.762.542	
Pihak berelasi			*Related parties*
Gaji dan tunjangan	139.612	135.748	*Salaries and allowance*
Imbalan pasca-kerja karyawan	6.103	9.738	*Post-employment benefit*
	145.715	145.486	
	3.338.390	2.908.028	

Beban gaji dan tunjangan kepada Direksi pada tahun 2025 sebesar Rp60.445 (2024: Rp54.122). Beban gaji dan tunjangan kepada Komisaris pada tahun 2025 sebesar Rp6.062 (2024: Rp6.403).

Salaries and benefits expenses for Directors in 2025 amounted to Rp60,445 (2024: Rp54,122), respectively. Salaries and benefits expenses for Commissioners in 2025 amounted to Rp6,062 (2024: Rp6,403).

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

35. BEBAN BUNGA DAN KEUANGAN / *35. INTEREST EXPENSE AND FINANCING CHARGES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak ketiga			*Third parties*
Bunga atas utang obligasi (lihat Catatan 19)	495.896	403.715	*Interest on bonds payable (see Note 19)*
Bunga atas pinjaman yang diterima	520.584	708.563	*Interest on borrowings*
Bagi hasil pinjaman mudharabah	19.491	21.903	*Revenue sharing for mudharabah loans*
Bunga atas liabilitas sewa	10.022	11.413	*Interest on lease liabilities*
Amortisasi biaya emisi sukuk mudharabah	2.675	3.454	*Amortisation of mudharabah bonds issuance cost*
Beban provisi dan administrasi pinjaman mudharabah	77	203	*Provision and administration expenses on mudharabah loan*
	1.048.745	1.149.251	
Pihak berelasi			*Related parties*
Bunga atas pinjaman yang diterima	299.808	263.025	*Interest on borrowings*
Bagi hasil pinjaman mudharabah	11.634	11	*Revenue sharing for mudharabah loans*
Bunga atas utang obligasi (lihat Catatan 19)	11.255	10.139	*Interest on bonds payable (see Note 19)*
Beban provisi dan administrasi pinjaman mudharabah	291	-	*Provision and administration expenses of mudharabah loan*
	322.988	273.175	
	1.371.733	1.422.426	

Amortisasi biaya emisi obligasi yang diterbitkan pada tahun 2025 sebesar Rp12.488 (2024: Rp9.965) dicatat sebagai bagian dari bunga atas utang obligasi, sedangkan amortisasi beban provisi atas pinjaman yang diterima pada tahun 2025 sebesar Rp13.081 (2024: Rp19.137) dicatat sebagai bagian dari bunga atas pinjaman yang diterima.

The amortisation of bonds issuance costs in 2025 amounting to Rp12,488 (2024: Rp9,965), was recorded as part of interest on bonds payable, while amortisation of provision expenses on borrowings in 2025 amounting to Rp13,081 (2024: Rp19,137), was recorded as part of interest on borrowings.

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

36. BEBAN UMUM DAN ADMINISTRASI / *36. GENERAL AND ADMINISTRATIVE EXPENSES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak ketiga			*Third parties*
Beban kantor	862.800	810.665	*Office expenses*
Beban sewa	256.976	235.646	*Rental expenses*
Perbaikan dan pemeliharaan	133.211	129.148	*Repairs and maintenance*
Penyusutan aset hak guna (lihat Catatan 14)	124.864	119.731	*Depreciation of right-of-use assets (see Note 14)*
Transportasi	108.171	102.997	*Transportation*
Amortisasi aset tak berwujud (lihat Catatan 15)	92.604	65.042	*Intangible assets amortisation (see Note 15)*
Jasa penerimaan angsuran	83.387	77.655	*Installment collection fees*
Penyusutan aset tetap (lihat Catatan 13)	73.732	70.999	*Depreciation of fixed assets (see Note 13)*
Lain-lain	238.889	158.799	*Others*
	1.974.634	1.770.682	
Pihak berelasi			*Related party*
Asuransi aset tetap dan lainnya	2.279	3.168	*Fixed assets and other insurance*
	1.976.913	1.773.850	

Lihat Catatan 39 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 39 for details of balances and transactions with related parties.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

37. BEBAN LAIN-LAIN / *37. OTHER EXPENSES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Penyisihan kerugian penurunan nilai piutang lain-lain	8.835	12.819	*Provision for impairment losses on other receivables*
Lain-lain	7.237	3.793	*Others*
	16.072	16.612	

38. LIABILITAS IMBALAN KERJA / *38. EMPLOYMENT BENEFIT LIABILITIES*

	2025	2024 Disajikan kembali/ *Restated *)*	
Imbalan kerja jangka pendek	285.020	274.013	*Short-term employee benefits*
Imbalan pasca-kerja	647.224	711.995	*Post-employment benefit*
Imbalan kerja jangka panjang lainnya	47.249	46.312	*Other long-term employment benefit*
	979.493	1.032.320	

Imbalan kerja jangka pendek / *Short-term employee benefits*

	2025	2024 Disajikan kembali/ *Restated *)*	
Bonus, THR, insentif, gaji, dan lain-lain yang masih harus dibayar	285.020	274.013	*Accrued bonus, THR, incentive, salaries, and others*

Imbalan pasca-kerja / *Post-employment benefit*

Pada tanggal efektif penggabungan, terjadi peningkatan jumlah karyawan Perseroan sebagai akibat dari karyawan MFIN yang menerima penawaran untuk bergabung sebagai karyawan Perseroan berdasarkan hubungan kerja baru sesuai dengan syarat dan ketentuan yang ditetapkan secara wajar oleh Perseroan.

On the effective date of the merger, there was an increase in the Company's total number of employees as a result of MFIN employees who accepted the offer to join as employees of the Company under new employment relationships in accordance with terms and conditions reasonably determined by the Company.

Perseroan menyelenggarakan program pensiun imbalan pasti untuk karyawan tetap sesuai dengan peraturan Perseroan yang berlaku. Sejak 16 Mei 2007, Perseroan telah mengikuti program pembayaran iuran kepada DPLK sebagai bagian dari pelaksanaan program pensiun tersebut untuk karyawan tetap yang telah memenuhi kriteria yang ditetapkan Perseroan. Program ini dikelola dan diadministrasikan oleh PT Asuransi Jiwa Manulife Indonesia.

The Company provides defined benefit pension program for its permanent employees in accordance with the Company's prevailing regulations. Since 16 May 2007, the Company has participated in a contribution payment program to DPLK as part of the implementation of the pension program for qualified permanent employees who meet the Company's criteria. The program is managed and administered by PT Asuransi Jiwa Manulife Indonesia.

Pada tahun 2025 dan 2024, Perseroan membayar iuran ke DPLK sebesar 3% dari penghasilan tetap karyawan yang diakui sebagai "beban gaji dan tunjangan" pada laporan laba rugi masing-masing sebesar Rp29.532 dan Rp27.931.

In 2025 and 2024, the Company paid pension contributions to DPLK amounting to 3% of the employees' salaries which were recognised as "salaries and benefits expenses" in the statement of profit or loss amounting to Rp29,532 and Rp27,931, respectively.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

38. LIABILITAS IMBALAN KERJA (lanjutan)

Imbalan pasca-kerja (lanjutan)

Sesuai dengan UU Ketenagakerjaan yang berlaku, Perseroan wajib memberikan imbalan pasca-kerja kepada karyawannya pada saat pemutusan hubungan kerja atau pada saat karyawan menyelesaikan masa kerjanya. Imbalan pasca-kerja ini diberikan terutama berdasarkan masa kerja dan kompensasi karyawan pada saat pemutusan hubungan kerja atau selesainya masa kerja.

Pada tahun 2025, Perseroan telah menyisihkan dana untuk mendukung pemenuhan liabilitas imbalan pasca-kerja karyawan sebesar Rp34.000 yang ditempatkan pada DPLK Manulife Indonesia dalam bentuk program Pengelolaan Manfaat Pensiun untuk Dana Kompensasi Pasca Kerja, yang memenuhi kriteria untuk dicatat sebagai aset program.

Liabilitas imbalan pasca-kerja pada tanggal 31 Desember 2025 dan 2024 dihitung oleh perusahaan konsultan aktuaria, I Gde Eka Sarmaja, FSAI dan Rekan, dengan menggunakan metode *Projected Unit Credit,* masing-masing tertanggal 8 Januari 2026 dan 30 Januari 2025.

Liabilitas imbalan pasca-kerja PT Mandala Multifinance Tbk pada tanggal 31 Desember 2024 dihitung oleh perusahaan konsultan aktuaria, I Gde Eka Sarmaja, FSAI dan Rekan, dengan menggunakan metode *Projected Unit Credit*, masing-masing tertanggal 27 Februari 2025.

Liabilitas imbalan pasca-kerja yang diakui di laporan posisi keuangan adalah sebagai berikut:

38. EMPLOYMENT BENEFIT LIABILITIES (continued)

***Post-employment benefit** (continued)*

In accordance with applicable Labour Law, the Company is required to provide post-employment benefit to its employees when their employment is terminated or when they retire. These benefits are primarily based on years of service and the employees' compensation at termination or retirement.

In 2025, the Company set aside funds to be used to support the fulfillment of post-employment benefit obligations to the Company's employees amounting to Rp34,000, which is placed in DPLK Manulife Indonesia in the form of Management of Post-employment Benefit Compensation Plan, that meet the criteria to be recorded as plan asset.

The post-employment benefit liabilities as of 31 December 2025 and 2024 is calculated by a licensed actuarial consulting firm, I Gde Eka Sarmaja, FSAI and Partner, using the Projected Unit Credit method, dated 8 January 2026 and 30 January 2025, respectively.

The post-employment benefit liabilities PT Mandala Multifinance Tbk as of 31 December 2024 is calculated by a licensed actuarial consulting firm, I Gde Eka Sarmaja, FSAI and Partner, using the Projected Unit Credit method, dated 27 February 2025, respectively.

The post-employment benefit liabilities recognized in the statement of financial position are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Nilai kini kewajiban imbalan pasca kerja	664.132	711.995	*Present value of obligation for post employment benefits*
Nilai wajar aset program	(16.908)	-	*Fair value of plan assets*
Liabilitas imbalan pasca-kerja neto	647.224	711.995	*Net post-employment benefit liabilities*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

38. LIABILITAS IMBALAN KERJA (lanjutan) / *38. EMPLOYMENT BENEFIT LIABILITIES (continued)*

Imbalan pasca-kerja (lanjutan) / ***Post-employment benefit** (continued)*

Perubahan liabilitas imbalan pasca-kerja neto adalah sebagai berikut: / *The movements of net post-employment benefit liabilities are as follows:*

	2025			
	Nilai kini kewajiban/ *Present value of obligation*	**Nilai wajar aset program/ *Fair value of plan assets***	**Liabilitas imbalan pasca-kerja/ *Post-employment benefits liabilties***	
Saldo pada awal tahun	711.995	-	711.995	*Balance at beginning of year*
Beban jasa kini	74.749	-	74.749	*Current service cost*
Beban/(penghasilan) bunga	47.039	(120)	46.919	*Interest expense/(income)*
Kerugian atas penyelesaian	168.499	-	168.499	*Loss on settlements*
Beban administrasi	-	267	267	*Administrative expenses*
Pembayaran imbalan aset program	(14.582)	14.582	-	*Benefit payment from asset program*
Pembayaran penyelesaian	(3.088)	3.088	-	*Settlement payment*
Pembayaran imbalan pemberi kerja	(279.748)	-	(279.748)	*Benefit payment from employer*
Iuran pemberi kerja	-	(34.000)	(34.000)	*Employer's contributions*
Pengukuran kembali:				*Remeasurement:*
- Perubahan dalam asumsi keuangan	5.395	-	5.395	*Change in financial assumptions* -
- Penyesuaian pengalaman kewajiban	(46.127)	-	(46.127)	*Experience adjustment on obligation* -
Imbal hasil aset program	-	(725)	(725)	*Return on plan assets*
Saldo pada akhir tahun	664.132	(16.908)	647.224	*Balance at end of year*

	2024 Disajikan kembali/*Restated *)*			
	Nilai kini kewajiban/ *Present value of obligation*	**Nilai wajar aset program/ *Fair value of plan assets***	**Liabilitas imbalan pasca-kerja/ *Post-employment benefits liabilties***	
Saldo pada awal tahun	561.160	-	561.160	*Balance at beginning of year*
Beban jasa kini	70.956	-	70.956	*Current service cost*
Beban jasa lalu	8.098	-	8.098	*Past service cost*
Beban bunga	42.578	-	42.578	*Interest expense*
Pembayaran imbalan	(40.145)	-	(40.145)	*Benefit payment*
Kerugian atas penyelesaian	6.067	-	6.067	*Loss on settlements*
Pengukuran kembali:				*Remeasurement:*
- Perubahan dalam asumsi demografik	(10.913)	-	(10.913)	*Change in demographic assumptions* -
- Perubahan dalam asumsi keuangan	(13.507)	-	(13.507)	*Change in financial assumptions* -
- Penyesuaian pengalaman kewajiban	34.361	-	34.361	*Experience adjustment on obligation* -
Efek *merging entity*	53.340	-	53.340	*Merging entity effect*
Saldo pada akhir tahun	711.995	-	711.995	*Balance at end of year*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

38. LIABILITAS IMBALAN KERJA (lanjutan) / *38. EMPLOYMENT BENEFIT LIABILITIES (continued)*

Imbalan pasca-kerja (lanjutan) / ***Post-employment benefit** (continued)*

Nilai yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain atas imbalan pasca-kerja adalah sebagai berikut:

Amounts recognised in the statements of profit or loss and other comprehensive income in respects of post-employment benefit are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Diakui pada laba rugi			*Recognised in profit or loss*
Beban jasa kini	74.749	70.956	*Current service cost*
Beban jasa lalu	-	8.098	*Past service cost*
Beban bunga	46.919	42.578	*Interest expense*
Kerugian atas penyelesaian	168.499	6.067	*Loss on settlements*
Beban administrasi	267	-	*Administrative expenses*
	290.434	127.699	
Diakui pada penghasilan komprehensif lain			*Recognised in other comprehensive income*
Efek perubahan dalam asumsi keuangan	5.395	(13.507)	*Effect of change in financial assumptions*
Efek penyesuaian pengalaman	(46.127)	34.361	*Effect of experience adjustment*
Imbal hasil aset program	(725)	-	*Return on plan assets*
Efek penyesuaian dalam asumsi demografi	-	(10.913)	*Effect of change in demographic assumptions*
	(41.457)	9.941	
Jumlah yang diakui di laporan laba rugi dan penghasilan kemprehensif lain	248.977	137.640	*Total recognised in statement of profit or loss and other comprehensive income*

Aset program seluruhnya (100%) diinvestasikan dalam instrumen pasar uang berupa deposito berjangka.

Plan assets are fully (100%) invested in money market instruments in the form of time deposits.

Perseroan diharapkan membayar iuran sebesar Rp17.000 untuk program pensiun imbalan pasti dalam satu tahun ke depan.

The Company expects to make a contribution of Rp17,000 to defined benefit pension program for the next year.

Asumsi-asumsi utama yang digunakan oleh aktuaria independen adalah sebagai berikut:

The major assumptions used by the independent actuary are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Asumsi ekonomi:			***Economic assumptions:***
Tingkat diskonto per tahun	6,25%	7,00%	*Annual discount rate*
Tingkat kenaikan penghasilan dasar per tahun:			*Annual salary growth rate:*
- Perseroan	6,50%	7,00%	*Company -*
- PT Mandala Multifinance Tbk ("MFIN")	-	5,00%	*PT Mandala Multifinance Tbk - ("MFIN")*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

38. LIABILITAS IMBALAN KERJA (lanjutan) / *38. EMPLOYMENT BENEFIT LIABILITIES (continued)*

Imbalan pasca-kerja (lanjutan) / ***Post-employment benefit** (continued)*

Asumsi-asumsi utama yang digunakan oleh aktuaria independen adalah sebagai berikut: (lanjutan)

The major assumptions used by the independent actuary are as follows: (continued)

	2025	2024 Disajikan kembali/ *Restated *)*	
Asumsi lainnya:			***Other assumptions:***
Usia pensiun normal	55 tahun/*years*		*Normal retirement age*
Tingkat pengunduran peserta:			*Resignation rate:*
- Perseroan	9,00% per tahun sampai dengan usia 25 tahun, 7,50% per tahun pada usia 26 tahun berkurang hingga 0,50% per tahun pada usia 54 tahun/*9.00% per annum up to age 25, 7.50% per annum at age 26 decrease linearly to 0.50% per annum at age 54*		*Company -*
- PT Mandala Multifinance Tbk ("MFIN")	-	10,00% per tahun sampai dengan usia 29 tahun, 7,00% per tahun pada usia 30 tahun berkurang hingga 3,00% per tahun pada usia 55/*10.00% per annum at age 29, 7.00% per annum at age 30 and decrease linearly to 3.00% per annum at age 55*	*PT Mandala Multifinance Tbk - ("MFIN")*
Tingkat kematian	Tabel mortalita Indonesia/*Mortality table Indonesia 2019* (*TMI'19*)		*Mortality rate*
Tingkat cacat:			*Disability rate:*
- Perseroan	10% dari TMI'19/*10% from TMI'19*		*Company -*
- PT Mandala Multifinance Tbk ("MFIN")	-	5% dari TMI'19/*5% from TMI'19*	*PT Mandala Multifinance Tbk - ("MFIN")*

Durasi rata-rata tertimbang dari liabilitas program pensiun imbalan pasti pada tanggal 31 Desember 2025 adalah 7,86 (2024: 8,23 tahun (Perseroan) dan 8,14 (MFIN)).

The weighted average duration of the defined benefit pension obligation as of 31 December 2025 are 7.86 (2024: 8.23 years (Company) and 8.14 (MFIN)).

Sensitivitas dari kewajiban manfaat pasti terhadap perubahan asumsi aktuaria adalah sebagai berikut:

The sensitivity of defined benefit obligation to changes in the actuarial assumptions is as follows:

	2025			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/*Change in assumption*	Kenaikan asumsi/*Increase in assumption*	Penurunan asumsi/*Decrease in assumption*	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	1,00%	(49.111)	55.263	*Annual discount rate*
Tingkat kenaikan penghasilan dasar per tahun	1,00%	70.222	(63.257)	*Annual salary growth rate*

	2024 Disajikan kembali/*Restated *)*			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/*Change in assumption*	Kenaikan asumsi/*Increase in assumption*	Penurunan asumsi/*Decrease in assumption*	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	1,00%	(40.524)	45.624	*Annual discount rate*
Tingkat kenaikan penghasilan dasar per tahun	1,00%	58.550	(52.669)	*Annual salary growth rate*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

38. LIABILITAS IMBALAN KERJA (lanjutan) / *38. EMPLOYMENT BENEFIT LIABILITIES (continued)*

Imbalan pasca-kerja (lanjutan) / ***Post-employment benefit** (continued)*

Analisa sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam praktiknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan pasti atas asumsi aktuarial utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pasti dengan menggunakan metode *Projected Unit Credit* di akhir tahun) telah diterapkan seperti dalam perhitungan kewajiban pensiun yang diakui dalam laporan posisi keuangan.

The sensitivity analysis are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the Projected Unit Credit method at the end of year) has been applied as when calculating the pension liability recognised within the statements of financial position.

Analisis jatuh tempo yang diharapkan dari manfaat pensiun yang tidak terdiskonto adalah sebagai berikut:

Expected maturity analysis of undiscounted pension benefits are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Dalam waktu 10 tahun	841.904	918.704	*Within next 10 years*
Dalam waktu 10-20 tahun	1.452.732	1.992.395	*Within 10-20 years*
Dalam waktu 20-30 tahun	901.883	1.468.292	*Within 20-30 years*
Dalam waktu 30-40 tahun	20.014	78.905	*Within 30-40 years*

Imbalan kerja jangka panjang lainnya / ***Other long-term employment benefit***

Imbalan jangka panjang lainnya dalam bentuk penghargaan pengabdian didiskontokan ke nilai kini.

Other long-term employment benefit include service award is discounted to present value.

Liabilitas imbalan jangka panjang lainnya pada tanggal 31 Desember 2025 dan 2024 dihitung oleh perusahaan konsultan aktuaria, I Gde Eka Sarmaja, FSAI dan Rekan, dengan menggunakan metode *Projected Unit Credit,* masing-masing tertanggal 8 Januari 2026 dan 30 Januari 2025.

The other long-term liability benefits liabilities as of 31 December 2025 and 2024 is calculated by a licensed actuarial consulting firm, I Gde Eka Sarmaja, FSAI and Partner, using the Projected Unit Credit method, dated 8 January 2026 and 30 January 2025, respectively.

Perubahan nilai kini kewajiban imbalan kerja jangka panjang lainnya adalah sebagai berikut:

The movements of the present value of obligation for other long-term employment benefit are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Saldo pada awal tahun	46.312	45.391	*Balance at beginning of year*
Beban jasa kini	6.449	6.237	*Current service cost*
Beban bunga	2.984	2.814	*Interest expense*
Pengukuran kembali:			*Remeasurement:*
- Penyesuaian pengalaman kewajiban	(683)	3.519	*Experience adjustment on obligation* -
- Perubahan dalam asumsi keuangan	471	(573)	*Change in financial assumptions* -
Imbalan yang di bayar	(8.284)	(11.076)	*Benefits paid*
Saldo pada akhir tahun	47.249	46.312	*Balance at end of year*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

38. LIABILITAS IMBALAN KERJA (lanjutan) / *38. EMPLOYMENT BENEFIT LIABILITIES (continued)*

Imbalan kerja jangka panjang lainnya (lanjutan) / ***Other long-term employment benefit*** *(continued)*

Jumlah yang diakui pada laporan laba rugi adalah sebagai berikut: / *The amounts recognised in the statements of profit or loss are as follows:*

	2025	2024 Disajikan kembali/ *Restated *)*	
Beban jasa kini	6.449	6.237	*Current service cost*
Beban bunga	2.984	2.814	*Interest expense*
Pengukuran kembali yang diakui selama tahun berjalan	(212)	2.946	*Remeasurements recognised during the year*
Beban yang diakui pada tahun berjalan	9.221	11.997	*Expense to be recognised in the current year*

Sensitivitas dari kewajiban imbalan kerja jangka panjang lainnya terhadap perubahan asumsi aktuaria adalah sebagai berikut: / *The sensitivity of other long-term employment benefit obligation to changes in the actuarial assumptions is as follows:*

	2025			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/*Change in assumption*	Kenaikan asumsi/*Increase in assumption*	Penurunan asumsi/*Decrease in assumption*	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	1,00%	(2.173)	2.377	*Annual discount rate*
Tingkat kenaikan penghasilan dasar per tahun	1,00%	2.501	(2.327)	*Annual salary growth rate*

	2024 Disajikan kembali/*Restated *)*			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/*Change in assumption*	Kenaikan asumsi/*Increase in assumption*	Penurunan asumsi/*Decrease in assumption*	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	1,00%	(2.171)	2.375	*Annual discount rate*
Tingkat kenaikan penghasilan dasar per tahun	1,00%	2.499	(2.324)	*Annual salary growth rate*

Analisa sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam praktiknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan pasti atas asumsi aktuarial utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pasti dengan menggunakan metode *Projected Unit Credit* di akhir tahun) telah diterapkan seperti dalam penghitungan kewajiban pensiun yang diakui dalam laporan posisi keuangan.

The sensitivity analysis are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the Projected Unit Credit method at the end of year) has been applied as when calculating the pension liability recognised within the statements of financial position.

Analisis jatuh tempo yang diharapkan dari imbalan kerja jangka panjang lainnya yang tidak terdiskonto adalah sebagai berikut: / *Expected maturity analysis of undiscounted other long-term employment benefit are as follows:*

	2025	2024 Disajikan kembali/ *Restated *)*	
Dalam waktu 10 tahun	80.136	81.553	*Within next 10 years*
Dalam waktu 10-20 tahun	46.267	54.683	*Within 10-20 years*
Dalam waktu 20-30 tahun	6.931	10.248	*Within 20-30 years*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

39. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

39. BALANCES AND TRANSACTIONS WITH RELATED PARTIES

Berikut adalah rincian sifat hubungan dengan pihak berelasi:

The nature of relationships with related parties is summarised as follows:

Pihak berelasi/ *Related parties*	Sifat dari hubungan/ *Nature of relationship*	Sifat dari transaksi/ *Nature of transaction*
PT Bank Danamon Indonesia Tbk	Perusahaan induk/*Parent company*	Kerjasama pembiayaan, pinjaman, kontrak *cross currency and interest rate swap*, kas di bank dan pembelian obligasi/*Financing cooperation, borrowing, cross currency and interest rate swap contracts, cash in bank and purchase of bonds.*
PT Zurich Asuransi Indonesia Tbk	Entitas asosiasi PT Bank Danamon Indonesia Tbk/*Associate entity of PT Bank Danamon Indonesia Tbk*	Kerjasama asuransi kendaraan pembiayaan konsumen, asuransi aset tetap Perseroan, asuransi kesehatan dan pembelian obligasi/*Insurance cooperation in respect of motor vehicles under consumer financing, insurance of the Company's fixed assets, health insurance and purchase of bonds.*
PT Home Credit Indonesia	Dimiliki oleh pemegang saham pengendali perusahaan induk melalui Bank of Ayudhya Public Company Limited/*Owned by the controlling shareholder of parent company through Bank of Ayudhya Public Company Limited*	Investasi dalam saham/*Investment in shares.*
MUFG Bank, Ltd.	Pemegang saham pengendali perusahaan induk/*The controlling shareholder of parent company*	Kas di bank dan pinjaman/*Cash in bank and borrowing.*
PT Zurich General Takaful Indonesia	Dimiliki oleh entitas asosiasi PT Bank Danamon Indonesia Tbk/*Owned by associate entity of PT Bank Danamon Indonesia Tbk*	Kerjasama asuransi kendaraan pembiayaan syariah dan pembelian sukuk mudharabah/*Insurance cooperation in respect of motor vehicles under sharia financing and purchase of mudharabah bonds.*
PT General Integrated Company	Dimiliki oleh salah satu Komisaris Perusahaan Induk/*Owned by one Commissioner of Parent Company*	Utang kepada *dealer*/*Payables to dealers.*
Personil manajemen kunci/ *Key management personnel*	Direktur, komisaris dan pejabat eksekutif /*Directors, commissioners and executive employees*	Kontrak pembiayaan konsumen dan murabahah, pembelian obligasi, serta pembayaran gaji dan tunjangan direktur, komisaris dan pejabat eksekutif/*Consumer and murabahah financing contract, purchase of bonds and allowances paid to directors, commissioners and executive employees.*

- Berdasarkan perjanjian pembiayaan bersama pada tanggal 30 April 2004, dan diubah pada tanggal 2 Juni 2025, Perseroan dan PT Bank Danamon Indonesia Tbk setuju untuk melakukan kerjasama pemberian fasilitas pembiayaan bersama kepada konsumen. Porsi pembiayaan PT Bank Danamon Indonesia Tbk adalah maksimal sebesar 99% dari jumlah pembiayaan dan porsi Perseroan minimum sebesar 1% dari jumlah pembiayaan. PT Bank Danamon Indonesia Tbk menentukan tingkat bunga pada tahun 2025 berkisar antara 9,61% - 16,51% (2024: 10,81% - 16,34%).

- *Based on the joint financing agreement dated 30 April 2004, which was amended on 2 June 2025, the Company and PT Bank Danamon Indonesia Tbk agreed to enter into a joint financing facility agreement for consumer. The portion of receivables financed by PT Bank Danamon Indonesia Tbk is maximum at 99% of the balance to be financed and the portion of receivables financed by the Company is minimum at 1% of the balance to be financed. PT Bank Danamon Indonesia Tbk charged interest rates per annum in 2025 ranging from 9.61% - 16.51% (2024: 10.81% - 16.34%).*

- Berdasarkan perjanjian wakalah pembiayaan bersama pada tanggal 14 September 2017, dan diubah pada tanggal 6 September 2024, Perseroan dan PT Bank Danamon Indonesia Tbk setuju untuk melakukan kerjasama pemberian fasilitas pembiayaan bersama kepada konsumen. Porsi pembiayaan PT Bank Danamon Indonesia Tbk adalah maksimal sebesar 99% dari jumlah pembiayaan dan porsi Perseroan minimum sebesar 1% dari jumlah pembiayaan. PT Bank Danamon Indonesia Tbk menentukan tingkat bunga pada tahun 2025 berkisar antara 11,73% - 19,53% (2024: 13,80% - 17,46%).

- *Based on the wakalah agreement dated 14 September 2017, which was amended on 6 September 2024, the Company and PT Bank Danamon Indonesia Tbk agreed to enter into a joint financing facility agreement for consumer. The portion of receivables financed by PT Bank Danamon Indonesia Tbk is maximum at 99% of the balance to be financed and the portion of receivables financed by the Company is minimum at 1% of the balance to be financed. PT Bank Danamon Indonesia Tbk charged interest rates per annum in 2025 ranging from 11.73% - 19.53% (2024: 13.80% - 17.46%).*

CATATAN ATAS LAPORAN KEUANGAN
Pada tanggal 31 Desember 2025 dan 2024,
untuk tahun-tahun yang berakhir pada tanggal tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
as of 31 December 2025 and 2024,
for the years then ended
(Expressed in millions of Rupiah,
unless otherwise stated)

39. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

- Perseroan memperoleh fasilitas pinjaman modal kerja dari PT Bank Danamon Indonesia Tbk dan MUFG Bank, Ltd. (Jakarta) (lihat Catatan 17).
- Perseroan memiliki kas di bank pada PT Bank Danamon Indonesia Tbk dan MUFG Bank, Ltd. (Jakarta) (lihat Catatan 4).
- Berdasarkan perjanjian pada tanggal 27 September 2018, Perseroan dan PT Zurich Asuransi Indonesia Tbk setuju untuk bekerjasama dalam mempromosikan dan memperkenalkan produk asuransi PT Zurich Asuransi Indonesia Tbk kepada konsumen Perseroan selama masa efektif, yaitu 20 tahun. Sebagai imbal balik, Perseroan telah menerima *access fee* dari PT Zurich Asuransi Indonesia Tbk (lihat Catatan 20).
- Perseroan telah menunjuk PT Zurich Asuransi Indonesia Tbk untuk menyediakan perlindungan asuransi atas aset tetap.
- Perseroan juga menunjuk PT Zurich Asuransi Indonesia Tbk untuk menyediakan asuransi kesehatan untuk karyawan Perseroan.
- Perseroan telah menunjuk PT Zurich General Takaful Indonesia untuk meyediakan perlindungan asuransi atas kendaraan bermotor konsumen dengan pembiayaan syariah Perseroan.
- PT General Integrated Company merupakan salah satu dealer dalam menyalurkan kendaraan bermotor kepada konsumen yang telah memperoleh persetujuan kredit dari Perseroan.
- Personil manajemen kunci adalah orang-orang yang mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, dan mengendalikan aktivitas Perseroan, secara langsung atau tidak langsung. Personil manajemen kunci Perseroan terdiri dari Direktur, Komisaris, dan pejabat ekskutif Perseroan, perusahaan induk (PT Bank Danamon Indonesia Tbk), dan pihak berelasi lainnya.

Seluruh transaksi yang signifikan dengan pihak-pihak berelasi dilakukan dengan persyaratan dan kondisi usaha pada umumnya yang mungkin tidak sama sebagaimana dilakukan dengan pihak ketiga.

39. BALANCES AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

- *The Company has working capital facilities from PT Bank Danamon Indonesia dan MUFG Bank, Ltd. (Jakarta) (see Note 17).*
- *The Company has cash in bank at PT Bank Danamon Indonesia Tbk and MUFG Bank, Ltd. (Jakarta) (see Note 4).*
- *Based on the agreement dated 27 September 2018, the Company and PT Zurich Asuransi Indonesia Tbk agreed to enter into a cooperation agreement in promoting and introducing insurance products of PT Zurich Asuransi Indonesia Tbk to the Company's consumers during the effective period of 20 years. In return, on 27 November 2019, the Company received access fees from PT Zurich Asuransi Indonesia Tbk (see Note 20).*
- *The Company appointed PT Zurich Asuransi Indonesia Tbk to provide insurance coverage for fixed assets.*
- *The Company has also appointed PT Zurich Asuransi Indonesia Tbk to provide health insurance for the Company's employees.*
- *The Company appointed PT Zurich General Takaful Indonesia to provide insurance cover for consumers motor vehicles which are sharia financed by the Company.*
- *PT General Integrated Company is one of the dealers in delivering motor vehicles to consumers who have received consumer financing contracts approval from Company.*
- *Key management personnel are those people who have the authority and responsibility to plan, lead, and control activities of the Company, directly or indirectly. Key management personnel consists of Directors, Commissioners, and executive employees of the Company, parent company (PT Bank Danamon Indonesia Tbk), and other related parties.*

All significant transactions with related parties are conducted under commercial terms and condition which may not be similar to those conducted with third parties.

39. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

39. BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut:

Balances and transactions with related parties are as follows:

a. Kas dan setara kas (lihat Catatan 4)

a. Cash and cash equivalents (see Note 4)

	2025	2024 Disajikan kembali/ *Restated *)*	
Perusahaan induk:			*Parent company:*
PT Bank Danamon Indonesia Tbk	537.144	928.220	*PT Bank Danamon Indonesia Tbk*
Pihak berelasi lainnya:			*Other related party:*
MUFG Bank, Ltd. (Jakarta)	29.180	29.026	*MUFG Bank, Ltd. (Jakarta)*
	566.324	957.246	
Persentase terhadap total aset	1,47%	2,49%	*Percentage to total assets*

b. Piutang pembiayaan konsumen (lihat Catatan 5)

b. Consumer financing receivables (see Note 5)

	2025	2024 Disajikan kembali/ *Restated *)*	
Personil manajemen kunci dari perusahaan induk:			*Key management personnel of parent company:*
Piutang pembiayaan konsumen - bruto	2.852	3.334	*Consumer financing receivables - gross*
Pendapatan pembiayaan konsumen yang belum diakui	(174)	(340)	*Unearned consumer financing income*
Cadangan kerugian penurunan nilai	(6)	(17)	*Allowance for impairment losses*
	2.672	2.977	
Personil manajemen kunci dari Perseroan:			*Key management personnel of the Company:*
Piutang pembiayaan konsumen - bruto	1.590	4.344	*Consumer financing receivables - gross*
Pendapatan pembiayaan konsumen yang belum diakui	(195)	(308)	*Unearned consumer financing income*
Cadangan kerugian penurunan nilai	(29)	(51)	*Allowance for impairment losses*
	1.366	3.985	
Personil manajemen kunci dari pihak berelasi lainnya:			*Key management personnel of other related parties:*
Piutang pembiayaan konsumen - bruto	1.074	10	*Consumer financing receivables - gross*
Pendapatan pembiayaan konsumen yang belum diakui	(113)	-	*Unearned consumer financing income*
Cadangan kerugian penurunan nilai	(5)	-	*Allowance for impairment losses*
	956	10	
	4.994	6.972	
Persentase terhadap total aset	0,01%	0,02%	*Percentage to total assets*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

39. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

39. BALANCES AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut: (lanjutan)

Balances and transactions with related parties are as follows: (continued)

c. Piutang pembiayaan murabahah (lihat Catatan 6)

c. Murabahah financing receivables (see Note 6)

	2025	2024 Disajikan kembali/ *Restated *)*	
Personil manajemen kunci dari perusahaan induk:			*Key management personnel of parent company:*
Piutang pembiayaan murabahah - bruto	881	862	*Murabahah financing receivables - gross*
Margin murabahah yang belum diakui	(83)	(39)	*Unearned murabahah margin*
Cadangan kerugian penurunan nilai	(35)	(39)	*Allowance for impairment losses*
	763	784	
Personil manajemen kunci dari Perseroan:			*Key management personnel of the Company:*
Piutang pembiayaan murabahah - bruto	992	1	*Murabahah margin receivables - gross*
Margin murabahah yang belum diakui	(72)	-	*Unearned murabahah margin*
Cadangan kerugian penurunan nilai	(47)	-	*Allowance for impairment losses*
	873	1	
Personil manajemen kunci dari pihak berelasi lainnya:			*Key management personnel of other related parties:*
Piutang pembiayaan murabahah - bruto	26	-	*Murabahah margin receivables - gross*
Margin murabahah yang belum diakui	(3)	-	*Unearned murabahah margin*
Cadangan kerugian penurunan nilai	(2)	-	*Allowance for impairment losses*
	21	-	
	1.657	785	
Persentase terhadap total aset	0,00%	0,00%	*Percentage to total assets*

d. Beban dibayar dimuka (lihat Catatan 9)

d. Prepaid expenses (see Note 9)

	2025	2024 Disajikan kembali/ *Restated *)*	
Perusahaan induk:			*Parent company:*
PT Bank Danamon Indonesia Tbk	583	134	*PT Bank Danamon Indonesia Tbk*
Pihak berelasi lainnya:			*Other related party:*
PT Zurich Asuransi Indonesia Tbk	51.222	44.053	*PT Zurich Asuransi Indonesia Tbk*
	51.805	44.187	
Persentase terhadap total aset	0,13%	0,12%	*Percentage to total assets*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

39. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

39. BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut: (lanjutan)

Balances and transactions with related parties are as follows: (continued)

e. Piutang lain-lain (lihat Catatan 10)

e. Other receivables (see Note 10)

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak berelasi lainnya:			*Other related parties:*
PT Zurich Asuransi Indonesia Tbk	32.050	28.834	*PT Zurich Asuransi Indonesia Tbk*
PT Zurich General Takaful Indonesia	11.404	8.974	*PT Zurich General Takaful Indonesia*
Personil manajemen kunci dari Perseroan	13.011	16.431	*Key management personnel of the Company*
	56.465	54.239	
Persentase terhadap total aset	0,15%	0,14%	*Percentage to total assets*

Tidak terdapat kerugian penurunan nilai atas piutang lain-lain dari personil manajemen kunci selama tahun berjalan, dan tidak ada cadangan yang dibuat untuk kerugian penurunan nilai atas piutang lain-lain dari personil manajemen kunci dan anggota keluarga dekat mereka pada akhir tahun.

No impairment losses of other receivables from key management personnel during the year, and no allowance has been made for impairment losses of other receivables from key management personnel and their immediate family at the end of the year.

f. Aset/liabilitas derivatif (lihat Catatan 11)

f. Derivative assets/liabilities (see Note 11)

	2025	2024 Disajikan kembali/ *Restated *)*	
Aset derivatif			***Derivative assets***
PT Bank Danamon Indonesia Tbk	857	-	*PT Bank Danamon Indonesia Tbk*
	857	-	
Persentase terhadap total aset	0,00%	0,00%	*Percentage to total assets*
Liabilitas derivatif			***Derivative liabilities***
PT Bank Danamon Indonesia Tbk	1.711	-	*PT Bank Danamon Indonesia Tbk*
	1.711	-	
Persentase terhadap total liabilitas	0,01%	0,00%	*Percentage to total liabilities*

g. Investasi dalam saham (lihat Catatan 12)

g. Investment in shares (see Note 12)

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak berelasi lainnya:			*Other related party:*
PT Home Credit Indonesia	420.717	396.870	*PT Home Credit Indonesia*
Persentase terhadap total aset	1,09%	1,03%	*Percentage to total assets*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

39. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

39. BALANCES AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut: (lanjutan)

Balances and transactions with related parties are as follows: (continued)

h. Pinjaman yang diterima (lihat Catatan 17)

h. Borrowings (see Note 17)

	2025	2024 Disajikan kembali/ *Restated *)*	
Perusahaan induk:			*Parent company:*
PT Bank Danamon Indonesia Tbk	1.016.373	265.278	*PT Bank Danamon Indonesia Tbk*
Pihak berelasi lainnya:			*Other related parties:*
MUFG Bank, Ltd. (Hong Kong)	2.584.625	4.104.225	*MUFG Bank, Ltd. (Hong Kong)*
MUFG Bank, Ltd. (Singapura)	1.102.335	1.063.278	*MUFG Bank, Ltd. (Singapore)*
MUFG Bank, Ltd. (Jakarta)	627.217	433.333	*MUFG Bank, Ltd. (Jakarta)*
	5.330.550	5.866.114	
Persentase terhadap total liabilitas	22,68%	24,62%	*Percentage to total liabilities*

i. Beban yang masih harus dibayar (lihat Catatan 18)

i. Accrued expenses (see Note 18)

	2025	2024 Disajikan kembali/ *Restated *)*	
Perusahaan induk:			*Parent company:*
PT Bank Danamon Indonesia Tbk	3.142	1.283	*PT Bank Danamon Indonesia Tbk*
Pihak berelasi lainnya:			*Other related parties:*
PT Zurich Asuransi Indonesia Tbk	41.760	44.814	*PT Zurich Asuransi Indonesia Tbk*
MUFG Bank, Ltd. (Hong Kong)	18.181	30.457	*MUFG Bank, Ltd. (Hong Kong)*
MUFG Bank, Ltd. (Singapura)	9.056	9.880	*MUFG Bank, Ltd. (Singapore)*
MUFG Bank, Ltd. (Jakarta)	4.532	4.866	*MUFG Bank, Ltd. (Jakarta)*
PT Zurich General Takaful Indonesia	438	438	*PT Zurich General Takaful Indonesia*
Personil manajemen kunci dari Perseroan	-	42	*Key management personnel of the Company*
Personil manajemen kunci dari pihak berelasi lainnya	-	4	*Key management personnel of the other related parties*
	77.109	91.784	
Persentase terhadap total liabilitas	0,33%	0,39%	*Percentage to total liabilities*

j. Utang obligasi (lihat Catatan 19)

j. Bonds payable (see Note 19)

	2025	2024 Disajikan kembali/ *Restated *)*	
Perusahaan induk:			*Parent company:*
PT Bank Danamon Indonesia Tbk	73.050	70.600	*PT Bank Danamon Indonesia Tbk*
Pihak berelasi lainnya:			*Other related party:*
PT Zurich Asuransi Indonesia Tbk	110.000	110.000	*PT Zurich Asuransi Indonesia Tbk*
Personil manajemen kunci dari Perseroan	-	3.200	*Key management personnel of the Company*
Personil manajemen kunci dari pihak berelasi lainnya	-	3.000	*Key management personnel of the other related parties*
	183.050	186.800	
Persentase terhadap total liabilitas	0,78%	0,78%	*Percentage to total liabilities*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

39. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

39. BALANCES AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut: (lanjutan)

Balances and transactions with related parties are as follows: (continued)

k. Utang lain-lain (lihat Catatan 20)

k. Other payables (see Note 20)

	2025	2024 Disajikan kembali/ *Restated *)*	
Perusahaan induk:			*Parent company:*
PT Bank Danamon Indonesia Tbk	166.189	33.641	*PT Bank Danamon Indonesia Tbk*
MUFG Bank, Ltd	-	2.278	*MUFG Bank, Ltd*
Pihak berelasi lainnya:			*Other related parties:*
PT Zurich Asuransi Indonesia Tbk	676.486	650.991	*PT Zurich Asuransi Indonesia Tbk*
PT Zurich General Takaful Indonesia	38.943	28.237	*PT Zurich General Takaful Indonesia*
PT General Integrated Company	-	48	*PT General Integrated Company*
	881.618	715.195	
Persentase terhadap total liabilitas	3,75%	3,00%	*Percentage to total liabilities*

l. Sukuk mudharabah (lihat Catatan 23)

l. Mudharabah bonds (see Note 23)

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak berelasi lainnya:			*Other related party:*
PT Zurich General Takaful Indonesia	30.000	30.000	*PT Zurich General Takaful Indonesia*
Persentase terhadap total liabilitas	0,13%	0,13%	*Percentage to total liabilities*

m. Pendapatan pembiayaan konsumen (lihat Catatan 29)

m. Consumer financing income (see Note 29)

	2025	2024 Disajikan kembali/ *Restated *)*	
Personil manajemen kunci dari Perseroan	525	392	*Key management personnels of the Company*
Personil manajemen kunci dari perusahaan induk	426	492	*Key management personnel of parent company*
Personil manajemen kunci dari pihak berelasi lainnya	44	8	*Key management personnel of other related parties*
	995	892	
Persentase terhadap total pendapatan	0,01%	0,01%	*Percentage to total income*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

39. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

39. BALANCES AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut: (lanjutan)

Balances and transactions with related parties are as follows: (continued)

n. Marjin murabahah (lihat Catatan 30)

n. Murabahah margin (see Note 30)

	2025	2024 Disajikan kembali/ *Restated *)*	
Personil manajemen kunci dari perusahaan induk	86	54	*Key management personnel of parent company*
Personil manajemen kunci dari Perseroan	206	1	*Key management personnels of the Company*
Personil manajemen kunci dari pihak berelasi lainnya	1	-	*Key management personnel of other related parties*
	293	55	
Persentase terhadap total pendapatan	0,00%	0,00%	*Percentage to total income*

o. Pendapatan lain-lain (lihat Catatan 33)

o. Other income (see Note 33)

	2025	2024 Disajikan kembali/ *Restated *)*	
Perusahaan induk:			*Parent company:*
PT Bank Danamon Indonesia Tbk	10.629	7.874	*PT Bank Danamon Indonesia Tbk*
Pihak berelasi lainnya:			*Other related parties:*
PT Zurich Asuransi Indonesia Tbk	58.703	63.759	*PT Zurich Asuransi Indonesia Tbk*
PT Zurich General Takaful Indonesia	9.302	4.631	*PT Zurich General Takaful Indonesia*
	78.634	76.264	
Persentase terhadap total pendapatan	0,65%	0,65%	*Percentage to total income*

p. Beban gaji dan tunjangan (lihat Catatan 34)

p. Salaries and benefits expenses (see Note 34)

	2025	2024 Disajikan kembali/ *Restated *)*	
Personil manajemen kunci dari Perseroan:			*Key management personnel of the Company:*
Imbalan kerja jangka pendek	139.264	134.901	*Short-term employees' benefits*
Imbalan pasca-kerja	6.103	5.984	*Post-employment benefits*
Imbalan kerja jangka-panjang lainnya	348	847	*Other long-term employees' benefits*
Pesangon pemutusan kontrak kerja	-	3.754	*Termination benefits*
	145.715	145.486	
Persentase terhadap total beban	1,44%	1,53%	*Percentage to total expenses*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

39. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

39. *BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)*

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut: (lanjutan)

Balances and transactions with related parties are as follows: (continued)

q. Beban bunga dan keuangan (lihat Catatan 35)

q. Interest expense and financing charges (see Note 35)

	2025	2024 Disajikan kembali/ *Restated *)*	
Perusahaan induk:			*Parent company:*
PT Bank Danamon Indonesia Tbk	52.118	35.043	*PT Bank Danamon Indonesia Tbk*
Pihak berelasi lainnya:			*Other related parties:*
MUFG Bank, Ltd. (Hong Kong)	196.066	163.838	*MUFG Bank, Ltd. (Hong Kong)*
MUFG Bank, Ltd. (Jakarta)	58.831	58.556	*MUFG Bank, Ltd. (Jakarta)*
MUFG Bank, Ltd. (Singapura)	9.057	8.411	*MUFG Bank, Ltd. (Singapore)*
PT Zurich Asuransi Indonesia Tbk	6.875	6.875	*PT Zurich Asuransi Indonesia Tbk*
Personil manajemen kunci dari Perseroan	3	284	*Key management personnel of the Company*
Personil manajemen kunci dari pihak berelasi lainnya	38	168	*Key management personnel of the other related parties*
	322.988	273.175	
Persentase terhadap total beban	3,19%	2,88%	*Percentage to total expenses*

r. Bagi hasil sukuk mudharabah

r. Revenue sharing for mudharabah bonds

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak berelasi lainnya:			*Other related parties:*
PT Zurich General Takaful Indonesia	1.875	1.875	*PT Zurich General Takaful Indonesia*
Persentase terhadap total beban	0,02%	0,02%	*Percentage to total expenses*

s. Penyisihan/(pemulihan) kerugian penurunan nilai piutang pembiayaan konsumen (lihat Catatan 5)

s. Provision/(reversal) for impairment losses on consumer financing receivables (see Note 5)

	2025	2024 Disajikan kembali/ *Restated *)*	
Personil manajemen kunci dari Perseroan	(22)	(41)	*Key management personnel of the Company*
Personil manajemen kunci dari perusahaan induk	(11)	2	*Key management personnel of parent company*
Personil manajemen kunci dari pihak berelasi lainnya	5	-	*Key management personnels of the other related parties*
	(28)	(39)	
Persentase terhadap total beban	0,00%	0,00%	*Percentage to total expenses*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

39. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

39. BALANCES AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut: (lanjutan)

Balances and transactions with related parties are as follows: (continued)

t. Penyisihan/(pemulihan) kerugian penurunan nilai piutang pembiayaan murabahah (lihat Catatan 6)

t. Provision/(reversal) for impairment losses on murabahah financing receivables (see Note 6)

	2025	2024 Disajikan kembali/ *Restated *)*	
Personil manajemen kunci dari perusahaan induk	(4)	26	*Key management personnel of parent company*
Personil manajemen kunci dari Perseroan	47	-	*Key management personnel of the Company*
Personil manajemen kunci dari pihak berelasi lainnya	2	-	*Key management personnels of the other related parties*
	45	26	
Persentase terhadap total beban	0,00%	0,00%	*Percentage to total expenses*

u. Beban umum dan administrasi (lihat Catatan 36)

u. General and administrative expenses (see Note 36)

	2025	2024 Disajikan kembali/ *Restated *)*	
Pihak berelasi lainnya:			*Other related party:*
PT Zurich Asuransi Indonesia Tbk	2.279	3.168	*PT Zurich Asuransi Indonesia Tbk*
Persentase terhadap total beban	0,02%	0,03%	*Percentage to total expenses*

v. Premi asuransi terkait pembiayaan kepada PT Zurich Asuransi Indonesia Tbk pada tahun 2025 sebesar Rp1.086.452 (2024: Rp1.084.290). Perseroan memperoleh komisi, sponsorship dan lainnya dari PT Zurich Asuransi Indonesia Tbk pada tahun 2025 sebesar Rp343.847 (2024: Rp375.375).

v. *Insurance premiums related to financing to PT Zurich Asuransi Indonesia Tbk in 2025 amounted to Rp1,086,452 (2024: Rp1,084,290). The Company earned commission, sponsorship and others from PT Zurich Asuransi Indonesia Tbk in 2025 amounted to Rp343,847 (2024: Rp375,375).*

w. Premi asuransi terkait pembiayaan kepada PT Zurich General Takaful Indonesia pada tahun 2025 sebesar Rp370.087 (2024: Rp330.402). Perseroan memperoleh komisi dari PT Zurich General Takaful Indonesia pada tahun 2025 sebesar Rp115.084 (2024: Rp111.605).

w. *Insurance premiums related to financing to PT Zurich General Takaful Indonesia in 2025 amounted to Rp370,087 (2024: Rp330,402). The Company earned commission from PT Zurich General Takaful Indonesia in 2025 amounted to Rp115,084 (2024: Rp111,605).*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN

Pendahuluan dan gambaran umum

Perseroan memiliki eksposur terhadap risiko-risiko atas instrumen keuangan sebagai berikut:

- Risiko pasar
- Risiko kredit
- Risiko likuiditas
- Risiko operasional

Kerangka manajemen risiko

Mengingat bahwa penerapan praktik manajemen risiko yang baik dapat mendukung kinerja dari perusahaan pembiayaan, maka manajemen risiko selalu menjadi elemen pendukung penting bagi Perseroan dalam menjalankan bisnisnya. Sasaran dan tujuan utama dari diterapkannya praktik manajemen risiko di Perseroan adalah untuk menjaga dan melindungi Perseroan melalui pengelolaan risiko kerugian yang mungkin timbul dari berbagai aktivitasnya serta menjaga tingkat risiko agar sesuai dengan arahan yang ditetapkan oleh Perseroan.

Nilai-nilai kepatuhan terhadap peraturan yang ada dan berlaku harus dibudayakan dan melekat pada semua karyawan Perseroan yang dipimpin oleh jajaran manajemen Perseroan. Infrastruktur risiko dibangun melalui tersedianya kebijakan dan proses yang tepat dan sesuai dengan kondisi terkini, pengembangan sistem dan database risiko yang berkelanjutan, serta teknik dan metodologi pengelolaan yang modern. Membangun proses dan kemampuan risiko yang sehat dan kuat adalah sebuah pengkajian yang berkesinambungan terhadap tujuan penanganan risiko serta berbagai aktivitas yang menyangkut penanganan risiko, seperti identifikasi, pengukuran, pemantauan dan pengendalian risiko.

Satuan kerja manajemen risiko juga berkewajiban untuk menjaga arahan risiko yang dapat diterima dan disetujui oleh Dewan Komisaris dan Direksi dengan tetap berpedoman dan mampu menyesuaikan diri dengan perkembangan usaha. Terkait dengan “Penerapan Manajemen Risiko secara Konsolidasi bagi Bank yang Melakukan Pengendalian terhadap Perusahaan Anak”, dilaksanakan Perseroan dalam kapasitasnya sebagai Entitas Anak dari PT Bank Danamon Indonesia Tbk, pemegang saham pengendali Perseroan. Aktivitas ini mengacu kepada Peraturan Otoritas Jasa Keuangan (POJK) No. 38/POJK.03/2017 tertanggal 12 Juli 2017 dan No. 22 Tahun 2025 tertanggal 15 September 2025, yang mana penerapan manajemen risiko Perseroan merupakan pendekatan terpadu dan konsisten dalam melakukan penelaahan, pengukuran, pemantauan dan pengelolaan risiko terhadap seluruh komponen kelompok Perseroan. Hal ini juga dipertegas oleh POJK No. 17/POJK.03/2014 dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) No.14/SEOJK.03/2015 mengenai penerapan manajemen risiko terintegrasi bagi konglomerasi keuangan, serta POJK No. 30 Tahun 2024 mengenai konglomerasi keuangan dan perusahaan induk konglomerasi keuangan. Lebih lanjut, kemitraan antara Perseroan dengan Perusahaan Induk merupakan hal yang sangat penting, mengingat keduanya menghadapi tantangan regional dan global yang sama dalam mengelola pertumbuhan bisnis yang cepat dan dalam suasana kompetisi yang ketat, namun pada saat yang bersamaan Perseroan harus tetap mampu menyelenggarakan praktik bisnis tersebut berdasarkan dan mengacu kepada prinsip kehati-hatian.

40. FINANCIAL RISK MANAGEMENT

Introduction and overview

The Company has exposure to the following risks from financial instruments:

- *Market risk*
- *Credit risk*
- *Liquidity risk*
- *Operational risk*

Risk management framework

Considering that implementation of good risk management practices could support the performance of a finance company, risk management would always be an important supporting element for the Company in conducting its business. The target and main purpose of the implementation of risk management practices in the Company is to maintain and protect the Company through managing the risk of losses which could arise from its various activities as well as maintaining risk level in order to match with the direction established by the Company.

The values of compliance to the existing and prevailing regulations should be cultivated and embedded into all employees of the Company, led by the management of the Company. Risk infrastructure is built through the availability of appropriate policies and processes which are in line with current conditions, continuous development of systems and risk database, as well as modern management techniques and methodologies. Building strong and healthy processes as well as risk capabilities is a continuous assessment on objectives of risks handling as well as various activities involving risks handling, such as identification, measurement, monitoring and controlling risk.

Risk management unit is also obliged to maintain the direction of risk that is acceptable and approved by the Boards of Commissioners and Directors so that it would remain guided and capable of adapting with business development. Related to the "Implementation of Consolidated Risk Management for Banks Performing Control on Subsidiary Companies", is implemented by the Company in its capacity as the Subsidiary of PT Bank Danamon Indonesia Tbk, the controlling shareholder of the Company. This activity refers to Financial Services Authority Regulation (POJK) No. 38/POJK.03/2017 dated 12 July 2017 and No. 22 Year 2025 dated 15 September 2025, in which the implementation of Company’s risk management is an integrated and consistent approach in conducting review, measurement, monitoring and management of risks to the entire components of the Company’s group. This matter has already been emphasised by POJK No. 17/POJK.03/2014 and Circular Letter fo Financial Services Authority (SEOJK) No.14/SEOJK.03/2015 regarding the implementation of integrated risk management for financial conglomerates, and POJK No. 30 Year 2024 regarding financial conglomeration and financial conglomerate holding company. Furthermore, the partnership between the Company and its Parent Company is an important matter, considering both companies face the same regional and global challenges in managing rapid business growth and intense competition atmosphere; however, at the same time the Company must remain capable of conducting the business practices, based upon and in reference to the prudence principle.

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40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

Kerangka manajemen risiko (lanjutan)

Sebagai Perseroan yang bergerak di bidang pembiayaan, manajemen Perseroan memiliki komitmen penuh untuk menerapkan manajemen risiko secara komprehensif yang secara esensi mencakup kecukupan kebijakan, prosedur dan metodologi pengelolaan risiko sehingga kegiatan usaha Perseroan tetap dapat terarah dan terkendali pada batasan risiko yang dapat diterima, serta tetap menguntungkan Perseroan. Direktorat Manajemen Risiko yang berperan secara aktif dalam mengkoordinasikan tindakan-tindakan pencegahan, proaktif dan responsif dengan seluruh karyawan dari berbagai tingkatan yang ada di dalam Perseroan untuk mendukung penerapan manajemen risiko ini, karena semua bagian di dalam Perseroan masing-masing akan memainkan peranan penting.

Dalam penerapan manajemen risiko, Perseroan menyadari pentingnya untuk memiliki sebuah mekanisme yang memadai dalam mengakomodasi risiko-risiko yang dihadapi oleh Perseroan. Perseroan memiliki suatu mekanisme yang bertumpu pada 4 (empat) pilar manajemen risiko, yang dapat diuraikan sebagai berikut:

Pilar 1: Pengawasan Aktif Dewan Komisaris dan Direksi

Pengawasan aktif tersebut tercermin sejak perencanaan bisnis tahunan, yang mencakup:

- Menyetujui dan melakukan evaluasi kebijakan manajemen risiko secara berkala;
- Melakukan evaluasi dan menyetujui aktivitas yang memerlukan persetujuan dari Dewan Komisaris atau Direksi;
- Menetapkan kebijakan dan strategi manajemen risiko termasuk penetapan otoritas dalam pemberian batasan serta tinjauan atas kualitas portofolio secara berkala;
- Terdapatnya Komite Audit dan Komite Pemantau Risiko sebagai organ Dewan Komisaris dalam melaksanakan fungsi pengawasannya; dan
- Membentuk komite yang terkait dengan penerapan manajemen risiko, yaitu Komite Manajemen Risiko.

Kerangka konsolidasi manajemen risiko dengan Perusahaan Induk dibentuk dengan menempatkan wakil dari Perusahaan Induk dalam jajaran Dewan Komisaris Perseroan. Kerangka tersebut juga dilaksanakan melalui pemeriksaan kinerja secara berkala oleh Perusahaan Induk terhadap Perseroan, menyangkut kinerja keuangan, pengawasan sistem informasi akuntansi, serta tingkat kesehatan dan profil risiko dari piutang pembiayaan.

40. FINANCIAL RISK MANAGEMENT (continued)

***Risk management framework** (continued)*

As a company engaged in financing activities, the Company's management is fully committed to implement risk management comprehensively, which essentially covers the adequacy of policies, procedures and risk management methodology; hence, the Company's business activities could remain directed and controlled at an acceptable risk limit, at the same time the Company can still be profitable. Risk Management Directorate is playing an active role in coordinating preventive, proactive and responsive actions with all employees from various levels within the Company in order to support the implementation of risk management, because all divisions of the Company will play their respective important roles.

In the implementation of risk management, the Company realises the importance of having an adequate mechanism to accommodate the risks faced by the Company. The Company has a mechanism that is based upon 4 (four) risk management pillars,which could be described as follows:

Pillar 1: Active Supervision by Boards of Commissioners and Directors

Active supervision is reflected since the planning of annual business plan, which includes:

- *Approving and evaluating risk management policies on a regular basis;*
- *Evaluating and approving activities that require approval from the Board of Commissioners or Board of Directors;*
- *Establishing risk management policies and strategies, which include determining the authorisation in limits and reviewing the quality of portfolio on a regular basis;*
- *The presence of the Audit Committee and Risk Oversight Committee as an organ of the Board of Commissioners in carrying out their supervisory functions; and*
- *Establishing committees in relation to the implementation of risk management, i.e. the Risk Management Committee.*

The consolidated risk management framework with Parent Company is established through placing representatives from Parent Company in the Board of Commissioners. The framework is also implemented through regular performance assessment by the Parent Company on the Company, concerning the financial performance, monitoring on accounting information system, as well as the level of soundness and risk profile of the Company's financing receivables.

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

Kerangka manajemen risiko (lanjutan)

Dalam penerapan manajemen risiko, Perseroan menyadari pentingnya untuk memiliki sebuah mekanisme yang memadai dalam mengakomodasi risiko-risiko yang dihadapi oleh Perseroan. Perseroan memiliki suatu mekanisme yang bertumpu pada 4 (empat) pilar manajemen risiko, yang dapat diuraikan sebagai berikut: (lanjutan)

Pilar 2: Kecukupan Kebijakan, Prosedur dan Penetapan Limit Manajemen Risiko

Perseroan menyusun kebijakan-kebijakan terkait manajemen risiko yang diperiksa secara berkala dan selalu disesuaikan dengan keadaan usaha terkini. Kebijakan tersebut diterjemahkan ke dalam Prosedur Operasi Standar dan Memo Internal yang disosialisasikan kepada seluruh karyawan. Perseroan juga memiliki kebijakan-kebijakan mengenai batasan persetujuan/otorisasi untuk transaksi kredit maupun yang bukan transaksi kredit.

Kerangka konsolidasi manajemen risiko dengan Perusahaan Induk terselenggara mengingat Perseroan mendapatkan persetujuan dari Perusahaan Induk untuk pengajuan batasan baru maupun atas program kredit untuk produk baru (jika ada). Kebijakan cadangan kerugian penurunan nilai piutang Perseroan juga mengikuti kebijakan penyisihan pada Perusahaan Induk yang sejalan dan patuh terhadap Standar Akuntansi Keuangan di Indonesia.

Pilar 3: Kecukupan Proses Identifikasi, Pengukuran, Pemantauan dan Pengendalian Risiko, serta Sistem Informasi Manajemen Risiko

Perseroan memiliki perangkat untuk mengidentifikasi, mengukur dan mengawasi risiko terutama risiko kredit dan risiko operasional melalui mekanisme pelaporan dan sistem informasi manajemen yang ada serta melalui pertemuan berkala Komite Audit dan Komite Pemantau Risiko Perseroan. Selain itu, sistem teknologi informasi utama Perseroan mampu menyediakan data/informasi secara cepat dan akurat kepada pihak Manajemen, Perusahaan Induk atau pihak ketiga yang terkait lainnya.

Kerangka konsolidasi manajemen risiko dengan Perusahaan Induk terlaksana melalui penyampaian paparan risiko Perseroan yang ada secara berkala kepada Komite Manajemen Risiko Perusahaan Induk, termasuk penyampaian laporan berkala terkait aspek kepatuhan, hukum dan lainnya kepada Perusahaan Induk.

Pilar 4: Sistem Pengendalian Internal yang Menyeluruh

Perseroan memiliki Divisi Audit Internal yang secara independen melaporkan proses dan hasil pemeriksaannya kepada Dewan Komisaris dan Direktur Utama. Akuntabilitas dari Divisi Audit Internal mencakup:

- Menyediakan penilaian atas kecukupan dan efektivitas dari semua proses yang ada di dalam Perseroan;
- Melaporkan masalah-masalah penting yang terkait dengan proses pengendalian aktivitas-aktivitas di dalam Perseroan, termasuk perbaikan yang potensial terhadap proses-proses tersebut; dan
- Koordinasi dengan satuan kerja/fungsi pengendali dan pengawasan lainnya (manajemen risiko, kepatuhan, hukum dan audit eksternal).

40. FINANCIAL RISK MANAGEMENT (continued)

***Risk management framework** (continued)*

In the implementation of risk management, the Company realises the importance of having an adequate mechanism to accommodate the risks faced by the Company. The Company has a mechanism that is based upon 4 (four) risk management pillars,which could be described as follows: (continued)

Pillar 2: Risk Management Policy, Procedures, and Limit Setup

The Company develops policies related to risk management, which are assessed periodically and aligned constantly to fit the most recent business situation. The policy is translated into Standard Operating Procedures and Internal Memo, which are being socialised to all employees. The Company also has policies regarding limitation on approval/authorisation for both credit and non-credit transactions.

The consolidated risk management framework with Parent Company is established as the Company obtains approval from Parent Company for proposal of new limits and for new product credit programs (if any). The Company's policy in relation with allowance for impairment losses on receivables should also follow the Parent Company's policy, which is in line and in compliance with Indonesian Financial Accounting Standards.

Pillar 3: Risk Identification, Measurement, Monitoring and Control, and Risk Management Information System

The Company has a set of tools to identify, measure and monitor risks, especially credit risk and operational risk through the existing reporting and management information system mechanism, as well as through the regular meetings of the Company's Audit and Risk Oversight Committee. In addition, the Company's major information technology system is capable of providing data/information instantly and accurately for the Management, Parent Company or other related third parties.

The consolidated risk management framework with Parent Company is conducted through the reporting of the Company's risk exposure periodically to the Parent Company's Risk Management Committee, including the periodic reporting in relation to the compliance, legal and other aspects to the Parent Company.

Pillar 4: Comprehensive Internal Control System

The Company has an Internal Audit Division which independently reports on the process and results of assessment to the Board of Commissioners and President Director. The accountability of the Internal Audit Division includes:

- *Providing assessment on the adequacy and effectiveness of all existing processes within the Company;*
- *Reporting on important issues related to the control process of activities within the Company, including potential improvements to these processes; and*
- *Coordinating with other controlling and supervisory units/functions (risk management, compliance, legal and external audit).*

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40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

Kerangka manajemen risiko (lanjutan)

Kerangka konsolidasi manajemen risiko dengan Perusahaan Induk juga dicerminkan dengan dilaksanakannya audit reguler/audit Teknologi Informasi/audit terintegrasi atas unit-unit di Perseroan oleh Satuan Kerja Audit Internal (SKAI) Perusahaan Induk.

Risiko pasar

Risiko pasar merupakan risiko yang terutama disebabkan karena perubahan tingkat suku bunga dan nilai tukar mata uang Rupiah, yang dapat membawa risiko bagi Perseroan. Dalam perencanaan usaha Perseroan, risiko pasar yang memiliki dampak langsung kepada Perseroan adalah dalam hal pengelolaan tingkat bunga.

Perubahan tingkat bunga acuan akan menjadi risiko pada saat perubahannya, terutama ketika tingkat bunga dinaikkan, yang menyebabkan kerugian bagi Perseroan. Untuk itu, Perseroan menerapkan pengelolaan tingkat bunga tetap secara konsisten dengan menyesuaikan tingkat bunga kredit terhadap tingkat bunga pinjaman dan beban dana.

Sumber pendanaan Perseroan berasal dari skema pembiayaan bersama dengan PT Bank Danamon Indonesia Tbk, pinjaman dalam negeri serta pinjaman dari luar negeri.

Salah satu sumber pendanaan Perseroan berasal dari skema pembiayaan bersama dengan PT Bank Danamon Indonesia Tbk, dengan tingkat bunga tetap dan jangka waktu yang sama dengan piutang pembiayaan konsumen dan piutang pembiayaan murabahah.

Pinjaman dalam negeri sebagian besar dilakukan dalam bentuk obligasi dan sukuk mudharabah dengan tingkat suku bunga/bagi hasil yang tetap. Di samping itu, Perseroan juga mendapat pinjaman secara langsung dari bank dalam negeri.

Perseroan memiliki pinjaman luar negeri dalam mata uang asing, dalam hal ini Perseroan sudah melakukan antisipasi terhadap risiko nilai tukar, dengan telah menetapkan kebijakan lindung nilai untuk pinjaman yang diterima dalam mata uang asing.

Perseroan memiliki liabilitas keuangan dalam mata uang asing berupa pinjaman yang diterima sebesar USD207.834.528 dan JPY5.653.380.000 (nilai penuh) atau setara dengan Rp4.067.726 pada tanggal 31 Desember 2025, dan sebesar USD268.619.040 dan JPY10.320.084.000 (nilai penuh) atau setara dengan Rp5.387.614 pada tanggal 31 Desember 2024 yang telah dilindung nilai melalui *instrument derivative* seperti kontrak *cross currency and interest rate swap* (lihat Catatan 11, 17, dan 43).

40. FINANCIAL RISK MANAGEMENT (continued)

***Risk management framework** (continued)*

The consolidated risk management framework with Parent Company is also reflected in the implementation of regular audit/Information Technology audit/integrated audit on the business units in the Company by Parent Company's Internal Audit Unit (SKAI).

Market risk

Market risk is the risk which is primarily caused by the changes in interest rates and exchange rate of Rupiah currency, which could bring exposure to the Company. In the Company's business planning, market risk with direct impact to the Company is in terms of interest rates management.

Changes in interest rates would become a risk at the point of change, especially when the interest rate is raised, which would cause losses to the Company. Therefore, the Company consistently implements fixed interest rate management by doing adjustment on lending interest rate and cost of funds.

Source of funding for the Company is from joint financing scheme with PT Bank Danamon Indonesia Tbk, as well as from on-shore and off-shore loans.

One of the Company's sources of funding is from joint financing scheme with PT Bank Danamon Indonesia Tbk, with fixed interest rate and matching period with the consumer financing receivable and murabahah financing receivable.

Most of on-shore loans are in the form of bonds and mudharabah bonds with fixed interest rate/revenue sharing. In addition, the Company also acquires direct loans from domestic banks.

The Company has off-shore loans in foreign currency and the Company has already anticipated the currency risk by implementing hedging policy for loans in foreign currency.

The Company has financial liabilities denominated in foreign currency for borrowings amounting to USD207,834,528 and JPY5,653,380,000 (full amount) or equivalent to Rp4,067,726 as of 31 December 2025, and amounted to USD268,619,040 and JPY10,320,084,000 (full amount) or equivalent to Rp5,387,614 as of 31 December 2024 which was hedged by derivative instruments such as cross currency and interest rate swap contracts (see Notes 11, 17 and 43).

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko pasar (lanjutan)

***Market risk** (continued)*

Dengan pola aktivitas usaha yang dijalankan Perseroan saat ini, risiko pasar Perseroan adalah minimal. Perseroan tidak mempunyai kegiatan usaha pembiayaan konsumen dalam mata uang asing.

With the pattern of business activity currently operated by the Company, the market risk of the Company is minimal. The Company does not have consumer financing transaction in foreign currency.

Tabel berikut menggambarkan rincian aset dan liabilitas keuangan Perseroan yang terdampak perubahan tingkat suku bunga dan dikelompokkan menurut mana yang lebih awal antara tanggal *repricing* atau tanggal jatuh tempo angsuran untuk melihat dampak perubahan tingkat suku bunga:

The following table summarises the Company's financial assets and liabilities that are affected by changes in interest rates and categorised by the earlier of repricing or installment due dates to see the impact of changes in interest rates:

	2025							
	Tingkat bunga mengambang/ *Floating rate*		Tingkat bunga tetap/ *Fixed rate*					
	< 3 bulan/ *months*	3-36 bulan/ *months*	< 3 bulan/ *months*	3-12 bulan/ *months*	1-2 tahun/ *years*	> 2 tahun/ *years*	Jumlah/ *Total*	
Aset keuangan								***Financial assets***
Kas di bank	743.038	-	-	-	-	-	743.038	*Cash in banks*
Piutang pembiayaan konsumen - neto	-	-	4.066.602	9.111.878	7.397.665	5.177.428	25.753.573	*Consumer financing receivables - net*
Piutang pembiayaan murabahah - neto	-	-	794.066	1.751.846	1.589.756	1.399.721	5.535.389	*Murabahah financing receivables - net*
Piutang pembiayaan musyarakah mutanaqisah - neto	-	-	223.406	387.001	107.395	25.677	743.479	*Musyarakah mutanaqisah financing receivables - net*
Piutang sewa pembiayaan - neto	-	-	694.199	1.156.838	808.048	452.702	3.111.787	*Finance leases receivables - net*
	743.038	-	5.778.273	12.407.563	9.902.864	7.055.528	35.887.266	
Liabilitas keuangan								***Financial liabilities***
Pinjaman yang diterima	571.631	2.894.010	2.628.086	3.522.656	264.129	4.454	9.884.966	*Borrowings*
Sukuk mudharabah	-	-	-	995.689	137.005	511.156	1.643.850	*Mudharabah bonds*
Utang obligasi	-	-	996.656	2.415.136	1.454.208	3.730.025	8.596.025	*Bonds payable*
	571.631	2.894.010	3.624.742	6.933.481	1.855.342	4.245.635	20.124.841	
Dampak dari derivatif untuk tujuan manajemen risiko	(571.631)	(2.894.010)	571.631	1.643.385	1.083.875	166.750	-	*Effect of derivative held for risk management*
	743.038	-	1.581.900	3.830.697	6.963.647	2.643.143	15.762.425	

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko pasar (lanjutan)

***Market risk** (continued)*

Tabel berikut menggambarkan rincian aset dan liabilitas keuangan Perseroan yang terdampak perubahan tingkat suku bunga dan dikelompokkan menurut mana yang lebih awal antara tanggal *repricing* atau tanggal jatuh tempo angsuran untuk melihat dampak perubahan tingkat suku bunga: (lanjutan)

The following table summarises the Company's financial assets and liabilities that are affected by changes in interest rates and categorised by the earlier of repricing or installment due dates to see the impact of changes in interest rates: (continued)

	2024 Disajikan Kembali/*Restated *)*							
	Tingkat bunga mengambang/ *Floating rate*		Tingkat bunga tetap/ *Fixed rate*					
	< 3 bulan/ *months*	3-36 bulan/ *months*	< 3 bulan/ *months*	3-12 bulan/ *months*	1-2 tahun/ *years*	> 2 tahun/ *years*	Jumlah/ *Total*	
Aset keuangan								***Financial assets***
Kas di bank	1.807.205	-	-	-	-	-	1.807.205	*Cash in banks*
Piutang pembiayaan konsumen - neto	-	-	3.070.426	7.633.401	7.633.177	5.584.632	23.921.636	*Consumer financing receivables - net*
Piutang pembiayaan murabahah - neto	-	-	752.139	1.964.129	2.082.934	1.719.482	6.518.684	*Murabahah financing receivables - net*
Piutang pembiayaan musyarakah mutanaqisah - neto	-	-	24.528	481.896	521.901	123.083	1.151.408	*Musyarakah mutanaqisah financing receivables - net*
Piutang sewa pembiayaan - neto	-	-	444.001	828.866	667.531	295.001	2.235.399	*Finance leases receivables - net*
	1.807.205	-	4.291.094	10.908.292	10.905.543	7.722.198	35.634.332	
Liabilitas keuangan								***Financial liabilities***
Pinjaman yang diterima	435.469	3.887.506	2.304.613	4.014.181	1.851.086	145.367	12.638.222	*Borrowings*
Sukuk mudharabah	-	-	49.000	535.480	389.730	254.120	1.228.330	*Mudharabah bonds*
Utang obligasi	-	-	829.787	1.861.220	793.583	2.893.240	6.377.830	*Bonds payable*
	435.469	3.887.506	3.183.400	6.410.881	3.034.399	3.292.727	20.244.382	
Dampak dari derivatif untuk tujuan manajemen risiko	(435.469)	(3.887.506)	435.469	1.306.406	1.695.875	885.225	-	*Effect of derivative held for risk management*
	1.807.205	-	672.225	3.191.005	6.175.269	3.544.246	15.389.950	

Analisis sensitivitas

Sensitivity analysis

Manajemen risiko tingkat suku bunga terhadap limit perubahan tingkat suku bunga dilengkapi dengan pemantauan atas sensitivitas aset dan liabilitas keuangan Perseroan terhadap beberapa skenario suku bunga baku maupun non-baku. Skenario baku yang dilakukan setiap bulan mencakup analisis kenaikan atau penurunan kurva imbal hasil sebesar 100 basis poin (bp).

The management of interest rate risk against interest rate gap limits is supplemented by monitoring the sensitivity of the Company's financial assets and liabilities to various standard and non-standard interest rate scenarios. Standard scenarios that are considered on a monthly basis include a 100 basis point (bp) parallel rise or fall in all yield curves.

Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar, dengan variabel lain dianggap konstan, terhadap pendapatan pembiayaan neto:

The following table demonstrates the sensitivity to a reasonably possible change in market interest rates, with all other variables held constant, of the net financing income:

	2025	2024 Disajikan kembali/ Restated *)	
Kenaikan suku bunga dalam 100 basis poin	343.786	344.378	*Increase in interest rate in 100 basis point*
Penurunan suku bunga dalam 100 basis poin	(343.786)	(344.378)	*Decrease in interest rate in 100 basis point*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko pasar (lanjutan)

Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar, dengan variabel lain dianggap konstan, terhadap beban bunga dan keuangan:

***Market risk** (continued)*

The following table demonstrates the sensitivity to a reasonably possible change in market interest rates, with all other variables held constant, of the interest expense and financing charges:

	2025	2024 Disajikan kembali/ Restated *)	
Kenaikan suku bunga dalam 100 basis poin	159.596	178.599	*Increase in interest rate in 100 basis point*
Penurunan suku bunga dalam 100 basis poin	(159.596)	(178.599)	*Decrease in interest rate in 100 basis point*

Risiko kredit

Risiko kredit merupakan risiko utama karena Perseroan bergerak dalam bidang pembiayaan konsumen, dimana Perseroan menawarkan kredit kepada masyarakat yang hendak memiliki kendaraan bermotor, barang *durable*, maupun alat berat. Secara langsung, Perseroan menghadapi risiko seandainya konsumen tidak mampu memenuhi kewajibannya dalam melunasi kredit sesuai dengan perjanjian yang telah disepakati antara konsumen dengan Perseroan.

Perseroan secara berkala melakukan identifikasi dan pengukuran risiko kredit berdasarkan indikator-indikator yang relevan terhadap Perseroan serta selalu mengembangkan indikator pengukuran risiko kredit sehingga risiko kredit dapat terukur lebih tajam dan akurat. Perseroan juga senantiasa memantau penerapan kebijakan kredit yang berlaku dan melakukan perubahan-perubahan yang diperlukan, sesuai dengan kondisi yang sekarang dan akan dihadapi oleh Perseroan. Perseroan telah memiliki kebijakan dalam menghadapi risiko kredit, yakni dimulai dari proses awal penerimaan aplikasi kredit yang selektif dan ditangani dengan prinsip kehati-hatian, yang mana aplikasi kredit akan melalui proses survei dan analisa kredit oleh Komite Kredit.

Perseroan juga menerapkan Pedoman Penerapan Prinsip Mengenal Nasabah yang diatur oleh POJK No. 8 Tahun 2023 tentang Penerapan Program Anti Pencucian Uang, Pencegahan Pendanaan Terorisme dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal di Sektor Jasa Keuangan dan SEOJK No. 37/SEOJK.05/2017 tentang Pedoman Penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme di Sektor Industri Keuangan Non Bank.

Credit risk

Credit risk is a major risk because the Company is engaged in the consumer financing activity, in which the Company offers credit to public who would like to own motor vehicle, durable goods, and heavy equipment. Directly, the Company faces risks when consumers are not able to fulfill their obligations in paying off loans already agreed upon in the contract between consumers and the Company.

The Company periodically performs the identification and risk measurement of credit risk based on the indicators relevant to the Company and continuously develops indicators of measuring credit risk to ensure that credit risk can be measured in a more sharp and accurate manner. The Company monitors the implementation of credit policies and performs adjustments as needed, in accordance with current and future conditions to be faced by the Company. The Company has a policy in encountering credit risk, namely starting from the initial receipt of credit application which is handled with prudent principles, then going through survey and credit analysis processes by the Credit Committee.

The Company also implements the Manual for Implementation of Know Your Customer Principles as regulated in POJK No. 8 Year 2023 about Implementation of Anti Money Laundering, Counter Terrorism Financing Program and Counter-Proliferation Financing of Weapons of Mass Destruction in Financial Services Sector, and SEOJK No. 37/SEOJK.05/2017 about Guidelines for Implementation of Anti Money Laundering and Counter Terrorism Financing Program in the Non Bank Financial Industry Sector.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

Risiko kredit (lanjutan)

Untuk setiap kategori aset keuangan, Perseroan harus mengungkapkan eksposur maksimum terhadap risiko kredit dan analisa konsentrasi risiko kredit.

i. Eksposur maksimum terhadap risiko kredit

Eksposur Perseroan terhadap risiko kredit terutama berasal dari piutang pembiayaan konsumen, piutang pembiayaan murabahah, piutang pembiayaan MMQ dan piutang sewa pembiayaan, dimana eksposur maksimum terhadap risiko kredit sama dengan nilai tercatat.

ii. Analisis konsentrasi risiko kredit

Konsentrasi risiko kredit timbul ketika sejumlah konsumen bergerak dalam aktivitas usaha yang sama atau melakukan aktivitas dalam wilayah geografis yang sama, atau ketika mereka memiliki karakteristik yang sejenis yang akan menyebabkan kemampuan untuk memenuhi kewajiban kontraktualnya sama-sama dipengaruhi oleh perubahan kondisi ekonomi atau yang lainnya.

Perseroan bergerak di bidang usaha pembiayaan konsumen yang pelanggannya kebanyakan adalah individu dan tidak terkonsentrasi pada wilayah geografis tertentu.

Tabel berikut menggambarkan jumlah risiko kredit dan konsentrasi risiko atas piutang pembiayaan konsumen, piutang pembiayaan murabahah, piutang pembiayaan MMQ dan piutang sewa pembiayaan yang dimiliki Perseroan:

40. FINANCIAL RISK MANAGEMENT *(continued)*

Credit risk *(continued)*

For each financial asset category, the Company should disclose maximum exposure to credit risk and concentration of credit risk analysis.

i. Maximum exposure to credit risk

The Company's exposure to credit risk mainly comes from the consumer financing receivables, murabahah financing receivables, MMQ financing receivables and finance lease receivables, of which the maximum exposure to credit risk equals to the carrying amounts.

ii. Concentration of credit risk analysis

Concentrations of credit risk arise when a number of consumers are engaged in similar business activities or activities within the same geographic region, or when they have similar characteristics that would cause their ability to meet contractual obligations to be similarly affected by changes in economic or other conditions.

The Company is currently engaged in consumer financing business which the consumers are mainly individuals and they are not concentrated in any specific geographic region.

The following table sets out the total credit risk and risk concentration of consumer financing receivables, murabahah financing receivables, MMQ financing receivables and finance lease receivables of the Company:

	2025	2024 Disajikan kembali/ *Restated *)*	
Piutang pembiayaan konsumen - neto			*Consumer financing receivables - net*
Korporasi	1.118.064	756.105	*Corporate*
Ritel	24.635.509	23.165.531	*Retail*
	25.753.573	23.921.636	
Piutang pembiayaan murabahah - neto			*Murabahah financing receivables - net*
Korporasi	193.286	191.123	*Corporate*
Ritel	5.342.103	6.327.561	*Retail*
	5.535.389	6.518.684	
Piutang pembiayaan musyarakah mutanaqisah - neto			*Musyarakah mutanaqisah financing receivables - net*
Korporasi	-	-	*Corporate*
Ritel	743.479	1.151.408	*Retail*
	743.479	1.151.408	
Piutang sewa pembiayaan - neto			*Finance leases receivables - net*
Korporasi	1.399.219	1.199.998	*Corporate*
Ritel	1.712.568	1.035.401	*Retail*
	3.111.787	2.235.399	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *40. FINANCIAL RISK MANAGEMENT (continued)*

Risiko kredit (lanjutan) / ***Credit risk** (continued)*

Tabel di bawah ini menyajikan aset keuangan pada tanggal 31 Desember 2025 dan 2024 berdasarkan *staging* dan tingkat risiko:

The following table presents the financial assets as of 31 December 2025 and 2024 based on staging and risk rate:

	2025					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Non-graded/ *Non-graded*	Jumlah/ *Total*	
Kas di bank						***Cash in banks***
Grade 1-22: Risiko yang dapat diterima	743.038	-	-	-	743.038	*Grade 1-22: Acceptable risk*
Piutang pembiayaan konsumen						***Consumer financing receivables***
Grade 1-22: Risiko yang dapat diterima	23.508.685	37.063	-	-	23.545.748	*Grade 1-22: Acceptable risk*
Grade 23-25: Risiko tinggi	2.470.323	564.470	-	-	3.034.793	*Grade 23-25: High risk*
Grade 26-28: Pembiayaan bermasalah	-	-	562.290	-	562.290	*Grade 26-28: Non-performing financing*
	25.979.008	601.533	562.290	-	27.142.831	
Cadangan kerugian penurunan nilai	(810.574)	(133.364)	(445.320)	-	(1.389.258)	*Allowance of impairment loss*
Nilai tercatat - bersih	25.168.434	468.169	116.970	-	25.753.573	*Carrying amount - net*
Piutang sewa pembiayaan						***Finance leases receivables***
Konvensional						***Conventional***
Grade 1-22: Risiko yang dapat diterima	1.397.274	15.495	-	-	1.412.769	*Grade 1-22: Acceptable risk*
Grade 23-25: Risiko tinggi	359.923	14.590	-	-	374.513	*Grade 23-25: High risk*
Grade 26-28: Pembiayaan bermasalah	-	-	15.061	-	15.061	*Grade 26-28: Non-performing financing*
	1.757.197	30.085	15.061	-	1.802.343	
Cadangan kerugian penurunan nilai	(53.407)	(2.833)	(11.638)	-	(67.878)	*Allowance of impairment loss*
	1.703.790	27.252	3.423	-	1.734.465	
Syariah	-	-	-	1.377.322	1.377.322	***Sharia***
Nilai tercatat - bersih	1.703.790	27.252	3.423	1.377.322	3.111.787	*Carrying amount - net*
Aset derivatif						***Derivative assets***
Grade 1-22: Risiko yang dapat diterima	60.396	-	-	-	60.396	*Grade 1-22: Acceptable risk*
Aset keuangan tanpa peringkat:						***Non-graded financial assets:***
Piutang klaim asuransi	-	-	-	10.436	10.436	*Insurance claim receivables*
Piutang komisi asuransi	-	-	-	48.299	48.299	*Insurance commission receivables*
Piutang karyawan	-	-	-	90.224	90.224	*Employee receivables*
	27.675.658	495.421	120.393	1.526.281	29.817.753	

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

***Credit risk** (continued)*

Tabel di bawah ini menyajikan aset keuangan pada tanggal 31 Desember 2025 dan 2024 berdasarkan *staging* dan tingkat risiko: (lanjutan)

The following table presents the financial assets as of 31 December 2025 and 2024 based on staging and risk rate: (continued)

	2024 Disajikan kembali/*Restated* *)					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Non-graded/ *Non-graded*	Jumlah/ *Total*	
Kas di bank						***Cash in banks***
Grade 1-22: Risiko yang dapat diterima	1.807.205	-	-	-	1.807.205	*Grade 1-22: Acceptable risk*
Piutang pembiayaan konsumen						***Consumer financing receivables***
Grade 1-22: Risiko yang dapat diterima	21.271.440	17.256	-	-	21.288.696	*Grade 1-22: Acceptable risk*
Grade 23-25: Risiko tinggi	2.731.636	755.418	-	-	3.487.054	*Grade 23-25: High risk*
Grade 26-28: Pembiayaan bermasalah	-	-	604.764	-	604.764	*Grade 26-28: Non-performing financing*
	24.003.076	772.674	604.764	-	25.380.514	
Cadangan kerugian penurunan nilai	(820.715)	(183.352)	(454.811)	-	(1.458.878)	*Allowance of impairment loss*
Nilai tercatat - bersih	23.182.361	589.322	149.953	-	23.921.636	*Carrying amount - net*
Piutang sewa pembiayaan						***Finance leases receivables***
Konvensional						***Conventional***
Grade 1-22: Risiko yang dapat diterima	1.300.960	782	-	-	1.301.742	*Grade 1-22: Acceptable risk*
Grade 23-25: Risiko tinggi	217.851	22.224	-	-	240.075	*Grade 23-25: High risk*
Grade 26-28: Pembiayaan bermasalah	-	-	7.334	-	7.334	*Grade 26-28: Non-performing financing*
	1.518.811	23.006	7.334	-	1.549.151	
Cadangan kerugian penurunan nilai	(32.023)	(4.833)	(5.388)	-	(42.244)	*Allowance of impairment loss*
	1.486.788	18.173	1.946	-	1.506.907	
Syariah	-	-	-	728.492	728.492	***Sharia***
Nilai tercatat - bersih	1.486.788	18.173	1.946	728.492	2.235.399	*Carrying amount - net*
Aset derivatif						***Derivative assets***
Grade 1-22: Risiko yang dapat diterima	71.069	-	-	-	71.069	*Grade 1-22: Acceptable risk*
Aset keuangan tanpa peringkat:						***Non-graded financial assets:***
Piutang klaim asuransi	-	-	-	12.865	12.865	*Insurance claim receivables*
Piutang komisi asuransi	-	-	-	42.063	42.063	*Insurance commission receivables*
Piutang karyawan	-	-	-	105.616	105.616	*Employee receivables*
	26.547.423	607.495	151.899	889.036	28.195.853	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

***Credit risk** (continued)*

Pada tanggal 31 Desember 2025 dan 2024, rincian kualitas piutang pembiayaan murabahah berdasarkan evaluasi penurunan nilai PSAK 239 sebagai berikut:

As of 31 December 2025 and 2024, the quality of murabahah financing receivable based on impairment assessment under SFAS 239 as follows:

	2025				
	Belum jatuh tempo dan tidak mengalami penurunan nilai/ *Neither past due nor impaired*	Jatuh tempo tetapi tidak mengalami penurunan nilai/ *Past due but non-impaired*	Mengalami penurunan nilai/ *Impaired*	Jumlah/ *Total*	
Piutang pembiayaan murabahah					*Murabahah financing receivables*
Motor baru	2.099.116	518.764	67.764	2.685.644	*New motorcycles*
Motor bekas	68.426	22.152	2.588	93.166	*Used motorcycles*
Mobil baru	2.092.392	275.478	15.387	2.383.257	*New cars*
Mobil bekas	618.680	137.802	7.607	764.089	*Used cars*
Lainnya	3.499	948	369	4.816	*Others*
	4.882.113	955.144	93.715	5.930.972	
Cadangan kerugian penurunan nilai				(395.583)	*Allowance for impairment losses*
				5.535.389	

	2024 Disajikan kembali/*Restated* *)				
	Belum jatuh tempo dan tidak mengalami penurunan nilai/ *Neither past due nor impaired*	Jatuh tempo tetapi tidak mengalami penurunan nilai/ *Past due but non-impaired*	Mengalami penurunan nilai/ *Impaired*	Jumlah/ *Total*	
Piutang pembiayaan murabahah					*Murabahah financing receivables*
Motor baru	2.876.962	621.140	81.173	3.579.275	*New motorcycles*
Motor bekas	86.097	33.782	4.216	124.095	*Used motorcycles*
Mobil baru	2.044.965	409.005	31.578	2.485.548	*New cars*
Mobil bekas	525.332	160.645	10.193	696.170	*Used cars*
Lainnya	23.375	10.007	3.270	36.652	*Others*
	5.556.731	1.234.579	130.430	6.921.740	
Cadangan kerugian penurunan nilai				(403.056)	*Allowance for impairment losses*
				6.518.684	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

***Credit risk** (continued)*

Pada tanggal 31 Desember 2025 dan 2024, rincian kualitas piutang pembiayaan musyarakah mutanaqisah atas obyek pembiayaan multiguna berdasarkan evaluasi penurunan nilai PSAK 239 sebagai berikut:

As of 31 December 2025 and 2024, the quality of musyarakah mutanaqisah financing receivable for multipurpose financing object based on impairment assessment under SFAS 239 as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Piutang pembiayaan musyarakah mutanaqisah			*Musyarakah mutanaqisah financing receivable*
Belum jatuh tempo dan tidak mengalami penurunan nilai	665.508	1.025.386	*Neither past due nor impaired*
Jatuh tempo tetapi tidak mengalami penurunan nilai	126.789	150.928	*Past due but non-impaired*
Mengalami penurunan nilai	33.445	32.301	*Impaired*
	825.742	1.208.615	
Cadangan kerugian penurunan nilai	(82.263)	(57.207)	*Allowance for impairment losses*
	743.479	1.151.408	

Sebagai jaminan atas piutang pembiayaan yang diberikan untuk kendaraan bermotor, Perseroan menerima jaminan dari konsumen berupa Bukti Pemilikan Kendaraan Bermotor ("BPKB") atas kendaraan bermotor yang dibiayai Perseroan.

As collateral to the financing receivables of motor vehicles, the Company receives the Certificates of Ownership ("BPKB") of the motor vehicles financed by the Company.

Analisa umur piutang pembiayaan konsumen dan piutang sewa pembiayaan yang telah jatuh tempo pada tahap 1 dan 2 pada tanggal 31 Desember 2025 dan 2024 sebagai berikut:

An aging analysis of consumer financing receivables and finance leases receivables that are past due on stage 1 and 2 as of 31 December 2025 and 2024 are set out below:

	2025						
	Motor baru/ *New motorcycles*	Motor bekas/ *Used motorcycles*	Mobil baru/ *New cars*	Mobil bekas/ *Used cars*	Lainnya/ *Others*	Jumlah/*Total*	
Piutang pembiayaan konsumen							*Consumer financing receivables*
1-30 hari	1.139.231	129.470	692.419	312.463	822.942	3.096.525	*1-30 days*
31-60 hari	161.742	10.049	41.471	20.009	77.096	310.367	*31-60 days*
61-90 hari	101.006	5.901	30.653	11.647	43.857	193.064	*61-90 days*
	1.401.979	145.420	764.543	344.119	943.895	3.599.956	
Piutang sewa pembiayaan (konvensional)							*Finance lease receivables (conventional)*
1-30 hari	48	-	8.567	1.474	86.375	96.464	*1-30 days*
31-60 hari	-	-	70	-	6.424	6.494	*31-60 days*
61-90 hari	-	-	105	-	1.761	1.866	*61-90 days*
	48	-	8.742	1.474	94.560	104.824	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

***Credit risk** (continued)*

Analisa umur piutang pembiayaan konsumen dan piutang sewa pembiayaan yang telah jatuh tempo pada tahap 1 dan 2 pada tanggal 31 Desember 2025 dan 2024 sebagai berikut: (lanjutan)

An aging analysis of consumer financing receivables and finance leases receivables that are past due on stage 1 and 2 as of 31 December 2025 and 2024 are set out below: (continued)

	2024 Disajikan kembali/*Restated* *)						
	Motor baru/ *New motorcycles*	Motor bekas/ *Used motorcycles*	Mobil baru/ *New cars*	Mobil bekas/ *Used cars*	Lainnya/ *Others*	Jumlah/*Total*	
Piutang pembiayaan konsumen							*Consumer financing receivables*
1-30 hari	1.535.185	179.670	935.017	448.576	858.986	3.957.434	*1-30 days*
31-60 hari	174.828	17.560	48.622	29.609	90.815	361.434	*31-60 days*
61-90 hari	117.887	11.585	48.336	19.731	51.819	249.358	*61-90 days*
	1.827.900	208.815	1.031.975	497.916	1.001.620	4.568.226	
Piutang sewa pembiayaan (konvensional)							*Finance lease receivables (conventional)*
1-30 hari	31	-	24.090	337	85.985	110.443	*1-30 days*
31-60 hari	-	-	5.257	117	2.570	7.944	*31-60 days*
61-90 hari	-	-	-	-	9.661	9.661	*61-90 days*
	31	-	29.347	454	98.216	128.048	

Analisa umur piutang pembiayaan murabahah yang telah jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

An aging analysis of murabahah financing receivables that are past due but not impaired of 31 December 2025 and 2024 are set out below:

	2025						
	Motor baru/ *New motorcycles*	Motor bekas/ *Used motorcycles*	Mobil baru/ *New cars*	Mobil bekas/ *Used cars*	Lainnya/ *Others*	Jumlah/*Total*	
Piutang pembiayaan murabahah							*Murabahah financing receivables*
1-30 hari	411.415	18.170	252.304	125.263	549	807.701	*1-30 days*
31-60 hari	68.595	2.695	14.456	7.611	230	93.587	*31-60 days*
61-90 hari	38.754	1.287	8.718	4.928	169	53.856	*61-90 days*
	518.764	22.152	275.478	137.802	948	955.144	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

***Credit risk** (continued)*

Analisa umur piutang pembiayaan murabahah yang telah jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

An aging analysis of murabahah financing receivables that are past due but not impaired of 31 December 2025 and 2024 are set out below: (continued)

	2024 Disajikan kembali/*Restated* *)						
	Motor baru/ *New motorcycles*	Motor bekas/ *Used motorcycles*	Mobil baru/ *New cars*	Mobil bekas/ *Used cars*	Lainnya/ *Others*	Jumlah/*Total*	
Piutang pembiayaan murabahah							*Murabahah financing receivables*
1-30 hari	512.368	28.821	370.345	146.760	7.617	1.065.911	*1-30 days*
31-60 hari	63.950	2.984	22.132	8.401	1.164	98.631	*31-60 days*
61-90 hari	44.822	1.977	16.528	5.484	1.226	70.037	*61-90 days*
	621.140	33.782	409.005	160.645	10.007	1.234.579	

Analisa umur piutang pembiayaan musyarakah mutanaqisah atas obyek pembiayaan multiguna yang telah jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

An aging analysis of musyarakah mutanaqisah financing receivables for multipurpose financing object that are past due but not impaired of 31 December 2025 and 2024 are set out below:

	2025	2024 Disajikan kembali/ *Restated *)*	
Piutang pembiayaan musyarakah mutanaqisah			*Musyarakah mutanaqisah financing receivables*
1-30 hari	80.121	94.413	1-30 days
30-60 hari	30.930	37.053	30-60 days
61-90 hari	15.738	19.462	61-90 days
	126.789	150.928	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

***Credit risk** (continued)*

Tabel berikut menunjukkan perubahan nilai tercatat bruto piutang pembiayaan konsumen dan piutang sewa pembiayaan sebelum dikurangi cadangan kerugian penurunan nilai selama tahun berjalan dan tahun sebelumnya:

The following tables show movement of the gross carrying amount of consumer financing receivables and finance lease receivables before deducted allowance for impairment losses during the year and prior year:

	2025					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Piutang pembiayaan konsumen						
Saldo awal	24.003.076	772.674	604.764	-	25.380.514	*Beginning balance*
Pergerakan antar tahap:						*Interstage movement:*
- Pindah ke tahap 1	1.100.717	(971.106)	(129.611)	-	-	*-Transfer to Stage 1*
- Pindah ke tahap 2	(2.697.220)	2.776.591	(79.371)	-	-	*-Transfer to Stage 2*
- Pindah ke tahap 3	(506.543)	(1.763.707)	2.270.250	-	-	*-Transfer to Stage 3*
Aset keuangan yang telah dilunasi, perubahan pada biaya transaksi dan piutang bunga pembiayaan	(15.535.053)	(219.481)	(292.107)	-	(16.046.641)	*Financial assets that have been repaid, changes in transaction cost and accrued interest*
Aset keuangan yang baru diperoleh atau dibeli	19.720.605	33.628	21.758	-	19.775.991	*New financial assets originated or purchased*
Penghapusan	(106.574)	(27.066)	(1.833.393)	-	(1.967.033)	*Write-offs*
Saldo akhir	25.979.008	601.533	562.290	-	27.142.831	*Ending Balance*
Piutang sewa pembiayaan						***Finance lease receivables***
Saldo awal	1.518.811	23.006	7.334	760.702	2.309.853	*Beginning balance*
Pergerakan antar tahap:						*Interstage movement:*
- Pindah ke tahap 1	37.188	(32.229)	(4.959)	-	-	*-Transfer to Stage 1*
- Pindah ke tahap 2	(83.100)	93.184	(10.084)	-	-	*-Transfer to Stage 2*
- Pindah ke tahap 3	(10.273)	(48.438)	58.711	-	-	*-Transfer to Stage 3*
Aset keuangan yang telah dilunasi, perubahan pada biaya transaksi dan piutang bunga pembiayaan	(1.487.363)	(5.429)	(12.610)	-	(1.505.402)	*Financial assets that have been repaid, changes in transaction cost and accrued interest*
Aset keuangan yang baru diperoleh atau dibeli	1.782.569	203	-	-	1.782.772	*New financial assets originated or purchased*
Penghapusan	(635)	(212)	(23.331)	-	(24.178)	*Write-offs*
Syariah	-	-	-	666.453	666.453	*Sharia*
Saldo akhir	1.757.197	30.085	15.061	1.427.155	3.229.498	*Ending Balance*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

***Credit risk** (continued)*

Tabel berikut menunjukkan perubahan nilai tercatat bruto piutang pembiayaan konsumen dan piutang sewa pembiayaan sebelum dikurangi cadangan kerugian penurunan nilai selama tahun berjalan dan tahun sebelumnya: (lanjutan)

The following tables show movement of the gross carrying amount of consumer financing receivables and finance lease receivables before deducted allowance for impairment losses during the year and prior year: (continued)

	2024 Disajikan kembali/*Restated* *)					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Piutang pembiayaan konsumen						***Consumer financing receivables***
Saldo awal	20.806.901	654.848	489.470	-	21.951.219	*Beginning balance*
Pergerakan antar tahap:						*Interstage movement:*
- Pindah ke tahap 1	1.094.934	(965.692)	(129.242)	-	-	*-Transfer to Stage 1*
- Pindah ke tahap 2	(3.072.261)	3.150.667	(78.406)	-	-	*-Transfer to Stage 2*
- Pindah ke tahap 3	(626.874)	(1.986.515)	2.613.389	-	-	*-Transfer to Stage 3*
Aset keuangan yang telah dilunasi, perubahan pada biaya transaksi dan piutang bunga pembiayaan	(13.795.752)	(196.844)	(582.500)	-	(14.575.096)	*Financial assets that have been repaid, changes in transaction cost and accrued interest*
Aset keuangan yang baru diperoleh	17.242.284	-	-	-	17.242.284	*New financial assets originated*
Penghapusan	(131.425)	(31.703)	(1.815.982)	-	(1.979.110)	*Write-offs*
Efek m*erging entity*	2.485.269	147.913	108.035	-	2.741.217	*Merging entity effect*
Saldo akhir	24.003.076	772.674	604.764	-	25.380.514	*Ending Balance*
Piutang sewa pembiayaan						***Finance lease receivables***
Saldo awal	1.234.039	25.183	4.141	241.707	1.505.070	*Beginning balance*
Pergerakan antar tahap:						*Interstage movement:*
- Pindah ke tahap 1	56.263	(52.284)	(3.979)	-	-	*-Transfer to Stage 1*
- Pindah ke tahap 2	(96.624)	100.007	(3.383)	-	-	*-Transfer to Stage 2*
- Pindah ke tahap 3	(9.798)	(47.779)	57.577	-	-	*-Transfer to Stage 3*
Aset keuangan yang telah dilunasi, perubahan pada biaya transaksi dan piutang bunga pembiayaan	(963.277)	(1.966)	(19.988)	-	(985.231)	*Financial assets that have been repaid, changes in transaction cost and accrued interest*
Aset keuangan yang baru diperoleh	1.298.728	-	-	-	1.298.728	*New financial assets originated*
Penghapusan	(520)	(155)	(27.034)	-	(27.709)	*Write-offs*
Syariah	-	-	-	518.995	518.995	*Sharia*
Saldo akhir	1.518.811	23.006	7.334	760.702	2.309.853	*Ending Balance*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

***Credit risk** (continued)*

Tabel berikut menunjukkan perubahan cadangan kerugian penurunan nilai piutang pembiayaan konsumen dan piutang sewa pembiayaan selama tahun berjalan dan tahun sebelumnya:

The following tables show movement of the allowance for impairment losses of consumer financing receivables and finance lease receivables during the year and prior year:

	2025					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Piutang pembiayaan konsumen						***Consumer financing receivables***
Saldo awal	820.715	183.352	454.811	-	1.458.878	*Beginning balance*
Pergerakan antar tahap:						*Interstage movement:*
- Pindah ke tahap 1	276.417	(190.315)	(86.102)	-	-	*-Transfer to Stage 1*
- Pindah ke tahap 2	(283.546)	331.559	(48.013)	-	-	*-Transfer to Stage 2*
- Pindah ke tahap 3	(51.729)	(438.582)	490.311	-	-	*-Transfer to Stage 3*
Aset keuangan yang telah dilunasi	(72.329)	(36.116)	(67.869)	-	(176.314)	*Financial assets that have been repaid*
Pengukuran kembali penurunan nilai-bersih	(601.397)	304.178	1.519.973	-	1.222.754	*Remeasurement of loss allowance*
Perubahan parameter atau model	1.583	797	5.706	-	8.086	*Change in model or parameters*
Aset keuangan yang baru diperoleh	827.434	5.557	9.896	-	842.887	*New financial assets originated*
Penghapusan	(106.574)	(27.066)	(1.833.393)	-	(1.967.033)	*Write-offs*
Saldo akhir	810.574	133.364	445.320	-	1.389.258	*Ending Balance*
Piutang sewa pembiayaan						***Finance lease receivables***
Saldo awal	32.023	4.833	5.388	32.210	74.454	*Beginning balance*
Pergerakan antar tahap:						*Interstage movement:*
- Pindah ke tahap 1	9.012	(5.717)	(3.295)	-	-	*-Transfer to Stage 1*
- Pindah ke tahap 2	(5.813)	10.393	(4.580)	-	-	*-Transfer to Stage 2*
- Pindah ke tahap 3	(1.199)	(9.436)	10.635	-	-	*-Transfer to Stage 3*
Aset keuangan yang telah dilunasi	(3.347)	(3.386)	(6.906)	-	(13.639)	*Financial assets that have been repaid*
Pengukuran kembali penurunan nilai-bersih	(30.162)	6.335	33.629	-	9.802	*Remeasurement of loss allowance*
Perubahan parameter atau model	134	(1)	98	-	231	*Change in model or parameters*
Aset keuangan yang baru diperoleh	53.394	24	-	-	53.418	*New financial assets originated*
Penghapusan	(635)	(212)	(23.331)	-	(24.178)	*Write-offs*
Syariah	-	-	-	17.623	17.623	*Sharia*
Saldo akhir	53.407	2.833	11.638	49.833	117.711	*Ending Balance*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

***Credit risk** (continued)*

Tabel berikut menunjukkan perubahan cadangan kerugian penurunan nilai piutang pembiayaan konsumen dan piutang sewa pembiayaan selama tahun berjalan dan tahun sebelumnya: (lanjutan)

The following tables show movement of the allowance for impairment losses of consumer financing receivables and finance lease receivables during the year and prior year: (continued)

	2024 Disajikan kembali/*Restated* *)					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Piutang pembiayaan konsumen						***Consumer financing receivables***
Saldo awal	817.839	154.022	298.729	-	1.270.590	*Beginning balance*
Pergerakan antar tahap:						*Interstage movement:*
- Pindah ke tahap 1	277.962	(202.402)	(75.560)	-	-	*-Transfer to Stage 1*
- Pindah ke tahap 2	(372.341)	416.676	(44.335)	-	-	*-Transfer to Stage 2*
- Pindah ke tahap 3	(67.055)	(551.545)	618.600	-	-	*-Transfer to Stage 3*
Aset keuangan yang telah dilunasi	(86.017)	(81.179)	(46.672)	-	(213.868)	*Financial assets that have been repaid*
Pengukuran kembali penurunan nilai-bersih	(513.821)	431.657	1.433.904	-	1.351.740	*Remeasurement of loss allowance*
Perubahan parameter atau model	(37.321)	(6.560)	49	-	(43.832)	*Change in model or parameters*
Aset keuangan yang baru diperoleh	852.822	-	-	-	852.822	*New financial assets originated*
Penghapusan	(131.425)	(31.703)	(1.815.982)	-	(1.979.110)	*Write-offs*
Efek Entitas Merger	80.072	54.386	86.078	-	220.536	*Merging Entity Effect*
Saldo akhir	820.715	183.352	454.811	-	1.458.878	*Ending Balance*
Piutang sewa pembiayaan						***Finance lease receivables***
Saldo awal	43.915	4.641	1.931	10.283	60.770	*Beginning balance*
Pergerakan antar tahap:						*Interstage movement:*
- Pindah ke tahap 1	15.652	(13.539)	(2.113)	-	-	*-Transfer to Stage 1*
- Pindah ke tahap 2	(6.904)	8.814	(1.910)	-	-	*-Transfer to Stage 2*
- Pindah ke tahap 3	(892)	(10.087)	10.979	-	-	*-Transfer to Stage 3*
Aset keuangan yang telah dilunasi	(3.083)	(2.255)	(2.476)	-	(7.814)	*Financial assets that have been repaid*
Pengukuran kembali penurunan nilai-bersih	(80.860)	17.690	26.034	-	(37.136)	*Remeasurement of loss allowance*
Perubahan parameter atau model	(3.038)	(276)	(23)	-	(3.337)	*Change in model or parameters*
Aset keuangan yang baru diperoleh	67.753	-	-	-	67.753	*New financial assets originated*
Penghapusan	(520)	(155)	(27.034)	-	(27.709)	*Write-offs*
Syariah	-	-	-	21.927	21.927	*Sharia*
Saldo akhir	32.023	4.833	5.388	32.210	74.454	*Ending Balance*

Penjelasan mengenai istilah tahap 1, 2 dan 3, terdapat pada Catatan 2.h.

Explanation of the terms stage 1, 2, and 3 is included in Note 2.h.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko kredit (lanjutan)

***Credit risk** (continued)*

Tabel berikut ini menyajikan perubahan cadangan kerugian penurunan nilai piutang pembiayaan murabahah berdasarkan PSAK 239 untuk tahun berjalan dan tahun sebelumnya:

The following table presents the movement of allowance for impairment lossess of murabahah financing receivables under SFAS 239 during the current year and prior year:

	2025						
	Motor baru/ *New motorcycles*	Motor bekas/ *Used motorcycles*	Mobil baru/ *New cars*	Mobil bekas/ *Used cars*	Lainnya/ *Others*	Jumlah/*Total*	
Piutang pembiayaan murabahah							*Murabahah financing receivables*
Saldo awal	235.195	7.120	134.601	19.673	6.467	403.056	*Beginning balance*
Penambahan	299.550	11.131	135.898	52.211	1.688	500.478	*Additions*
Penghapusan piutang	(309.749)	(14.125)	(128.339)	(48.467)	(7.271)	(507.951)	*Written-off receivables*
	224.996	4.126	142.160	23.417	884	395.583	

	2024 Disajikan kembali/*Restated *)*						
	Motor baru/ *New motorcycles*	Motor bekas/ *Used motorcycles*	Mobil baru/ *New cars*	Mobil bekas/ *Used cars*	Lainnya/ *Others*	Jumlah/*Total*	
Piutang pembiayaan murabahah							*Murabahah financing receivables*
Saldo awal	144.924	12.044	110.125	17.367	7.648	292.108	*Beginning balance*
Penambahan	319.380	16.742	164.016	49.727	11.543	561.408	*Additions*
Penghapusan piutang	(338.723)	(21.683)	(139.540)	(47.421)	(12.724)	(560.091)	*Written-off receivables*
Penambahan dari penggabungan usaha	109.614	17	-	-	-	109.631	*Additions from merger*
	235.195	7.120	134.601	19.673	6.467	403.056	

Tabel berikut ini menyajikan perubahan cadangan kerugian penurunan nilai piutang pembiayaan musyarakah mutanaqisah atas obyek pembiayaan multiguna berdasarkan PSAK 239 untuk tahun berjalan dan tahun sebelumnya:

The following table presents the movement of allowance for impairment lossess of murabahah financing receivables on multipurpose financing object under SFAS 239 during the current year and prior year:

	2025	2024 Disajikan kembali/ *Restated *)*	
Piutang pembiayaan musyarakah mutanaqisah			*Musyarakah mutanaqisah financing receivables*
Saldo awal	57.207	-	*Beginning balance*
Penambahan	151.342	56.056	*Additions*
Penghapusan piutang	(126.286)	(36.338)	*Written-off receivables*
Penambahan dari penggabungan usaha	-	37.489	*Additions from merger*
	82.263	57.207	

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko likuiditas

Risiko likuiditas merupakan risiko, yang mana Perseroan tidak memiliki sumber keuangan yang mencukupi untuk memenuhi kewajibannya yang telah jatuh tempo dan untuk menjalankan usahanya.

Sumber pendanaan Perseroan berasal dari skema pembiayaan bersama dengan PT Bank Danamon Indonesia Tbk; pinjaman dalam negeri, baik dalam bentuk pinjaman secara langsung dari bank dalam negeri maupun melalui obligasi dan sukuk mudharabah serta pinjaman luar negeri.

Selain itu, dalam pengelolaan risiko likuiditas, Perseroan telah membentuk Komite Aset dan Kewajiban yang bertugas untuk memantau kondisi dan situasi yang berhubungan dengan likuiditas perseroan serta melakukan tindakan mitigasi jika diperlukan.

Selama ini, Perseroan memiliki rasio likuiditas yang sehat. Hal ini dapat dilihat dari solvabilitas, yakni pertumbuhan atas kemampuan Perseroan dalam memenuhi liabilitas jangka pendek dan jangka panjangnya. Rasio liabilitas terhadap ekuitas Perseroan pada tanggal 31 Desember 2025 dan 2024 sebesar 1,6. Rasio liabilitas terhadap jumlah aset pada tanggal 31 Desember 2025 dan 2024 sebesar 0,6.

Tabel berikut menyajikan sisa umur kontraktual liabilitas keuangan yang tidak didiskontokan Perseroan yang menggambarkan eksposur Perseroan terhadap risiko likuiditas pada tanggal 31 Desember 2025 dan 2024:

Liquidity risk

Liquidity risk is the risk, whereby the Company does not have sufficient financial resources to discharge its matured liabilities as well as to run its business.

Sources of funding of the Company are from joint financing scheme with PT Bank Danamon Indonesia Tbk; on-shore loans, in the form of direct loans as well as bonds and mudharabah bonds and off-shore loans.

Moreover, in liquidity risk management, the Company has formed Asset and Liability Committee, whose responsibilities are to monitor conditions and situations related to Company's liquidity as well as to perform any mitigation, if needed.

So far, the Company has a healthy liquidity ratio. This could be seen in the Company's solvability, i.e. the Company's growing ability to discharge both short-term and long-term liabilities. The ratio of the Company's liabilities to equity as of 31 December 2025 and 2024 are 1.6. The ratio of liabilities over assets as of 31 December 2025 and 2024 are 0.6.

The following table summarises the residual contractual maturities of the Company's undiscounted financial liabilities that shows the Company's exposure to liquidity risk as of 31 December 2025 and 2024:

	2025						
	< 1 bulan/ *month*	1-3 bulan/ *months*	3-12 bulan/ *months*	1-3 tahun/ *years*	> 3 tahun/ *years*	Jumlah/ *Total*	
Pinjaman yang diterima	1.106.527	2.219.353	5.323.550	1.560.681	-	10.210.111	*Borrowings*
Sukuk mudharabah	18.089	7.579	1.059.854	653.648	60.767	1.799.937	*Mudharabah bonds*
Utang obligasi	82.533	1.053.665	2.766.321	4.705.589	1.061.633	9.669.741	*Bonds payable*
Utang kepada dealer	58.068	-	-	-	-	58.068	*Payables to dealers*
Utang premi asuransi	168.176	-	-	-	-	168.176	*Insurance premium payables*
Liabilitas sewa	-	8.239	30.097	69.859	17.794	125.989	*Lease liabilities*
Liabilitas derivatif	2.671	4.498	21.070	14.842	-	43.081	*Derivative liabilities*
	1.436.064	3.293.334	9.200.892	7.004.619	1.140.194	22.075.103	

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko likuiditas (lanjutan)

***Liquidity risk** (continued)*

Tabel berikut menyajikan sisa umur kontraktual liabilitas keuangan yang tidak didiskontokan Perseroan yang menggambarkan eksposur Perseroan terhadap risiko likuiditas pada tanggal 31 Desember 2025 dan 2024: (lanjutan)

The following table summarizes the residual contractual maturities of the Company's undiscounted financial liabilities that shows the Company's exposure to liquidity risk as of 31 December 2025 and 2024: (continued)

	2024 Disajikan kembali/*Restated* *)						
	< 1 bulan/ *month*	1-3 bulan/ *months*	3-12 bulan/ *months*	1-3 tahun/ *years*	> 3 tahun/ *years*	Jumlah/ *Total*	
Pinjaman yang diterima	1.124.533	1.689.994	5.711.123	4.817.272	-	13.342.922	*Borrowings*
Sukuk mudharabah	6.489	64.220	580.938	571.052	123.771	1.346.470	*Mudharabah bonds*
Utang obligasi	53.088	878.111	2.101.731	2.648.594	1.555.485	7.237.009	*Bonds payable*
Utang kepada dealer	223.641	-	-	-	-	223.641	*Payables to dealers*
Utang premi asuransi	157.932	-	-	-	-	157.932	*Insurance premium payables*
Liabilitas sewa	-	8.239	30.097	72.608	53.381	164.325	*Lease liabilities*
Liabilitas derivatif	6.433	13.127	58.680	104.352	-	182.592	*Derivative liabilities*
	1.572.116	2.653.691	8.482.569	8.213.878	1.732.637	22.654.891	

Tabel berikut menggambarkan profil perbedaan jatuh tempo atas aset dan liabilitas keuangan Perseroan pada tanggal 31 Desember 2025 dan 2024:

The following table summarises the maturity gap profile of the Company's financial assets and liabilities as of 31 December 2025 and 2024:

	2025							
	Tidak memiliki tanggal jatuh tempo kontraktual/ *No contractual maturity*	< 1 bulan/ *month*	1-3 bulan/ *months*	3-12 bulan/ *months*	1-3 tahun/ *years*	> 3 tahun/ *years*	Jumlah/ *Total*	
Aset keuangan								***Financial assets***
Kas dan setara kas	-	820.916	-	-	-	-	820.916	*Cash and cash equivalents*
Piutang pembiayaan konsumen - bruto	-	1.980.738	3.541.284	13.371.218	15.221.404	2.650.262	36.764.906	*Consumer financing receivables - gross*
Piutang pembiayaan murabahah - bruto	-	395.798	729.138	2.698.938	3.397.800	645.696	7.867.370	*Murabahah financing receivables - gross*
Piutang pembiayaan musyarakah mutanaqisah - bruto		79.678	149.150	500.304	266.881	47.312	1.043.325	*Musyarakah mutanaqisah financing receivables - gross*
Piutang sewa pembiayaan - bruto	-	408.205	341.650	1.279.326	1.259.227	106.877	3.395.285	*Finance lease receivables - gross*
Piutang karyawan	-	3.515	6.659	26.552	44.290	9.208	90.224	*Employee receivables*
Piutang klaim asuransi	-	-	10.436	-	-	-	10.436	*Insurance claim receivables*
Piutang komisi asuransi	-	48.299	-	-	-	-	48.299	*Insurance commission receivables*
Aset derivatif	-	3.357	8.122	34.102	24.477	-	70.058	*Derivative assets*
Investasi dalam saham	420.717	-	-	-	-	-	420.717	*Investment in shares*
	420.717	3.740.506	4.786.439	17.910.440	20.214.079	3.459.355	50.531.536	
Liabilitas keuangan								***Financial liabilities***
Pinjaman yang diterima	-	1.106.527	2.219.353	5.323.550	1.560.681	-	10.210.111	*Borrowings*
Sukuk mudharabah	-	18.089	7.579	1.059.854	653.648	60.767	1.799.937	*Mudharabah bonds*
Utang obligasi	-	82.533	1.053.665	2.766.321	4.705.589	1.061.633	9.669.741	*Bonds payable*
Utang kepada *dealer*	-	58.068	-	-	-	-	58.068	*Payables to dealers*
Utang premi asuransi	-	168.176	-	-	-	-	168.176	*Insurance premium payables*
Liabilitas sewa	-	-	8.239	30.097	69.859	17.794	125.989	*Lease liabilities*
Liabilitas derivatif	-	2.671	4.498	21.070	14.842	-	43.081	*Derivative liabilities*
	-	1.436.064	3.293.334	9.200.892	7.004.619	1.140.194	22.075.103	
Perbedaan jatuh tempo	420.717	2.304.442	1.493.105	8.709.548	13.209.460	2.319.161	28.456.433	*Maturity gap*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

40. FINANCIAL RISK MANAGEMENT (continued)

Risiko likuiditas (lanjutan)

***Liquidity risk** (continued)*

Tabel berikut menggambarkan profil perbedaan jatuh tempo atas aset dan liabilitas keuangan Perseroan pada tanggal 31 Desember 2025 dan 2024: (lanjutan)

The following table summarises the maturity gap profile of the Company's financial assets and liabilities as of 31 December 2025 and 2024: (continued)

	2024 Disajikan kembali/*Restated* *)							
	Tidak memiliki tanggal jatuh tempo kontraktual/ *No contractual maturity*	< 1 bulan/ *month*	1-3 bulan/ *months*	3-12 bulan/ *months*	1-3 tahun/ *years*	> 3 tahun/ *years*	Jumlah/ *Total*	
Aset keuangan								***Financial assets***
Kas dan setara kas	-	1.959.219	-	-	-	-	1.959.219	*Cash and cash equivalents*
Piutang pembiayaan konsumen - bruto	-	1.636.171	2.835.904	11.445.512	15.779.145	2.416.723	34.113.455	*Consumer financing receivables - gross*
Piutang pembiayaan murabahah - bruto	-	401.211	715.614	2.966.633	4.189.336	733.128	9.005.922	*Murabahah financing receivables - gross*
Piutang pembiayaan musyarakah mutanaqisah - bruto	-	5.378	25.661	589.219	864.832	65.446	1.550.536	*Musyarakah mutanaqisah financing receivables - gross*
Piutang sewa pembiayaan - bruto	-	238.231	252.305	939.663	987.261	75.648	2.493.108	*Finance lease receivables - gross*
Piutang karyawan	-	3.551	6.796	28.015	51.332	15.922	105.616	*Employee receivables*
Piutang klaim asuransi	-	12.865	-	-	-	-	12.865	*Insurance claim receivables*
Piutang komisi asuransi	-	42.063	-	-	-	-	42.063	*Insurance commission receivables*
Aset derivatif	-	2.742	4.923	19.247	27.293	-	54.205	*Derivative assets*
Investasi dalam saham	396.870	-	-	-	-	-	396.870	*Investment in shares*
	396.870	4.301.431	3.841.203	15.988.289	21.899.199	3.306.867	49.733.859	
Liabilitas keuangan								***Financial liabilities***
Pinjaman yang diterima	-	1.124.533	1.689.994	5.711.123	4.817.272	-	13.342.922	*Borrowings*
Sukuk mudharabah	-	6.489	64.220	580.938	571.052	123.771	1.346.470	*Mudharabah bonds*
Utang obligasi	-	53.088	878.111	2.101.731	2.648.594	1.555.485	7.237.009	*Bonds payable*
Utang kepada *dealer*	-	223.641	-	-	-	-	223.641	*Payables to dealers*
Utang premi asuransi	-	157.932	-	-	-	-	157.932	*Insurance premium payables*
Liabilitas sewa	-	-	8.239	30.097	72.608	53.381	164.325	*Lease liabilities*
Liabilitas derivatif	-	6.433	13.127	58.680	104.352	-	182.592	*Derivative liabilities*
	-	1.572.116	2.653.691	8.482.569	8.213.878	1.732.637	22.654.891	
Perbedaan jatuh tempo	396.870	2.729.315	1.187.512	7.505.720	13.685.321	1.574.230	27.078.968	*Maturity gap*

Risiko operasional

Operational risk

Perseroan juga sangat sadar terhadap risiko operasional, karena permasalahan yang timbul sehubungan dengan risiko ini dapat berdampak dan berpengaruh luas terhadap kinerja Perseroan secara keseluruhan. Secara umum, risiko operasional merupakan risiko yang disebabkan karena ketidakcukupan dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem dan adanya problem eksternal yang mempengaruhi operasional Perseroan secara keseluruhan.

The Company is also highly aware about operational risk, because problems arising in relation with this risk could bring significant impact and affect the Company's overall performance. In general, operational risk is the risk caused by insufficiency and/or malfunction of internal processes, human errors, system failures and external problems that affect the Company's whole operations.

Secara umum, Penanganan risiko operasional dalam Perseroan dilakukan dengan 4 (empat) langkah, yaitu:

In general, the operational risks in the Company are handled through 4 (four) steps as follows:

- Mengidentifikasikan risiko yang melekat dalam setiap produk dan aktivitas operasional
- Mengukur profil risiko Perseroan agar mendapatkan gambaran dari efektifitas penerapan manajemen risiko serta tingkat kepatuhan terhadap prosedur dan kebijakan yang tersedia

- *To identify risks attached to every product and operational activity*
- *To measure the Company's risk profile, in order to understand the effectiveness of risk management's implementation as well as compliance level towards existing procedures and policies*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

*) *The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

Risiko operasional (lanjutan)

Secara umum, Penanganan risiko operasional dalam Perseroan dilakukan dengan 4 (empat) langkah, yaitu: (lanjutan)

- Memantau risiko yang telah diidentifikasi dan diukur Perseroan dalam suatu bentuk dokumentasi risiko dengan menggunakan sistem dan prosedur pemantauan risiko yang dilakukan baik oleh fungsi bisnis dan operasional (*risk-taking function*) maupun oleh satuan kerja Manajemen Risiko secara berkala dan disampaikan kepada pihak manajemen Perseroan
- Mengendalikan risiko berdasarkan hasil pemantuan dalam bentuk tindakan proaktif sehingga kerugian operasional yang terjadi tidak melewati batasan yang telah ditentukan dan tidak mengganggu jalannya usaha Perseroan.

Keempat langkah di atas merupakan satu kesatuan proses yang tidak terpisahkan. Langkah di atas telah diterjemahkan Perseroan dalam mekanisme manajemen risiko operasional sebagai berikut:

- ***Risk Control Self Assessment (RCSA)***

  RCSA merupakan suatu konsep manajemen risiko yang dibentuk berdasarkan Prosedur Operasi Standar yang berlaku dalam Perseroan, untuk menelaah dan mengukur besarnya potensi risiko-risiko yang berlangsung selama proses internal untuk menghasilkan status risiko operasional, dan dilaporkan secara periodik (semesteran) kepada manajemen Perseroan. Unit kerja yang telah ditetapkan di dalam Perseroan akan melakukan *Self Assessment* (Unit SA) yang menghasilkan *rating* RCSA bagi setiap Unit SA.

- ***Risk Register***

  Risk Register merupakan daftar atau tabel yang menggambarkan risiko-risiko operasional yang diregister sebagai hasil proses manajemen risiko di suatu *risk-taking function* pada periode tertentu.

- ***Operational Risk Management System (ORMS)***

  ORMS merupakan implementasi dari kewajiban Perseroan sebagai Perusahaan Anak dari PT Bank Danamon Indonesia Tbk untuk melakukan pengendalian risiko operasional dengan cara melakukan pencatatan kejadian berisiko pada saat terjadinya kejadian berisiko tersebut, sebagai bagian dari Penerapan Manajemen Risiko Terintegrasi bagi Konglomerasi Keuangan. ORMS adalah sebuah aplikasi intranet berbasis web yang digunakan sebagai alat bantu pengelola risiko operasional yang dirancang agar pencatatan kejadian berisiko dapat dilakukan pada saat terjadinya kejadian berisiko tersebut dan direkam ke dalam database yang terintegrasi dengan PT Bank Danamon Indonesia Tbk sebagai Perusahaan Induk.

Sebagai pendukung terhadap penerapan manajemen risiko operasional, Perseroan secara terus menerus mengembangkan indikator deteksi risiko operasional yang hasilnya akan dikombinasikan dengan proses pengendalian internal, sehingga dapat membantu Perseroan dalam mendeteksi risiko operasional yang mungkin timbul dan mengambil tindakan yang diperlukan dalam meminimalisir akibat dari risiko operasional.

40. FINANCIAL RISK MANAGEMENT *(continued)*

Operational risk *(continued)*

In general, the operational risks in the Company are handled through 4 (four) steps as follows: (continued)

- *To monitor risks that have been identified and measured by the Company in a form of risk documentation by using risk monitoring systems and procedures performed both by the business and operational functions (risk-taking function) and by the Risk Management unit on a regular basis and submitted to the Company's management*
- *To control risks based on monitoring results in the form of proactive actions in order to manage operational loss within specified limit and will not affect the Company's business.*

The four steps above is an inseparable unified process. The steps above have been converted to the Company's operational risk management mechanism as follows:

- ***Risk Control Self Assessment (RCSA)***

  RCSA is a concept of risk management, which was established based on applicable Standard Operating Procedures in the Company, to examine and measure the extent of potential risk occurring throughout the internal processes in order to generate operational risk status, and is reported periodically (semi-annually) to the Company's management. The appointed unit within the Company will conduct Self Assessment (Unit SA) which results in RSCA for each Unit SA.

- ***Risk Register***

  Risk Register is a list or table that describes the registered operational risks as a result of the risk management process in a risk-taking function at a certain period.

- ***Operational Risk Management System (ORMS)***

  ORMS is an implementation of the obligation of the Company as a Subsidiary of PT Bank Danamon Indonesia Tbk to carry out operational risk control by recording risk event at the time this risk event occurred, as part of the Implementation of Integrated Risk Management. ORMS is a web-based intranet application that is used as an operational risk management tool and is designed for recording the operational risk event at the time of occurrence of this risk event and stored into a database that has been integrated with PT Bank Danamon Indonesia Tbk as Parent Company.

As support for the implementation of operational risk management, the Company continuously develops risk operational detection indicator, which result will be combined with internal control process, thus can help the Company in detecting operational risk which might occur and take necessary action in minimising the effect of operational risk.

CATATAN ATAS LAPORAN KEUANGAN
Pada tanggal 31 Desember 2025 dan 2024,
untuk tahun-tahun yang berakhir pada tanggal tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
as of 31 December 2025 and 2024,
for the years then ended
(Expressed in millions of Rupiah,
unless otherwise stated)

40. MANAJEMEN RISIKO KEUANGAN (lanjutan)

Risiko operasional (lanjutan)

- **Pengelolaan Kecurangan**

  Seiring dengan semakin besar suatu perusahaan, dengan proses yang semakin kompleks dan jumlah karyawan yang bertambah, pengendalian internal yang kuat menjadi sebuah isu untuk menutup celah dari sistem internal yang masih terus dalam proses perbaikan. Sebagai perusahaan pembiayaan yang telah memiliki sistem manajemen risiko, Perseroan telah menerapkan POJK No. 12 Tahun 2024 tanggal 23 Juli 2024 tentang Penerapan Strategi Anti Fraud Bagi Lembaga Jasa Keuangan yang secara umum terangkum sebagai berikut:
  - Pencegahan: Memuat *anti-fraud awareness*, identifikasi kerawanan, *know your customer*, dan *know your employee.*
  - Pendeteksian: Memuat kegiatan dalam mengidentifikasi dan menemukan kejadian *fraud*.
  - Investigasi, Pelaporan, dan Sanksi : Memuat standar investigasi Perseroan, mekanisme pelaporan kejadian *fraud* kepada internal Perseroan, penerapan kebijakan sanksi untuk memberikan efek jera bagi pelaku *fraud*.
  - Pemantauan, Evaluasi, dan Tindak lanjut: Memuat pemantauan terhadap tindak lanjut kejadian *fraud*, memelihara data kejadian *fraud* (*fraud profiling*) guna mendukung pelaksanaan evaluasi, mekanisme tindak lanjut untuk menghindari kejadian *fraud* terulang kembali.

- **Pengelolaan Kelangsungan Usaha *(Business Continuity Management - BCM)***

  BCM merupakan proses pengelolaan yang menyeluruh dalam mengidentifikasi dampak yang berpotensi mengancam kelangsungan usaha. BCM menjadi sebuah kerangka dalam membangun ketahanan dan kapabilitas dalam merespon isu atau situasi secara efektif. Dengan demikian, kepentingan para pemangku kepentingan, reputasi Perseroan dan kelangsungan usaha dapat terjaga.

  Melalui BCM, Perseroan melakukan identifikasi terhadap aktivitas-aktivitas/kejadian kritikal yang berpotensi terjadi dalam Perseroan, yang mana bila terjadi gangguan pada aktivitas tersebut, dapat mengancam kelangsungan usaha Perseroan. Melalui hasil analisa tersebut, Perseroan menyusun *Business Continuity Plan* (BCP) yang merupakan kerangka kerja terdokumentasi untuk penanganan dan pemulihan terhadap aktivitas kritikal dalam suatu unit kerja dengan periode waktu yang telah ditetapkan.

Perseroan mengidentifikasi aktivitas-aktivitas operasional kritikal yang ada pada kegiatan usaha Perseroan terletak pada: bagian akuisisi, kredit, operasional, penagihan, keuangan, teknologi informasi dan digital, penyimpanan BPKB kendaraan dan pelayanan cabang. Selain itu, Perseroan pun mengidentifikasi bahwa krisis eksternal pun dapat timbul dan berpotensi memberikan dampak pada kelangsungan usaha Perseroan.

***40. FINANCIAL RISK MANAGEMENT** (continued)*

***Operational risk** (continued)*

- ***Fraud Management***

  Along with the company's growth, the process is more complex and the number of employees increases, strong internal control becomes an issue to cover the gap of an internal system that is still in the process of improvement. As a financing company that has a risk management system, the Company has implemented POJK No. 12 Year 2024 dated 23 July 2024 concerning the Implementation of Anti-Fraud Strategy for Financial Services Institutions, generally summarized as follows:

  - *Prevention: Provide anti-fraud awareness, identification of vulnerabilities, know your customer, and know your employee.*
  - *Detection: Provide activities to identify and find fraud incidents.*
  - *Investigation, Reporting and Sanctions: Provide the Company's investigative standards, mechanisms for reporting fraud incidents to the Company's internal affairs, implementation of a sanction policy to provide a deterrent effect for perpetrators of fraud.*
  - *Monitoring, Evaluation, and Action Plan: Provide monitoring over the action plan of fraud incidents, maintaining data on fraud incidents (fraud profiling) to support evaluation implementation, action plan mechanisms to prevent fraud incidents from reoccur.*

- ***Business Continuity Management (BCM)***

  BCM is a comprehensive management process to identify the impact that potentially threaten business continuity. BCM becomes a framework in building resilience and the capability to respond to issues or situations effectively. Therefore, the interests of stakeholders, the reputation of the Company and business continuity can be maintained.

  Through BCM, the Company identified the critical activities/events that can potentially occur in the Company, which in case of disruption in that activities, could threaten the Company's business continuity. Through the analysis result, the Company prepared a Business Continuity Plan (BCP), which is a documented framework of response and recovery for critical activities in a unit with a predetermined period of time.

The Company identified that the critical operational activities of the Company are located in: acquisition, credit, operational, collection, finance, information technology and digital, custodian for BPKB and branch services. Other than that, the Company also identified that external crisis can arise and affect the Company's business continuity.

41. ASET DAN LIABILITAS KEUANGAN / *41. FINANCIAL ASSETS AND LIABILITIES*

Tabel di bawah ini menyajikan nilai tercatat dan nilai wajar dari instrumen keuangan Perseroan:

The following table sets out the carrying amounts and fair values of the Company's financial instruments:

	2025					
	Biaya perolehan diamortisasi/ *Amortised cost*	Nilai wajar melalui laba rugi/ *Fair value through profit or loss*	Nilai wajar melalui *OCI*/ *Fair value through OCI*	Nilai tercatat/ *Carrying value*	Nilai wajar/ *Fair value*	
Aset keuangan						***Financial assets***
Kas dan setara kas	820.916	-	-	820.916	820.916	*Cash and cash equivalents*
Piutang pembiayaan konsumen - bersih	25.753.573	-	-	25.753.573	26.129.394	*Consumer financing receivables - net*
Piutang pembiayaan murabahah - bersih	5.535.389	-	-	5.535.389	5.651.266	*Murabahah financing receivables - net*
Piutang pembiayaan musyarakah mutanaqisah - bersih	743.479	-	-	743.479	746.009	*Musyarakah mutanaqisah financing receivables - net*
Piutang sewa pembiayaan - bersih	3.111.787	-	-	3.111.787	3.433.777	*Finance lease receivables - net*
Piutang klaim asuransi	10.436	-	-	10.436	10.436	*Insurance claim receivables*
Piutang komisi asuransi	48.299	-	-	48.299	48.299	*Insurance commission receivables*
Piutang karyawan	90.224	-	-	90.224	99.349	*Employee receivables*
Aset derivatif	-	-	60.396	60.396	60.396	*Derivative assets*
Investasi dalam saham	-	-	420.717	420.717	420.717	*Investment in shares*
Jumlah aset keuangan	36.114.103	-	481.113	36.595.216	37.420.559	*Total financial assets*
Liabilitas keuangan						***Financial liabilities***
Pinjaman yang diterima	9.884.966	-	-	9.884.966	9.896.150	*Borrowings*
Beban bunga yang masih harus dibayar	146.780	-	-	146.780	146.780	*Accrued interest expenses*
Bagi hasil sukuk mudharabah yang masih harus dibayar	17.120	-	-	17.120	17.120	*Accrued revenue sharing for mudharabah bonds*
Marjin mudharabah yang masih harus dibayar	1.339	-	-	1.339	1.339	*Accrued mudharabah margin*
Utang obligasi	8.596.025	-	-	8.596.025	8.737.944	*Bonds payable*
Utang kepada *dealer*	58.068	-	-	58.068	58.068	*Payables to dealers*
Utang premi asuransi	168.176	-	-	168.176	168.176	*Insurance premium payables*
Liabilitas sewa	109.665	-	-	109.665	109.665	
Liabilitas derivatif	-	-	17.746	17.746	17.746	*Derivative liabilities*
Sukuk mudharabah	1.643.850	-	-	1.643.850	1.660.993	*Mudharabah bonds*
Jumlah liabilitas keuangan	20.625.989	-	17.746	20.643.735	20.813.981	*Total financial liabilities*

41. ASET DAN LIABILITAS KEUANGAN (lanjutan)

41. FINANCIAL ASSETS AND LIABILITIES *(continued)*

Tabel di bawah ini menyajikan nilai tercatat dan nilai wajar dari instrumen keuangan Perseroan: (lanjutan)

The following table sets out the carrying amounts and fair values of the Company's financial instruments: (continued)

	2024 Disajikan kembali/*Restated* *)					
	Biaya perolehan diamortisasi/ *Amortised cost*	Nilai wajar melalui laba rugi/ *Fair value through profit or loss*	Nilai wajar melalui *OCI*/ *Fair value through OCI*	Nilai tercatat/ *Carrying value*	Nilai wajar/ *Fair value*	
Aset keuangan						***Financial assets***
Kas dan setara kas	1.959.219	-	-	1.959.219	1.959.219	*Cash and cash equivalents*
Piutang pembiayaan konsumen - bersih	23.921.636	-	-	23.921.636	24.177.306	*Consumer financing receivables - net*
Piutang pembiayaan murabahah - bersih	6.518.684	-	-	6.518.684	6.667.801	*Murabahah financing receivables - net*
Piutang pembiayaan musyarakah mutanaqisah - bersih	1.151.408	-	-	1.151.408	1.154.563	*Musyarakah mutanaqisah financing receivables - net*
Piutang sewa pembiayaan - bersih	2.235.399	-	-	2.235.399	2.447.008	*Finance lease receivables - net*
Piutang klaim asuransi	12.865	-	-	12.865	12.865	*Insurance claim receivables*
Piutang komisi asuransi	42.063	-	-	42.063	42.063	*Insurance commission receivables*
Piutang karyawan	105.616	-	-	105.616	93.717	*Employee receivables*
Aset derivatif	-	-	71.069	71.069	71.069	*Derivative assets*
Investasi dalam saham	-	-	396.870	396.870	396.870	*Investment in shares*
Jumlah aset keuangan	35.946.890	-	467.939	36.414.829	37.022.481	*Total financial assets*
Liabilitas keuangan						***Financial liabilities***
Pinjaman yang diterima	12.638.222	-	-	12.638.222	12.620.661	*Borrowings*
Beban bunga yang masih harus dibayar	140.362	-	-	140.362	140.362	*Accrued interest expenses*
Bagi hasil sukuk mudharabah yang masih harus dibayar	12.841	-	-	12.841	12.841	*Accrued revenue sharing for mudharabah bonds*
Marjin mudharabah yang masih harus dibayar	961	-	-	961	961	*Accrued mudharabah margin*
Utang obligasi	6.377.830	-	-	6.377.830	6.378.480	*Bonds payable*
Utang kepada *dealer*	223.641	-	-	223.641	223.641	*Payables to dealers*
Utang premi asuransi	157.932	-	-	157.932	157.932	*Insurance premium payables*
Liabilitas sewa	137.978	-	-	137.978	137.978	*Lease liabilities*
Liabilitas derivatif	-	-	75.416	75.416	75.416	*Derivative liabilities*
Sukuk mudharabah	1.228.330	-	-	1.228.330	1.230.797	*Mudharabah bonds*
Jumlah liabilitas keuangan	20.918.097	-	75.416	20.993.513	20.979.069	*Total financial liabilities*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

41. ASET DAN LIABILITAS KEUANGAN (lanjutan)

Metode dan asumsi yang digunakan untuk estimasi nilai wajar adalah sebagai berikut:

- Nilai wajar kas dan setara kas, piutang klaim asuransi, piutang komisi asuransi, utang kepada *dealer*, utang premi asuransi, liabilitas sewa, pinjaman yang diterima dengan tingkat suku bunga tetap dan akan jatuh tempo kurang dari satu tahun, beban bunga yang masih harus dibayar, bagi hasil sukuk mudharabah yang masih harus dibayar, dan marjin mudharabah yang masih harus dibayar mendekati nilai tercatat karena jangka waktu jatuh tempo yang singkat atas instrumen keuangan tersebut.

- Nilai wajar pinjaman yang diterima dengan tingkat suku bunga mengambang mendekati nilai tercatatnya karena tingkat suku bunganya sering ditinjau ulang.
- Nilai wajar piutang pembiayaan konsumen, piutang pembiayaan murabahah, piutang pembiayaan MMQ, piutang sewa pembiayaan, piutang karyawan dan pinjaman yang diterima dengan tingkat suku bunga tetap dan akan jatuh tempo lebih dari satu tahun dinilai menggunakan diskonto arus kas berdasarkan tingkat suku bunga pasar pada tanggal 31 Desember 2025 dan 2024.
- Nilai wajar investasi dalam saham diukur menggunakan hirarki nilai wajar tingkat 3. Perseroan menggunakan pendekatan pendapatan dengan membandingkan harga beli saham dengan nilai buku yang tercatat pada laporan keuangan entitas pada tanggal pembelian yang kemudian disesuaikan dengan perubahan ekuitas dari entitas yang diinvestasikan hingga tanggal pelaporan.
- Obligasi dan sukuk mudharabah Perseroan terdaftar di Bursa Efek Indonesia. Nilai wajar utang obligasi dan sukuk mudharabah ditentukan berdasarkan harga pasar kuotasi dari Bloomberg pada tanggal 31 Desember 2025 dan 2024.

41. FINANCIAL ASSETS AND LIABILITIES *(continued)*

Methods and assumptions are used to estimate the fair values are as follows:

- *The fair value of cash and cash equivalents, insurance claim receivables, insurance commission receivables, payables to dealers, insurance premium payables, lease liabilities, borrowings which bear fixed interest rate and will mature in less than one year, accrued interest expenses, accrued revenue sharing for mudharabah bonds, and accrued mudharabah margin approximate their carrying amounts largerly due to short-term mature of these instruments.*

- *The fair value of floating-rate borrowings approximate their carrying amounts because the interest rate is repriced frequently.*
- *The fair value of consumer financing receivables, murabahah financing receivable, MMQ financing receivables, finance lease receivables, employee receivables and borrowings which bear fixed interest rate and will mature in more than one year are determined by discounting cash flows using market interest rate of similar instruments as of 31 December 2025 and 2024.*
- *The fair value of investment in shares is measured using level 3 fair value hierarchy. The Company applied the income approach by comparing the shares purchase price with the book value recognized in the financial statements of the investee at the acquisition date, then adjusted for changes in the investee's equity up to the reporting date.*
- *The Company's bonds and mudharabah bonds listed in the Indonesia Stock Exchange. The fair value of bonds payable and mudharabah bonds are determined using quoted market price from Bloomberg as of 31 December 2025 and 2024.*

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41. ASET DAN LIABILITAS KEUANGAN (lanjutan)

41. FINANCIAL ASSETS AND LIABILITIES (continued)

Hirarki nilai wajar instrumen keuangan

Tabel berikut ini merupakan hirarki nilai wajar dari aset/liabilitas keuangan pada tanggal 31 Desember 2025 dan 2024:

Fair value hierarchy of financial instruments

The table below sets out the fair value hierarchy of the financial assets/liabilities as of 31 December 2025 and 2024:

	2025				
	Biaya perolehan diamortisasi/ *Amortised cost*	Nilai wajar melalui laba rugi/ *Fair value through profit or loss*	Nilai wajar melalui *OCI*/ *Fair value through OCI*	Jumlah/ *Total*	
Aset keuangan					***Financial assets***
Tingkat 2:					***Level 2:***
Piutang pembiayaan konsumen - bersih	26.129.394	-	-	26.129.394	*Consumer financing receivables - net*
Piutang pembiayaan murabahah - bersih	5.651.266	-	-	5.651.266	*Murabahah financing receivables - net*
Piutang pembiayaan musyarakah mutanaqisah - bersih	746.009	-	-	746.009	*Musyarakah mutanaqisah financing receivables - net*
Piutang sewa pembiayaan - bersih	3.433.777	-	-	3.433.777	*Finance lease receivables - net*
Piutang karyawan	99.349	-	-	99.349	*Employee receivables*
Aset derivatif	-	-	60.396	60.396	*Derivative assets*
	36.059.795	-	60.396	36.120.191	
Tingkat 3:					***Level 3:***
Investasi dalam saham	-	-	420.717	420.717	*Investment in shares*
	-	-	420.717	420.717	
Liabilitas keuangan					***Financial liabilities***
Tingkat 1:					***Level 1:***
Utang obligasi	8.737.944	-	-	8.737.944	*Bonds payable*
Sukuk mudharabah	1.660.993	-	-	1.660.993	*Mudharabah bonds*
	10.398.937	-	-	10.398.937	
Tingkat 2:					***Level 2:***
Pinjaman yang diterima	9.896.150	-	-	9.896.150	*Borrowings*
Liabilitas derivatif	-	-	17.746	17.746	*Derivative liability*
	9.896.150	-	17.746	9.913.896	

41. ASET DAN LIABILITAS KEUANGAN (lanjutan)

Hirarki nilai wajar instrumen keuangan (lanjutan)

Tabel berikut ini merupakan hirarki nilai wajar dari aset/liabilitas keuangan pada tanggal 31 Desember 2025 dan 2024: (lanjutan)

41. FINANCIAL ASSETS AND LIABILITIES (continued)

***Fair value hierarchy of financial instruments** (continued)*

The table below sets out the fair value hierarchy of the financial assets/liabilities as of 31 December 2025 and 2024: (continued)

	2024 Disajikan kembali/*Restated* *)				
	Biaya perolehan diamortisasi/ *Amortised cost*	Nilai wajar melalui laba rugi/ *Fair value through profit or loss*	Nilai wajar melalui *OCI*/ *Fair value through OCI*	Jumlah/ *Total*	
Aset keuangan					***Financial assets***
Tingkat 2:					***Level 2:***
Piutang pembiayaan konsumen - bersih	24.177.306	-	-	24.177.306	*Consumer financing receivables - net*
Piutang pembiayaan murabahah - bersih	6.667.801	-	-	6.667.801	*Murabahah financing receivables - net*
Piutang pembiayaan musyarakah mutanaqisah - bersih	1.154.563	-	-	1.154.563	*Musyarakah mutanaqisah financing receivables - net*
Piutang sewa pembiayaan - bersih	2.447.008	-	-	2.447.008	*Finance lease receivables - net*
Piutang karyawan	93.717	-	-	93.717	*Employee receivables*
Aset derivatif	-	-	71.069	71.069	*Derivative assets*
	34.540.395	-	71.069	34.611.464	
Tingkat 3:					***Level 3:***
Investasi dalam saham	-	-	396.870	396.870	*Investment in shares*
	-	-	396.870	396.870	
Liabilitas keuangan					***Financial liabilities***
Tingkat 1:					***Level 1:***
Utang obligasi	6.378.480	-	-	6.378.480	*Bonds payable*
Sukuk mudharabah	1.230.797	-	-	1.230.797	*Mudharabah bonds*
	7.609.277	-	-	7.609.277	
Tingkat 2:					***Level 2:***
Pinjaman yang diterima	12.620.661	-	-	12.620.661	*Borrowings*
Liabilitas derivatif	-	-	75.416	75.416	*Derivative liability*
	12.620.661	-	75.416	12.696.077	

Pada tanggal 31 Desember 2025 dan 2024, tidak ada transfer pada level aset keuangan dan liabilitas keuangan.

As of 31 December 2025 and 2024, there are no transfer at level of financial assets and financial liabilities.

42. MANAJEMEN MODAL

Tujuan Perseroan dalam mengelola permodalan adalah untuk melindungi kemampuan Perseroan dalam mempertahankan kelangsungan usahanya, sehingga Perseroan tetap memberikan imbal hasil bagi pemegang saham.

42. CAPITAL MANAGEMENT

The Company's objective in managing its capital is to keep the Company's capability in maintaining its going concern, so the Company could distribute the return to shareholders.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

*) *The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

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42. MANAJEMEN MODAL (lanjutan)

Perseroan mempunyai komitmen untuk mengembalikan investasi pemegang saham dalam bentuk dividen kas. Sejak Penawaran Saham Perdana, Perseroan selalu membagikan dividen kepada para pemegang sahamnya secara teratur setiap tahun dan juga telah menetapkan kebijakan dividen minimal sebesar 20% dari laba neto tahun berjalan dengan tetap mempertimbangkan kebutuhan dana Perseroan pada tahun berikutnya dan kebijakan dividen yang diambil oleh PT Bank Danamon Indonesia Tbk selaku pemegang saham pengendali.

Dalam mengelola permodalan, Perseroan melakukan analisa secara bulanan untuk memastikan bahwa Perseroan tetap mengikuti POJK No. 47/POJK.05/2020 tertanggal 17 November 2020 tentang Perizinan Usaha dan Kelembagaan Perusahaan Pembiayaan dan Perusahaan Pembiayaan Syariah dan POJK No. 35/POJK.05/2018 tertanggal 27 Desember 2018 tentang Penyelenggaraan Usaha Perusahaan Pembiayaan, sebagaimana telah diubah terakhir dengan POJK No. 46 Tahun 2024 tentang Pengembangan Dan Penguatan Perusahaan Pembiayaan, Perusahaan Pembiayaan Infrastruktur, dan Perusahaan Modal Ventura yang di antaranya mengatur ketentuan sebagai berikut:

- Rasio permodalan Perseroan minimum 10%,
- Jumlah pinjaman yang dimiliki Perseroan dibandingkan modal sendiri dan pinjaman subordinasi dikurangi penyertaan maksimum 10 kali, baik untuk pinjaman luar negeri maupun dalam negeri.

Pada tanggal 31 Desember 2025 dan 2024, Perseroan telah memenuhi ketentuan tersebut (lihat Informasi Keuangan Tambahan).

***42. CAPITAL MANAGEMENT** (continued)*

The Company has a commitment to deliver return on investment to its shareholders in the form of cash dividend. Since the Initial Public Offering, the Company has consistently distributed dividends to its shareholders every year and has also determined the minimum dividend policy of 20% from current year net income by still considering the Company's needs of funding in the following year and the dividend policy of PT Bank Danamon Indonesia Tbk as the controlling shareholder.

In managing capital, the Company conducts monthly analysis to ensure that the Company complies with POJK No. 47/POJK.05/2020 dated 17 November 2020 regarding Business Licesing and Institutional Financing Companies and Sharia Financing Companies and POJK No. 35/POJK.05/2018 dated 27 December 2018 regarding Business Operations of Financing Company, as lastly amended by POJK No. 46 Year 2024 regarding the Development and Strengthening of Financing Companies, Infrastructure Financing Companies, and Venture Capital Companies which have some provisions as follows:

- *The Company's capital ratio minimum 10%,*
- *The amount of the Company's loan to equity and subordinated loan deducted by investment is maximum 10 times, both for off-shore and on-shore loans.*

As of 31 December 2025 and 2024, the Company has complied with those provisions (see Supplementary Financial Information).

43. ASET/LIABILITAS DALAM MATA UANG ASING

43. ASSET/LIABILITY DENOMINATED IN FOREIGN CURRENCY

Aset dan liabilitas dalam mata uang asing yang dimiliki Perseroan adalah sebagai berikut:

The Company's assets and liabilities denominated in foreign currency are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Kas di bank			***Cash in banks***
USD			***USD***
Nilai penuh	3.449	52.862	*Full amount*
Ekuivalen (IDR)	57	852	*Equivalent (IDR)*
Pinjaman yang diterima			***Borrowings***
USD			***USD***
Nilai penuh	(207.834.528)	(268.619.040)	*Full amount*
Ekuivalen (IDR)	(3.465.641)	(4.324.336)	*Equivalent (IDR)*
JPY			***JPY***
Nilai penuh	(5.653.380.000)	(10.320.084.000)	*Full amount*
Ekuivalen (IDR)	(602.085)	(1.063.278)	*Equivalent (IDR)*
Dikurangi:			*Less:*
Lindung nilai arus kas			*Cashflow hedge*
USD			***USD***
Nilai penuh	207.834.528	268.619.040	*Full amount*
Ekuivalen (IDR)	3.465.641	4.324.336	*Equivalent (IDR)*
JPY			***JPY***
Nilai penuh	5.653.380.000	10.320.084.000	*Full amount*
Ekuivalen (IDR)	602.085	1.063.278	*Equivalent (IDR)*
Aset neto USD			***Net asset USD***
Dalam nilai penuh	3.449	52.862	***In full amount***
Dalam IDR ekuivalen	57	852	***In IDR equivalent***
Aset neto JPY			***Net asset JPY***
Dalam nilai penuh	-	-	***In full amount***
Dalam IDR ekuivalen	-	-	***In IDR equivalent***

Perseroan telah menerapkan kebijakan lindung nilai untuk pinjaman yang diterima dalam mata uang asing dan/atau memiliki tingkat suku bunga mengambang (lihat Catatan 11 dan 17).

The Company has applied hedging policy to borrowings denominated in foreign currencies with/without floating interest rates (see Notes 11 and 17).

Atas aset dan liabilitas dalam mata uang asing, jumlah laba/(rugi) selisih kurs yang diakui dalam laporan laba rugi pada tahun 2025 sebesar (Rp3.993) (2024: Rp2.821).

For assets and liabilities denominated in foreign currency, gain/(loss) on foreign exchange recognised in the statement of profit or loss in 2025 amounted to (Rp3,993) (2024: Rp2,821).

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

44. AKTIVITAS INVESTASI NON-KAS / *44. NON-CASH INVESTING ACTIVITY*

	Catatan/ *Notes*	2025	2024 *Disajikan kembali/ Restated *)*	
Aktivitas investasi non-kas:				***Non-cash investing activity:***
Pengadaan aset tetap yang masih terutang		10.126	4.877	*Acquisition of fixed asset which is still payable*
Pengadaan aset tak berwujud yang masih terutang		28	67.582	*Acquisition of intangible asset which is still payable*
Pengadaan sehubungan dengan transaksi penggabungan usaha dengan MFIN:				*Acquisition in relation to the merger transaction with MFIN*
- Penerbitan saham baru	24	23.303	-	*New share issuance -*
- Peningkatan tambahan modal disetor	25	2.841.192	-	*Increase in additional paid-in capital -*
		2.874.649	72.459	

45. REKONSILIASI AKTIVITAS PENDANAAN BERSIH / *45. NET FINANCING ACTIVITIES RECONCILIATION*

Rekonsiliasi dari aktivitas pendanaan adalah sebagai berikut:

Reconciliation from financing activities are as follows:

	2025					
			Perubahan non-kas/ *Non-cash changes*			
	Saldo awal/ *Beginning balance*	Arus kas/ *Cashflow*	Pergerakan valuta asing/ *Movement of foreign exchange *)*	Pergerakan beban transaksi dan beban lainnya/ *Changes in transaction cost and other cost*	Saldo akhir/ *Ending balance*	
Pinjaman yang diterima	12.638.222	(2.866.308)	99.971	13.081	9.884.966	*Borrowings*
Utang obligasi	6.377.830	2.205.707	-	12.488	8.596.025	*Bond payables*
Sukuk mudharabah	1.228.330	415.520	-	-	1.643.850	*Mudharabah bonds*
Liabilitas sewa	137.978	(38.335)	-	10.022	109.665	*Lease liabilities*
Jumlah liabilitas dari aktivitas pendanaan	20.382.360	(283.416)	99.971	35.591	20.234.506	*Total liabilities from financing activities*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

45. REKONSILIASI AKTIVITAS PENDANAAN BERSIH (lanjutan)

45. NET FINANCING ACTIVITIES RECONCILIATION (continued)

Rekonsiliasi dari aktivitas pendanaan adalah sebagai berikut:

Reconciliation from financing activities are as follows:

	2024 Disajikan kembali/*Restated* *)						
			Perubahan non-kas/ *Non-cash changes*				
	Saldo awal/ *Beginning balance*	Arus kas/ *Cashflow*	Pergerakan valuta asing/ *Movement of foreign exchange* *)	Pergerakan beban transaksi dan beban lainnya/ *Changes in transaction cost and other cost*	Efek *merging entity* / *Merging entity effect*	Saldo akhir/ *Ending balance*	
Pinjaman yang diterima	9.312.972	1.843.243	1.403	19.137	1.461.467	12.638.222	*Borrowings*
Utang obligasi	5.885.106	(16.768)	-	9.965	499.527	6.377.830	*Bond payables*
Sukuk mudharabah	859.000	(327.170)	-	-	696.500	1.228.330	*Mudharabah bonds*
Liabilitas sewa	148.048	(31.249)	-	21.179	-	137.978	*Lease liabilities*
Jumlah liabilitas dari aktivitas pendanaan	16.205.126	1.468.056	1.403	50.281	2.657.494	20.382.360	*Total liabilities from financing activities*

*) Perseroan telah menerapkan kebijakan lindung nilai untuk pinjaman yang diterima dalam mata uang asing dan/atau memiliki tingkat suku bunga mengambang (lihat Catatan 10 dan 17).

**) The Company has applied hedging policy to borrowings denominated in foreign currencies with/without floating interest rates (see Notes 10 and 17).*

46. LIABILITAS KONTINJENSI

46. CONTINGENT LIABILITY

Perseroan tidak memiliki liabilitas kontinjensi yang signifikan pada tanggal 31 Desember 2025 dan 2024.

The Company does not have any significant contingent liability as of 31 December 2025 and 2024.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

47. INFORMASI KEUANGAN TAMBAHAN - UNIT SYARIAH / *47. SUPPLEMENTARY FINANCIAL INFORMATION - SHARIA UNIT*

	2025	2024 Disajikan kembali/ *Restated *)*	
ASET			***ASSETS***
Kas dan kas di bank	76.940	251.717	*Cash and cash in bank*
Piutang pembiayaan murabahah - bruto	16.352.792	16.978.307	*Murabahah financing receivables - gross*
Marjin pembiayaan murabahah yang belum diakui	(3.705.390)	(3.790.426)	*Unearned murabahah margin*
Bagian piutang pembiayaan murabahah yang dibiayai pihak berelasi - neto	(6.716.430)	(6.266.141)	*Portion of murabahah financing receivables financed by a related party - net*
Cadangan kerugian penurunan nilai	(395.583)	(403.056)	*Allowance for impairment losses*
Piutang pembiayaan murabahah - neto	5.535.389	6.518.684	*Murabahah financing receivables - net*
Piutang pembiayaan musyarakah mutanaqisah - bruto	1.015.677	1.509.485	*Musyarakah mutanaqisah financing receivables - gross*
Bagi hasil musyarakah mutanaqisah yang belum diakui	(189.935)	(300.870)	*Unearned musyarakah mutanaqisah profit distribution*
Cadangan kerugian penurunan nilai	(82.263)	(57.207)	*Allowance for impairment losses*
Piutang pembiayaan musyarakah mutanaqisah - neto	743.479	1.151.408	*Musyarakah mutanaqisah financing receivables - net*
Aset IMBT	2.257.665	1.075.770	*Asset IMBT*
Akumulasi penyusutan	(830.510)	(315.068)	*Accumulated depreciation*
Cadangan kerugian penurunan nilai	(49.833)	(32.210)	*Allowance for impairment losses*
Aset IMBT - neto	1.377.322	728.492	*Asset IMBT - net*
Beban dibayar dimuka	4.764	3.246	*Prepaid expenses*
Piutang dan aset lain-lain - neto	84.970	97.648	*Other receivables and asset - net*
JUMLAH ASET	7.822.864	8.751.195	***TOTAL ASSETS***
LIABILITAS			***LIABILITIES***
Dana investasi	3.600.407	4.571.757	*Investment funds*
Sukuk mudharabah	1.643.850	1.228.330	*Mudharabah bonds*
Beban yang masih harus dibayar	43.967	138.403	*Accrued expenses*
Liabilitas lain-lain	205.954	308.299	*Other liabilities*
JUMLAH LIABILITAS	5.494.178	6.246.789	***TOTAL LIABILITIES***
EKUITAS			***EQUITY***
Ekuitas	2.328.686	2.504.406	*Equity*
JUMLAH LIABILITAS DAN EKUITAS	7.822.864	8.751.195	***TOTAL LIABILITIES AND EQUITY***

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

47. INFORMASI KEUANGAN TAMBAHAN - UNIT SYARIAH (lanjutan)

47. SUPPLEMENTARY FINANCIAL INFORMATION - SHARIA UNIT (continued)

	2025	2024 Disajikan kembali/ *Restated *)*	
PENDAPATAN			***INCOME***
Pendapatan marjin	1.710.232	1.938.892	*Margin income*
Bagi hasil musyarakah mutanaqisah	394.321	350.110	*Musyarakah mutanaqisah profit distribution*
Pendapatan IMBT - neto	252.666	103.347	*IMBT income - net*
Pendapatan lain-lain	394.010	360.308	*Other income*
JUMLAH PENDAPATAN OPERASIONAL	2.751.229	2.752.657	***TOTAL OPERATING INCOME***
Bagi hasil sukuk dan pinjaman mudharabah	(396.657)	(387.255)	*Revenue sharing for mudharabah bonds and loans*
PENDAPATAN OPERASIONAL SETELAH DISTRIBUSI BAGI HASIL	2.354.572	2.365.402	***OPERATIONAL INCOME AFTER REVENUE SHARING***
BEBAN			***EXPENSES***
Gaji dan tunjangan	(719.304)	(709.937)	*Salaries and benefits*
Penyisihan kerugian penurunan nilai piutang pembiayaan	(700.920)	(649.498)	*Provision for impairment losses on financing receivables*
Umum dan administrasi	(391.535)	(450.184)	*General and administrative*
Pemasaran	(145.120)	(141.327)	*Marketing*
Amortisasi biaya emisi sukuk mudharabah, provisi dan administrasi atas pinjaman yang diterima	(4.405)	(5.098)	*Amortisation of mudharabah bonds issuance, provision, and administration expense of borrowing*
Lain-lain	(13.385)	(18.503)	*Others*
JUMLAH BEBAN	(1.974.669)	(1.974.547)	***TOTAL EXPENSES***
LABA SEBELUM PAJAK PENGHASILAN	379.903	390.855	***INCOME BEFORE INCOME TAX EXPENSE***
Beban pajak penghasilan	(82.928)	(84.088)	*Income tax expense*
LABA TAHUN BERJALAN	296.975	306.767	***NET INCOME FOR THE YEAR***

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

48. SEGMEN OPERASI / *48. OPERATING SEGMENT*

Perseroan mengelola kegiatan usahanya dan mengidentifikasi segmen yang dilaporkan berdasarkan jenis produk dan wilayah geografis. Laba atau rugi dari masing-masing segmen digunakan untuk menilai kinerja masing-masing segmen. Informasi yang berkaitan dengan segmen usaha utama disajikan sebagai berikut:

The Company manages its business activities and identifies its reported segments based on product categories and geographic area. Profit or loss from each segment is used to measure performance of each segments' information concerning the main segments are set out as follows:

	2025				
	Sepeda motor/ *Motorcycles*	Mobil/ *Cars*	Barang *durable* dan lainnya/ *Durable goods and others*	Jumlah/ *Total*	
Pendapatan pembiayaan konsumen	3.932.441	1.538.974	2.085.600	7.557.015	*Consumer financing income*
Marjin murabahah	1.188.023	518.226	3.983	1.710.232	*Murabahah margin*
Bagi hasil musyarakah mutanaqisah	-	-	394.321	394.321	*Musyarakah mutanaqisah profit distribution*
Pendapatan sewa pembiayaan	339	57.158	364.009	421.506	*Finance leases income*
Beban bunga dan keuangan	(543.548)	(535.428)	(282.735)	(1.361.711)	*Interest expenses and financing charges*
Bagi hasil sukuk mudharabah	(39.990)	(35.493)	(3.664)	(79.147)	*Revenue sharing for mudharabah bonds*
Laba tahun berjalan	1.685.601	361.315	1.229.491	3.276.407	*Income for the year*
Penyisihan kerugian penurunan nilai					*Provision for impairment losses*
Pembiayaan konsumen	(1.040.981)	(449.483)	(406.949)	(1.897.413)	*Consumer financing*
Pembiayaan murabahah	(310.708)	(188.082)	(1.688)	(500.478)	*Murabahah financing*
Pembiayaan musyarakah mutanaqisah	-	-	(151.342)	(151.342)	*Musyarakah mutanaqisah financing*
Sewa pembiayaan	(13)	(2.711)	(96.297)	(99.021)	*Finance leases*
Aset	13.138.764	13.088.505	9.001.122	35.228.391	*Assets*
Liabilitas	6.694.361	9.266.892	5.030.116	20.991.369	*Liabilities*

48. SEGMEN OPERASI (lanjutan)

Perseroan mengelola kegiatan usahanya dan mengidentifikasi segmen yang dilaporkan berdasarkan jenis produk dan wilayah geografis. Laba atau rugi dari masing-masing segmen digunakan untuk menilai kinerja masing-masing segmen. Informasi yang berkaitan dengan segmen usaha utama disajikan sebagai berikut: (lanjutan)

***48. OPERATING SEGMENT** (continued)*

The Company manages its business activities and identifies its reported segments based on product categories and geographic area. Profit or loss from each segment is used to measure performance of each segments' information concerning the main segments are set out as follows: (continued)

	2024 Disajikan kembali/*Restated* *)				
	Sepeda motor/ *Motorcycles*	Mobil/ *Cars*	Barang *durable* dan lainnya/ *Durable goods and others*	Jumlah/ *Total*	
Pendapatan pembiayaan konsumen	3.701.068	1.706.503	1.747.976	7.155.547	*Consumer financing income*
Marjin murabahah	1.332.951	582.322	23.619	1.938.892	*Murabahah margin*
Bagi hasil musyarakah mutanaqisah	-	-	350.110	350.110	*Musyarakah mutanaqisah profit distribution*
Pendapatan sewa pembiayaan	363	57.854	208.238	266.455	*Finance leases income*
Beban bunga dan keuangan	(578.010)	(572.669)	(260.334)	(1.411.013)	*Interest expenses and financing charges*
Bagi hasil sukuk mudharabah	(45.444)	(33.761)	(13.566)	(92.771)	*Revenue sharing for mudharabah bonds*
Laba tahun berjalan	1.778.929	451.120	921.088	3.151.137	*Income for the year*
Penyisihan kerugian penurunan nilai penurunan nilai					*Provision impairment losses impairment losses*
Pembiayaan konsumen	(1.095.308)	(527.561)	(323.993)	(1.946.862)	*Consumer financing*
Pembiayaan murabahah	(336.123)	(213.743)	(11.542)	(561.408)	*Murabahah financing*
Pembiayaan musyarakah mutanaqisah	-	-	(56.056)	(56.056)	*Musyarakah mutanaqisah profit distribution*
Sewa pembiayaan	(29)	(9.872)	(41.600)	(51.501)	*Finance leases*
Aset	17.057.903	12.150.276	5.236.276	34.444.455	*Assets*
Liabilitas	8.672.381	7.927.839	4.704.787	21.305.007	*Liabilities*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

48. SEGMEN OPERASI (lanjutan)

48. OPERATING SEGMENT (continued)

Berikut adalah informasi yang berkaitan dengan segmen usaha utama berdasarkan wilayah geografis:

The following tables present information concerning the main segments based on geographic area:

	2025									
	Jabodetabekser/ *Jabodetabekser*	Jawa Barat/ *West Java*	Jawa Tengah/ *Central Java*	Jawa Timur/ *East Java*	Sumatera/ *Sumatera*	Kalimantan/ *Kalimantan*	Sulawesi/ *Sulawesi*	Bali dan Nusa Tenggara/ *Bali and Nusa Tenggara*	Jumlah/ *Total*	
Pendapatan pembiayaan konsumen	1.722.629	601.835	493.900	413.210	1.507.419	857.090	1.479.334	481.598	7.557.015	*Consumer financing income*
Marjin murabahah	202.388	123.665	111.859	108.392	617.260	95.813	421.509	29.346	1.710.232	*Murabahah margin*
Bagi hasil musyarakah mutanaqisah	24.815	56.993	21.228	7.523	114.606	30.982	134.374	3.800	394.321	*Musyarakah mutanaqisah profit distribution*
Pendapatan sewa pembiayaan	169.879	12.563	40.645	22.207	83.901	24.438	61.910	5.963	421.506	*Finance leases income*
Beban bunga dan keuangan	(341.682)	(91.593)	(101.021)	(91.315)	(297.877)	(113.076)	(242.990)	(82.157)	(1.361.711)	*Interest expenses and financing charges*
Bagi hasil sukuk mudharabah	(11.323)	(7.594)	(5.394)	(4.604)	(23.662)	(2.746)	(22.766)	(1.058)	(79.147)	*Revenue sharing for mudharabah bonds*
Beban penyusutan	(1.480)	(3.095)	(1.839)	(2.113)	(4.672)	(2.914)	(7.983)	(785)	(24.881)	*Depreciation expenses*
Laba tahun berjalan	830.710	262.696	245.637	144.764	690.259	329.254	496.690	245.487	3.245.497	*Income for the year*
Penyisihan kerugian penurunan nilai										*Provision for impairment losses*
Pembiayaan konsumen	(399.754)	(137.960)	(129.304)	(108.521)	(397.251)	(219.300)	(416.253)	(89.070)	(1.897.413)	*Consumer financing*
Pembiayaan murabahah	(60.098)	(45.495)	(30.158)	(33.874)	(181.578)	(23.484)	(116.201)	(9.590)	(500.478)	*Murabahah financing*
Pembiayaan musyarakah mutanaqisah	(15.208)	(21.010)	(8.187)	(2.956)	(41.962)	(11.211)	(49.449)	(1.359)	(151.342)	*Musyarakah mutanaqisah financing*
Sewa pembiayaan	(39.748)	(3.772)	(7.043)	(6.867)	(15.451)	(7.357)	(17.964)	(819)	(99.021)	*Finance leases*
Aset	7.988.687	2.224.234	2.511.463	2.123.020	8.178.415	3.210.776	7.206.209	2.142.972	35.585.776	*Assets*
Liabilitas	5.474.770	1.344.608	1.733.927	1.462.317	4.662.670	1.692.032	3.105.048	1.439.981	20.915.353	*Liabilities*

48. SEGMEN OPERASI (lanjutan)

Berikut adalah informasi yang berkaitan dengan segmen usaha utama berdasarkan wilayah geografis: (lanjutan)

48. OPERATING SEGMENT (continued)

The following tables present information concerning the main segments based on geographic area: (continued)

	2024 Disajikan kembali/*Restated* *)									
	Jabodetabekser/ *Jabodetabekser*	Jawa Barat/ *West Java*	Jawa Tengah/ *Central Java*	Jawa Timur/ *East Java*	Sumatera/ *Sumatera*	Kalimantan/ *Kalimantan*	Sulawesi/ *Sulawesi*	Bali dan Nusa Tenggara/ *Bali and Nusa Tenggara*	Jumlah/ *Total*	
Pendapatan pembiayaan konsumen	1.781.869	643.271	503.901	439.183	1.397.044	731.008	1.212.249	447.022	7.155.547	*Consumer financing income*
Marjin murabahah	251.527	140.734	128.280	129.723	557.306	117.501	588.489	25.332	1.938.892	*Murabahah margin*
Bagi hasil musyarakah mutanaqisah	18.242	41.670	24.797	10.274	102.385	28.562	118.323	5.857	350.110	*Musyarakah mutanaqisah profit distribution*
Pendapatan sewa pembiayaan	136.555	8.282	15.914	9.227	61.102	15.134	18.505	1.736	266.455	*Finance leases income*
Beban bunga dan keuangan	(354.481)	(99.335)	(102.252)	(99.062)	(299.962)	(116.919)	(260.390)	(78.612)	(1.411.013)	*Interest expenses and financing charges*
Bagi hasil sukuk mudharabah	(12.766)	(8.067)	(6.189)	(5.489)	(23.887)	(4.272)	(30.990)	(1.111)	(92.771)	*Revenue sharing for mudharabah bonds*
Beban penyusutan	(2.350)	(2.698)	(1.337)	(1.070)	(2.029)	(1.138)	(10.594)	(661)	(21.877)	*Depreciation expenses*
Laba tahun berjalan	853.936	265.881	221.454	141.059	662.469	307.776	544.233	220.039	3.216.847	*Income for the year*
Penyisihan kerugian penurunan nilai										*Provision for impairment losses*
Pembiayaan konsumen	(469.442)	(178.941)	(159.239)	(128.650)	(410.883)	(188.694)	(329.686)	(81.327)	(1.946.862)	*Consumer financing*
Pembiayaan murabahah	(95.286)	(58.120)	(40.262)	(51.624)	(137.086)	(21.423)	(148.135)	(9.472)	(561.408)	*Murabahah financing*
Pembiayaan musyarakah mutanaqisah	(2.921)	(6.672)	(3.970)	(1.645)	(16.393)	(4.573)	(18.944)	(938)	(56.056)	*Musyarakah mutanaqisah financing*
Sewa pembiayaan	(14.884)	(2.787)	(5.145)	(3.201)	(12.995)	(3.359)	(8.459)	(671)	(51.501)	*Finance leases*
Aset	8.188.102	2.471.682	2.345.642	2.207.566	7.266.381	2.850.550	7.419.693	1.863.811	34.613.427	*Assets*
Liabilitas	5.413.421	1.496.209	1.532.606	1.441.773	4.502.352	1.663.525	4.015.995	1.234.968	21.300.849	*Liabilities*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

48. SEGMEN OPERASI (lanjutan) / *48. OPERATING SEGMENT (continued)*

Berikut adalah rekonsiliasi laba neto, aset dan liabilitas untuk segmen dilaporkan berdasarkan jenis produk:

The reconciliation of net income, assets and liabilities for reportable segments based on product categories as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Laba untuk segmen dilaporkan	3.276.407	3.151.137	*Income for reportable segments*
Jumlah yang tidak dialokasikan	(1.731.469)	(1.340.336)	*Unallocated amounts*
Laba tahun berjalan	1.544.938	1.810.801	*Income for the year*
Aset untuk segmen dilaporkan	35.228.391	34.444.455	*Assets for reportable segments*
Jumlah yang tidak dialokasikan	3.300.804	3.928.474	*Unallocated amounts*
Aset	38.529.195	38.372.929	*Assets*
Liabilitas untuk segmen dilaporkan	20.991.369	21.305.007	*Liabilities for reportable segments*
Jumlah yang tidak dialokasikan	2.507.388	2.518.891	*Unallocated amounts*
Liabilitas	23.498.757	23.823.898	*Liabilities*

Berikut adalah rekonsiliasi laba neto, aset dan liabilitas untuk segmen dilaporkan berdasarkan wilayah geografis:

The reconciliation of net income, assets and liabilities for reportable segments based on geographic area as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Laba untuk segmen dilaporkan	3.245.497	3.216.847	*Income for reportable segments*
Jumlah yang tidak dialokasikan	(1.700.559)	(1.406.046)	*Unallocated amounts*
Laba tahun berjalan	1.544.938	1.810.801	*Income for the year*
Aset untuk segmen dilaporkan	35.585.776	34.613.427	*Assets for reportable segments*
Jumlah yang tidak dialokasikan	2.943.419	3.759.502	*Unallocated amounts*
Aset	38.529.195	38.372.929	*Assets*
Liabilitas untuk segmen dilaporkan	20.915.353	21.300.849	*Liabilities for reportable segments*
Jumlah yang tidak dialokasikan	2.583.404	2.523.049	*Unallocated amounts*
Liabilitas	23.498.757	23.823.898	*Liabilities*

49. SALING HAPUS / *49. OFFSETTING*

Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat aset dan liabilitas keuangan yang saling hapus pada laporan posisi keuangan.

Perseroan memiliki aset dan liabilitas keuangan derivatif yang tunduk pada perjanjian induk untuk menyelesaikan secara neto, dimana perjanjian antara Perseroan dan pihak *counterparty* memperbolehkan penyelesaian neto atas aset dan liabilitas keuangan tersebut ketika kedua pihak memilih untuk menyelesaikan dengan dasar neto. Ketika kedua pihak tidak memilih untuk menyelesaikan secara neto, aset dan liabilitas keuangan diselesaikan dengan dasar bruto, akan tetapi masing-masing pihak dalam perjanjian induk mempunyai opsi untuk menyelesaikan jumlah-jumlah tersebut dengan dasar neto pada peristiwa di mana terjadi gagal bayar salah satu pihak.

As of 31 December 2025 and 2024, there is no financial assets and liabilities that are subject to offsetting in the statements of financial position.

The Company has derivative assets and liabilities that are subject to enforceable master netting arrangements whereas the agreement between the Company and the counterparty allows for net settlement of the relevant financial assets and liabilities when both elect to settle on a net basis. Otherwise, financial assets and liabilities will be settled on a gross basis. However, each party to the master netting agreement will have the option to settle such amount on a net basis in the event of default of the other party.

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

CATATAN ATAS LAPORAN KEUANGAN
Pada tanggal 31 Desember 2025 dan 2024,
untuk tahun-tahun yang berakhir pada tanggal tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

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unless otherwise stated)

50. STANDAR AKUNTANSI YANG TELAH DISAHKAN NAMUN BELUM BERLAKU EFEKTIF

Dewan Standar Akuntansi Keuangan (DSAK) telah menerbitkan standar baru, amandemen dan interpretasi berikut, namun belum berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2025 sebagai berikut:

- Amandemen dan Penyesuaian Tahunan PSAK 109 "Instrumen Keuangan"
- Amandemen dan Penyesuaian Tahunan PSAK 107 "Instrumen Keuangan: Pengungkapan"
- Penyesuaian Tahunan PSAK 110 "Laporan Keuangan Konsolidasian"
- Penyesuaian Tahunan PSAK 207 "Laporan Arus Kas"
- Amandemen PSAK 338 "Kombinasi Bisnis Entitas Sepengendali"

Standar tersebut telah berlaku efektif pada 1 Januari 2026.

- PSAK 413 "Penurunan Nilai"
- PSAK 118 "Penyajian dan Pengungkapan dalam Laporan Keuangan"
- PSAK 119 "Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan"
- PSAK 401 "Penyajian dan Pengungkapan dalam Laporan Keuangan Syariah"

Standar tersebut akan berlaku efektif pada 1 Januari 2027.

Pada saat penerbitan laporan keuangan Perseroan masih mengevaluasi dampak yang mungkin timbul dari penerapan standar baru dan revisi tersebut pada laporan keuangan Perseroan.

50. ACCOUNTING STANDARD ISSUED BUT NOT YET EFFECTIVE

Financial Accounting Standards Board (DSAK) has issued the following new standards, amendments and interpretations, but not yet effective for the financial year beginning 1 January 2025 as follows:

- *Amendment to and Annual Improvement SFAS 109 "Financial Instruments"*
- *Amendment to and Annual Improvement SFAS 107 "Financial Instruments: Disclosure"*
- *Annual Improvement SFAS 110 "Consolidated Financial Statements"*
- *Annual Improvement SFAS 207 "Statement of Cash Flows"*
- *Amendment of SFAS 338 "Business Combination of Entities Under Common Control"*

The above standards has been effective on 1 January 2026.

- *SFAS 413 "Impairment Losses"*
- *SFAS 118 "Presentation and Disclosure in Financial Statements"*
- *SFAS 119 "Subsidiaries without Public Accountability: Disclosures"*
- *SFAS 401 "Presentation and Disclosure in Sharia Financial Statements"*

The above standards will be effective on 1 January 2027.

As at the authorisation date of these financial statements, the Company is still evaluating the potential impact of these new and revised standards to the Company's financial statements.

51. PERISTIWA SETELAH TANGGAL NERACA

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB)

Pada tanggal 27 Januari 2026, Perseroan menyelenggarakan RUPSLB untuk menetapkan dan menyetujui beberapa hal, diantaranya sebagai berikut:
- Penyesuaian Pasal 3 Anggaran Dasar Perseroan dalam rangka penyelarasan dan pemenuhan ketentuan Peraturan Badan Pusat Statistik Nomor 7 Tahun 2025 tentang Klasifikasi Baku Lapangan Usaha Indonesia.
- Pengunduran diri Harry Latif selaku Direktur Perseroan.

Rencana Penawaran Umum dan Penerbitan Obligasi dan Sukuk Mudharabah

Perseroan akan melaksanakan penawaran umum dan penerbitan Obligasi Berkelanjutan VII Adira Finance Tahap III Tahun 2026 dan Sukuk Mudharabah Berkelanjutan VI Adira Finance Tahap III Tahun 2026 dengan jumlah pokok masing-masing sebesar Rp2.000.000.000.000 dan Rp500.000.000.000 (nilai penuh), yang diperkirakan akan diselesaikan pada akhir Februari 2026.

51. SUBSEQUENT EVENTS

Extraordinary General Meeting of Shareholders (EGMS)

On 27 January 2026, the Company held an EGMS to decide and approve, among others, the following matters:

- *Amendment to Article 3 of the Company's Articles of Association to align with and comply with Regulation of the Central Statistics Agency No. 7 Year 2025 concerning the Indonesian Standard Industrial Classification.*
- *Resignation of Harry Latif as Director of the Company.*

Planned Public Offering and Issuance of Bonds and Mudharabah Bonds

The Company plans to conduct a public offering and issuance of Adira Finance Continuing Bonds VII Phase III Year 2026 and Adira Finance Continuing Mudharabah Bonds VI Phase III Year 2026, with principal amounts of Rp2,000,000,000,000 and Rp500,000,000,000 (full amount), respectively, which are expected to be completed by the end of February 2026.

CATATAN ATAS LAPORAN KEUANGAN
Pada tanggal 31 Desember 2025 dan 2024,
untuk tahun-tahun yang berakhir pada tanggal tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

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unless otherwise stated)

52. PENYAJIAN KEMBALI LAPORAN KEUANGAN

Laporan keuangan pada tanggal dan untuk tahun berakhir pada tanggal 31 Desember 2024 telah disajikan kembali untuk mencerminkan dampak penggabungan usaha MFIN ke dalam ADMF (lihat catatan 1d) dengan metode penyatuan kepemilikan, dimana laporan keuangan untuk periode komparatif disajikan kembali secara retrospektif seolah-olah penggabungan usaha telah terjadi sejak tanggal MFIN berada dalam satu pengendalian dengan Perseroan, yaitu sejak 1 April 2024.

52. RESTATEMENT OF FINANCIAL STATEMENTS

The financial statements as of and for the year ended 31 December 2024 have been restated to reflect the merger of MFIN into ADMF (see Note 1d) under pooling of interest method, for which the financial statements for the comparative period are restated retrospectively as if the merger had occurred from the date MFIN became under common control with the Company, i.e. since 1 April 2024.

	31 Desember/*December* 2024				
	Sebelum penyajian kembali/*Before restatement*	**Penyajian kembali/*Restatement***			
Laporan Posisi Keuangan	**PT Adira Dinamika Multi Finance Tbk**	**PT Mandala Multifinance Tbk**	**Penyesuaian/ *Adjustment***	**Setelah penyajian kembali/*After restatement***	*Statement of Financial Positions*
ASET					***ASSETS***
Kas dan setara kas					*Cash and cash equivalents*
Kas	117.502	34.512	-	152.014	*Cash on hand*
Kas di bank					*Cash in banks*
Pihak ketiga	580.860	269.099	-	849.959	*Third parties*
Pihak berelasi	855.496	101.750	-	957.246	*Related parties*
Piutang pembiayaan konsumen - neto					*Consumer financing receivables - net*
Pihak ketiga	20.143.154	3.771.510	-	23.914.664	*Third parties*
Pihak berelasi	6.972	-	-	6.972	*Related parties*
Piutang pembiayaan murabahah - neto					*Murabahah financing receivables - net*
Pihak ketiga	5.551.137	966.762	-	6.517.899	*Third parties*
Pihak berelasi	785	-	-	785	*Related parties*
Piutang pembiayaan musyarakah mutanaqisah - neto	-	1.151.408	-	1.151.408	*Musyarakah mutanaqisah financing receivables - net*
Piutang sewa pembiayaan - neto	2.235.399	-	-	2.235.399	*Finance lease receivables - net*
Beban dibayar dimuka					*Prepaid expenses*
Pihak ketiga	158.137	20.164	-	178.301	*Third parties*
Pihak berelasi	44.053	134	-	44.187	*Related parties*
Piutang lain-lain - neto					*Other receivables - net*
Pihak ketiga	121.381	18.464	-	139.845	*Third parties*
Pihak berelasi	54.239	-	-	54.239	*Related parties*
Aset derivatif	62.806	8.263	-	71.069	*Derivative assets*
Pajak dibayar dimuka	73.809	-	-	73.809	*Prepaid tax*
Investasi dalam saham, pihak berelasi	396.870	-	-	396.870	*Investment in shares, related party*
Investasi pada entitas asosiasi	901.143	-	(901.143)	-	*Investment in associate*
Aset tetap - neto	287.222	176.712	-	463.934	*Fixed assets - net*
Aset hak guna - neto	263.534	31.204	-	294.738	*Right-of-use assets - net*
Aset tak berwujud - neto	295.046	50.277	-	345.323	*Intangible assets - net*
Aset pajak tangguhan	397.545	81.566	-	479.111	*Deferred tax assets*
Aset lain-lain	41.101	4.056	-	45.157	*Other assets*
TOTAL ASET	32.588.191	6.685.881	(901.143)	38.372.929	***TOTAL ASSETS***

52. PENYAJIAN KEMBALI LAPORAN KEUANGAN (lanjutan)

52. RESTATEMENT OF FINANCIAL STATEMENTS (continued)

	31 Desember/*December* 2024				
	Sebelum penyajian kembali/*Before restatement*	Penyajian kembali/*Restatement*			
	PT Adira Dinamika Multi Finance Tbk	PT Mandala Multifinance Tbk	Penyesuaian/ *Adjustment*	Setelah penyajian kembali/*After restatement*	
LIABILITAS					***LIABILITIES***
Pinjaman yang diterima					*Borrowings*
Pihak ketiga	4.849.352	1.922.756	-	6.772.108	*Third parties*
Pihak berelasi	5.816.114	50.000	-	5.866.114	*Related parties*
Beban yang masih harus dibayar					*Accrued expenses*
Pihak ketiga	545.950	46.324	-	592.274	*Third parties*
Pihak berelasi	91.774	10	-	91.784	*Related parties*
Utang obligasi - neto					*Bonds payable - net*
Pihak ketiga	6.191.030	-	-	6.191.030	*Third parties*
Pihak berelasi	186.800	-	-	186.800	*Related parties*
Utang lain-lain					*Other payables*
Pihak ketiga	525.405	164.055	-	689.460	*Third parties*
Pihak berelasi	709.823	5.372	-	715.195	*Related parties*
Liabilitas sewa	137.978	-	-	137.978	*Lease liabilities*
Utang pajak	136.152	108.937	-	245.089	*Taxes payable*
Liabilitas derivatif	75.416	-	-	75.416	*Derivative liabilities*
Liabilitas imbalan kerja	934.823	97.497	-	1.032.320	*Employement benefit liabilities*
Sukuk mudharabah					*Mudharabah bonds*
Pihak ketiga	801.830	396.500	-	1.198.330	*Third parties*
Pihak berelasi	30.000	-	-	30.000	*Related party*
TOTAL LIABILITAS	21.032.447	2.791.451	-	23.823.898	***TOTAL LIABILITIES***
EKUITAS					***EQUITY***
Modal saham - nilai nominal Rp100 (nilai penuh) per saham					*Share capital - par value Rp100 (full amount) per share*
Modal dasar 4.000.000.000 saham					*Authorised capital - 4,000,000,000 shares*
Modal ditempatkan dan disetor penuh 1.000.000.000 saham	100.000	133.844	(133.844)	100.000	*Issued and fully paid - 1,000,000,000 shares*
Tambahan modal disetor	6.750	143.485	(143.485)	6.750	*Additional paid-in capital*
Ekuitas *merging entity*	-	-	2.993.287	2.993.287	*Equity merging entity*
Saldo laba					*Retained earnings*
Telah ditentukan penggunaannya	242.578	26.500	(26.500)	242.578	*Appropriated*
Belum ditentukan penggunaannya	11.208.198	3.590.601	(3.590.601)	11.208.198	*Unappropriated*
Perubahan nilai wajar atas investasi dalam saham yang diukur melalui pada nilai wajar penghasilan komprehensif lain	9.588	-	-	9.588	*Changes in fair value on investment in shares measured at fair value through other comprehensive income*
Kerugian kumulatif atas instrumen derivatif untuk lindung nilai arus kas - neto	(11.370)	-	-	(11.370)	*Cumulative losses on derivative instrument for cash flows hedges - net*
EKUITAS - NETO	11.555.744	3.894.430	(901.143)	14.549.031	***EQUITY - NET***
TOTAL LIABILITAS DAN EKUITAS	32.588.191	6.685.881	(901.143)	38.372.929	***TOTAL LIABILITIES AND EQUITY***

CATATAN ATAS LAPORAN KEUANGAN
Pada tanggal 31 Desember 2025 dan 2024,
untuk tahun-tahun yang berakhir pada tanggal tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
as of 31 December 2025 and 2024,
for the years then ended
(Expressed in millions of Rupiah,
unless otherwise stated)

52. PENYAJIAN KEMBALI LAPORAN KEUANGAN (lanjutan)

52. RESTATEMENT OF FINANCIAL STATEMENTS (continued)

Laporan Laba Rugi dan Penghasilan Komprehensif Lain	31 Desember/December 2024				*Statement of Profit or Loss and Other Comprehensive Income*
	Sebelum penyajian kembali/ *Before restatement*	Penyajian kembali/*Restatement*			
	PT Adira Dinamika Multi Finance Tbk	PT Mandala Multifinance Tbk	Penyesuaian/ *Adjustment*	Setelah penyajian kembali/ *After restatement*	
PENDAPATAN					***INCOME***
Pembiayaan konsumen	6.190.857	964.690	-	7.155.547	*Consumer financing*
Marjin murabahah	1.561.549	377.343	-	1.938.892	*Murabahah margin*
Bagi hasil musyarakah mutanaqisah	-	350.110	-	350.110	*Musyarakah mutanaqisah profit distribution*
Sewa pembiayaan	266.455	-	-	266.455	*Finance leases*
Lain-lain	1.950.909	125.964	-	2.076.873	*Others*
Bagian laba bersih entitas asosiasi	20.110	-	(20.110)	-	*Share in net income of associate*
TOTAL PENDAPATAN	9.989.880	1.818.107	(20.110)	11.787.877	***TOTAL INCOME***
BEBAN					***EXPENSES***
Gaji dan tunjangan	(2.485.620)	(422.408)	-	(2.908.028)	*Salaries and benefits*
Beban bunga dan keuangan	(1.294.011)	(128.415)	-	(1.422.426)	*Interest expense and financing charges*
Penyisihan kerugian penurunan nilai					*Provision for impairment losses*
Pembiayaan konsumen	(1.659.412)	(287.450)	-	(1.946.862)	*Consumer financing*
Pembiayaan murabahah	(514.803)	(46.605)	-	(561.408)	*Murabahah financing*
Pembiayaan musyarakah mutanaqisah	-	(56.056)	-	(56.056)	*Musyarakah mutanaqisah financing*
Sewa pembiayaan	(51.501)	-	-	(51.501)	*Finance leases*
Umum dan administrasi	(1.541.136)	(232.714)	-	(1.773.850)	*General and administrative*
Pemasaran	(624.993)	(46.998)	-	(671.991)	*Marketing*
Bagi hasil sukuk mudharabah	(61.575)	(31.196)	-	(92.771)	*Revenue sharing for mudharabah bonds*
Lain-lain	(4.513)	(12.099)	-	(16.612)	*Others*
TOTAL BEBAN	(8.237.564)	(1.263.941)	-	(9.501.505)	***TOTAL EXPENSES***
LABA SEBELUM BEBAN PAJAK PENGHASILAN	1.752.316	554.166	(20.110)	2.286.372	***INCOME BEFORE INCOME TAX EXPENSE***
Beban pajak penghasilan	(345.634)	(129.937)	-	(475.571)	*Income tax expense*
LABA TAHUN BERJALAN	1.406.682	424.229	(20.110)	1.810.801	***NET INCOME FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN					***OTHER COMPREHENSIVE INCOME***
Pos yang tidak akan direklasifikasi ke laba rugi					***Items that will not be reclassified to profit or loss***
Perubahan nilai wajar atas investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain	12.292	-	-	12.292	*Changes in fair value on investment in shares measured at fair value through other comprehensive income*
Pengukuran kembali atas program imbalan pasca-kerja	9.910	(17.664)	-	(7.754)	*Remeasurement of post-employment benefit*
Pajak penghasilan terkait penghasilan komprehensif lain yang tidak akan direklasifikasi ke laba rugi	(2.704)	-	-	(2.704)	*Income tax relating to other comprehensive income that will not be reclassified to profit or loss*
Pos yang akan direklasifikasi ke laba rugi					***Items that will be reclassified to profit or loss***
Bagian efektif atas perubahan nilai wajar instrumen derivatif - lindung nilai arus kas					*Effective portion of the fair value change of the derivative instrument - cash flow hedge*
Pajak penghasilan terkait penghasilan komprehensif lain yang akan direklasifikasi ke laba rugi	(13.618) / 2.996	- / -	- / -	(13.618) / 2.996	*Income tax relating to other comprehensive income that will be reclassified to profit or loss*
KERUGIAN KOMPREHENSIF LAIN - SETELAH PAJAK	8.876	(17.664)	-	(8.788)	***OTHER COMPREHENSIVE LOSSES - NET OF TAX***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	1.415.558	406.565	(20.110)	1.802.013	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA PER SAHAM - DASAR (dinyatakan dalam nilai Rupiah penuh)	1.407			1.538	***EARNINGS PER SHARE - BASIC*** *(expressed in full amount of Rupiah)*

INFORMASI KEUANGAN TAMBAHAN
(TIDAK DIAUDIT)
31 Desember 2025 dan 2024

SUPPLEMENTARY FINANCIAL INFORMATION
(UNAUDITED)
31 December 2025 and 2024

RASIO - RASIO KEUANGAN OTORITAS JASA KEUANGAN

Berdasarkan POJK No. 35/POJK.05/2018 tertanggal 27 Desember 2018 tentang Penyelenggaraan Usaha Perusahaan Pembiayaan, sebagaimana telah diubah terakhir dengan POJK No. 46 Tahun 2024 tentang Pengembangan Dan Penguatan Perusahaan Pembiayaan, Perusahaan Pembiayaan Infrastruktur, dan Perusahaan Modal Ventura, Perseroan diharuskan untuk memenuhi sejumlah rasio keuangan tertentu. Rasio-rasio ini dibuat oleh Perseroan berdasarkan formula sebagaimana ditentukan dalam peraturan OJK untuk tujuan kepatuhan terhadap peraturan, dimana rasio tersebut dapat berbeda jika rasio tersebut dihitung berdasarkan standar akuntansi keuangan Indonesia.

FINANCIAL RATIOS OF FINANCIAL SERVICES AUTHORITY

Based on POJK No. 35/POJK.05/2018 dated 27 December 2018 regarding Business Operations of Financing Company, as lastly amended by POJK No. 46 Year 2024 regarding the Development and Strengthening of Financing Companies, Infrastructure Financing Companies, and Venture Capital Companies, the Company is required to comply with several financial ratios. These ratios have been prepared by the Company based on the formula as prescribed in the OJK regulation for regulatory compliance purposes, where such ratios might differ had the ratios been computed based on Indonesian financial accounting standards.

Berikut ini adalah rasio-rasio keuangan berdasarkan Peraturan OJK:

The following are the financial ratios based on OJK Regulation:

	2025	2024 Disajikan kembali/ *Restated *)*	
Financing to asset ratio	91,21%	88,15%	*Financing to asset ratio*
Rasio saldo piutang pembiayaan neto terhadap total pendanaan yang diterima	174,63%	167,09%	*Net financing receivables to funding ratio*
Rasio saldo piutang pembiayaan untuk pembiayaan investasi dan modal kerja dibandingkan dengan total saldo piutang pembiayaan	26,81%	23,80%	*Financing receivables for investment and working capital financing to total financing receivables ratio*
Rasio piutang pembiayaan bermasalah (NPF)	0,25%	0,35%	*Non-performing financing (NPF) ratio*
Rasio permodalan	51,30%	49,42%	*Capital ratio*
Gearing ratio	1,38 x	1,43 x	*Gearing ratio*
Rasio ekuitas terhadap modal disetor	12.162%	14.549%	*Equity to paid up capital ratio*

PENGUNGKAPAN KOLEKTIBILITAS

INFORMATION ON COLLECTABILITY

a. Piutang pembiayaan konsumen

a. Consumer financing receivables

Pengelompokan piutang pembiayaan konsumen bruto menurut jumlah hari tunggakan adalah sebagai berikut:

The breakdown of gross consumer financing receivables based on overdue days are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Lancar (0-10 hari)	52.533.692	46.629.564	*Current (0-10 days)*
Dalam perhatian khusus (11-90 hari)	6.939.376	11.250.673	*Special mention (11-90 days)*
Kurang lancar (91-120 hari)	360.157	405.707	*Substandard (91-120 days)*
Diragukan (121-180 hari)	622.046	753.212	*Doubtful (121-180 days)*
Piutang pembiayaan konsumen - bruto	60.455.271	59.039.156	*Consumer financing receivables - gross*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

PENGUNGKAPAN KOLEKTIBILITAS (lanjutan) / ***INFORMATION ON COLLECTIBILITY*** *(continued)*

b. Piutang pembiayaan murabahah / ***b. Murabahah financing receivables***

Pengelompokan piutang pembiayaan murabahah bruto menurut jumlah hari tunggakan adalah sebagai berikut:

The breakdown of gross murabahah financing receivables based on overdue days are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Lancar (0-10 hari)	13.962.461	13.329.681	*Current (0-10 days)*
Dalam perhatian khusus (11-90 hari)	2.137.879	3.310.315	*Special mention (11-90 days)*
Kurang lancar (91-120 hari)	86.056	120.552	*Substandard (91-120 days)*
Diragukan (121-180 hari)	166.396	217.759	*Doubtful (121-180 days)*
Piutang pembiayaan murabahah - bruto	16.352.792	16.978.307	*Murabahah financing receivables - gross*

c. Piutang pembiayaan musyarakah mutanaqisah / ***c. Musyarakah mutanaqisah financing receivables***

Pengelompokan piutang pembiayaan musyarakah mutanaqisah bruto menurut jumlah hari tunggakan adalah sebagai berikut:

The breakdown of gross musyarakah mutanaqisah financing receivables based on overdue days are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Lancar (0-10 hari)	846.160	1.288.187	*Current (0-10 days)*
Dalam perhatian khusus (11-90 hari)	127.532	179.165	*Special mention (11-90 days)*
Kurang lancar (91-120 hari)	14.750	16.820	*Substandard (91-120 days)*
Diragukan (121-180 hari)	27.235	25.313	*Doubtful (121-180 days)*
Piutang pembiayaan murabahah - bruto	1.015.677	1.509.485	*Murabahah financing receivables - gross*

d. Piutang sewa pembiayaan / ***d. Finance lease receivables***

Pengelompokan piutang sewa pembiayaan bruto menurut jumlah hari tunggakan adalah sebagai berikut:

The breakdown of gross finance lease receivables based on overdue days are as follows:

	2025	2024 Disajikan kembali/ *Restated *)*	
Lancar (0-10 hari)	3.111.949	2.235.633	*Current (0-10 days)*
Dalam perhatian khusus (11-90 hari)	301.297	265.659	*Special mention (11-90 days)*
Kurang lancar (91-120 hari)	7.214	3.315	*Substandard (91-120 days)*
Diragukan (121-180 hari)	12.408	6.039	*Doubtful (121-180 days)*
Piutang sewa pembiayaan - bruto	3.432.868	2.510.646	*Finance lease receivables - gross*

*) Informasi komparatif telah disajikan kembali akibat dari penggabungan usaha yang dijelaskan pada Catatan 1d, Catatan 2y dan Catatan 52.

**) The comparative information has been restated as a result of the merger as discussed in Note 1d, Note 2y and Note 52.*

LIST OF DISCLOSURE BASED ON POJK NO.51/POJK.03/2017 & GRI CONTENT INDEX WITH REFERENCE [SEOJK G.4]

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F.13	The Amount of Waste and Effluent Produced by Type	Waste is managed by a third party, and the Company does not calculate the volume.
F.14	Mechanism of Waste and Effluent Management	432
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	Environmental Complaint Aspect	
F.16	The Amount and Material of Environmental Complaints Received and Resolved	No complaints regarding environmental issues
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FEEDBACK FORM [SEOJK G.2]

Thank you for your attention and appreciation on our Sustainability Report.

To improve our next report, please let us know what you think about the report by filling in the questionnaire below, and return this feedback form to us. Your views, and critics are very much welcomed and appreciated.

No.	Statements	SA	A	SD	D	SD	Comment
1	Laporan ini berisi/mengandung informasi yang bermanfaat mengenai komitmen Adira Finance dan kebijakannya						
2	Laporan ini menyediakan suatu gambaran/*summary* mengenai kinerja Adira Finance yang sejalan dengan usaha pencapaian *sustainable development*						
3	Laporan ini mudah dimengerti						
4	Informasi pada Laporan ini cukup lengkap (detail)						
5	Laporan ini layak/dapat dipertanggung jawabkan						

SA: Strongly Agree A: Agree SD: Somewhat Disagree D: Disagree SD: Strongly Disagree

Most interested information is (are)	Least interested information is (are)
a.	
b.	
c.	

Comments on content, design, layout, etc.	Any additional comments
a.	
b.	
c.	

YOUR PROFILE			
Name	:		
Age (obligatory)	:		
Sex (obligatory)	:		
Institution/Company (optional)	:		
Institution/Company	:		
☐ Government	☐ Industry	☐ Media	
☐ NGO	☐ Community	☐ Others	

Thank you for your time to fill in this feedback form.
Please send this form back to us.

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EMPOWERING GROWTH THROUGH INTEGRATION

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