Danantara Indonesia

btn

BTN untuk Keluarga Indonesia



2025
ANNUAL REPORT

PT Bank Tabungan Negara (Persero) Tbk

ABOUT THE ANNUAL REPORT

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

2025 Annual Report

BTN untuk Keluarga Indonesia



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

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

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

THEME
CONTINUITY

2024 Annual Report



DIGITAL TRANSFORMATION FOR SUSTAINABLE GROWTH

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

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

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

2023 Annual Report



KARENA HIDUP GAK CUMA TENTANG HARI INI

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

2022 Annual Report



DEVELOPMENT OF HOUSING ECOSYSTEMBASED BUSINESS TRANSFORMATION AND DIGITALIZATION

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

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

2021 Annual Report



TRANSFORMATION TOWARDS THE BEST MORTGAGE BANK

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

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

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

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FINANCIAL REPORT

PUMK REPORT

SOUNDNESS REPORT

COMPANY
AT A GLANCE



TOTAL ASSET

IDR **527.79** trillion

PRODUCTS AND SERVICES

Conventional Banking | Sharia Banking

BUSINESS SEGMENT

Commercial Bank

NUMBER OF OFFICES

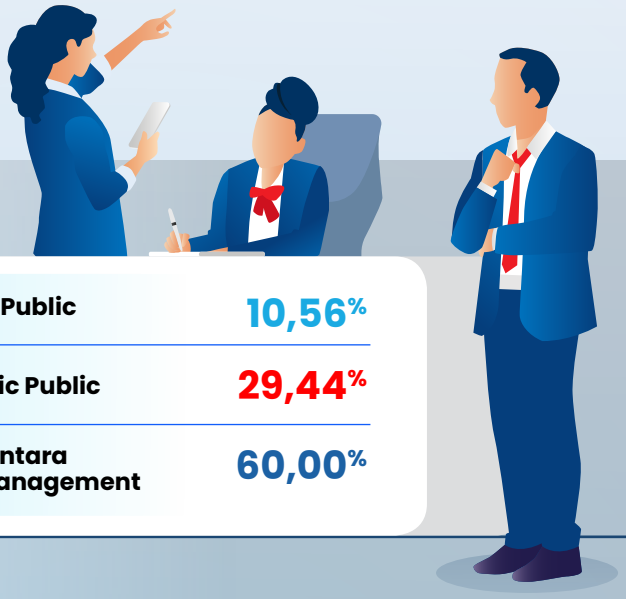
642 Conventional Office Networks

118 Sharia Office Networks

Share OWNERSHIP



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



MILESTONES

1897

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

1942

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

1945

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

1953

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

1963

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

1965

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

1976

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

1986

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

1989

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

2002

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

2005

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

2008

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

2014

The Company and SMF signed Indonesia's biggest securitization.

2015

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

2016

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

2020

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

2021

Transformation to achieve sustainable growth.

2022

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

1946

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

1949

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

1950

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

1968

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

1971

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

1974

Assigned to finance public housing by the Ministry of Finance.

1992

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

1994

Obtained permission to operate as a Foreign Exchange Bank.

2001

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

2009

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

2012

The Company executed Right Issue.

2013

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

2017

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

2018

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

2019

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

2024

The Company inaugurated the new BTN logo.

2025

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

OUR BEST **CONTRIBUTION**

Implementation of ESG in Sustainable Transformation

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

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

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

Furthermore, BTN is the first State-Owned Bank in Indonesia to sign the **(UN Principles for Responsible Banking)**, and is also a member of the **(United Nations Environment Programme Finance Initiative)** a global initiative that promotes the development of a sustainable banking industry in collaboration with financial institutions from various countries.



This membership underscores BTN's commitment to continuously strengthening its sustainable banking practices in line with international standards.

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

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

inclusive and sustainable economic development.

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

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



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

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

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

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

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

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

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

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

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



BTN Enforces House Financing Focus for Informal Workers

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

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

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

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

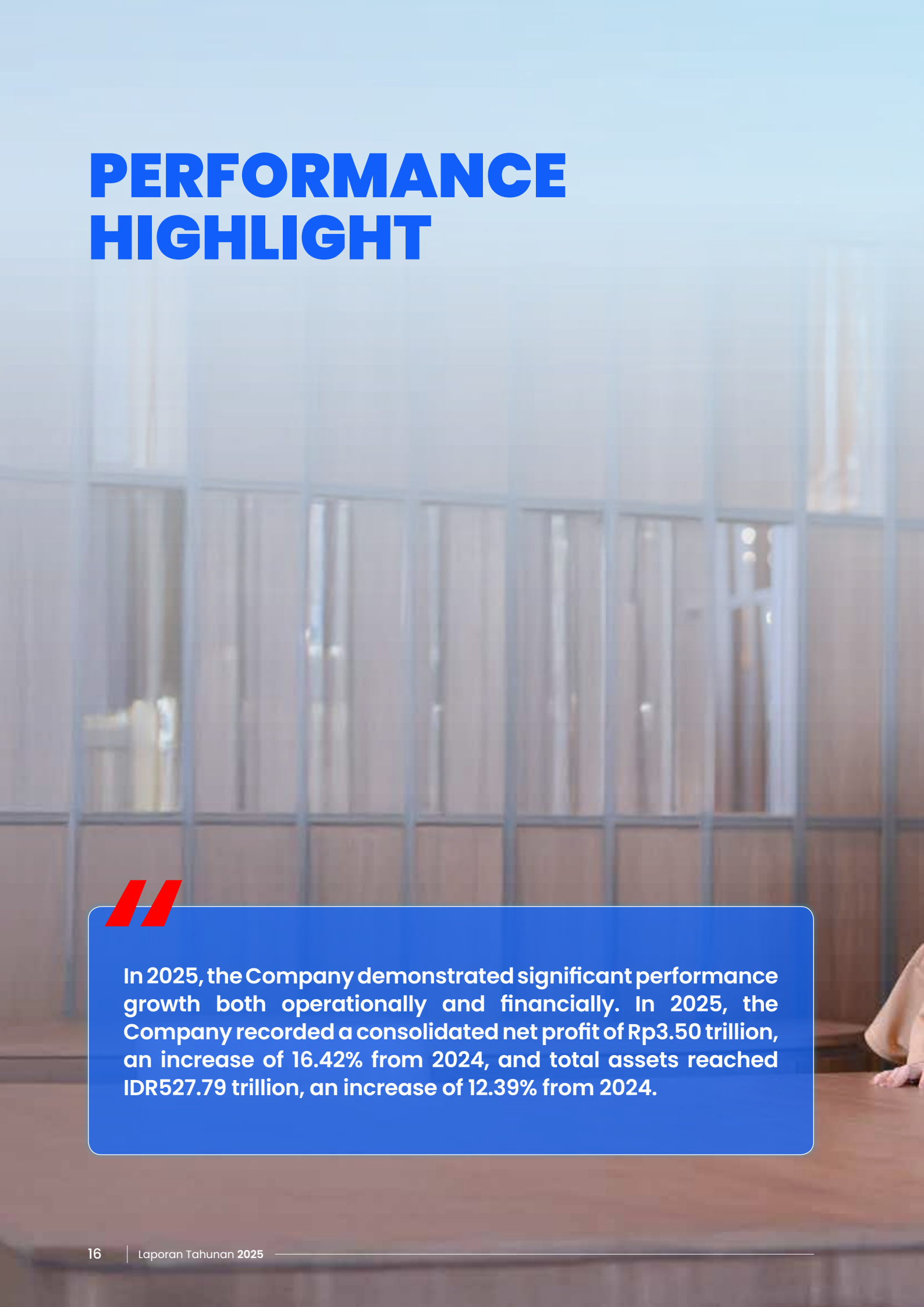
Reinforcing BTN Digital Services For Housing Ecosystem

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



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

PERFORMANCE HIGHLIGHT



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



IMPORTANT PERFORMANCE **ACHIEVEMENTS IN 2025**



Consumer Product

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

IDR334,91 trillion

3,70% from 2024

Income for the Year

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

IDR3,50 trillion

16,42% from 2024



Commercial Products

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

IDR389,56 trillion

20,53% from 2024

Commercial Savings

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

IDR314,00 trillion

18,85% from 2024

Total Assets

in **2025** reached

IDR 527,79

trillion

an increase of

12,39%

from 2024

Equity

in **2025** reached

IDR 36,21

trillion

an increase of

11,17%

from 2024



Sharia Financing

in **2025** reached	**an increase of**
IDR 54,87 trillion	**25,02%** from 2024

Sharia Savings Funds

in **2025** reached	**an increase of**
IDR 58,73 trillion	**18,36%** from 2024

KEY FINANCIAL **HIGHLIGHTS**

Financial Highlights and Financial Ratios

Table of Financial Highlights

(in IDR millions)

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

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

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

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

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

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

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

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

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

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

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

Operational Overview

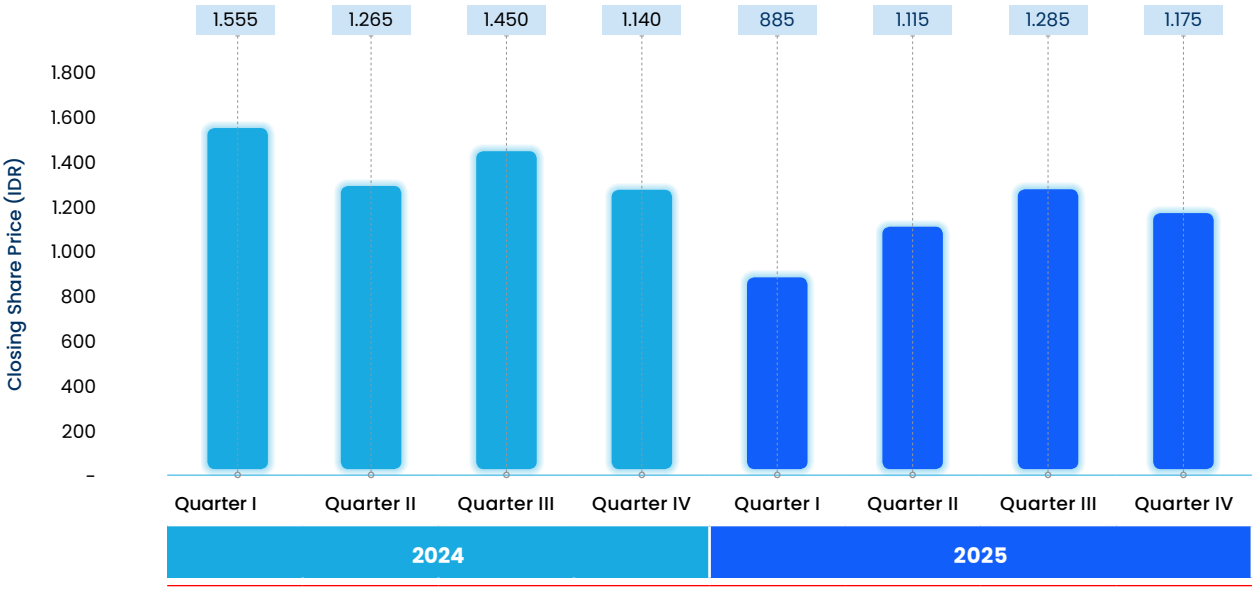
Description	2025	2024	2023	2022	2021
CONSUMER BANKING					
Consumer Loan Disbursement	270.202.267	255.110.204	238.282.527	218.482.723	202.655.829
Consumer Deposits	64.710.833	67.854.930	63.770.218	68.190.039	68.770.476
COMMERCIAL BANKING					
Commercial Loan Disbursement	75.500.636	58.970.333	42.963.396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

STOCK INFORMATION

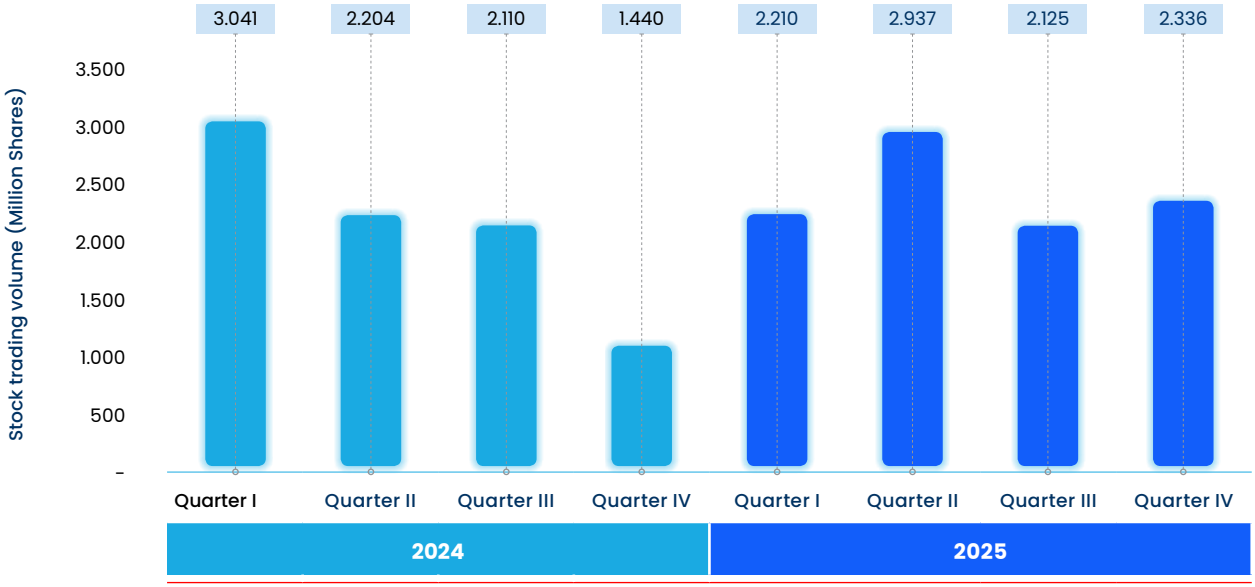
The Company has been publicly listed on the Indonesia Stock Exchange since 2009.

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

Graph of BTN Stock Transaction Volume for 2024-2025



Graph of BTN Stock Trading Volume for 2024-2025



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



Table of BTN Stock Information Summary for 2021-2025

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

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

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

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

Corporate Action

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

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

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

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

Bond Information

Table of BTN Bonds

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

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

Sukuk Information

Table of BTN Sukuk

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

Information of Convertible Bonds

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

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

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

INFORMATION OF **OTHER FUNDING SOURCES**

KPR Securitization

Table of House Loan (KPR) BTN Securitization

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

Long Term Notes (LTN)

Table of Long Term Notes (LTN) BTN

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

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

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

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

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

2025 COMPANY RATING

Fitch Ratings as of October 17, 2025

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

Pefindo Rating as of August 1, 2025

Information	Rating
Outlook	Stable
National Rankings	id.AAA

Moody's Ratings as of June 17, 2025

Information	Rating
Outlook	Stable

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

CORPORATE ANALYST **REPORT**

Table of Company Corporate Analyst Report

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

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

IMPORTANT EVENTS **2025**

8 January

BTN and Mandiri Capital Cooperated to Boost Housing Ecosystem Growth

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



1 February



Non-Subsidized KPR Sales Management Transformation

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

9 February

The launch of balé by BTN

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



28 February



BTN and MAPCLUB Cooperated Transactionally to Support BTN Vision

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

26 March

BTN Distributed Subsidized KPR for Teachers

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



8 April



BTN Cooperated Strategically with AlQilaa Group

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

8 April

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

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



21 May



BTN Syariah Seized the Best Islamic Bank

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

31 | **May**

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

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



5 | **June**



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

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

19 | **June**

MoU signing of KPR Sejahtera FLPP

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

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



29 | **June**



The 2025 BTN JAKIM Was Successfully Held

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

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

14 July

BTN Seized Strategic Award in the 2025 ASEAN Risk Awards

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



24 July



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

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

1 August

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

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



8 August



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

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

19 | **August**

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



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

22 | **August**



The birth of National Sharia Bank

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

27 | **August**

BTN Digital Store Was Present in the Indonesian Stock Exchange

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



28 | **September**



Waste Exchange, Reducing BTN Housing Installment

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

21 October

The Launch of Housing Loans Program

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



28 October



The 2025 BTN Housing-preneur Competition was Officially Started.

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

5 November

BTN Private was Officially Launched

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



18 November



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

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

27 | **November**

Queen of the Netherlands Appreciated BTN

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



8 | **December**



BTN Achieved the 2024 ARA Award

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

18 | **Desember**

BTN Beaten Other Himbara Banks in the 2025 Public Transparency Award

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



18 | **December**



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

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

24 | December

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



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



24 | **December**

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



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



REPORT OF DIRECTORS AND BOARD OF COMMISSIONERS



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



BOARD OF DIRECTORS **REPORT**



NIXON L.P. NAPITUPULU

President Director

Distinguished Shareholders and Valued Stakeholders,

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

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

About The Company

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

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

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

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

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

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

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

Analysis of The Company's Performance

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

Economic Conditions Directly Impacting The Company's Performance

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

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

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

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

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

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

Strategy and Strategic Policies

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

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

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

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

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

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

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

Process Undertaken by The Board of Directors to Ensure Strategy Implementation

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

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

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

Analysis of The Company's Performance

Operational and Financial Performance

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

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

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

Information Technology

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

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

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

Comparison Between Achieved and Targeted Results

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

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

Table of Basic Loan Interest Rates

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

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

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

Table of Rupiah Savings Interest Rate

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

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

Table of Rupiah Current Account Interest Rate

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

Table of Rupiah Deposit Interest Rates

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

Table of Rupiah e-Deposit Interest Rate

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

Table of Foreign Currency Savings Interest Rates

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

Table of Foreign Currency Savings Interest Rates (USD)

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

Table of Foreign Currency Deposit Interest Rates (SGD)

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

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

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

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

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

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

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

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

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

Obstacles Faced by The Company and Mitigation Measures

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

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

Important Things Expected to Occur in The Future and Business Prospects

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

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

Inflation in 2026 is projected to remain within Bank Indonesia's target range of 2.5%±1% yoy. To achieve this target, the Government and Bank Indonesia will implement a mix of fiscal, monetary, and real sector policies. Meanwhile, the average exchange rate of the Indonesian

Rupiah against the United States Dollar (USD) is expected to remain stable and trend toward appreciation in 2026, while accounting for uncertainties in global financial markets, including the Fed's monetary policy, global geopolitical dynamics, and the potential escalation of trade wars. Bank Indonesia's benchmark interest rate is projected to decline more gradually in 2026.

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

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

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

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

Information Regarding The Bank Business Group

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

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

Developments in The Implementation of Corporate Governance

The Company continues to strengthen the implementation of Corporate Governance as a fundamental foundation in maintaining business sustainability and stakeholder trust. Governance enhancement is not only focused on compliance but also on supporting business transformation, improving the quality of decision-making, and managing risks more adaptively in response to industry dynamics. The Company continuously refines its internal policies and guidelines to align with regulatory developments and best practices in the banking industry.

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

The Company's responsibility to conduct its business in a sustainable manner cannot be effectively carried out without being grounded in ethical corporate conduct. Ethical behavior, grounded in moral values—such as concern for others' interests, guides and drives corporate practices toward sustainable conduct and ultimately responsible actions. The Company is committed to ensuring the implementation of high standards of corporate governance, drawing on the best practices of credible and trusted banking institutions. Credibility and public, shareholder, and customer trust are critical to the Company's development and long-term sustainability. All business activities undertaken by the Company must comply with applicable laws and regulations and uphold prevailing norms and

ethical standards. Awareness in upholding sound ethical conduct strengthens the Company's positive image and supports its role as a Good Corporate Citizen. Therefore, the Company consistently upholds integrity by establishing and implementing a Code of Ethics and Conduct that serves as the foundation for the attitudes and actions of all employees, ensuring professionalism and ethical behavior in accordance with the Company's vision, mission, values, and applicable internal and external regulations. The Company has formulated various policies that serve as ethical and behavioral guidelines for all elements of the organization in conducting business activities. The implementation of ethical and behavioral standards aligned with the Company's vision, mission, and cultural values is carried out through the Code of Conduct. The Code of Conduct is disseminated and accessible to all employees through BTN Best media, and quizzes on the Code of Conduct are conducted to assess employees' understanding. Commitment to the implementation of the Code of Conduct is also formalized through an Integrity Pact, which must be signed by all members of the Board of Directors, the Board of Commissioners, and the Company's employees. In addition, the Code of Conduct is accessible to all stakeholders through the Company's website.

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

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

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

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

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

provisions of OJK Circular Letter No. 13/POJK.03/2017 on the Implementation of Governance for Commercial Banks.

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

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

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

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

Assessment of Committees Under The Board of Directors

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

1. Risk Management Committee
2. Integrated Risk Management Committee
3. Asset and Liability Management Committee (ALCO)
4. Credit Policy Committee
5. Credit Committee
6. Human Capital Committee
7. Information Technology (IT) Steering Committee
8. Transformation Steering Committee
9. Business Committee
10. Environmental, Social, and Governance (ESG) Committee
11. Capital and Subsidiary Committee

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

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

Changes in The Composition of The Board of Directors

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

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

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

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

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

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

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

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

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

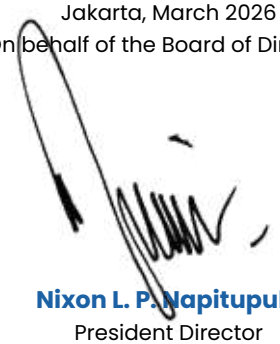
* Appointed at the Annual General Meeting of Shareholders on March 26, 2025, and currently undergoing the Fit and Proper Test.

Closing

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

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

Jakarta, March 2026
On behalf of the Board of Directors



Nixon L. P. Napitupulu
President Director



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

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



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

BOARD OF **COMMISSIONERS REPORT**



SURYO UTOMO

President Commissioner

Dear Shareholders and Stakeholders,

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

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

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

Board of Directors' Performance Assessment

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

Frequency and Methods of Providing Advice to The Board of Directors

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

Supervision of Strategies' Formulation and Implementation

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

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

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

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

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

Economic Conditions That Directly Impact The Company's Performance

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

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

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

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

Company Performance

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

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

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

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

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

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

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

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

Views on Business Prospects Prepared by The Board of Directors

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

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

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

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

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

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

Views on The Implementation of Corporate Governance

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

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

Risk Management

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

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

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

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

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

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

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

Internal Control System

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

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

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

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

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

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

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

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

Internal Control in The Financial Reporting Process

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

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

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

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

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

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

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

Management Report on Internal Control in The Financial Reporting Process

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

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

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

Whistleblowing System

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

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

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

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

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

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

Anti-Corruption Program

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

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

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

Sustainabillity Governance

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

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

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

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

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

Performance Assessment of Committees Under The Board of Commissioners

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

Changes in The Composition of The Board of Commissioners

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Closing

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

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

Jakarta, March 2026
On Behalf of the Board of Commissioners



Suryo Utomo
President Commissioner



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



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

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

ACCOUNTABILITY
OF ANNUAL REPORT

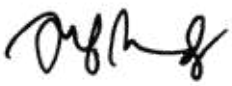
Letter of Statement of the Members of Board of Directors on 2025 Annual Accountability Report of PT Bank Tabungan Negara (Persero) Tbk

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

Jakarta, March 31, 2026



Nixon L.P. Napitupulu
President Director



Oni Febriarto Rahardjo
Vice President Director



Setiyo Wibowo
Director of Risk Management



Hirwandi Gafar
Director of Consumer Banking



Nofry Rony Poetra
Director of Finance & Strategy



Eko Waluyo
Director of Human Capital & Compliance



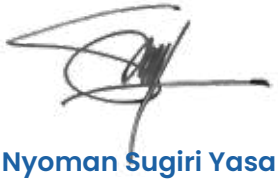
Tan Jacky Chen
Director of Information Technology



Venda Yuniarti
Director of Treasury & International Banking



Helmy Afrisa Nugroho*
Director of Corporate Banking



I Nyoman Sugiri Yasa
Director of Operations



Rully Setiawan
Director of Network & Retail Funding



Hermita
Director of Commercial Banking

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

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

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

Jakarta, March 31, 2026



Suryo Utomo
President Commissioner



Dwi Ary Purnomo*
Vice President Commissioner



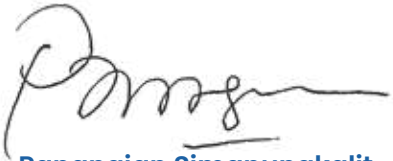
Fahri Hamzah
Commissioner



Ida Nuryanti
Independent Commissioner



Pietra Machreza Paloh
Independent Commissioner



Panangian Simanungkalit
Independent Commissioner



Didyk Choiroel**
Commissioner

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

COMPANY PROFILE





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

COMPANY **IDENTITY**

Company Name
PT Bank Tabungan Negara

Common Name
BTN

Date of Establishment
February 9, 1950

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

Stock Exchange Listing
December 17, 2009 on Indonesia Stock Exchange

Number of Employees
11,414 as of December 31, 2025

Authorized Capital
IDR10,239,216,000,000

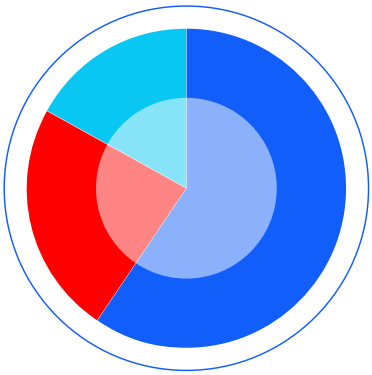
Issued and Paid-up Capital
IDR7,017,222,206,500

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

Line of Business
Commercial Bank, including conducting sharia banking activities

Stock Code
BBTN

Ownership



60.00%
PT Danantara Asset Management

29.44%
Domestic Public

10.56%
Foreign Public

Legal Basis of Establishment

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

Information Access

Head Office

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

Functional Office

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

Company Secretary

Ramon Armando

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

Investor Relations

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

Public Information Services

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

Social Media

Bank BTN | @bankbtn | @btn | Bank BTN

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

REGIONAL OFFICE

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

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

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

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

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

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

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

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

CONVENTIONAL BRANCH OFFICE

CONVENTIONAL BRANCH OFFICE (WEST JAVA REGIONAL OFFICE)

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

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

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

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

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

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

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

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

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

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

CONVENTIONAL BRANCH OFFICE (JAKARTA REGIONAL OFFICE 1)

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

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

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

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

Cilegon Branch Office
Jl. Sultan Ageng Tirtayasa No. 49, Cilegon 42414
(0254) 391766, 392681, 393479
kc.cilegon@btn.co.id
www.btn.co.id

Tangerang Branch Office
Jl. Perintis Kemerdekaan No. 01 Tangerang 15118
(021) 5539363
kc.tangerang@btn.co.id
www.btn.co.id

Ciputat Branch Office
Jl. Dewi Sartika No. 21 Ciputat
Tangerang Selatan 15411
(021) 7445145
kc.ciputat@btn.co.id
www.btn.co.id

Jakarta Pluit Branch Office
Jl. Pluit Kencana Raya No. 79, Pluit,
Penjaringan, Jakarta Utara 14450
(021) 66607390, 66607391, 66607392
kc.jakartapluit@btn.co.id
www.btn.co.id

Bumi Serpong Damai Branch Office
Kompleks BSD, Ruko Sektor VII E
Blok K No. 8 Jl. Raya Serpong,
Tangerang 15310
(021) 5372235, 5372237
kc.bumiserpongdamai@btn.co.id
www.btn.co.id

Karawaci Branch Office
Perumnas Karawaci I
Jl. Cendrawasih No. 1
Tangerang 15115
(021) 5517849, 5517850
kc.karawaci@btn.co.id
www.btn.co.id

Agung Sedayu Branch Office
Agung Sedayu Tower GF Unit A & B, Jl. Boulevard No. 02,
Pantai Indah Kapuk, Kamal Mutiara, Penjaringan
021-50206007, 50201008
kc.agungsedayu@btn.co.id
www.btn.co.id

CONVENTIONAL BRANCH OFFICE (JAKARTA REGIONAL OFFICE 2)

Depok Branch Office
Jl. Margonda Raya No. 186
Depok 16423
(021) 7751236, 7751237
kc.depok@btn.co.id
www.btn.co.id

Jakarta Cawang Branch Office
Gedung Yodya Tower Lt. 1-3,
Jl. Mayjen DI Panjaitan Kav 8, RT 003, RW 011,
Kel. Cipinang Cempedak, Kec. Jatinegara,
Jakarta Timur 13340
(021) 22986826, 22986827
kc.jakartacawang@btn.co.id
www.btn.co.id

Bogor Branch Office
Jl. Pengadilan No. 13-15 Bogor 16121
(0251) 8311700
kc.bogor@btn.co.id
www.btn.co.id

Cibinong Branch Office
Ruko Cibinong City Centre Blok B20-21 & D20-21
Jl. Tegar Beriman Kel. Pakansari Kec. Cibinong,
Kab. Bogor
(021) 83721442
kc.cibinong@btn.co.id
www.btn.co.id

Jakarta Kuningan Branch Office
Gedung Menara 2 BTN, Jl. H.R. Rasuna Said No. 1
RT 1 / RW 6, Kelurahan Guntur, Kecamatan Setiabudi,
Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta
12980
(021) 52964652
kc.jakartakuningan@btn.co.id
www.btn.co.id

Cibubur Branch Office
Jl. Alternatif Cibubur Kp. Nagrak RT 001 RW 003
Kel. Desa Nagrak, Kec. Gunung Putri
Kabupaten Bogor – Jawa Barat
(021) 84300071, 84300073
kc.cibubur@btn.co.id
www.btn.co.id

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CONVENTIONAL BRANCH OFFICE (SUMATERA REGIONAL OFFICE)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CONVENTIONAL BRANCH OFFICE (KALIMANTAN REGIONAL OFFICE)

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

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

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

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

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

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

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

CONVENTIONAL BRANCH OFFICE (CENTRAL JAVA & DIY REGIONAL OFFICE)

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

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

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

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

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

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

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

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

SHARIA BRANCH OFFICE*

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

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

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

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

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

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

Bekasi Sharia Branch Office
Jl. Ahmad Yani
Ruko Sentra Niaga Kalimalang Blok A.IV No. 5-6 dan
Blok B No. 1 Kel. Kayuringin Jaya, Kec. Bekasi Selatan,
Kota Bekasi 17144
(021) 8893333
kcs.bekasi@btn.co.id
www.btn.co.id

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

Bogor Sharia Branch Office
Jl. Jendral Sudirman No. 01,
Kec. Bogor Tengah
Bogor 16121
(0251) 8327171, 8327575
kcs.bogor@btn.co.id
www.btn.co.id

Cirebon Sharia Branch Office
Jl. Raden Ajeng Kartini No. 68
Kel. Sukapura, Kec. Kejaksan,
Cirebon 45123
(0231) 235485, 235486, 235488
kcs.cirebon@btn.co.id
www.btn.co.id

Depok Sharia Branch Office
Jl. Margonda Raya No. 438B-D
Kel. Pondok Cina, Kec. Beji, Kota Depok
(021) 7867661
kcs.depok@btn.co.id
www.btn.co.id

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

Jakarta Pasar Minggu Sharia Branch Office
Ruko Grand Palace Blok G & H,
Jl. Raya Ps. Minggu Km 16 Pancoran - Jakarta Selatan
(021) 7993662, 7993015
kcs.pasarminggu@btn.co.id
www.btn.co.id

Jambi Sharia Branch Office
Jl. Hayam Wuruk No. 27
Kel. Cempaka Putih, Kec. Jelutung
Kota Jambi
(0741)- 3620645, 3620687
kcs.jambi@btn.co.id
www.btn.co.id

Jember Sharia Branch Office
Jl. Hayam Wuruk No. 16
Kel. Kaliwates Kec. Kaliwates
Kabupaten Jember
(0331) 491009, 491010
@ kcs.jember@btn.co.id
www.btn.co.id

Karawang Sharia Branch Office
Jl. Kertabumi No. 29 C-D
Kel. Nagasari, Kec. Karawang Barat
Kabupaten Karawang 41311
(0267) 8400888, 8400999
@ kcs.karawang@btn.co.id
www.btn.co.id

Kendari Sharia Branch Office
Jl. M.T. Haryono No. 78
Kel. Bende, Kec. Baruga
Kota Kendari
(0401) 3092284
@ kcs.kendari@btn.co.id
www.btn.co.id

Lhokseumawe Sharia Branch Office
Jl. Merdeka No. 2 Lhokseumawe,
Kecamatan Banda Sakti, Kota Lhokseumawe, 24300
(0645) 40305
@ kcs.lhokseumawe@btn.co.id
www.btn.co.id

Makassar Sharia Branch Office
Jl. A.P. Pettarani No. 21, Tamamaung,
Kec. Panakkukang
Kota Makassar 90231
(0411) 3613399
@ kcs.makassar@btn.co.id
www.btn.co.id

Malang Sharia Branch Office
Jl. Jaksa Agung Suprapto No. 87
Kel. Rampal Celaket, Kec. Klojen
Kota Malang 65112
(0341) 3012469
@ kcs.malang@btn.co.id
www.btn.co.id

Mataram Sharia Branch Office
Jl. Pejanggik No. 18-19
Kel. Cakranegara, Kab. Mataram
(0370) 7503646
@ kcs.mataram@btn.co.id
www.btn.co.id

Medan Sharia Branch Office
Jl. Diponegoro No. 34
Kel. Madras Hulu, Kec. Medan Polonia, Kota Medan
(061) 4144554
@ kcs.medan@btn.co.id
www.btn.co.id

Padang Sharia Branch Office
Jl. Belakang Olo No. 47
Kel. Kp Jao, Kec. Padang Barat
Padang, Sumatera Barat
(0751)- 8954842, 8954832
@ kcs.padang@btn.co.id
www.btn.co.id

Palembang Sharia Branch Office
Jl. Kapten A. Rivai No. 221, Kel. 26 Ilir D.1
Kec. Ilir Barat I, Palembang, Sumatera Selatan
(0711) 365808, 354001, 353230
@ kcs.palembang@btn.co.id
www.btn.co.id

Palu Sharia Branch Office
Jl. Emmy Saelan No. 36
Kel. Tatura Utara, Kec. Palu Selatan
Kota Palu 94236
(0451) - 485431
@ kcs.palu@btn.co.id
www.btn.co.id

Pekanbaru Sharia Branch Office
Jl. Jendral Sudirman No. 203 C D E F G
Kel. Tangkerang Tengah, Kec. Marpoyan Damai,
Kota Pekanbaru 28128
(0761) 7891314
@ kcs.pekanbaru@btn.co.id
www.btn.co.id

Pontianak Sharia Branch Office
Jl. Jend Ahmad Yani No. 61 G-H,
Kel. Bangka Belitung Laut, Kec. Pontianak Tenggara,
Kota Pontianak
(0561) - 8171285
@ kcs.pontianak@btn.co.id
www.btn.co.id

Semarang Sharia Branch Office
Jl. Achmad Yani No. 181
Kel. Wonodri Kec. Semarang Selatan
Kota Semarang
(024) 8449918, 8449919
@ kcs.semarang@btn.co.id
www.btn.co.id

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

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

BUSINESS PARTNER **NETWORK**

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

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

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

COMPANY **BRAND**



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

Symbol of a progressive Vision

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

Optimistic Construction

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

BRIEF HISTORY OF THE COMPANY

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

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

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

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

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

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



Description of Name Change

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

1897 – 1950

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

1950

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

1963

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

2009 - Present

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

VISION, MISSION, AND CORPORATE CULTURE



VISION

"A Key Partner in the Indonesian Families Financial Empowerment."

Corporate Culture

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

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

Trust

Upholding the trust given

Amanah value behavior guide:

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

Competent

Continuously learning and developing capabilities

Competent value behavior guide:

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

MISSION

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

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

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

Harmonious

Caring for each other and respecting differences

Harmonious value behavior guide:

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

Loyal

Dedicated and prioritizing the interests of the nation and state

Loyal value behavior guide:

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

Adaptive

Continuously innovating and enthusiastic in driving or facing change

Adaptive Values Behavior Guide:

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

Collaborative

Building synergistic cooperation

Collaborative values behavior guide:

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

Corporate Culture Framework



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

Leading Partner In Empowering The Financial of Indonesian Families

Home of Indonesia's Best Talents

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

AKHLAK

Be The oNe

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

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

BTNers Excellence Awards (BXA)

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

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

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

BUSINESS ACTIVITIES

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

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

Main Business Activities

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

Supporting Business Activities

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

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

Products and Services

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

PRODUCTS		
CONVENTIONAL BANKING		SHARIA BANKING*
Consumer products	**Commercial products**	**Sharia Products**
Consumer Loan Products: • Housing Loan • Non Housing Loan	Commercial Loan Products: • Investment Loans • Working Capital Loans • Property Working Capital Loans • Contractor Working Capital Loans • Bridging Working Capital Loans • Linkage Loans • Savings backed Loans	Sharia Financing Products: • Consumer Financing • Commercial Financing
Consumer Saving Products: • Consumer Savings • Deposito BTN Ritel • Individual current account	Commercial Savings Products: • Time Deposit for Institutions • Commercial Demand Deposits	Sharia Savings Products: • Sharia Demand Deposits • Sharia Savings • Sharia Time Deposits

Wealth Management Products
• Bancassurance
• Mutual Funds
• Primary Market Retail Government Securities
• Secondary Market Government Securities
• Foreign Exchange
	Corporate Loan Products:
	• Working Capital Loans
	  - KMK Property
	  - KMK Contractor
	  - Bridging Loan
	  - KMK Backed by Savings (Self-Funding)
	• Investment Loan
	  - Refinancing
	• Credit to Ministries/Government Institutions of the Republic of Indonesia
	• Term Loan Facility
	• Corporate Line Facility
	• Treasury Line Facility (to Non-Financial Institutions)	

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

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

Product Variety

Conventional Banking

Consumer Banking

CONSUMER LOAN PRODUCTS

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

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

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

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

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

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

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

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

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

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

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

CONSUMER SAVINGS PRODUCTS

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

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

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

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

WEALTH MANAGEMENT PRODUCTS

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

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

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

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

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

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

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

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

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

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

d. Secondary Market Government Securities
   Government Securities (SUN) issued by the Government are sold on the Secondary Market and offer flexibility for investors, namely being able to carry out buying and selling activities at any time (there is no offering period). The government, in this case as the issuer, guarantees the return of the principal amount at maturity plus a coupon which will be paid periodically (According to Law No. 24 of 2002 concerning Government Bonds). Secondary Market SBN is intended for institutional and retail investors, both domestic and foreign.
   - Fixed Rate IDR (FR)
     A series of Government Securities (SUN) or Bonds issued by the Government denominated in Rupiah and sold on the Secondary Market within a certain period (according to the tenor of the Bonds) with a fixed coupon. The government in this case will pay coupons regularly every 6 months (semester). FR is intended for institutional and retail investors, both domestic and foreign.
   - Project Based SUKUK IDR (PBS)
     One of a series of Sharia Government Securities (SUN) or Sharia Bonds issued by the Government in Rupiah denominations and sold on the Secondary Market within a certain period of time (according to the tenor of the Bond) with a fixed coupon. In this case, the government will pay coupons periodically every 6 (six) months (semester). PBS is intended for institutional and retail investors, both domestic and foreign.
   - Fixed Rate USD (INDON)
     A series of Government Securities (SUN) or Bonds issued by the Government denominated in USD and sold on the Secondary Market within a certain period (according to the tenor of the Bonds) with a fixed coupon. The government in this case will pay coupons regularly every 6 months (semester). INDON is intended for institutional and retail investors, both domestic and foreign.
   - Fixed Rate USD (INDOIS)
     A series of Government Securities (SUN) sharia based by the Government denominated in USD and sold on the Secondary Market within a certain period (according to the tenor of the Bonds) with a fixed coupon. The government in this case will pay coupons regularly every 6 months (semester). INDOIS is intended for institutional and retail investors, both domestic and foreign.

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

Commercial Banking

1. COMMERCIAL LOAN PRODUCTS

1) Housing Loans

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

2) Non Housing Loans

Bank BTN NonHousing Loans consist of MSME Loan Products, other Commercial Loans, Linkage Programs and Corporate Loans. MSME loans include KUR BTN, KUMKM BTN and the Micro and Small Business Funding Program (PUMK). Other Commercial Loans include Investment Loans, KMK and Contractor KMK. The Linkage Program includes loans to Rural Loan Banks and Savings and Loans Cooperatives. Meanwhile, Corporate Loans include Invesment Loans, Investments, Working Capital, Working Capital for Contractors and Syndicates.

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

2. COMMERCIAL SAVING PRODUCT

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

Institutional Current Account customers consist of:

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

b. Institutional Time Deposits

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

3. CORPORATE LOAN PRODUCTS

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

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

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

Sharia Banking/Sharia Business Unit*

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

Sharia Financing Products

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

1. Consumer Financing

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

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

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

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

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

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

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

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

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

2. Commercial Financing

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

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

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

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

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

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

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

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

Sharia Savings Products

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

Services and Others

Conventional Banking

Consumer Card

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

Customer Service Segmentation

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

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

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

b. BTN Private Service

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

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

c. PLUS by BTN Prioritas

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

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

Key PLUS Features:

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

2. BTN Prospera

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

BTN Prospera is designed for three key personas:

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

The key offerings and innovations of BTN Prospera include:

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

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

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

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

4. Cash Recycling Machine (CRM)
ATM machine services that can accept cash deposits and cash withdrawals in denominations of IDR50,000 and IDR100,000 and can serve other banking transactions quickly and in real time.

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

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

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

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

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

10. Quick Response Code Indonesian Standard (QRIS)
Standardize payments using the QR Code method from Bank Indonesia so that the transaction process using QR Codes becomes easier, faster and more secure.

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

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

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

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

14. balé developer

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

15. BTN Open API

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

16. Services and Other Banking Services

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

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

Sharia Banking/Sharia Business Unit*

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

1. BSN Debit Card

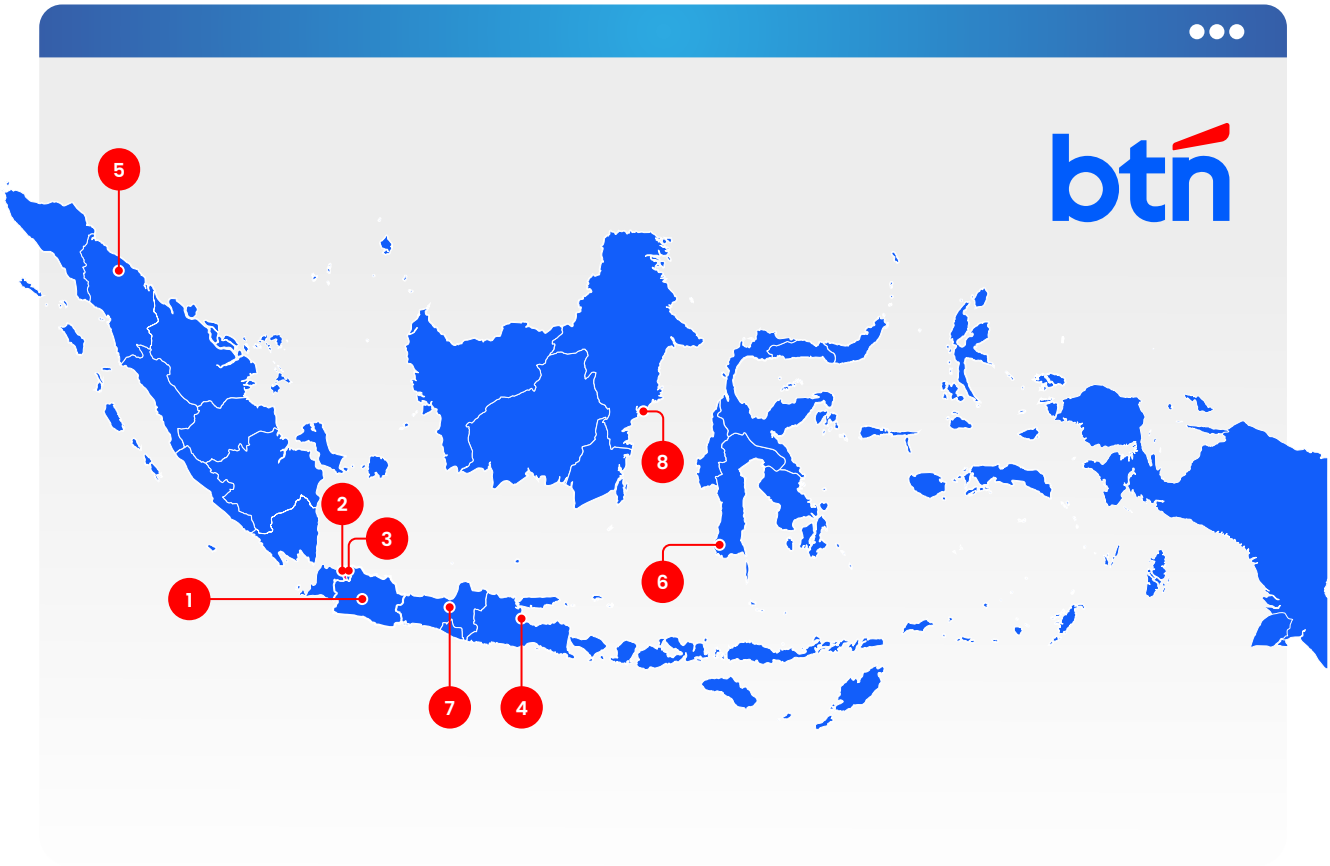
A card service facility that provides convenience for customers through ATM services such as cash withdrawals and transfers, accessible across the entire BTN ATM network, Link, ATM Bersama, Prima, Visa, and Plus networks, as well as for shopping at Visa-affiliated merchants domestically and internationally.

2. BSN Cash Management System

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

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

OPERATIONAL AREA



Office Networks by Region in 2025

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

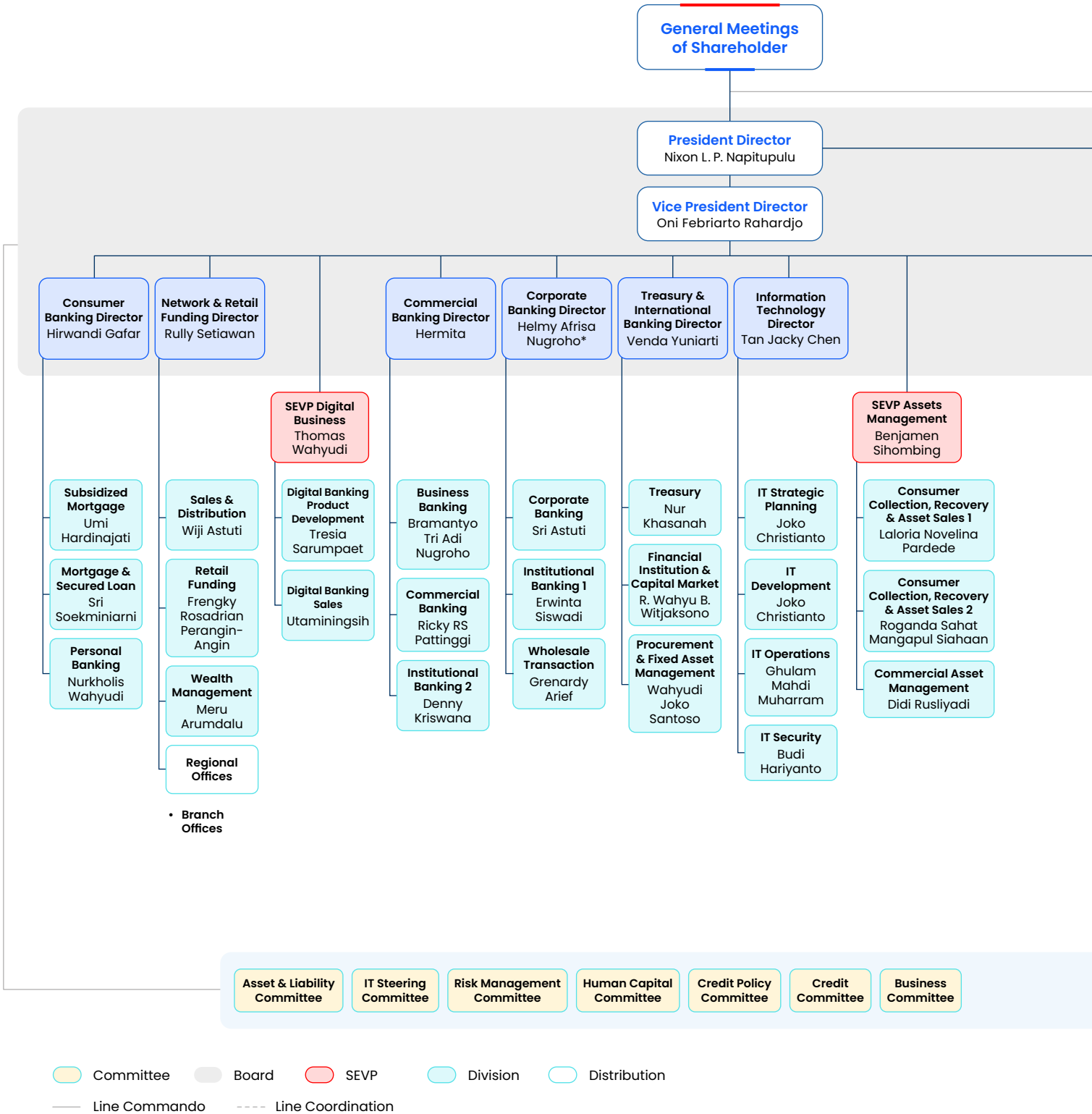
Table of Office Network for the last 5 (five) Years

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

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

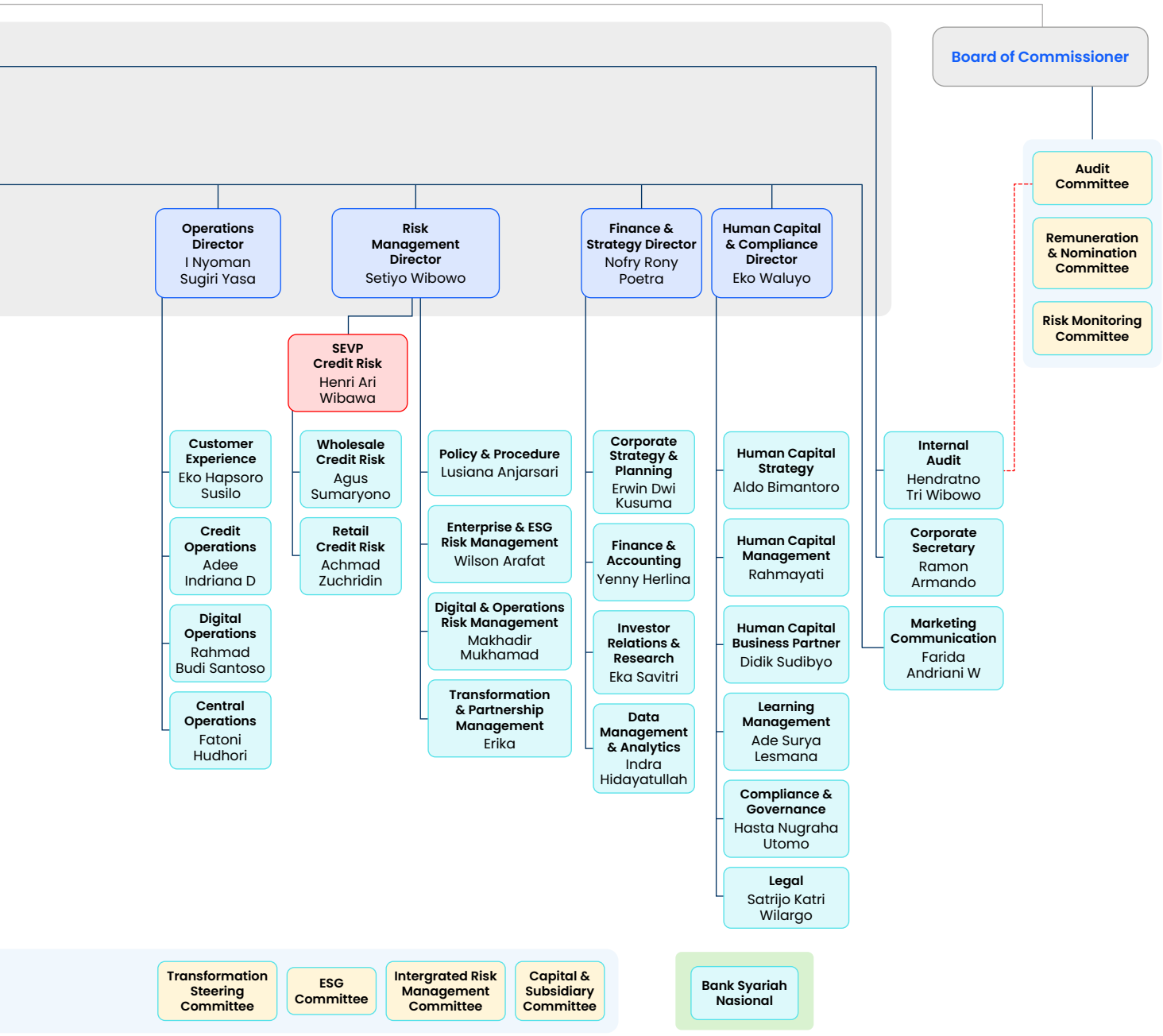
4	5	6	7	8
East Java, Bali, Nusra Regional Office	Sumatra Regional Office	Regional Office of Sulawesi, Maluku, Papua	Central Java & DIY Regional Office	Kalimantan Regional Office
1	1	1	1	1
16	11	11	8	7
79	74	38	56	32
0	1	0	2	0
4	10	3	4	3
14	21	2	16	4
-	-	-	-	-
-	-	-	-	-
9	9	5	5	5
330	307	167	213	133

ORGANIZATIONAL **STRUCTURE**



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

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



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

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

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

ASSOCIATION **MEMBERSHIP**

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

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

BOARD OF DIRECTORS PROFILE

NIXON L. P. NAPITUPULU

President Director



Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
56 years old as of December 2025

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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



ONI FEBRIARTO RAHARDJO

Vice President Director

Citizenship
Indonesian Citizen

Domicile
South Tangerang, Indonesia

Age
54 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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

SETIYO WIBOWO

Director of Risk Management



Citizenship
Indonesian Citizen

Domicile
South Tangerang, Indonesia

Age
45 years old as of December2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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



HIRWANDI GAFAR

Director of Consumer Banking

Citizenship
Indonesian Citizen

Domicile
West Jakarta, Indonesia

Age
57 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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

NOFRY RONY POETRA

Director of Finance & Strategy



Citizenship
Indonesian Citizen

Domicile
East Jakarta, Indonesia

Age
57 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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



EKO WALUYO

Director of Human Capital & Compliance

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
54 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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

TAN JACKY CHEN

Director of Information Technology



Citizenship
Indonesian Citizen

Domicile
Tangerang, Indonesia

Age
42 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

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



VENDA YUNIARTI

Director of Treasury & International Banking

Citizenship
Indonesian Citizen

Domicile
East Jakarta, Indonesia

Age
45 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

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

HELMY AFRISA NUGROHO*

Director of Corporate Banking



Citizenship
Indonesian Citizen

Domicile
West Jakarta, Indonesia

Age
44 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

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

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



I NYOMAN SUGIRI YASA

Director of Operations

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
48 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

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

RULLY SETIAWAN

Director of Network & Retail Funding



Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
48 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

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



HERMITA

Director of Commercial Banking

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
57 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

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

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other public companies.

Work Experience

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

ANDI NIRWOTO*

Director of Information Technology



Citizenship
Indonesian Citizen

Domicile
Central Jakarta, Indonesia

Age
55 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

No concurrent position

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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

*Ceased to serve since March 26, 2025.



ELISABETH NOVIE RISWANTI*

Director of Assets Management

Citizenship
Indonesian Citizen

Domicile
Cibubur, Indonesia

Age
58 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

No concurrent position

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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

*Ceased to serve since March 26, 2025.

JASMIN*

Director of Distribution and Institutional Funding



Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
61 years old as of December 2025.

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

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

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

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

Concurrent Position

No concurrent position

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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

*Ceased to serve since March 26, 2025.



HAKIM PUTRATAMA*

Director of Operations & Customer Experience

Citizenship
Indonesian Citizen

Domicile
South Tangerang, Indonesia

Age
49 years old as of December 2025.

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

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

Educational Background

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

Certification

Risk Management Level 7 by BSMR (2024 Alignment).

Employment History

Legal Basis of Appointment

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

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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

*Ceased to serve since March 26, 2025.

MUHAMMAD IQBAL*

Director of SME & Retail Funding



Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
52 years old as of December 2025.

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

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

Educational Background

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

Certification

Risk Management Level 7 by BSMR (2024 Alignment).

Employment History

Legal Basis of Appointment

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

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

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

*Ceased to serve since March 26, 2025.

Directors Affiliation Relations

Table of Directors Affiliation Relations

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

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

Education and/or Training of the Board of Directors

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

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

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

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

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

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

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

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

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

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

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

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

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

BOARD OF **COMMISSIONERS PROFILE**



SURYO UTOMO

President Commissioner

Citizenship
Indonesian Citizen

Domicile
Bekasi, Indonesia

Age
56 years old as of December 2025.

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

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

Educational Background

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

Certification

Banking Risk Management Level 6

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other publicly listed companies.

Work Experience

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

DWI ARY PURNOMO*

Vice President Commissioner



Citizenship
Indonesian Citizen

Domicile
East Jakarta, Indonesia

Age
50 years old as of December 2025.

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

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

Educational Background

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

Certification

Banking Risk Management Qualification Level 6 Certification

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other publicly listed companies.

Work Experience

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

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



FAHRI HAMZAH

Commissioner

Citizenship
Indonesian Citizen

Domicile
Depok, Indonesia

Age
54 years old as of December 2025.

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

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

Educational Background

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

Certification

Banking Risk Management Qualification Level 6 Certification

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

Concurrent Position in Another Public Company

Does not hold any concurrent positions in other publicly listed companies.

Work Experience

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

IDA NURYANTI

Independent Commissioner



Citizenship
Indonesian Citizen

Domicile
East Jakarta, Indonesia

Age
58 years old as of December 2025.

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

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

Educational Background

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

Certification

Banking Risk Management Qualification Level 6 Certification

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

Concurrent Position in Another Public Company

Does not hold concurrent positions in other publicly listed companies.

Work Experience

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



PIETRA MACHREZA PALOH

Independent Commissioner

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
55 years old as of December 2025.

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

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

Educational Background

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

Certification

Banking Risk Management Qualification Level 6 Certification

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

Concurrent Position in Another Public Company

Does not hold concurrent positions in other publicly listed companies

Work Experience

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

PANANGIAN SIMANUNGKALIT

Independent Commissioner



Citizenship
Indonesian Citizen

Domicile
East Jakarta, Indonesia

Age
65 years old as of december 2025.

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

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

Educational Background

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

Certification

Banking Risk Management Qualification Level 6 Certification

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

Concurrent Position in Another Public Company

Does not hold concurrent positions in other publicly listed companies.

Work Experience

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



DIDYK CHOIROEL*

Commissioner

Citizenship
Indonesian Citizen

Domicile
Tangerang, Indonesia

Age
54 years old as of December 2025.

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

BTN Share Ownership
Does not own any shares of BBTN

Educational Background

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

Certification

-

Employment History

Legal Basis of Appointment

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

Concurrent Position

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

Concurrent Position in Another Public Company

Does not hold concurrent positions in other publicly listed companies

Work Experience

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

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

CHANDRA M. HAMZAH*

President Commissioner/Independent



Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
58 years old as of December 2025.

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

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

Educational Background

Bachelor of Law, University of Indonesia (1995).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment)

Employment History

Legal Basis of Appointment

Served as President Commissioner and Independent Commissioner of the Company for the first time since November 27, 2019 through the decision of the Company's Extraordinary General Meeting of Shareholders (EGMS) and was declared effective by the Financial Services Authority (FSA) since May 4, 2020. Then reappointed on March 6, 2024 through the 2024 Annual General Meeting of Shareholders.

Concurrent Position

Co-Founder & Senior Partner of Assegaf Hamzah & Partners Law Firm (2012-present).

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- President Commissioner/Independent of BTN (2019 - 2025).
- President Commissioner of PT Perusahaan Listrik Negara (Persero) (2014 - 2015).
- Partner of Assegaf Hamzah & Partners Law Firm (2012 - present).
- Commissioner of the Corruption Eradication Commission (KPK) (2007 - 2011).
- Partner of Assegaf Hamzah & Partners Law Firm (2001 - 2007).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.



IQBAL LATANRO*

Deputy Commissioner/Independent

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
67 years old as of December 2025.

Period of Office
March 10, 2021 - 2025 GMS, First Period

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

Educational Background

- Bachelor (S1) in Economics, Hasanuddin University, Makassar (1983).
- Master (S2) in Business Management, Hasanuddin University, Makassar (1998).

Certification

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

Employment History

Legal Basis of Appointment

Served as Deputy President Commissioner/ Independent of the Company for the first time since March 10, 2021 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on September 6, 2021.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Deputy President Commissioner/Independent of BTN (2021 - 2025).
- Commissioner of PT Bank Mandiri Taspen (2020 - 2021).
- Commissioner of PT Pemeringkat Efek Indonesia (2020 - 2021).
- President Director of PT Taspen (Persero) (2018 - 2020).
- President Commissioner of PT Taspen Properti Indonesia (2015 - 2020).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

ARMAND B. ARIEF*

Independent Commissioner



Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
73 years old as of December 2025.

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

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

Educational Background

- Bachelor (S1) Business Administration, Curry College, Milton Massachusetts, United States (1982).
- Master (S2) Business Administration, Suffolk University, Boston Massachusetts, United States (1995).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Independent Commissioner of the Company for the first time since November 27, 2019 through the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Company and was declared effective by the Financial Services Authority (FSA) since May 14, 2020. Then reappointed on March 6, 2024 through the 2024 Annual General Meeting of Shareholders.

Concurrent Position

No Concurrent Positions

Concurrent Position in Another Public Company

Independent Commissioner of PT Cardig Aero Services Tbk (2021-present).

Work Experience

- Independent Commissioner of PT Cardig Aero Services Tbk (2021 - present).
- Independent Commissioner of BTN (2019 - 2025).
- Independent Commissioner of PT Bank Royal Indonesia (2017 - 2018).
- Commissioner/Senior Consultant of Dunamis Organization Services (Franklin Covey USA Subsidiary (2016 - 2019).
- Member of the Financial Services Authority Panel Interviewer (2016 - 2017).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.



SENTOT A. SENTAUSA*

Independent Commissioner

Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
68 years old as of December 2025.

Period of Office
March 2, 2022 – 2025 GMS, First Period

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

Educational Background

- Bachelor (S1) Statistics, Padjadjaran University, Bandung (1985).
- Master (S2) Business Administration, Monash University, Australia (1995).

Certification

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

Employment History

Legal Basis of Appointment

Served as Independent Commissioner of the Company for the first time since March 2, 2022 through the Resolution of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) since August 8, 2022.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Independent Commissioner of BTN (2022 - 2025).
- President Commissioner of PT Jiwasraya (Persero) (2019 - 2020).
- President Commissioner of Mandiri Inhealth (2016 - 2019).
- Distribution Director of PT Bank Mandiri (Persero) Tbk (2015 - 2016).
- Risk Management Director of PT Bank Mandiri (Persero) Tbk (2006 - 2014).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

ADI SULISTYOWATI*

Independent Commissioner



Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
58 years old as of December 2025.

Period of Office
6 March 6, 2024 – 2025 GMS, First Period

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

Educational Background

Bachelor (S1) in Management Economics, Krisnadwipayana University, Jakarta (1986)

Certification

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

Employment History

Legal Basis of Appointment

Served as Independent Commissioner of the Company for the first time since March 6, 2024 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) since October 7, 2024.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Independent Commissioner of BTN (March 2024-2025)
- Vice President Director of PT Bank Negara Indonesia (Persero) Tbk (2020-March 2024)
- Director of Services and Network of PT Bank Negara Indonesia (Persero) Tbk (2020)
- Director of Institutional Relations of PT Bank Negara Indonesia (Persero) Tbk (2015-2020)
- Head of Network and Service Division of PT Bank Negara Indonesia (Persero) Tbk (2012-2015)

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.



BAMBANG WIDJANARKO*

Independent Commissioner

Citizenship
Indonesian Citizen

Domicile
Bekasi, Indonesia

Age
62 years old as of December 2025.

Period of Office
March 6, 2024 – 2025 GMS, First Period

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

Educational Background

- Bachelor (S1) in Accounting, Brawijaya University, Malang (1988).
- Master (S2) in Business and Finance, International University of Japan, Japan (2000).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Independent Commissioner of the Company for the first time since March 6, 2024 through the decision of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) since October 7, 2024.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Independent Commissioner of BTN (March 2024-2025)
- Deputy Commissioner for Supervision of Government and Sharia Banks OJK (2023)
- Deputy Commissioner for Supervision of Banking II OJK (2020-2023)
- Deputy Commissioner for Investigation, Organization and Human Resources OJK (2018-2020)
- Head of Regional Office 1 DKI Jakarta and Banten OJK (2016-2018)

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

ANDIN HADIYANTO*

Commissioner



Citizenship
Indonesian Citizen

Domicile
Bekasi, Indonesia

Age
60 years old as of December 2025.

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

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

Educational Background

- Bachelor (S1) in Economics, Universitas Gadjah Mada, Yogyakarta (1989).
- Master (S2) in International Development, Nagoya University, Japan (1997).
- Doctor (S3) in International Development, Nagoya University, Japan (2000).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Commissioner of the Company for the first time since November 27, 2019 through the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Company and was declared effective by the Financial Services Authority (FSA) since July 10, 2020. Then reappointed on March 6, 2024 through the 2024 Annual General Meeting of Shareholders.

Concurrent Position

No concurrent positions

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Head of the Financial Education and Training Agency (BPPK) and Acting President Director of the Education Fund Management Institute (LPDP), Ministry of Finance (2021-June 2025).
- Commissioner of BTN (2019-2025).
- Director General of Treasury, Ministry of Finance (2019-2021).
- Expert Staff on Macroeconomics and International Finance, Ministry of Finance (2018-2019).
- Executive Director, World Bank (2016-2018).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.



HERRY TRISAPUTRA ZUNA*

Commissioner

Citizenship
Indonesian Citizen

Domicile
West Jakarta, Indonesia

Age
58 years old as of December 2025.

Period of Office
March 2, 2022 - 2025 GMS, First Period

BTN Share Ownership
As of December 31, 2025, has 879,300 shares or 0.0062653%

Educational Background

- Bachelor (S1) in Civil Engineering, Bandung Institute of Technology, Bandung (1992).
- Bachelor (S1) in Management, Padjajaran University, Bandung (1993).
- Master (S2) in Highway Systems and Engineering, Bandung Institute of Technology, Bandung (1994).
- Doctor (S3) in Civil Engineering, University of Indonesia, Depok (2016).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Commissioner of the Company for the first time since March 2, 2022 through the Resolution of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on October 11, 2022.

Concurrent Position

Road and Bridge Management Expert, Ministry of Public Works and Public Housing (2024-present).

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Road and Bridge Management Expert, Ministry of Public Works and Public Housing (2024 - present).
- BTN Commissioner (2022 - 2025).
- Director General of Public Works and Housing Infrastructure Financing, Ministry of Public Works and Public Housing (2021 - 2024).
- Director of Financing Strategy System Development, Ministry of Public Works and Public Housing (2019 - 2021).
- Commissioner of PT Wijaya Karya Beton Tbk (2017 - 2019).
- Head of the Indonesian Toll Road Regulatory Agency, Ministry of Public Works and Public Housing (2015 - 2019).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

HIMAWAN ARIEF SUGOTO*

Commissioner



Citizenship
Indonesian Citizen

Domicile
Depok, Indonesia

Age
62 years old as of December 2025.

Period of Office
March 2, 2022 - 2025 GMS, First Period

BTN Share Ownership
As of December 31, 2025, it has 879,300 shares or 0.0062653

Educational Background

- Bachelor (S1) in Civil Engineering, Bandung Institute of Technology, Bandung (1990).
- Master (S2) in Civil Engineering, University of Indonesia, Jakarta (2001).
- Doctor (S3) in Management and Business, Bogor Agricultural Institute, Bogor (2023).

Certification

Banking Risk Management Level 6 by LSPP (2024 Alignment).

Employment History

Legal Basis of Appointment

Served as Commissioner of the Company for the first time since March 2, 2022 through the Resolution of the Company's Annual General Meeting of Shareholders (AGMS) and declared effective by the Financial Services Authority (FSA) on October 3, 2022.

Concurrent Position

No concurrent positions.

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Senior Advisor to the Minister of Agrarian Affairs and Spatial Planning/ Head of the National Land Agency for Land Economics (2023 - 2024).
- Commissioner of BTN (2022 - 2025).
- Secretary of the Land Bank Agency Committee (2021 - 2023).
- Commissioner of PT Rajawali Nusantara Indonesia (Food Holding) (2020 - 2022).
- Acting Director General of Land Acquisition and Land Development of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (2020 - 2021).
- Secretary General of the Commissioner of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (2018 - 2023).

* Ceased to serve since the closing of the Annual General Meeting of Shareholders on March 26, 2025.

Affiliation of the Board of Commissioners

Table of Affiliation of the Board of Commissioners

Financial Relations, Family and Board of Commissioner Management															
Name	Position	Financial Relations With						Family Relations With						Management Relations*	
		Board of Relations Commissioners*		Board of Directors*		Controlling Shareholders*		Board of Relations Commissioners*		Board of Directors*		Controlling Shareholders*			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Suryo Utomo	President Commissioner		✓		✓		✓		✓		✓		✓		✓
Dwi Ary Purnomo**	Vice President Commissioner		✓		✓		✓		✓		✓		✓		✓
Fahri Hamzah	Commissioner		✓		✓		✓		✓		✓		✓		✓
Ida Nuryanti	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Pietra Machreza Paloh	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Panangian Simanungkalit	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Didyk Choiroel	Commissioner		✓		✓		✓		✓		✓		✓		✓

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

Education and/or Training of the Board of Commissioners

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

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

During 2025, there was a change in the composition of the members of the Board of Commissioners. Changes in the composition of the members of the Board of Commissioners were made based on the needs of the Company. Changes in the composition of the members of the Board of Commissioners are as follows:

Composition and Basis for Appointment of the Board of Commissioners Before the 2025 Annual GMS

The composition of the Board of Commissioners prior to the 2025 Annual GMS was 9 (nine) members, consisting of 1 (one) President/Independent Commissioner, 1 (one) Deputy President/Independent Commissioner, 4 (four) Independent Commissioners, and 3 (three) Commissioners. The composition and basis for appointment of the Board of Commissioners can be seen in the table below:

Table of Composition and Basis for Appointment of the Board of Commissioners Prior to the 2025 Annual GMS

Name	Position	Basis of Appointment	Period	Executor of the Fit and Proper Assessment	Effective Date
Chandra M. Hamzah	President Commissioner/ Independent	Annual GMS on March 6, 2024	Second	FSA	May 4, 2020
Iqbal Latanro	Vice President Commissioner/ Independent	Annual GMS on March 10, 2021	First	FSA	September 6, 2021
Armand B. Arief	Independent Commissioner	Annual GMS on March 6, 2024	Second	FSA	May 14, 2020
Sentot A. Sentausa	Independent Commissioner	Annual GMS on March 2, 2022	First	FSA	August 8, 2022
Adi Sulistyowati	Independent Commissioner	Annual GMS on March 6, 2024	First	FSA	October 7, 2024
Bambang Widjanarko	Independent Commissioner	Annual GMS on March 6, 2024	First	FSA	October 7, 2024
Andin Hadiyanto	Commissioner	Annual GMS on March 6, 2024	Second	FSA	July 10, 2020
Herry Trisaputra Zuna	Commissioner	Annual GMS on March 2, 2022	First	FSA	October 11, 2022
Himawan Arief Sugoto	Commissioner	Annual GMS on March 2, 2022	First	FSA	October 3, 2022

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

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

1. Honorably dismiss the following names as Company Managers:
   a. President Commissioner/Independent : Chandra M. Hamzah
   b. Vice President Commissioner/Independent : Iqbal Latanro
   c. Commissioner : Andin Hadiyanto
   d. Commissioner: Herry Trisaputra Zuna
   e. Commissioner Independen : Bambang Widjanarko
   f. Commissioner Independen : Armand B. Arief
   g. Commissioner Independen : Adi Sulistyowati
   h. Commissioner : Himawan Arief Sugoto
   i. Commissioner Independen : Sentot A. Sentausa
2. Appoint the following names as the Company's Management:
   a. President Commissioner : Suryo Utomo
   b. Vice President Commissioner : Dwi Ary Purnomo
   c. Independent Commissioner : Ida Nuryanti
   d. Commissioner : Fahri Hamzah
   e. Independent Commissioner : Pietra Machreza Paloh
   f. Independent Commissioner : Panangian Simanungkalit

Thus, the composition of the Board of Commissioners after the 2025 Annual GMS was 6 (six) people consisting of 1 (one) President Commissioner, 1 (one) Vice President Commissioner, 3 (three) Independent Commissioners, and 1 (one) Commissioner. The composition and basis of appointment of the Board of Commissioners can be seen in the table below:

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

Name	Position	Basis of Appointment	Period	Executor of the Fit and Proper Assessment	Effective Date
Suryo Utomo	President Commissioner	Annual GMS on March 26, 2025	First	FSA	June 26, 2025
Dwi Ary Purnomo	Vice President Commissioner	Annual GMS on March 26, 2025	First	FSA	June 26, 2025
Fahri Hamzah	Commissioner	Annual GMS on March 26, 2025	First	FSA	December 17, 2025
Ida Nuryanti	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	October 9, 2025
Pietra Machreza Paloh	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	August 15, 2025
Panangian Simanungkalit	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	August 15, 2025

Composition and Basis of Appointment of The Board of Commissioners After The 2026 Extraordinary GMS

On January 7, 2026, the 2026 Extraordinary General Meeting of Shareholders decided to appoint Didyk Choiroel as a Commissioner of the Company. Therefore, the composition of the Board of Commissioners after the 2025 Annual GMS was 9 (nine) people consisting of 1 (one) President Commissioner/Independent, 1 (one) Vice President Commissioner/ Independent, 4 (four) Independent Commissioners, and 2 (two) Commissioners. The composition and basis of appointment of the Board of Commissioners can be seen in the table below:

Table of Composition and Basis of Appointment of the Board of Commissioners After the 2026 Extraordinary GMS

Name	Position	Basis of Appointment	Period	Executor of the Fit and Proper Assessment	Effective Date
Suryo Utomo	President Commissioner	Annual GMS on March 26, 2025	First	FSA	June 26, 2025
Dwi Ary Purnomo*	Vice President Commissioner	Annual GMS on March 26, 2025	First	FSA	June 26, 2025
Fahri Hamzah	Commissioner	Annual GMS on March 26, 2025	First	FSA	December 17, 2025
Ida Nuryanti	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	October 9, 2025
Pietra Machreza Paloh	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	August 15, 2025
Panangian Simanungkalit	Independent Commissioner	Annual GMS on March 26, 2025	First	FSA	August 15, 2025
Didyk Choiroel	Commissioner	Extraordinary GMS on January 7, 2026	First	FSA	Still in the process of the Fit and Proper Test

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

SHARIA
SUPERVISORY BOARD PROFILE

Prof. Dr. H. MUHAMMAD QURAISH SHIHAB, M.A.*

Chairman of the Sharia Supervisory Board



Citizenship
Indonesian Citizen

Domicile
South Jakarta, Indonesia

Age
82 years old as of December 2025.

Period of Office
March 23, 2018 - 2023 GMS, First Period
March 16, 2023 - 2028 GMS, Second Period

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

Educational Background

- Bachelor (S1) in Tafsir and Hadith from Al-Azhar University, Cairo, Egypt (1967).
- Postgraduate (S2) in Tafsir and Hadith from Al-Azhar University, Cairo, Egypt (1969).
- Doctorate (S3) in Tafsir and Hadith from Al-Azhar University, Cairo, Egypt (1982).

Certification

Ijtima'Sanawi & DPS Annual Meeting IX (2024).

Employment History

Legal Basis of Appointment

Served as Chairman of the Sharia Supervisory Board for the first time through the results of the Company's Annual General Meeting of Shareholders (AGM) on March 23, 2018 and declared effective by the Financial Services Authority (FSA) since January 10, 2019. Then reappointed as Chairman of the Sharia Supervisory Board for the second time at the 2023 General Meeting of Shareholders on March 16, 2023.

Concurrent Position

No concurrent position.

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Chairman of the BTN Sharia Supervisory Board (2018 - 2025).
- Founder and Member of the Council of Muslim Elders (2014 - present).
- Member of the Eminent Person Group Indonesia Malaysia Person Group Indonesia Malaysia (2010).
- Ambassador Extraordinary and Plenipotentiary of Arabia, Egypt and Djibouti (1998 - 2002).
- Minister of Religious Affairs of the Republic of Indonesia (1998).
- Member of the National Research Council (1995 - 1999).
- Member of the National Accreditation Board (1994 - 1998).
- Director of Ulama Cadre Development MUI (1994 - 1997).
- Member of DPS Bank Muamalat (1992 - 1999).
- Rector of IAIN Syarif Hidayatullah (1992 - 1998).
- Member of the Pentashih Al-Qur'an, Ministry of Religious Affairs of the Republic of Indonesia (1989 - present).
- Member of the National Education Advisory Board (1988 - 1996).
- Member of the MPR-RI for the 1982-1987 period and the period (1987 - 2002).
- Chairman of the Central Indonesian Ulema Council (MUI) (1985 - 1998).
- Vice Chancellor of IAIN Alauddin (1974 - 1980).
- Assistant Leader of the Coordinator of the East Indonesian Police in the Mental Field (1973 - 1975).
- Coordinator of Private Islamic Higher Education Institutions throughout East Indonesia (Kopertis East Region) (1967 - 1980).

* Resigned as of November 4, 2025 and effective as of December 22, 2025.



MOHAMAD BAGUS TEGUH PERWIRA, Lc, M.A.*

Member of the Sharia Supervisory Board

Citizenship
Indonesian Citizen

Domicile
Bekasi, Indonesia

Age
47 years old as of December 2025.

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

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

Educational Background

- Bachelor (S1) from the Faculty of Islamic Studies, Al-Azhar University, Cairo-Egypt (1999).
- Postgraduate (S2) Islamic Economics Study Program, UIN Syarif Hidayatullah – Jakarta (2007).

Certification

Domestic

- Certified Financial Planner (CFP®)-FPSB (2010).
- Qualified Wealth Planner (QWP)-FPSB Global (2011).
- Sharia Supervisory Board Certification of Financing Companies-DSN-MUI and OJK (2015).
- Sharia Supervisor Competency Certification - Professional Certification Institute-Indonesian Ulema Council (LSPMUI) (2016).
- Sharia Supervisor Competency Certification - BNSP (2017)
- Capital Market Sharia Expert (ASPM)–OJK (2021).
- Sharia Supervisor Competency Certification-BNSP (2023).
- Risk Management Certification Training Level 6 (2025)
- Pre-Ijtima'Sanawi & Ijtima'Sanawi Annual Meeting of DPS X-DSN-MUI (2025).

Overseas:

- Islamic Economic-ICMI Orsat Cairo-Cairo, Egypt (1997).
- Islamic Banking Practice-Syahata Consulting-Cairo, Egypt (1998).
- Islamic Banking Training for Regulator-Al Huda Center of Islamic Banking & Economics-Dubai, UAE (2023).
- Durham Islamic Finance Summer School 2025-Durham University Business School-Durham, UK (2025).

Employment History

Legal Basis of Appointment

Served as a Member of the Sharia Supervisory Board for the first time since the results of the Company's Annual General Meeting of Shareholders (AGMS) dated March 10, 2021 and declared effective by the Financial Services Authority (FSA) since June 2, 2021.

Concurrent Position

- Chairman of the Sharia Supervisory Board of PT Manulife Asset Management Indonesia (2022 - present).
- Deputy Secretary of the Daily Executive Board, National Sharia Council-Indonesian Ulema Council (2020 - present).

Concurrent Position in Another Public Company

Member of the Sharia Supervisory Board of PT OCBC NISP Tbk. (2009-present).

Work Experience

- Chairman of the Sharia Supervisory Board of PT Manulife Asset Management Indonesia (2022 - present).
- Member of the Sharia Supervisory Board of PT Bank Tabungan Negara, Tbk (Persero) (2021 - present).
- Deputy Secretary of the Daily Executive Board of DSN-MUI (2020 - present).
- Member of the Sharia Supervisory Board of PT Bank Maybank Indonesia Tbk. (2020 -2024).
- Chairman of the Sharia Supervisory Board of DPLK BRI (2018 - 2019).
- Chairman of the Sharia Supervisory Board of PT Aberdeen Standard Investment Indonesia (2015 - 2021).
- Member and Secretary of the Capital Market Division of the Daily Executive Board of the DSN-MUI (2015 - 2020)
- Chairman of the Sharia Supervisory Board of PT Indosurya Asset Management (2015 - 2017).
- Member of the Sharia Supervisory Board of PT OCBC NISP Tbk. (2009 - present).
- Member of the Sharia Supervisory Board of PT Schroder Investment Management Indonesia (2009 - 2022).
- Head Planner Consultant of PT Quantum Magna (2007 - 2014).
- Consultant of PT Batasa Tazkia (2004 - 2009).
- Business Development Management at KAB Consulting (2003 - 2004).
- Office Manager at the Islamic Economic Community (2002 - 2004).
- Training Manager of the International Institute of Islamic Thought (IIIT) Indonesia (2001 - 2002).
- Assistant Rector at the Islamic University of '45 Bekasi (February 2000 - September 2000).

* Ceased to serve as a member of the Sharia Supervisory Board in connection with the separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk to PT Bank Syariah Nasional.

MUHAMMAD FAIZ, Lc, M.A.*

Member of the Sharia Supervisory Board



Citizenship
Indonesian Citizen

Domicile
Jakarta, Indonesia

Age
51 years old as of December 2025.

Period of Office
November 29, 2023 - GMS 2028, first period

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

Educational Background

- Bachelor (S1) Faculty of Sharia Islamic University of Madinah, Saudi Arabia (1997)
- Master (S2) Faculty of Daarul Ulum Cairo University, Egypt (1999)

Certification

- Sharia Supervisory Board Certification Level 2 (2013).
- Sharia Supervisory Board Certification Level 1 (2008).

Employment History

Legal Basis of Appointment

Served as a Member of the Sharia Supervisory Board following the Deed of Statement of Decisions of the Board of Commissioners Meeting No. 24 dated December 15, 2023 and declared effective based on the Letter of the Financial Services Authority (FSA) No. S-267/PB.02/2023 since October 18, 2023.

Concurrent Position

- Chairman of the Indonesian Ulema Council (MUI) for DKI Jakarta Province (2024-2029)
- Executive Board (PB) Nahdlatul Ulama (2022-present).
- Chairman of the Sharia Supervisory Board of PT Bank Tabungan Pensiunan Nasional (BTPN) Syariah (2017-present)
- Chairman of the Sharia Supervisory Board of PT Indomobil Multi Finance Indonesia Syariah (2012-present)
- Deputy Secretary of the MUI Fatwa Commission (2010-present).
- Deputy Management of PP Daarul Rahman (2008-present).

Concurrent Position in Another Public Company

Does not have concurrent positions in other public companies.

Work Experience

- Chairman of the Indonesian Ulema Council (MUI) for DKI Jakarta Province (2024 - 2029)
- Member of the Sharia Supervisory Board of PT Bank Tabungan Negara, Tbk (Persero) (2023 - present).
- Executive Board (PB) of Nahdlatul Ulama (2022 - present).
- Deputy Rais PW Nahdlatul Ulama DKI Jakarta (2021 - 2022).
- Chairman of the Sharia Supervisory Board of PT Bank Tabungan Pensiunan Nasional (BTPN) Syariah (2017-present).
- Chairman of the Sharia Supervisory Board of the Sharia Business Unit of PT Bank Permata, Tbk. (2014 - present).
- Chairman of the Sharia Supervisory Board of PT Indomobil Multi Finance Indonesia Syariah (2012 - present).
- Deputy Secretary of the MUI Fatwa Commission (2010 - present).
- Member of the Sharia Supervisory Board of the Sharia Business Unit of PT Bank Permata, Tbk. (2008 - 2014).
- Deputy Management of PP Daarul Rahman (2008 - present).

* Ceased to serve as a member of the Sharia Supervisory Board in connection with the separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk to PT Bank Syariah Nasional.

Affiliation of the Sharia Supervisory Board

Table of Affiliation of the Sharia Supervisory Board

Financial Relations, Family, and Management of the Sharia Supervisory Board															
Name	Position	Financial Relations With						Family Relations With						Management Relations*	
		Board of Relations Commissioners*		Board of Directors*		Controlling Shareholders*		Board of Relations Commissioners*		Board of Directors*		Controlling Shareholders*			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Prof. Dr. H. Muhammad Quraish Shihab, MA	Chairman of the Sharia Supervisory Board		✓		✓		✓		✓		✓		✓		✓
Mohamad Bagus Teguh Perwira, Lc, MA	Member of the Sharia Supervisory Board		✓		✓		✓		✓		✓		✓		✓
Muhammad Faiz, Lc, MA	Member of the Sharia Supervisory Board		✓		✓		✓		✓		✓		✓		✓

* Directly or indirectly.

Education and/or Training for the Sharia Supervisory Board

The description of the education and/or training of the Sharia Supervisory Board during the financial year is presented in the Corporate Governance chapter.

Changes in the Composition of Members of the Sharia Supervisory Board and the Reasons for The Change

During 2025, there were changes to the composition of the Sharia Supervisory Board. Changes to the Sharia Supervisory Board were made based on the Company's needs. The composition and basis for nomination of the Sharia Supervisory Board were as follows:

Composition and Basis for Nomination of the Sharia Supervisory Board for January 1, 2025 - November 22, 2025

The Sharia Supervisory Board consists of 3 (three) members: 1 (one) Chairman and 2 (two) members. The composition and basis for appointment of the Sharia Supervisory Board are shown in the table below:

Table of Composition and Basis of Appointment of the Sharia Supervisory Board

Name	Position	Basis of Appointment	Period	Executor of the Fit and Proper Assessment	Effective Date
Prof. Dr. H. Muhammad Quraish Shihab, MA	Chairman	• Annual GMS on March 23, 2018 • Annual GMS on March 16, 2023	Second	FSA	• January 10, 2019 • March 16, 2023
Mohamad Bagus Teguh Perwira, Lc, MA	Member	Annual General Meeting of Shareholders on March 10, 2021	First	FSA	June 2, 2021
Muhammad Faiz, Lc, MA	Member	OJK Decree on October 18, 2023	First	FSA	November 29, 2023

Composition and Basis for Nomination of the Sharia Supervisory Board for November 22, 2025 - Present

On November 4, 2025, Prof. Dr. H. Muhammad Quraish Shihab, MA, resigned as Chairman of the Sharia Supervisory Board, effective December 22, 2025. Furthermore, in connection with the approval of the Separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk by transferring its rights and obligations to PT Bank Syariah Nasional from the Financial Services Authority (OJK), the business permits of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk was revoked. Consequently, the members of the Sharia Supervisory Board, Muhammad Faiz, Lc, MA, and Mohamad Bagus Teguh Perwira, Lc, MA, did not serve as members of the Company's Sharia Supervisory Board anymore.

PROFILE OF **EXECUTIVE OFFICES**

Senior Executive Vice President



Benjamen Sihombing

SEVP Assets Management

Indonesian Citizen,
(55 years old as of December 2025)
Bekasi, Indonesia

Educational Background

Bachelor (S1) in Management from North Sumatra University (1993).

Certification

Banking Risk Management Certification Level 6

Work Experience

- SEVP Asset Management BTN (2025 – present).
- Commercial Asset Management Division Head - PT Bank Tabungan Negara (Persero) Tbk (June 2025 – August 2025).
- Regional Office Head of West Java Regional Office - PT Bank Tabungan Negara (Persero) Tbk (May 2024 – June 2025).
- Head of Regional Office 1 - PT Bank Tabungan Negara (Persero) Tbk (July 2022 – May 2024).
- Commercial Asset Management Division Head - PT Bank Tabungan Negara (Persero) Tbk (February 2021 – June 2022).
- Acting Commercial Risk Division Head - PT Bank Tabungan Negara (Persero) Tbk (June 2020 – January 2021).
- Team Leader, SOE & Government Institution Division of PT Bank Negara Indonesia (Persero) Tbk (2013 – 2016).

Concurrent Positions

- Non-Permanent Member of BTN Risk Management Committee
- Non-Permanent Member of BTN Integrated Risk Management Committee
- Permanent Member of BTN Asset and Liability Committee
- Non-Permanent Member of BTN Credit or Financing Policy Committee
- Permanent Member of BTN Human Capital Committee
- Non-Permanent Member of BTN Information Technology Steering Committee
- Non-Permanent Member of BTN Transportation Steering Committee related to Human Capital Organization & GRC
- Non-Permanent Member of BTN Transformation Steering Committee related to IT, Digital & Network
- Non-Permanent Member of BTN Transformation Steering Committee related to Business Process Improvement (BPI)
- Non-Permanent Member of BTN Business Committee
- Non-Permanent Member of BTN Environmental, Social and Governance (ESG) Committee
- Non-Permanent Member of BTN Capital and Subsidiary Committee

Legal Basis of Appointment

Served as SEVP of the Company for the first time since September 1, 2025 based on the Decree of the Company's Board of Directors Number 1844/2025 dated September 1, 2025.

BTN Share Ownership

As of December 31, 2025, owned 925,059 shares/0.0065914%



Thomas Wahyudi

SEVP Digital Business

Indonesian Citizen,
(52 Years Old As of December 2024)
Tangerang Regency, Indonesia

Educational Background

- Bachelor (S1) in Economics, Atma Jaya University, Yogyakarta (1995).
- Masters (S2) in Management, Pelita Harapan University, Jakarta (2023).

Certification

Banking Risk Management Certification Level 7

Work Experience

- SEVP Digital Business BTN (June 2024 – present).
- Group Head Transaction Banking Retail Sales PT Bank Mandiri (Persero) Tbk (2016-2024).
- Commissioner of PT Mitra Transaksi Indonesia (2020 - 2024).
- Plt. Reg. Transaction Banking Head Jakarta PT Bank Mandiri (Persero) Tbk (April 2016-September 2016).
- VP Electronic Banking Business Development PT Bank Mandiri (Persero) Tbk (2011 - March 2016).
- Commissioner PT Mitra Transaksi Indonesia (2020 - present).
- President Commissioner PT Digital Artha Media (2018 - 2020).
- Electronic Channel Head - PT Bank OCBC NISP (2005 - 2011).
- Assistant Manager Electronic Banking Division - PT Bank Central Asia Tbk (1997-2005).

Concurrent Positions

- Non-Permanent Member of BTN Risk Management Committee
- Non-Permanent Member of BTN Integrated Risk Management Committee
- Permanent Member of BTN Asset and Liability Committee
- Non-Permanent Member of BTN Credit or Financing Policy Committee
- Permanent Member of BTN Human Capital Committee
- Permanent Member of BTN Information Technology Steering Committee
- Non-Permanent Member of BTN Transportation Steering Committee related to Human Capital Organization & GRC
- Permanent Member of BTN Transformation Steering Committee related to IT, Digital & Network
- Non-Permanent Member of BTN Transformation Steering Committee related to Business Process Improvement (BPI)
- Permanent Member of BTN Business Committee
- Non-Permanent Member of BTN Environmental, Social and Governance (ESG) Committee
- Non-Permanent Member of BTN Capital and Subsidiary Committee

Legal Basis of Appointment

Served as SEVP of the Company for the first time since April 1, 2024 based on the Decree of the Company's Board of Directors Number 374/DIR/2024 dated April 1, 2024.

BTN Share Ownership

As of December 31, 2025, owned 268,500 shares/0.0019132%



Henri Ari Wibawa

SEVP Credit Risk

Indonesian Citizen,
(54 years old as of December 2025)
Jakarta, Indonesia

Educational Background

Bachelor (S1) in Agricultural Engineering from Gajah Mada University (1996).

Certification

Banking Risk Management Certification Level 6

Work Experience

- SEVP Credit Risk BTN (2025 – present).
- Wholesale Credit Risk Division Head - PT Bank Tabungan Negara (Persero) Tbk (August 2023 - August 2025).
- Commercial Risk Division Head - PT Bank Tabungan Negara (Persero) Tbk (February 2021 - July 2023).
- Branch Manager at Jakarta Cawang - PT Bank Tabungan Negara (Persero) Tbk (May 2020 - January 2021).
- Branch Manager at Ciputat Branch Office - PT Bank Tabungan Negara (Persero) Tbk (August 2018 – April 2020).
- Commercial Loan II Department Head - PT Bank Tabungan Negara (Persero) Tbk (June 2017 – July 2018).

Concurrent Positions

- Non-Permanent Member of BTN Risk Management Committee
- Non-Permanent Member of BTN Integrated Risk Management Committee
- Non-Permanent Member of BTN Asset and Liability Committee
- Permanent Member of BTN Credit or Financing Policy Committee
- Permanent Member of BTN Human Capital Committee
- Non-Permanent Member of BTN Information Technology Steering Committee
- Non-Permanent Member of BTN Transportation Steering Committee related to Human Capital Organization & GRC
- Non-Permanent Member of BTN Transformation Steering Committee related to IT, Digital & Network
- Non-Permanent Member of BTN Transformation Steering Committee related to Business Process Improvement (BPI)
- Non-Permanent Member of BTN Business Committee
- Non-Permanent Member of BTN Environmental, Social and Governance (ESG) Committee
- Non-Permanent Member of BTN Capital and Subsidiary Committee

Legal Basis of Appointment

Served as SEVP of the Company for the first time since September 1, 2025 based on the Decree of the Company's Board of Directors Number 1843/2025 dated September 1, 2025.

BTN Share Ownership

As of December 31, 2025, owned 104,469 shares/0.0007444%

Profile of Officers One Level Under the Board of Directors



Hendratno Tri Wibowo

Internal Audit Division Head

Indonesian Citizen,
(51 years old)
South Tangerang, Indonesia

Period of Office
Served since: July 26, 2021

Legal Basis of Appointment
SK No. 642/DIR/2021

Educational Background

- Diploma (D3) in Accounting from the State Accountancy College (STAN) (1995).
- Bachelor (S1) in Accounting from the University of Indonesia (1998).
- Master (S2) in Accounting from the University of Queensland (2003).

Work Experience

- 2021 served as Head of Internal Audit Division of the Company.
- 2020 served as Post Mortem & Forensic Audit Division Head at Indonesia Exim Bank.
- 2011 served as Fraud Risk Management Division Head at Indonesia Exim Bank.

Description: The complete profile can be seen in the Corporate Governance chapter.



Nur Khasanah

Treasury Division Head

Indonesian Citizen,
(53 years old)
Central Jakarta, Indonesia

Period of Office
Served since: July 8, 2024

Legal Basis of Appointment
SK No. 630/DIR/2024

Educational Background

Bachelor (S1) in Accounting from the Islamic University of Indonesia (1994)

Work Experience

- 2024 served as PJ Treasury Division Head.
- 2022 served as Deputy Division Head
- 2021 served as Trading Department Head
- 2019 served as Market & Reserve Management Dept Head
- 2017 served as Trading Management Department Head



Farida Andriani W.

Marketing Communication Division Head

Indonesian Citizen,
(55 years old)
Jakarta, Indonesia

Period of Office
Served since: April 14, 2023

Legal Basis of Appointment
SK No. 230/DIR/2023

Educational Background
Bachelor (S1) in Agriculture from Jenderal Soedirman University (1994).

Work Experience
- 2023 served as Marketing Communication Division Head
- 2020 served as Branding & Product Marketing Department Head



Ramon Armando

Corporate Secretary Division Head

Indonesian Citizen,
(51 years old)
Jakarta, Indonesia

Period of Office
Served since: April 14, 2023

Legal Basis of Appointment
SK No. 230/DIR/2023

Educational Background
Master of Commerce from The University of Sydney (1998).

Work Experience
- 2023 served as Corporate Secretary Division Head
- 2020 served as Marketing Communication Division Head
- 2020 concurrently served as Digital Channel Division Head

Description: The complete profile can be seen in the Corporate Governance chapter.



Eka Savitri

Acting Investor Relation & Research Division Head

Indonesian Citizen,
(42 years old)
Tangerang, Indonesia

Period of Office
Served since: October 1, 2025

Legal Basis of Appointment
SK No. 2260/2025

Educational Background
Master (S2) in Accounting from University of Illinois at Urbana Champaign (2009).

Work Experience
- 2025 served as acting Investor Relations & Research Division Head.
- 2023 served as Investor Relations Department Head.



Rahmayati

Human Capital Management Division Head

Indonesian Citizen,
(52 years old)
Jakarta, Indonesia

Period of Office

Served since: February 14, 2022

Legal Basis of Appointment

SK No. 124/DIR/2022

Educational Background

- Bachelor (S1) in Civil Engineering from Hasanuddin University (1996).
- Master (S2) in Business Administration from Bandung Institute of Technology (2012).

Work Experience

- 2022 served as Human Capital Management Division
- 2021 served as Sharia Funding & Treasury Deputy
- 2021 served as Sharia Business Deputy
- 2016 served as Branch Manager Sharia Jakarta Pasar Minggu



Didik Sudibyo

Acting Human Capital Business Partner Division Head

Indonesian Citizen,
(54 years old)
Bekasi, Indonesia

Period of Office

Served since: November 3, 2025

Legal Basis of Appointment

SK No. 2610/2025

Educational Background

- Bachelor (S1) in Civil Engineering from Atma Jaya University Yogyakarta (1996).
- Master (S2) in Human Resource Management from Gadjah Mada University (2005).

Work Experience

- 2025 served as acting Human Capital Business Partner Division Head.
- 2025 served as Deputy Regional Manager Service & Collection, Jakarta I Regional Office.
- 2024 served as Deputy Regional Manager Service & Collection, Kalimantan Regional Office.



Aldo Bimantoro

Human Capital Strategy Division Head

Indonesian Citizen,
(35 years old)
Depok, Indonesia

Period of Office

Served since: November 6, 2023

Legal Basis of Appointment

SK No. 1074/DIR/2023

Educational Background

- Bachelor (S1) in Agricultural Industrial Technology from Bogor Agricultural Institute (2012).
- Master (S2) in Human Resource and Organizational Management from The London School of Economics & Political Science (2021).

Work Experience

2023 served as Human Capital Strategy Division Head.



Ade Surya Lesmana

Learning Management Division Head

Indonesian Citizen,
(53 years old)
Tangerang Selatan, Indonesia

Period of Office

Served since: February 1, 2023

Legal Basis of Appointment

SK No. 46/DIR/2023

Educational Background

- Bachelor (S1) in Economics from Padjadjaran University (1996).
- Master (S2) in Management from the Institute of Finance, Banking and Informatics Asia Perbanas (2009).

Work Experience

- 2023 served as Learning Management Division Head
- 2022 served as PJ Learning Management Division Head
- 2022 served as PJ Learning Center Division Head
- 2021 served as Employee Development Department Head



Yenny Herlina

Finance & Accounting Division Head

Indonesian Citizen,
(53 years old)
West Jakarta, Indonesia

Period of Office

Served since: November 1, 2024

Legal Basis of Appointment

SK No. 971/DIR/2024

Educational Background

Bachelor (S1) in Economics from Jenderal Soedirman University (1996).

Work Experience

- 2024 served as Finance & Accounting Division Head
- 2023 served as Regional Office Head III (East Java)
- 2022 served as DRM Business Regional Office III (East Java)
- 2020 served as DRM Support Regional Office III (East Java)
- 2019 served as Accounting Policy, Planning & Service Department Head



Wilson Arafat

Enterprise & ESG Risk Management Division Head

Indonesian Citizen,
(53 years old)
West Jakarta, Indonesia

Period of Office

Served since: June 2, 2021

Legal Basis of Appointment

SK No. 525/DIR/2021

Educational Background

- Bachelor (S1) in Development Economics from Gadjah Mada University (1996).
- Masters (S2) in Management from Gadjah Mada University (2004).

Work Experience

- 2021 served as Enterprise & ESG Risk Management Division Head
- 2019 served as Procurement & General Services Division Head
- 2017 served as Transformation Management Office Division Head

Description: The complete profile can be seen in the Corporate Governance chapter.



Makhadir Mukhamad

Acting Digital & Operations Risk Division Head

Indonesian Citizen,
(39 years old)
Depok, Indonesia

Period of Office

Served since: September 1, 2025

Legal Basis of Appointment

Decree No. 2845/2025

Educational Background

Bachelor (S1) in Engineering from University of Indonesia (2010).

Work Experience

- 2025 served as Acting Digital & Operations Risk Division Head.
- 2024 served as Digital Risk Management Department Head.
- 2022 served as IT Risk Management Department Head.

Description: The complete profile can be seen in the Corporate Governance chapter.



Joko Christianto

IT Strategic Planning Division Head

Indonesian Citizen,
(45 years old)
Jakarta, Indonesia

Period of Office

Served since: July 29, 2021

Legal Basis of Appointment

SPK No. 29/PK/PRO/HCMD/TAC/V/2021

Educational Background

Bachelor's degree in Computer Science from Universitas Gadjah Mada (2003).

Work Experience

2021 served as IT Strategic Planning & Development Division Head



Joko Christianto

Acting IT Development Division Head

Indonesian Citizen,
(45 years old)
Jakarta, Indonesia

Period of Office

Served since: June 1, 2025

Legal Basis of Appointment

SK No. 794/DIR/2025

Educational Background

Bachelor's degree in Computer Science from Universitas Gadjah Mada (2003).

Work Experience

2021 served as IT Strategic Planning Division Head.



Ghulam Mahdi Muharram

Acting IT Operations Division Head

Indonesian Citizen,
(45 years old)
Jakarta, Indonesia

Period of Office

Served since: October 1, 2025

Legal Basis of Appointment

Memo No. 512/M/HCMD/EDEV/IX/2025

Educational Background

Bachelor (S1) in Computer Science from Gajah Mada University (2003).

Work Experience

- 2025 served as Acting IT Operations Division Head.
- 2024 served as Deputy IT Operations.
- 2023 served as Deputy IT Strategic Planning & Development.



Budi Hariyanto

IT Security Division Head

Indonesian Citizen,
(45 years old)
Jakarta, Indonesia

Period of Office

Served since: December 15, 2022

Legal Basis of Appointment

SPK No. 29/PK/PRO/HCMD/TAC/XI/2022

Educational Background

Bachelor (S1) in Electrical Engineering from Bandung Institute of Technology (2003).

Work Experience

2022 served as IT Security Division Head



Indra Hidayatullah

Data Management & Analytics Division Head

Indonesian Citizen,
(49 years old)
Tangerang Selatan, Indonesia

Period of Office

Served since: June 2, 2025

Legal Basis of Appointment

SK No. 2476/2025

Educational Background

Bachelor (S1) in Physics from Bandung Institute of Technology (2001).

Work Experience

- 2025 served as Data Management & Analytics Division Head.
- 2024 served as IT Operations Division Head.
- 2021 served as Data Management & Analytics Division Head.



Wahyudi Joko Santoso

Procurement & Fixed Asset Management Division Head

Indonesian Citizen,
(54 years old)
Bekasi, Indonesia

Period of Office

Served since: August 3, 2023

Legal Basis of Appointment

SK No. 625/DIR/2023

Educational Background

- Bachelor (S1) in Management Economics from Jenderal Soedirman University (1995).
- Master (S2) in Management from STIE Indonesia Banking School (2019).

Work Experience

- 2023 served as Procurement & Fixed Asset Management Division Head
- 2021 served as IT Operations Division Head
- 2019 served as PJ. IT Operations Division Head



Adee Indriana D.

Credit Operations Division Head

Indonesian Citizen,
(53 years old)
Bekasi, Indonesia

Period of Office

Served since: April 8, 2025

Legal Basis of Appointment

A1 Talent Committee No. 03 Th 2025

Educational Background

Bachelor (S1) in Development Economics from Sebelas Maret University (1995).

Work Experience

- 2025 served as Credit Operations Division Head.
- 2024 served as Digital Operations Division Head
- 2018 served as Operations & Business Support Division Head
- 2017 served as PLT Operation & Business Support Division Head
- 2016 served as Digital Banking Development Department Head



Eko Hapsoro Susilo

Customer Experience Division Head

Indonesian Citizen,
(52 years old)
South Tangerang, Indonesia

Period of Office

Served since: April 16, 2024

Legal Basis of Appointment

SK No. 393/DIR/2024

Educational Background

- Bachelor (S1) in Architectural Engineering from Diponegoro University (1996).
- Master (S2) in Management from Gadjah Mada University (2004).

Work Experience

- 2024 served as Customer Experience Division Head
- 2022 served as Customer Care Division Head
- 2020 served as Corporate Communication Department Head



Wiji Astuti

Sales & Distribution Division Head

Indonesian Citizen,
(45 years old)
South Tangerang, Indonesia

Period of Office

Served since: August 26, 2025

Legal Basis of Appointment

SK No. 1535/2025

Educational Background

Master (S2) in Management from Padjadjaran University (2024).

Work Experience

2025 served as Sales & Distribution Division Head.



Fatoni Hudhori

Central Operation Division Head

Indonesian Citizen,
(53 years old)
Jakarta, Indonesia

Period of Office

Served since: November 1, 2024

Legal Basis of Appointment

SK No. 971/DIR/2024

Educational Background

- Bachelor (S1) in Accounting from Dr. Moechtar Talib School of Economics (1995).
- Master (S2) in Economics, Trisakti University (2018).

Work Experience

- 2024 served as Central Operation Division Head
- 2023 served as Finance & Accounting Division Head
- 2022 served as PJ Finance & Accounting Division Head



Rahmad Budi Santoso

PJ Digital Operations Division Head

Indonesian Citizen,
(53 years old)
South Tangerang, Indonesia

Period of Office

Served since: October 1, 2025

Legal Basis of Appointment

SK No. 2240/2025

Educational Background

Bachelor (S1) in Economics from Indonesian Banking Economics College (1995).

Work Experience

- 2025 served as Acting Digital Operations Division Head
- 2017 served as Settlement Operation Department Head



R. Wahyu B. Witjaksono

Financial Institusion & Capital Market Division Head

Indonesian Citizen,
(55 years old)
Bekasi, Indonesia

Period of Office

Served since: January 15, 2024

Legal Basis of Appointment

SK No. 11/DIR/2024

Educational Background

- Bachelor (S1) in Accounting from Padjadjaran University (1993).
- Master (S2) in Financial Management from UGM & University of Kentucky USA (2004).

Work Experience

- 2024 served as Financial Institution & Capital Market Division Head
- 2019 served as Compliance & Governance Division Head
- 2018 served as PLT Compliance & Governance Division Head
- 2018 served as Deputy Internal Audit Division Head



Sri Astuti

Corporate Banking Division Head

Indonesian Citizen,
(52 years old)
Jakarta, Indonesia

Period of Office

Served since: October 1, 2024

Legal Basis of Appointment

SK No. 941/DIR/2024

Educational Background

Bachelor (S1) in Economics from the Islamic University of Indonesia (1995).

Work Experience

- 2024 served as Corporate Banking Division Head
- 2020 served as Commercial Banking Division Head
- 2018 served as Corporate & Loan Syndication Department Head



Ricky RS Pattinggi

Commercial Banking Division Head

Indonesian Citizen,
(54 years old)
Bogor, Indonesia

Period of Office

Served since: October 1, 2024

Legal Basis of Appointment

SK No. 941/DIR/2024

Educational Background

Bachelor (S1) in Management from Bandar Lampung University (1994).

Work Experience

- 2024 served as Commercial Banking Division Head
- 2021 served as Corporate Syndication & Transaction Banking Division Head
- 2020 served as Deputy Internal Audit Division Head



Grenardy Arief

Wholesale Transaction Division Head

Indonesian Citizen,
(48 years old)
Jakarta, Indonesia

Period of Office

Served since: January 8, 2025

Legal Basis of Appointment

SK No. 182/DIR/2025

Educational Background

Master (S2) in Business Administration from University of San Francisco (2004)

Work Experience

2025 served as Wholesale Transaction Division Head



Erwinta Siswadi

Institutional Banking 1 Division Head

Indonesian Citizen,
(54 years old)
South Tangerang, Indonesia

Period of Office

Served since: August 3, 2023

Legal Basis of Appointment

SK No. 627/DIR/2023

Educational Background

Bachelor (S1) in Industrial Engineering from the University of North Sumatra (1996).

Work Experience

- 2024 served as Large Institutional Funding Division Head
- 2022 served as Institutional Funding Division Head
- 2021 served as PJ Institutional Funding Division Head



Denny Kriswana

Institutional Banking 2 Division Head

Indonesian Citizen,
(56 years old)
South Tangerang, Indonesia

Period of Office

Served since: August 1, 2024

Legal Basis of Appointment

SK No. 711/DIR/2024

Educational Background

- Bachelor (S1) in Economics from Padjadjaran University (1991).
- Master (S2) in Strategic Management from ABFI Perbanas (2016).

Work Experience

- 2024 served as Midsize Institution Funding Division Head
- 2023 served as Deputy Regional Manager Business, Regional Office Jateng DIY
- 2023 served as Branch Manager KC Tangerang
- 2020 served as Branch Manager KC Jakarta Kuningan



Frengky Rosadrian Perangin Angin

Retail Funding Division Head

Indonesian Citizen,
(50 years old)
Jakarta, Indonesia

Period of Office

Served since: March 01, 2024

Legal Basis of Appointment

SPK No. 188/DIR/2024

Educational Background

Bachelor (S1) in Finance & Economics from University of Oregon (1996).

Work Experience

- 2024 served as Retail Funding Division Head
- 2020 served as Wealth Management Division Head



Sri Soekminiarni

Mortgage & Secured Loan Division Head

Indonesian Citizen,
(53 years old)
Jakarta, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 288/DIR/2025

Educational Background

Bachelor (S1) in Management Economics from the University of North Sumatra (1994).

Work Experience

- 2025 served as Mortgage & Secured Loan Division Head.
- 2024 served as Regional Office Head of Jakarta II Regional Office
- 2024 served as PJ Regional Office Head VI (East Java - DIY)
- 2022 served as Deputy Regional Manager Business, Regional Office I (West Java)
- 2021 served as Branch Manager Jakarta Harmoni



Nurkholis Wahyudi

Personal Banking Division Head

Indonesian Citizen,
(49 years old)
Jakarta, Indonesia

Period of Office

Served since: August 09, 2023

Legal Basis of Appointment

SK No. 103/DIR/2024

Educational Background

Bachelor (S1) in Socio-Economics of Fisheries from Brawijaya University (2000).

Work Experience

2023 served as Personal Banking Division Head



Tresia Sarumpaet

Digital Banking Product Development Division Head

Indonesian Citizen,
(45 years old)
Jakarta, Indonesia

Period of Office

Served since: July 1, 2025

Legal Basis of Appointment

SK No. 1233/2025

Educational Background

Master (S2) Marketing from Royal Melbourne Institute Technology (2003).

Work Experience

- 2025 served as Digital Banking Product Development Division Head.
- 2025 served as Digital Banking Sales Division Head.



Utaminingsih

Digital Banking Sales Division Head

Indonesian Citizen,
(48 years old)
South Tangerang, Indonesia

Period of Office

Served since: July 1, 2025

Legal Basis of Appointment

Memo No. 447/M/HCMD/TAC/V/2025

Educational Background

Master (S2) in Management from Gadjah Mada University (2024).

Work Experience

2025 served as Digital Banking Sales Division Head.



Laloria Novelina Pardede

Acting Consumer Collection, Recovery & Asset Sales 1 Division Head

Indonesian Citizen,
(40 years old)
Jakarta, Indonesia

Period of Office

Served since: September 8, 2025

Legal Basis of Appointment

Minutes of the A1 Talent Committee No. 16 of 2025

Educational Background

Bachelor (S1) in Economics from Diponegoro University (2009).

Work Experience

- 2025 served as Acting Consumer Collection, Recovery and Asset Sales 1 Division Head.
- 2025 served as Deputy Regional Manager Business Regional Office.
- 2024 served as Branch Manager of Kediri Branch Office.



Roganda Sahat Mangapul Siahaan

Consumer Collection, Recovery & Asset Sales 2 Division Head

Indonesian Citizen,
(55 years old)
Tangerang, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 288/DIR/2025

Educational Background

Bachelor (S1) in Civil Engineering from North Sumatra University (1996).

Work Experience

- 2025 served as Consumer Collection, Recovery & Asset Sales 2 Division Head.
- 2023 served as Small Medium Enterprise Banking Division Head.
- 2023 served as Deputy Subsidized Mortgage Division.
- 2023 served as Branch Manager of Bekasi Branch Office.
- 2020 served as Branch Manager of Tangerang Branch Office.



Didi Rusliyadi

Commercial Asset Management Division Head

Indonesian Citizen,
(44 years old)
Bogor, Indonesia

Period of Office

Served since: September 1, 2025

Legal Basis of Appointment

A1 Talent Committee No. 14th 2025

Educational Background

Bachelor (S1) in Mathematics and Natural Sciences from Bandung Institute of Technology (2005).

Work Experience

- 2025 served as Commercial Asset Management Division Head.
- 2025 served as Acting Regional Office Head of Kalimantan Regional Office.
- 2024 served as Deputy Wholesale Credit Risk Division.



Hasta Nugraha Utomo

Compliance & Governance Division Head

Indonesian Citizen,
(53 years old)
Tangerang, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 287/DIR/2025

Educational Background

- Bachelor of Law (S1) from Wijaya Kusuma University, Purwokerto (1995).
- Master (S2) in Financial Management from Gadjah Mada University and the University of Kentucky USA (2004).

Work Experience

- 2025 served as Compliance & Governance Division Head.
- 2024 served as Corporate Strategy & Planning Division Head.
- 2021 served as Financial Institution and Capital Market Division Head.



Satrijo Katri Wilargo

Acting Legal Division Head

Indonesian Citizen,
(54 years old)
Jakarta, Indonesia

Period of Office

Served since: September 8, 2025

Legal Basis of Appointment

SK No. 1179/2025

Educational Background

Bachelor (S1) of Law from Jember University (1995).

Work Experience

- 2025 served as Acting Legal Division Head.
- 2024 served as Legal Litigation Department Head.



Lusiana Anjarsari

Policy & Procedure Division Head

Indonesian Citizen,
(51 years old)
Jakarta, Indonesia

Period of Office

Served since: November 3, 2025

Legal Basis of Appointment

SK No. 2609/2025

Educational Background

- Bachelor (S1) of Law from Bandar Lampung University (1996).
- Master of Law (S2) from University of Indonesia (2002)

Work Experience

- 2025 served as Policy & Procedure Division Head.
- 2021 served as Deputy Internal Audit Division.
- 2018 served as Legal Division Head.



Umi Hardinajati

PLT Subsidized Mortgage Division Head

Indonesian Citizen,
(44 years old)
Jakarta, Indonesia

Period of Office

Served since: November 10, 2025

Legal Basis of Appointment

Memo No. 1164/M/HCMD/EDEV/XI/2025

Educational Background

Masters (S2) in Economics from the University of Indonesia (2007).

Work Experience

- 2025 served as Deputy Subsidized Mortgage Division.
- 2022 served as Stakeholder Relation Department Head.



Erwin Dwi Kusuma

Corporate Strategy & Planning Division Head

Indonesian Citizen,
(46 years old)
Jakarta, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 287/DIR/2025

Educational Background

- Bachelor (S1) in Civil Engineering from Sepuluh November Institute of Technology (2002).
- Master of Business Administration (S2) from Gadjah Mada University (2023).

Work Experience

- 2025 served as Corporate Strategy & Planning Division Head.
- 2023 served as Consumer Collection Recovery and Asset Sales 1 Division Head.
- 2020 served as Transformation Partnership Management Division Head.
- 2019 served as Enterprise Risk Management Division Head.
- 2017 served as Retail Risk Division Head.



Bramantyo Tri Adi Nugroho

Business Banking Division Head

Indonesian Citizen,
(44 years old)
Jakarta, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 288/DIR/2025

Educational Background

Bachelor (S1) in Agricultural Socio-Economics from Bogor Agricultural Institute (2004).

Work Experience

- 2025 served as Small Medium Enterprise Banking Division Head.
- 2024 served as Acting Consumer Collection, Recovery & Asset Sales 2 Division Head.
- 2023 served as Middle Bucket Department Head.



Meru Arumdalu

Wealth Management Division Head

Indonesian Citizen,
(45 years old)
Cinere, Indonesia

Period of Office

Served since: March 01, 2024

Legal Basis of Appointment

SK No. 360/DIR/2024

Educational Background

Masters (S2) in Financial Economics from University of Birmingham UK (2004).

Work Experience

2024 served as Wealth Management Division Head.



Erika

Transformation & Partnership Management Division Head

Indonesian Citizen,
(46 years old)
Jakarta, Indonesia

Period of Office

Served since: April 22, 2024

Legal Basis of Appointment

SK No. 404/DIR/2024

Educational Background

Bachelor (S1) in Industrial Engineering from the University of Indonesia (2001).

Work Experience

2024 served as Transformation & Partnership Management Division Head.



Agus Sumaryono

Wholesale Credit Risk Division Head

Indonesian Citizen,
(55 years old)
Bekasi, Indonesia

Period of Office

Served since: September 1, 2025

Legal Basis of Appointment

SK No. 1805/2025

Educational Background

Bachelor (S1) in Civil Engineering from Sebelas Maret University (1994).

Work Experience

- 2025 served as Wholesale Credit Risk Division Head.
- 2024 served as Digital & Operations Risk Management Division Head.
- 2024 served as Pj Digital & Operations Risk Management Division Head.
- 2023 served as Deputy Commercial Risk Division.
- 2021 served as Branch Manager Bekasi.



Achmad Zuchridin

PJ Retail Credit Risk Division Head

Indonesian Citizen,
(55 years old)
Depok, Indonesia

Period of Office

Served since: September 8, 2025

Legal Basis of Appointment

A1 Talent Committee No. 16th 2025

Educational Background

Bachelor (S1) in Economics from Jember University (1995).

Work Experience

- 2025 served as Acting Retail Credit Risk Division Head.
- 2023 served as Deputy Commercial Banking Division.



Tiana Elma Hetty

Regional Office Head of Jakarta I Regional Office

Indonesian Citizen,
(54 years old)
Jakarta, Indonesia

Period of Office

Served since: August 1, 2024

Legal Basis of Appointment

SK No. 711/DIR/2024

Educational Background

- Bachelor (S1) in Management Economics from the Christian University of Indonesia (1994).
- Master (S2) in Management from Jayabaya University (2016).

Work Experience

- 2024 served as Regional Office Head of Jakarta I Regional Office.
- 2024 served as PJ Regional Office Head of Jakarta I Regional Office.
- 2023 served as Deputy Regional Manager Business, Regional Office IV(Sumatera).
- 2022 served as Branch Manager Jakarta Harmoni.



Asvianti Handaru W.

Acting Regional Office Head of Jakarta II Regional Office

Indonesian Citizen,
(53 years old)
Bogor, Indonesia

Period of Office

Served since: July 1, 2025

Legal Basis of Appointment

SK No. 1234/2025

Educational Background

- Bachelor (S1) in Banking Management from the Indonesian Cooperative Management Institute (1996).
- Master (S2) in Management from Bogor Agricultural University (2000).

Work Experience

- 2025 served as Acting Regional Office Head of Jakarta II Regional Office.
- 2024 served as Sharia Funding Business Deputy.
- 2022 served as Sharia Funding & Treasury Deputy.
- 2021 served as DBM Business Bekasi Branch Office.



Waluyo

Regional Office Head of West Java Regional Office

Indonesian Citizen,
(56 years old)
Bandung, Indonesia

Period of Office

Served since: June 2, 2025

Legal Basis of Appointment

SK No. 2469/2025

Educational Background

Bachelor (S1) in Accounting Economics from Sebelas Maret University (1994).

Work Experience

- 2025 served as Regional Office Head of West Java Regional Office.
- 2024 served as PJ Regional Office Head of Central Java DIY Regional Office.
- 2023 served as Deputy Commercial Asset Management.
- 2022 served as Deputy Commercial Banking.
- 2020 served as Commercial Asset Document Department Head.



Fitri Novianty Ratna K

Acting Regional Office Head of Central Java and DIY Regional Office

Indonesian Citizen,
(54 years old)
Semarang, Indonesia

Period of Office

Served since: June 2, 2025

Legal Basis of Appointment

SK No. 2272/2025

Educational Background

Bachelor (S1) in Planning Engineering from Bandung Institute of Technology (1995).

Work Experience

- 2025 served as Acting Regional Office Head of Central Java DIY Regional Office.
- 2023 served as Commercial Banking Center Head at Bandung 1.



Carly Tambunan

Acting Regional Office Head of East Java Bali Nusra Regional Office

Indonesian Citizen,
(54 years old)
Surabaya, Indonesia

Period of Office

Served since: March 10, 2025

Legal Basis of Appointment

SK No. 288/DIR/2025

Educational Background

Bachelor (S1) in Mining and Mineral Engineering from Bandung Institute of Technology (1995).

Work Experience

- 2025 served as Acting Regional Office Head of East Java Bali Nusra Regional Office.
- 2024 served as Deputy Regional Manager Business, Regional Office 3 (Surabaya).
- 2023 served as Branch Manager of Bandung Branch Office.



Noor Ridlo

Acting Regional Office Head of Sumatra Regional Office

Indonesian Citizen,
(53 years old)
Medan, Indonesia

Period of Office

Served since: July 1, 2025

Legal Basis of Appointment

SK No. 1235/2025

Educational Background

Bachelor (S1) in Economics from Islamic University of Indonesia (1995).

Work Experience

- 2025 served as Acting Regional Office Head of Sumatra Regional Office.
- 2024 served as Deputy Subsidized Mortgage Division.
- 2023 served as Branch Manager of Tangerang Branch Office.



Bagus Hendri Setiawan

Acting Regional Office Head of Sulawesi Maluku Papua Regional Office

Indonesian Citizen,
(40 years old)
Makassar, Indonesia

Period of Office

Served since: February 3, 2025

Legal Basis of Appointment

SK No. 2303/2025

Educational Background

Bachelor (S1) in Economics from Brawijaya University (2007).

Work Experience

- 2025 served as Acting Regional Office Head of Sulawesi Maluku Papua Regional Office.
- 2024 served as Deputy Regional Manager Business, Regional Office 6 (Semarang).
- 2023 served as Branch Manager of Cikarang Branch Office.



Vidy Aryo Fajar

Acting Regional Office Head of the Kalimantan Regional Office

Indonesian Citizen,
(39 years old)
Balikpapan, Indonesia

Period of Office

Served since: November 3, 2025

Legal Basis of Appointment

Memo No. 603/M/HCMD/EDEV/XI/2025

Educational Background

Bachelor (S1) in Economics from the University of Indonesia (2008).

Work Experience

- 2025 served as Acting Regional Office Head of Kalimantan Regional Office.
- 2025 served as Deputy Regional Manager Business of Kalimantan Regional Office.
- 2024 served as Branch Manager of Medan Branch Office.

Officers Two Levels Below The Board of Directors

Name	Work Unit	Job Title
DIVISION		
Hatorangan David Hutajulu	IT Development Division	Deputy IT Development Division
Ghulam Mahdi Muharram	IT Operations Division	Deputy IT Operations Division
Romeo Daniel Mekenru Van Enst	Mortgage & Secure Loan Division	Deputy Mortgage & Secured Loan Division
Mochamad Iqbal Nugraha	Treasury Division	Deputy Treasury Division
Umi Hardinajati	Subsidized Mortgage Division	Deputy SMD
Erwin Perangin Angin	Wholesale Credit Risk Division	Deputy Wholesale Credit Risk
REGIONAL OFFICE		
Yayang Wirawan	Jakarta Regional Office I	Deputy Regional Manager Business Office of Jakarta I
Shesharina Ayu Wulandini	Jakarta Regional Office I	Deputy Regional Manager Service & Collection of Jakarta I
Bryan Andria Wijaya	Jakarta Regional Office II	Deputy Regional Manager Business Office of Jakarta II
Ciko Hadiantono	Jakarta Regional Office II	Deputy Regional Manager Service & Collection Office of Jakarta II
Erik Budi Setiawan	West Java Regional Office	Deputy Regional Manager Business Office of West Java
Marlina Marianna Siahaan	West Java Regional Office	Deputy Regional Manager Service & Collection Office of West Java
Ardityas Dwi Atmoko	DIY Central Java Regional Office	Deputy Regional Manager Business Central Java, DIY Regional Office
Adolf Ronaldo Sebastianus	DIY Central Java Regional Office	Deputy Regional Manager Service & Collection Central Java, DIY Regional Office
Joyce Ivone Mandagi	East Java Bali Nusra Regional Office	Deputy Regional Manager Business East Java, Bali, Nusra Regional Office
Jastrawan Pesulima	East Java Bali Nusra Regional Office	Deputy Regional Manager Service & Collection East Java, Bali, Nusra Regional Office
Aries Tuti	Sumatra Regional Office	Deputy Regional Manager Business Sumatra Regional Office
Ternamentha Sitepu	Sumatra Regional Office	Deputy Regional Manager Service & Collection Sumatra Regional Office
I Wayan Cahya Prandika	Sulawesi Maluku Papua Regional Office	Deputy Regional Manager Business Office Sulawesi, Maluku, Papua
Ali Irfan	Sulawesi Maluku Papua Regional Office	Deputy Regional Manager Service & Collection Sulawesi, Maluku, Papua Regional Office
Liling Joko Suprapto	Kalimantan Regional Office	Deputy Regional Manager Business Office Kalimantan
Vidy Aryo Fajar	Kalimantan Regional Office	Deputy Regional Manager Service & Collection Office Kalimantan

PROFILE OF **EMPLOYEE**

Employee Composition by Gender

Table of Employee Composition by Gender

(in person)

Gender	2025	2024
Male	5,684	6,560
Female	5,730	6,287
Total	**11,414**	**12,847**

Employee Composition by Organizational Level

Table of Employee Composition by Organizational Level

(in person)

Organizational Level	2025			2024		
	Male	Female	Total	Male	Female	Total
Level 22	6	1	7	2	1	**3**
Level 19-21	98	29	127	114	26	**140**
Level 15-18	1,093	425	1,518	1,119	409	**1,528**
Level 13-14	1,537	1,132	2,669	1,718	1,215	**2,933**
Level 11-12	2,408	3,271	5,679	2,895	3,548	**6,443**
Level 8-10	542	872	1414	712	1,088	**1,800**
Total	**5,684**	**5,730**	**11,414**	**6,560**	**6,287**	**12,847**

Employee Composition by Age Range

Table of Employee Composition by Age Range

(in person)

Age range	2025			2024		
	Male	Female	Total	Male	Female	Total
≥ 51	570	174	744	681	218	**899**
31–50	3,482	2,712	6,194	3,713	2,764	**6,477**
≤ 30	1,632	2,844	4,476	2,166	3,305	**5,471**
Total	**5,684**	**5,730**	**11,414**	**6,560**	**6,287**	**12,847**

Employee Composition by Level of Education

Table of Employee Composition by Level of Education

(in person)

Level of Education	2025			2024		
	Male	Female	Total	Male	Female	Total
Doctorate Degree	333	198	531	373	189	**562**
Bachelor	4,910	4,880	9,790	5,574	5,212	**10,786**
Diploma	377	520	897	511	706	**1,217**
Senior High School	64	132	196	102	180	**282**
Total	**5,684**	**5,730**	**11,414**	**6,560**	**6,287**	**12,847**

Employee Composition by Employment Status

Table of Employee Composition by Employment Status

(in person)

Employment Status	2025			2024		
	Male	Female	Total	Male	Female	Total
Permanent	5,617	5,706	11,323	6,485	6,214	**12,699**
Contract	67	24	91	75	73	**148**
Total without Outsourced Employees	**5,684**	**5,730**	**11,414**	**6,560**	**6,287**	**12,847**
Outsource	6,804	1,288	8,092	6,551	1,187	7,738
Total with Outsourced Employees	**12,488**	**7,018**	**19,506**	**13,111**	**7,474**	**20,585**

Employee Composition by Years of Service

Table of Employee Composition by Years of Service

(in person)

Years of Service	2025			2024		
	Male	Female	Total	Male	Female	Total
> 30th	89	66	155	124	80	**204**
Above 25th-30th	479	95	574	584	142	**726**
Above 20th-25th	-	68	68	-	-	**-**
Above 15th-20th	191	268	459	213	306	**519**
Above 10th-15th	1,566	1,344	2,910	1,473	1,519	**2,992**
Above 5th-10th	1,988	1,658	3,646	2,733	2,043	**4,776**
Above 0-5th	1,371	2,231	3,602	1,433	2,197	**3,630**
Total	**5,684**	**5,730**	**11,414**	**6,560**	**6,287**	**12,847**

SHAREHOLDER **COMPOSITION**

Shareholder composition is presented as follows:

Table of Composition of BTN Shareholders as of January 1, 2025

Shareholders	Number of Shareholders	Amount Shares (Share)	Ownership Percentage (%)
LOCAL			
Republic of Indonesia	1	8,420,666,648	60.00
Insurance	93	283,251,354	2.02
Bank	3	9,608,789	0.07
Retirement Fund	108	1,331,751,166	9.49
Cooperative	3	1,016,500	0.01
Indonesian Individual	55,826	1,594,873,202	11.36
Limited Liability Company	153	115,739,035	0.82
Mutual Funds	150	744,706,029	5.31
Foundation	15	26,954,630	0.19
Sub Total	**56,352**	**12,528,567,353**	**89.27**
FOREIGN			
Foreign Business Entity	204	1,503,132,136	10.71
Foreign Individual	71	2,744,924	0.02
Sub Total	**275**	**1,505,877,060**	**10.73**
TOTAL	**56,627**	**14,034,444,413**	**100.00**

Table of Composition of BTN Shareholders as of December 31, 2025

Shareholders	Number of Shareholders	Amount Shares (Share)	Ownership Percentage (%)
LOCAL			
Republic of Indonesia	1	1	0.00
PT Danantara Asset Management	1	8,420,666,647	60.00
Insurance	76	236,216,854	1.68
Bank	3	9,475,889	0.07
Retirement Fund	78	1,327,587,556	9.46
Cooperative	5	1,189,000	0.01
Indonesian Individual	64,963	1,847,627,220	13.16
Limited Liability Company	160	177,984,763	1.27
Mutual Funds	102	504,261,846	3.59
Foundation	17	27,340,295	0.19
Sub Total	**65,406**	**12,552,350,071**	**89.44**

Shareholders	Number of Shareholders	Amount Shares (Share)	Ownership Percentage (%)
FOREIGN			
Foreign Business Entity	203	1,479,122,970	10.54
Foreign Individual	60	2,971,372	0.02
Sub Total	**263**	**1,482,094,342**	**10.56**
TOTAL	**65,669**	**14,034,444,413**	**100.00**

Composition of the 20 Biggest Shareholders

Table of Composition of the 20 Largest Shareholders of BTN as of January 1, 2025

No.	Investor Name	Status	Amount Shares (Share)	Ownership Percentage (%)
1.	DJS KETENAGAKERJAAN PROGRAM JHT	Local	389,275,808	2.77
2.	PT TASPEN (ASURANSI) - AFS	Local	362,166,723	2.58
3.	PT TASPEN	Local	332,835,794	2.37
4.	REKSA DANA SUCORINVEST EQUITY FUND	Local	206,156,100	1.47
5.	JPMSE STOCK RE UCITS CLT RE-HANDELSBANKE	Foreign	156,224,839	1.11
6.	REKSA DANA SAM DANA CERDAS	Local	84,750,058	0.60
7.	DJS KETENAGAKERJAAN PROGRAM JP	Local	77,756,000	0.55
8.	NTC-ARTEMIS SMARTGARP GLOBAL EMERGING MARKETS EQUITY FUND	Foreign	75,530,000	0.54
9.	JPMCB NA RE - VANGUARD EMERGING MARKETS	Foreign	66,560,556	0.47
10.	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL	Foreign	65,330,984	0.47
11.	NTC-LSV EMERGING MARKETS EQUITY FUND, LP	Foreign	61,460,400	0.44
12.	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD	Foreign	57,337,558	0.41
13.	JPMCB NA RE - REB EMERGING MARKETS FINANCIALS FUND	Foreign	57,264,150	0.41
14.	BNYM RE VANDERBILT UNIVERSITY	Foreign	55,523,100	0.40
15.	CITIBANK NEW YORK S/A EMERGING MARKETS CORE EQUITY	Foreign	54,408,154	0.39
16.	SSB 2Q27 ISHARES CORE MSCI EMERGING MARKETS	Foreign	54,042,776	0.39
17.	SSB SBG6 SWEDBANK ROBUR SMALL CAP EMERGING MARKETS	Foreign	50,000,000	0.36
18.	REKSA DANA ASHMORE SAHAM SEJAHTERA NUSAN	Local	43,438,800	0.31
19.	SURYADI TJU	Local	38,406,500	0.27
20.	REKSA DANA ASHMORE DANA EKUITAS NUSANTARA	Local	36,759,600	0.26

Table of Composition of the 20 Largest BTN Shareholders as of December 31, 2025

No.	Investor Name	Status	Amount Shares (Share)	Ownership Percentage (%)
1.	DJS KETENAGAKERJAAN PROGRAM JHT	Local	389,275,808	2.77
2.	PT TASPEN (ASURANSI) - FVTPL	Local	362,166,723	2.58
3.	PT TASPEN	Local	332,835,794	2.37
4.	JPMSE STOCK RE UCITS CLT RE-HANDELSBANKE	Foreign	156,224,839	1.11
5.	REKSA DANA SUCORINVEST EQUITY FUND	Local	154,623,000	1.10
6.	SSB SBG6 SWEDBANK ROBUR SMALL CAP EMERGING MARKETS	Foreign	85,000,000	0.61
7.	DJS KETENAGAKERJAAN PROGRAM JP	Local	77,756,000	0.55
8.	CACEIS BANK, LUXEMBOURG BRANCH/ NEF	Foreign	73,199,966	0.52
9.	JPMCB NA RE-VANGUARD TOTAL INTERNATIONALSTOCK INDEX FUND	Foreign	70,075,984	0.50
10.	SSB ACXU AMERICAN CENTRY ETF TST-AVANTISEM EQ ETF	Foreign	65,440,783	0.47
11.	JPMCB NA RE - VANGUARD EMERGING MARKETSSTOCK INDEX FUND	Foreign	65,031,756	0.46
12.	CITIBANK NEW YORK S/A ISHARES CORE MSCI EMERGING MARKETS ETF	Foreign	63,005,376	0.45
13.	NTC-LSV EMERGING MARKETS EQUITY FUND, LP	Foreign	61,460,400	0.44
14.	JPMCB NA RE - REB EMERGING MARKETS FINANCIALS FUND, LP	Foreign	54,964,150	0.39
15.	CITIBANK NEW YORK S/A EMERGING MARKETS CORE EQUITY 2 PORTFOLIO OF DFA INVESTMENT	Foreign	54,408,154	0.39
16.	MANULIFE DANA EKUITAS	Local	45,409,736	0.32
17.	BNYM RE VANDERBILT UNIVERSITY	Foreign	39,720,100	0.28
18.	JPMCB NA RE-VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL S	Foreign	36,887,554	0.26
19.	JPMCB NA RE - BLACKROCK INST TR CO N A INVESTMENT FDS FOR EMPLOYEE BENEFIT TRUST	Foreign	36,500,632	0.26
20.	PT MANDIRI SEKURITAS QQ ERROR AO	Local	34,360,500	0.24

Shareholders Composition 5% or More

Table of Composition of Shareholders of 5% or More of BTN as of January 1, 2025

Investor Name	Number of shares (share)	Ownership Percentage (%)
Republic of Indonesia	8,420,666,648	60.00

Table of Composition of Shareholders of 5% or More of BTN as of December 31, 2025

Investor Name	Number of shares (share)	Ownership Percentage (%)
PT Danantara Asset Management	8,420,666,647	60.00

Composition of Community Shareholders Less Than 5%

Table of Composition of Community Shareholders Less than 5% as of January 1, 2025

Shareholders	Number of Shareholders	Number of shares (share)	Ownership Percentage (%)
LOCAL			
Insurance	93	283,251,354	2.02
Bank	3	9,608,789	0.07
Retirement Fund	108	1,331,751,166	9.49
Cooperative	3	1,016,500	0.01
Indonesian Individual	55,826	1,594,873,202	11.36
Limited Liability Company	153	115,739,035	0.82
Mutual Funds	150	744,706,029	5.31
Foundation	15	26,954,630	0.19
Sub Total	**56,351**	**4,107,900,705**	**29.27**
FOREIGN			
Foreign Business Entity	204	1,503,132,136	10.71
Foreign Individual	71	2,744,924	0.02
Sub Total	**275**	**1,505,877,060**	**10.73**
TOTAL	**56,626**	**5,613,777,765**	**40.00**

Table of Composition of Group of Community Shareholders Less than 5% as of December 31, 2025

Shareholders	Number of Shareholders	Number of shares (share)	Ownership Percentage (%)
LOCAL			
Insurance	76	236,216,854	1.68
Bank	3	9,475,889	0.07
Retirement Fund	78	1,327,587,556	9.46
Cooperative	5	1,189,000	0.01
Indonesian Individual	64,963	1,847,627,220	13.16
Limited Liability Company	160	177,984,763	1.27
Mutual Funds	102	504,261,846	3.59
Foundation	17	27,340,295	0.19
Sub Total	**65,404**	**4,131,683,423**	**29.44**
FOREIGN			
Foreign Business Entity	203	1,479,122,970	10.54
Foreign Individual	60	2,971,372	0.02
Sub Total	**263**	**1,482,094,342**	**10.56**
TOTAL	**65,667**	**5,613,777,765**	**40.00**

Shareholding by The Directors and Commissioners

Table of Share Ownership of the Board of Commissioners and Directors of BTN as of January 1, 2025

No.	Name	Position	Number of shares (share)	Ownership Percentage (%)
BOARD OF DIRECTORS				
1.	Nixon L. P. Napitupulu	President Director	5,399,000	0.0384696
2.	Oni Febriarto Rahardjo	Vice President Director	1,149,100	0.0081877
3.	Andi Nirwoto*	Director of Information Technology	2,818,561	0.0200832
4.	Elisabeth Novie Riswanti*	Director of Assets Management	2,729,600	0.0194493
5.	Jasmin*	Director of Distribution and Institutional Funding	3,844,430	0.0273928
6.	Setiyo Wibowo	Director of Risk Management	2,889,100	0.0205858
7.	Hirwandi Gafar	Director of Consumer	2,759,714	0.0196639
8.	Nofry Rony Poetra	Director of Finance	3,527,422	0.0251340
9.	Eko Waluyo	Director of Human Capital, Compliance and Legal	2,868,364	0.0204380
10.	Hakim Putratama**	Director of Operations & Customer Experience	794,400	0.0056604
11.	Muhammad Iqbal*	Director of SME & Retail Funding	-	-
BOARD OF COMMISSIONER				
1.	Chandra M. Hamzah*	President Commissioner/Independent	-	-
2.	Iqbal Latanro*	Vice President Commissioner/Independent	-	-
3.	Armand B. Arief*	Independent Commissioner	-	-
4.	Sentot A. Sentausa*	Independent Commissioner	-	-
5.	Adi Sulistyowati*	Independent Commissioner	-	-
6.	Bambang Widjanarko*	Independent Commissioner	-	-
7.	Andin Hadiyanto*	Commissioner	-	-
8.	Herry Trisaputra Zuna*	Commissioner	879,300	0.0062653
9.	Himawan Arief Sugoto*	Commissioner	879,300	0.0062653
TOTAL				

* Ceased to serve since March 26, 2025.

Table of Share Ownership of the Board of Commissioners and Directors of BTN as of December 31, 2025

No.	Name	Position	Number of shares (share)	Ownership Percentage (%)
BOARD OF DIRECTORS				
1.	Nixon L. P. Napitupulu	President Director	5,399,000	0.0384696
2.	Oni Febriarto Rahardjo	Vice President Director	1,149,100	0.0081877
3.	Setiyo Wibowo	Director of Risk Management	2,889,100	0.0205858
4.	Hirwandi Gafar	Director of Consumer Banking	2,759,714	0.0196639
5.	Nofry Rony Poetra	Director of Finance & Strategy	3,527,422	0.0251340
6.	Eko Waluyo	Director of Human Capital & Compliance	2,868,364	0.0204380
7.	Tan Jacky Chen	Director of Information Technology	724,135	0.0051597
8.	Venda Yuniarti	Director of Treasury & International Banking	-	-
9.	Helmy Afrisa Nugroho*	Director of Corporate Banking	-	-
10.	I Nyoman Sugiri Yasa	Director of Operations	-	-

No.	Name	Position	Number of shares (share)	Ownership Percentage (%)
11.	Rully Setiawan	Director of Network & Retail Funding	-	-
12.	Hermita	Director of Commercial Banking	-	-
BOARD OF COMMISSIONERS				
1.	Suryo Utomo	President Commissioner	-	-
2.	Dwi Ary Purnomo**	Vice President Commissioner	-	-
3.	Fahri Hamzah	Commissioner	-	-
4.	Ida Nuryanti	Independent Commissioner	-	-
5.	Pietra Machreza Paloh	Independent Commissioner	-	-
6.	Panangian Simanungkalit	Independent Commissioner	-	-
7.	Didyk Choiroel***	Commissioner		
TOTAL				

* Appointed at the Annual GMS on March 26, 2025, in the Fit and Proper Test process from FSA.
** Resigned as of February 25, 2026 in connection with his appointment as a member of the Board of Directors of PT Asuransi Kerugian Jasa Raharja.
*** Appointed at the Extraordinary General Meeting of Shareholders held on January 7, 2026, and currently undergoing the Fit and Proper Test from FSA.

As of December 2025, there is no indirect share ownership by the Company's Board of Directors and Board of Commissioners.

Shares Ownership by Senior Management

Table of share ownership of BTN senior management as of December 31, 2025

No.	Name	Position	Number of shares (share)	Ownership Percentage (%)
1.	Thomas Wahyudi	SEVP Digital Business	268,500	0.0019132
2.	Benjamen Sihombing	SEVP Assets Management	925,059	0.0065914
3.	Henri Ari Wibawa	SEVP Credit Risk	104,469	0.0007444

As of December 31, 2025, BTN Senior Management does not have indirect share ownership.

Shareholders Classification

Table of BTN Shareholder Classification as of December 31, 2025

Shareholding	Number of Shareholders	Number of shares (share)	Ownership Percentage (%)
Local Institution	441	2,284,056,203	16.27
Foreign Institution	203	1,479,122,970	10.54
Local Individual	64,963	1,847,627,220	13.16
Foreign Individual	60	2,971,372	0.02
Total	**65,667**	**5,613,777,765**	**40.00**

Beneficial Owner

The beneficial owner of the Company is the Government of the Republic of Indonesia, in this case the The Head of the State-Owned Enterprises Regulatory Agency (BP BUMN) is appointed and/or given the authority to represent the Government of the Republic of Indonesia.

INFORMATION OF MAJOR **AND CONTROLLING SHAREHOLDERS**

The majority share ownership of Bank BTN was owned by the Government of the Republic of Indonesia with a **60.00%**. share ownership. Thus, the Major and Controlling Shareholders of Company were the Government of the Republic of Indonesia, there were no Major and Controlling Shareholders indirectly.



LIST OF SUBSIDIARIES, ASSOCIATES **AND JOINT VENTURE COMPANIES**

On June 5, 2025, the Company officially established a subsidiary in the sharia banking sector through an acquisition/ spin-off as part of its strategy to strengthen the national housing finance ecosystem. Furthermore, to strengthen its sharia business positioning and identity, on August 20, 2025, the subsidiary rebranded and began operating under the name Bank Syariah Nasional after obtaining regulatory approval. This transformation is expected to expand the reach of BTN's sharia banking services and increase the subsidiary's contribution to the Group's consolidated performance.

Subsidiaries

Company Name	PT Bank Syariah Nasional	
Business Field	Sharia Banking	
Date of Incorporation	December 22, 2025	
Total Assets	IDR72.9 Trillion	
Ownership (%)	99.999%	
Start of Operation/Operational Status	December 22, 2025	
Address	Menara Bank BTN Lt. 11, Jl. Gajah Mada No. 1, Jakarta Pusat 10130 Telp : Telp. 021 - 6310800 (Hunting) Fax : 021 - 6311900 Web : https://bankbsn.co.id/	
Company Management	**Board of Commissioners**	
	Bahrullah Akbar	President Commissioner concurrently Independent Commissioner
	Machhendra Setyo Atmaja	Commissioner
	Hilman Latief	Commissioner
	Ilham Nurhidayatuloh	Independent Commissioner
	Lukman Khakim	Independent Commissioner
	Board of Directors	
	Alex Sofjan Noor	President Director
	Arga Mahanana Nugraha	Vice President Director
	Abdul Firman	Director of Finance, Strategy & Treasury
	Mochamad Yut Penta	Director of Consumer Banking
	Beki Kanuwa	Director of Risk Management
	Ari Kurniaman	Director of Network & Retail Funding
	Anton Rijanto	Director of Human Capital & Compliance

BANK BUSINESS GROUP **INFORMATION**

Structure of Bank Business Group

As of December 31, 2025, the Company has a banking business group consisting of BTN and BBSN, which was formed to support the strengthening of integrated conventional and sharia banking services. This business group aims to expand the reach of housing financing, increase sharia financial inclusion, and optimize business synergies to create sustainable growth and increased value for stakeholders.

Bank Business Group (BBG) of BTN Group
(Conventional and Sharia Banks)

btn

bsn
bank syariah
nasional

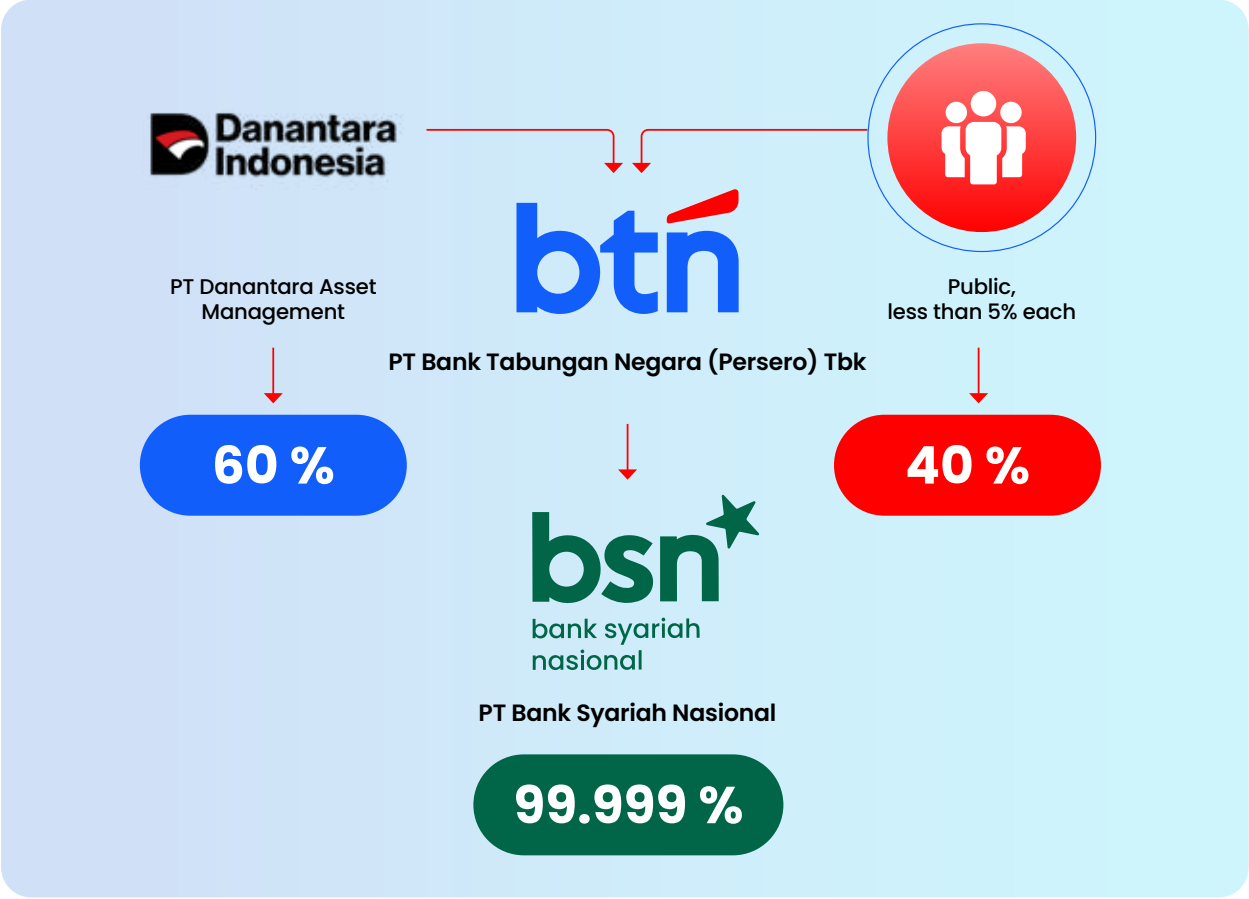
Structure of Management Relationships in Bank Business Group

There is no administrator in BTN's subsidiaries who currently also holds positions at BTN.

Shareholders Acting on Behalf of Other Shareholders

There is no Shareholder acting on behalf of other shareholders.

CORPORATE
GROUP STRUCTURE



As of December 31, 2025, the Company has no Associate Entities, Joint Ventures, or Special Purpose Vehicles (SPV).

STOCK LISTING **CHRONOLOGY**

Initial Public Offering (IPO)

The Company listed its shares for the very first time on the Indonesia Stock Exchange on December 17, 2009 by offering 2,360,057,000 B Series shares or 27.08% of the issued capital, at a par value of IDR800 per share to the public. The Initial Public Offering (IPO) was warmly welcome by the public, as demonstrated from 2.04 times of oversubscription with IDR1.88 trillion of proceeds. The action was recognized as the "Best 2009 IPO in Indonesia" by The Asset magazine and as the "Mid Cap/IPO deal of the year in Southeast Asia 2009" by Alpha Southeast Asia (Hong Kong).

Corporate Action	: Initial Public Offering/IPO
Year of Issue of Shares	: December 17, 2009
Number of Shares Offered	: 2,360,057,000 Series B shares or 27.08% of the issued capital
Nominal Value of Shares	: IDR500 per share
Bid Price	: IDR800 per share
Number of Shares Before IPO	: 0 share
Number of Listed Shares After IPO	: 8,623,285,575 Shares of Series B
Exchange Listing	: Indonesia Stock Exchange (BEI)

Limited Offering I – Rights Issue

On November 23, 2012, the Company carried out a corporation action, i.e. Limited Offering I (PUT I) to Company shareholders in relation to the performance of Rights Issue with the aim of strengthening the capital structure as well as increasing the number of floating shares. This will improve BBTN's market capitalization and share liquidity in the capital market, not to mention supporting credit growth, so as to encourage investors to spend more of their funds in BTN shares.

Corporate Action	: Limited Public Offering I (PUT I) – Preemptive Rights (HMETD)/ Rights Issue
Number of Shares Offered	: 1,512,857,500 Series B Shares
Nominal Value of Shares	: IDR500
Exercise Price	: IDR1,235
Number of Shares Recorded Before Rights Issue	: 8,859,291,500
Number of Shares Recorded After Rights Issue	: 10,481,074,500 shares
Amount of Funds (Proceeds) Received	: IDR1,868,379,012,500
Conversion Ratio	: 555,000 Old Shares are entitled to 94,943 HMETD
Ownership Dilution	: 14.61% before MESOP and 16.49% after MESOP
Preemptive Rights Trading Period	: November 23 - 29, 2012
Preemptive Rights Exercise Period	: November 23 - 29, 2012
Date of Securities Listing on the Stock Exchange	: November 23, 2012
Stock Exchange Listing	: Indonesia Stock Exchange (BEI)
Alert Buyer	: PT Bahana Securities, PT Danareksa Sekuritas and PT Mandiri Sekuritas

Limited Public Offering II – Rights Issue

On December 28, 2022, the Company carried out a corporate action in the form of Capital Increase by Providing Preemptive Rights II (PMHMETD II) to the Company's shareholders in order to issue Preemptive Rights (HMETD) or Rights Issue with the aim of strengthening the capital structure Company in increasing the distribution of credit and/or loans.

Corporate Action	:	Increase in Capital by Providing Pre-emptive Rights II ("PMHMETD II")
Number of Shares Offered	:	As many as 3,444,444,413 (Three Billion Four Hundred Forty Four Million Four Hundred Forty Four Thousand Four Hundred Thirteen) new Series B shares
Nominal Value of Shares	:	IDR500 (five hundred Rupiah)
Exercise Price	:	IDR1,200 (one thousand two hundred Rupiah)
Number of Shares Recorded Before Rights Issue	:	10,590,000,000 (ten billion five hundred and ninety million) shares
Number of Shares Recorded After Rights Issue	:	14,034,444,413 (fourteen billion thirty four million four hundred and forty four thousand four hundred and thirteen) shares
Rights Issue Value	:	The value of PMN is IDR2,479,999,997,600,- (Two Trillion Four Hundred Seventy Nine Billion Nine Hundred Ninety Nine Million Nine Hundred Ninety Seven Thousand Six Hundred Rupiah) The value of public participation is IDR1,653,333,295,600,- (One Trillion Six Hundred Fifty Three Billion Three Hundred Thirty Three Million Two Hundred Ninety Five Thousand Six Hundred Rupiah)
Amount of Funds (Proceeds) Received	:	IDR4,133,333,295,600,- (Four Trillion One Hundred Thirty Three Billion Three Hundred Thirty Three Million Two Hundred Ninety Five Thousand Six Hundred Rupiah)
Conversion Ratio	:	Each holder of 100,000,000 (one hundred million) Old Shares is entitled to 32,525,443 (thirty two million five hundred twenty five thousand four hundred and forty three) HMETD, where every 1 (one) HMETD gives the holder the right to purchase 1 (one) New Share.
Ownership Dilution	:	Shareholders who do not exercise their rights will experience a maximum decrease in ownership percentage of 24.54% (Twenty Four Point Five Four Percent)
Preemptive Rights Trading Period	:	December 28, 2022 - January 5, 2023
Preemptive Rights Exercise Period	:	December 28, 2022 - January 5, 2023
Securities Listing Date on the Stock Exchange	:	December 28, 2022
Stock Exchange Listing	:	Indonesia Stock Exchange (BEI)
Alert Buyer	:	PT CIMB Niaga Sekuritas

Chronology of Issuance/Listing of BTN Shares

No.	Period	Description	Share	Nominal Value (IDR)	Bid Price (IDR)
1.	Before IPO	-	-	-	
2.	December 17, 2009	Initial Public Offering	Series B Common Stock	500	800
3.	February 4, 2011	MESOP Program Realization	Series B Common Stock	500	855
4.	October 4, 2011	MESOP Program Realization	Series B Common Stock	500	855
5.	February 1, 2012	MESOP Program Realization	Series B Common Stock	500	1,297
6.	May 1, 2012	MESOP Program Realization	Series B Common Stock	500	-
7.	November 23, 2012	Limited Public Offering I/Rights Issue	Series B Common Stock	500	1,235
8.	February 1, 2013	MESOP Program Realization	Series B Common Stock	500	1,098
9.	July 1, 2013	MESOP Program Realization	Series B Common Stock	500	-
10.	February 1, 2014	MESOP Program Realization	Series B Common Stock	500	-
11.	July 1, 2014	MESOP Program Realization	Series B Common Stock	500	-
12.	February 2, 2015	MESOP Program Realization	Series B Common Stock	500	-
13.	July 1, 2015	MESOP Program Realization	Series B Common Stock	500	-
14.	February 1, 2016	MESOP Program Realization	Series B Common Stock	500	1,098
15.	December 28, 2022	Limited Public Offering I/Rights Issue	Series B Common Stock	500	1,200

CHRONOLOGY OF BOND LISTING **AND OTHER SECURITIES LISTING**

Chronology of listing of other securities which consists of bonds, sukuk, mortgage securitization, negotiable certificate of deposits (NCD) and Long Term Notes (LTN). All of the Company's bonds have been listed on the Indonesia Stock Exchange and for global bond have been listed in Singapore Exchange.

Chronology of Bond Issuance

Table of Chronology of the Company Bond Issuance BTNs

Description	Electronic Bond Distribution Date	Tenor (Year)	Currency	Number of Bonds (Millions)	Bid Price
Bank BTN Bond I Year 1989	July 25, 1989	5	IDR	50,000	100% of the principal amount of the Bonds
Bank BTN Bond II Year 1990	-	5	IDR	50,000	100% of the principal amount of the Bonds
Bank BTN Bond III Year 1991	-	5	IDR	50,000	100% of the principal amount of the Bonds
Bank BTN Bond IV Year 1991	-	5	IDR	100,000	100% of the principal amount of the Bonds
Bank BTN Bond V Year 1993	-	5	IDR	150,000	100% of the principal amount of the Bonds
Bank BTN Bond VI Year 1995	-	5	IDR	350,000	100% of the principal amount of the Bonds
Bank BTN Bond VII Year 1996	-	5	IDR	200,000	100% of the principal amount of the Bonds

Number of shares issued (sheet)	Issued and Paid Up Capital		
	Number of Shares (sheet)	Total Amount of Money (IDR)	Total Offering Price (IDR)
-	6,354,000,000	3,177,000,000,000	-
2,360,057,000	8,714,057,000	4,357,028,500,000	1,888,045,600,000
95,015,000	8,809,072,000	4,404,536,000,000	81,237,825,000
26,898,500	8,835,970,500	4,417,985,250,000	22,998,217,500
2,544,500	8,838,515,000	4,419,257,500,000	3,300,216,500
5,068,000	8,843,583,000	4,421,791,500,000	-
1,512,857,500	10,356,440,500	5,178,220,250,000	1,868,379,012,500
206,420,500	10,562,861,000	5,281,430,500,000	226,649,709,000
1,992,500	10,564,853,500	5,282,426,750,000	-
407,000	10,565,260,500	5,282,630,250,000	-
2,435,500	10,567,696,000	5,283,848,000,000	-
24,500	10,567,720,500	5,283,860,250,000	-
14,624,500	10,582,345,000	5,291,172,500,000	-
7,655,000	10,590,000,000	5,295,000,000,000	8,405,190,000
3,444,444,413	14,034,444,413	7,017,222,206,500	4,133,333,259,600

Maturity Date	Interest Rate	Payment Status	Rating		Trustee
			2025	2024	
July 25, 1994	18.75% fixed	Paid Off	-	-	-
June 1, 1995	16.25% fixed	Paid Off	-	-	-
November 11, 1996	20.00% fixed	Paid Off	-	-	-
January 23, 1996	17.00% fixed	Paid Off	-	-	-
July 31, 1998	15.25% fixed for first and second years, in for remaining years until maturity	Paid Off	-	-	-
December 21, 2000	17.25% fixed for first year, floating for remaining years until maturity	Paid Off	-	-	-
July 22, 2001	17.125% fixed for first year, floating for remaining years until maturity	Paid Off	-	-	-

Description	Electronic Bond Distribution Date	Tenor (Year)	Currency	Number of Bonds (Millions)	Bid Price
Bank BTN Bond VIII Year 1997	-	5	IDR	400,000	100% of the principal amount of the Bonds
Bank BTN Bond IX Year 2003	-	5	IDR	750,000	100% of the principal amount of the Bonds
Bank BTN Bond X Year 2004	-	5	IDR	750,000	100% of the principal amount of the Bonds
BTN Subordinated Bonds I Year 2004	-	10	IDR	250,000	100% of the principal amount of the Bonds
BTN Bonds XI Year 2005	-	5	IDR	750,000	100% of the principal amount of the Bonds
Bank BTN Bonds XII Year 2006	-	10	IDR	1,000,000	100% of the principal amount of the Bonds
Bank BTN Bonds XIII Year 2009 Series A	-	3	IDR	300,000	100% of the principal amount of the Bonds
Bank BTN Bonds XIII Year 2009 Series B	-	4	IDR	300,000	100% of the principal amount of the Bonds
Bank BTN Bonds XIII Year 2009 Series C	-	5	IDR	900,000	100% of the principal amount of the Bonds
Bank BTN Bond XIV Year 2010	June 11, 2010	10	IDR	1,650,000	100% of the principal amount of the Bonds
Bank BTN Bond XV Year 2011	June 28, 2011	10	IDR	1,300,000	100% of the principal amount of the Bonds
Bank BTN Continuous Bond I Phase I Year 2012	June 5, 2012	10	IDR	2,000,000	100% of the principal amount of the Bonds
Bank BTN Continuous Bond I Phase II Year 2013	March 27, 2013	10	IDR	2,000,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase I Year 2015 Series A		3	IDR	900,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase I Year 2015 Series B	July 8, 2015	5	IDR	500,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase I Year 2015 Series C	July 8, 2015	7	IDR	800,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase I Year 2015 Series D	July 8, 2015	10	IDR	800,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase II Year 2016 Series A	August 30, 2016	3	IDR	1,347,000	100% of the principal amount of the Bonds
Sustainable Bonds II Bank BTN Phase II Year 2016 Series B	August 30, 2016	5	IDR	1,653,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase I Year 2017 Series A	July 13, 2017	3	IDR	1,466,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase I Year 2017 Series B	July 13, 2017	5	IDR	1,295,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase I Year 2017 Series C	July 13, 2017	7	IDR	853,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase I Year 2017 Series D	July 13, 2017	10	IDR	1,386,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase II Year 2019 Series A	June 28, 2019	370 day	IDR	1,756,500	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase II Year 2019 Series B	June 28, 2019	3	IDR	1,168,000	100% of the principal amount of the Bonds
Sustainable Bonds III Bank BTN Phase II Year 2019 Series C	June 28, 2019	5	IDR	1,219,500	100% of the principal amount of the Bonds

	Maturity Date	Interest Rate	Payment Status	Rating		Trustee
				2025	2024	
	July 18, 2002	14.15% fixed	Paid Off	-	-	-
	October 2, 2008	12.50% fixed	Paid Off	-	-	-
	May 25, 2009	12.20% fixed	Paid Off	-	-	-
	May 25, 2014*	12.60% fixed for the first year to the fifth year, 22.60% fixed for the sixth year to the tenth year if the Bank does not exercise the purchase option in the fifth year from the date of issuance	Paid Off	-	-	-
	July 6, 2010	12.00% fixed	Paid Off	-	-	Bank Mega
	September 19, 2016	12.75% fixed	Paid Off	-	-	Bank Mega
	May 29, 2012	11.75% fixed	Paid Off	-	-	Bank Mega
	May 29, 2013	12.00% fixed	Paid Off	-	-	Bank Mega
	May 29, 2014	12.25% fixed	Paid Off	-	-	Bank Mega
	June 11, 2020	10.25% fixed	Paid Off	-	-	Bank Mega
	June 28, 2021	9.50% fixed	Paid Off	-	-	Bank Mega
	June 5, 2022	7.90% fixed	Paid Off	-	-	Bank Mega
	March 27, 2023	7.90% fixed	Paid Off	-	-	Bank Mega
	July 8, 2018	9.625% fixed	Paid Off	-	-	Bank Mega
	July 8, 2020	9.875% fixed	Paid Off	-	-	Bank Mega
	July 8, 2022	10.00% fixed	Paid Off	-	-	Bank Mega
	July 8, 2025	10.50% fixed	Paid Off	AA+(idn)	AA+(idn)	Bank Mega
	August 30, 2019	8.20% fixed	Paid Off	-	-	Bank Mega
	August 30, 2021	8.75% fixed	Paid Off	-	-	Bank Mega
	July 13, 2020	8.30% fixed	Paid Off	-	-	Bank BJB
	July 13, 2022	8.50% fixed	Paid Off	-	-	Bank BJB
	July 13, 2024	8.70% fixed	Paid Off	-	-	Bank BJB
	July 13, 2027	8.90% fixed	Not yet due	AAA(idn)	AA+(idn)	Bank BJB
	July 8, 2020	7.750% fixed	Paid Off	-	-	Bank Mega
	June 28, 2022	8.750% fixed	Paid Off	-	-	Bank Mega
	June 28, 2024	9.000% fixed	Paid Off	-	AA+(idn)	Bank Mega

Description	Electronic Bond Distribution Date	Tenor (Year)	Currency	Number of Bonds (Millions)	Bid Price
Junior Global Bond Bank BTN	January 23, 2020	5	USD	300	100% of the principal amount of the Bonds
Sustainable Bond IV Bank BTN Phase I Year 2020 Series A	August 19, 2020	370 (day)	IDR	577,000	100% of the principal amount of the Bonds
Sustainable Bond IV Bank BTN Phase I Year 2020 Series B	August 19, 2020	3	IDR	727,000	100% of the principal amount of the Bonds
Sustainable Bond IV Bank BTN Phase I Year 2020 Series C	August 19, 2020	5	IDR	196,000	100% of the principal amount of the Bonds
Sustainable Bond IV Bank BTN Phase II Year 2022 Series A	May 24, 2022	3	IDR	600,000	100% of the principal amount of the Bonds
Sustainable Bond IV Bank BTN Phase II Year 2022 Series B	May 24, 2022	5	IDR	400,000	100% of the principal amount of the Bonds
Social Bonds I Phase I 2025	December 12, 2025	3	IDR	300,000	100% of the principal amount of the Bonds
Subordinated Bonds I Phase I 2025	December 12, 2025	5	IDR	2,000,000	100% of the principal amount of the Bonds

Notes:
- Ratings of domestic securities issued outstanding in 2025 used the rating from Pefindo.
- Ratings for outstanding domestic securities in 2025 were based on Fitch ratings.
- Ratings of BTN's Junior Global Bond (USD) due in 2025 is based on the rating assigned by Moody's.

* The Company exercised the buyback option on May 25, 2009.

Chronology of Sukuk Issuance

Table of BTN Sukuk Issuance Chronology

Description	Electronic Sukuk Distribution Date	Tenor (Month)	Currency	Sukuk Amount (Millions of IDR)	Maturity Date
BTN Sukuk I Year 2023 Phase I	July 28, 2023	159	IDR	92,553	October 28, 2036
BTN Sukuk I Year 2023 Phase II	December 27, 2023	156	IDR	175,039	December 27, 2036
BTN Sukuk I Year 2024 Phase III	September 27, 2024	159	IDR	80,956	December 27, 2037
BTN Sukuk I Year 2024 Phase IV	December 23, 2024	165	IDR	52,444	September 23, 2038

Chronology of KPR Securization

The Company has carried out the securitization of Housing Loan bills through Collective Investment Contract of Asset-Backed Security (KIK-EBA) and Asset-Backed Security in the Form of Letter of Participation (EBA-SP), with the following details:

Table of Chronology of BTN KPR Securization

No.	Securization Transactions	Total Nominal (IDR)	Class	Nominal (IDR)
1.	KIK-EBA DSMF 01	111,111,108,501	A	100,000,000,000
			B	11,111,108,501

Maturity Date	Interest Rate	Payment Status	Rating		Trustee
			2025	2024	
January 23, 2025	4.20%	Paid Off	Ba3	Ba3	Citicorp International Limited
August 29, 2021	6.75%	Paid Off	-	-	Bank BJB
August 19, 2023	7.80%	Paid Off	-	-	Bank BJB
August 19, 2025	8.40%	Paid Off	AA+(idn)	AA+(idn)	Bank BJB
May 24, 2025	5.50%	Paid Off	AA+(idn)	AA+(idn)	Bank BJB
May 24, 2027	6.0%	Not yet due	AAA(idn)	AA+(idn)	Bank BJB
December 12, 2028	5.30%	Not yet due	idAAA	-	Bank BRI
December 12, 2030	6.65%	Not yet due	idAA	-	Bank BRI

Names of the Stock Exchange Where the Company's Bonds Are Listed
- All BTN Domestic Bonds are listed on the Indonesia Stock Exchange.
- BTN's Juneor Global Bond is listed on SGX (Singapore Exchange).

Level Nisbah	Payment Status	Description
11.00% of the revenue shared with an indication of profit sharing equivalent to 0.55% per year.	Not yet due	These Securities were not rated, and there was no public offering.
27.40% of the revenue generated with an indication of profit sharing equivalent to 1.37% per year.	Not yet due	These Securities were not rated, and there was no public offering.
27.40% of the revenue generated with an indication of profit sharing equivalent to 1.37% per year.	Not yet due	These Securities were not rated, and there was no public offering.
27.40% of the revenue generated with an indication of profit sharing equivalent to 1.37% per year.	Not yet due	These Securities were not rated, and there was no public offering.

Date of Transaction	Maturity Date	Average Life	Class A Coupon	Class A Ranking
February 11, 2009*	January 10, 2018	5.30	13.000%	idAAA

No.	Securization Transactions	Total Nominal (IDR)	Class	Nominal (IDR)
2.	KIK-EBA DSMF 02	391,305,329,159	A	360,000,000,000
			B	31,305,329,159
3.	KIK-EBA DBTN 01	750,000,230,717	A	688,500,000,000
			B	61,500,230,717
4.	KIK-EBA DBTN 02	703,450,414,156	A	645,000,000,000
			B	58,450,414,156
5.	KIK-EBA DBTN 03	1,000,000,005,997	A	925,000,000,000
			B	75,000,005,997
6.	KIK-EBA DBTN 04	1,000,000,005,941	A1	403,000,000,000
			A2	525,000,000,000
			B	72,000,005,941
7.	KIK-EBA DBTN 05	1,500,000,001,615	A1	723,500,000,000
			A2	647,500,000,000
			B	129,000,001,615
8.	EBA-SP SMF-BTN 01	200,000,000,041	A	181,600,000,000
			B	18,400,000,041
9.	EBA-SP SMF-BTN 02	1,000,000,000,000	A1	400,000,000,000
			A2	513,000,000,000
			B	87,000,000,000
10.	EBA-SP SMF-BTN 03	1,000,000,000,000	A1	200,000,000,000
			A2	713,000,000,000
			B	87,000,000,000
11.	EBA-SP SMF-BTN 04	2,000,000,000,000	A1	700,000,000,000
			A2	1,124,000,000,000
			B	176,000,000,000
12.	EBA-SP SMF-BTN 05	2,000,000,000,000	A1	574,000,000,000
			A2	1,142,000,000,000
			M	24,000,000,000
			B	260,000,000,000
13.	EBA-SP SMF-BTN 06	631,000,543,015	A	576,734,000,000
			B	54,266,543,015
14.	EBA-SP SMF-BTN 07	500,000,001,416	A	452,500,000,000
			B	47,500,001,416
15.	EBA-SP SMF-BTN 08	600,000,020,055	A	544,800,000,000
			B	55,200,020,055
Totals		**13,386,867,660,613**		**13,386,867,660,613**

* The Bank as a Service Provider in securitization transactions has implemented the clean-up call option in accordance with the provisions.

Date of Transaction	Maturity Date	Average Life	Class A Coupon	Class A Ranking
November 10, 2009*	Decsember 10, 2019	5.63	11.000%	idAAA
December 27, 2010*	September 27, 2019	5.35	9.250%	idAAA
November 16, 2011*	February 27, 2021	5.94	8.750%	idAAA
December 12, 2012*	January 07, 2023	6.35	7.750%	idAAA
December 20, 2013*	February 26, 2022	5.57	A1 = 8.90% A2 = 9.50%	idAAA
November 28, 2014*	September 07, 2025	6.72	A1 = 10% A2 = 10.25%	idAAA
November 27, 2015	March 07, 2022	3.95	8.60%	idAAA
October 31, 2016	June 27, 2027	7.05	A1 = 8.15% A2 = 8.75%	idAAA
April 28, 2017	January 07, 2028	7.78	A1 = 8.00% A2 = 8.40%	idAAA
February 28, 2018	May 07, 2029	7.03	A1 = 7.00% A2 = 7.50%	idAAA
November 27, 2019	May 07, 2032	9.09	A1 = 8.50% A2 = 8.75% M = 10.40%	idAAA idA
December 30, 2020	July 07, 2032	6.08	6.50%	idAAA
December 23, 2022	January 07, 2034	5.66	7.70%	idAAA idAAA
September 26, 2023	August 07, 2035	7.44	6.65%	idAAA

Chronology of Negotiable Certificate of Deposit Issuance

Table of Chronology of Negotiable Certificate of Deposit Recording

Type NCD	Issuance Nominal (IDR)	Date of Transaction	Series
NCD Phase I	625,000,000,000	December 5, 2014	A
			B
			C
NCD Phase II	1,005,000,000,000	December 5, 2014	A
			B
			C
			D
NCD Phase III	500,000,000,000	February 17, 2015	E
NCD Phase IV	1,110,000,000,000	April 30, 2015	A
			B
			C
NCD Phase I 2016	740,000,000,000	June 9, 2016	A
NCD Phase II 2016	1,115,000,000,000	August 5, 2016	A
			B
			C
NCD Phase III 2016	371,000,000,000	November 30, 2016	A
			B
NCD Phase IV 2016	500,000,000,000	December 29, 2016	A
			B
NCD Phase V 2016	500,000,000,000	December 30, 2016	-
NCD Phase I 2017	1,735,000,000,000	February 21, 2017	A
			B
NCD Phase III 2017	550,000,000,000	October 3, 2017	-
NCD Phase II 2017	1,050,000,000,000	October 5, 2017	A
			B
NCD Phase IV 2017	540,000,000,000	December 13, 2017	A
			B
NCD Phase I 2018	1,440,000,000,000	April 3, 2018	A
NCD Phase II 2018	690,000,000,000	July 18, 2018	A
			B
NCD Phase III 2018	2,020,000,000,000	November 5, 2018	A
			B

	Tenor	Maturity Date	Rate	Nominal Per Series
	6 months	June 4, 2015	9.00%	280,000,000,000
	12 months	November 27, 2015	9.25%	45,000,000,000
	15 months	February 26, 2016	9.50%	300,000,000,000
	6 months	August 26, 2015	9.00%	470,000,000,000
	12 months	February 18, 2016	9.25%	85,000,000,000
	15 months	May 19, 2016	9.50%	10,000,000,000
	18 months	August 18, 2016	9.70%	440,000,000,000
	5 months	July 15, 2015	9.00%	500,000,000,000
	6 months	October 30, 2015	8.75%	330,000,000,000
	12 months	May 2, 2016	9.00%	620,000,000,000
	18 months	October 31, 2016	9.25%	160,000,000,000
	3 months	September 9, 2016	6.85%	740,000,000,000
	3 months	November 3, 2016	7.19%	440,000,000,000
	6 months	February 1, 2017	7.47%	275,000,000,000
	12 months	August 10, 2017	7.80%	400,000,000,000
	3 months	February 28, 2017	7.04%	20,000,000,000
	6 months	May 29, 2017	7.26%	351,000,000,000
	3 months	March 29, 2017	7.75%	315,000,000,000
	6 months	July 3, 2017	7.74%	185,000,000,000
	6 months	July 3, 2017	7.73%	500,000,000,000
	6 months	August 22, 2017	7.28%	1,195,000,000,000
	12 months	February 16, 2018	7.43%	540,000,000,000
	12 months	October 2, 2018	6.50%	550,000,000,000
	6 months	April 3, 2018	6.00%	230,000,000,000
	12 months	October 5, 2018	6.25%	820,000,000,000
	6 months	June 12, 2018	5.90%	160,000,000,000
	12 months	December 13, 2018	6.20%	320,000,000,000
	6 months	October 2, 2018	5.90%	830,000,000,000
	6 months	January 15, 2019	7.60%	520,000,000,000
	12 months	July 16, 2019	7.70%	170,000,000,000
	6 months	May 7, 2019	8.30%	1,340,000,000,000
	9 months	August 2, 2019	8.40%	170,000,000,000
	12 months	November 5, 2019	8.50%	510,000,000,000

Type NCD	Issuance Nominal (IDR)	Date of Transaction	Series
NCD Phase IV 2018	340,000,000,000	December 10, 2018	A
			B
NCD Phase I 2023	1,500,000,000,000	October 20, 2023	A
			B
			C
Total	**14,831,000,000,000**		

Chronology of Issuing Long Term Notes (LTN)

The issuance of BTN Long Term Notes (LTN) was intended for BP Taperaas single investor, as reimbursement of BP Tapera's source of fund for KPR Tapera distribution. Thus, LTN was a debt securities issued without going through a Public Offering process and was not rated.

Table of Chronology of Issuance of Long Term Notes (LTN) of BTN

Description	Electronic LTN Distribution Date	Tenor (Month)	Currency	LTN Amount (IDR Thousands)
LTN BTN 2021 Phase I	December 17, 2021	186	IDR	10,185,851
LTN BTN II 2022 Series A	July 12, 2022	171	IDR	47,740,325
LTN BTN II 2022 Series B	July 12, 2022	177	IDR	79,378,706
LTN BTN III Phase I YEAR 2022	December 14, 2022	177	IDR	210,866,282
LTN BTN III Phase II YEAR 2022	December 28, 2022	171	IDR	131,184,885
LTN BTN IV Phase I Year 2023	July 28, 2023	165	IDR	35,898,139
LTN BTN IV Phase II Year 2023	September 15, 2023	168	IDR	404,745,014
LTN BTN IV Phase III Year 2023 – Series A	December 27, 2023	180	IDR	6,241,671,188
LTN BTN IV Phase III Year 2023 – Series B	December 27, 2023	168	IDR	234,541,750,854
LTN BTN IV Year 2024 Phase IV	May 07, 2024	171	IDR	203,350,626,300
LTN BTN IV Year 2024 Phase V	September 27, 2024	171	IDR	312,678,083,000
LTN BTN IV Year 2024 Phase VI	December 23, 2024	168	IDR	147,909,042,000

Note: BTN LTN Securities are unrated and issued through a private placement to BP Tapera.

Tenor	Maturity Date	Rate	Nominal Per Series
3 months	March 12, 2019	8.00%	80,000,000,000
6 months	June 11, 2019	8.40%	260,000,000,000
6 months	April 17, 2024	6.40%	500,000,000,000
9 months	July 16, 2024	6.45%	70,000,000,000
12 months	October 21, 2024	6.53%	930,000,000,000
			16,331,000,000,000

Maturity Date	Interest Rates	Payment Status	Description
June 17, 2037	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
October 12, 2036	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
April 12, 2037	0.55% fixed	Not yet due	These Securities were not rated, and there was no public offering.
June 14, 2037	0.55% fixed	Not yet due	These Securities were not rated, and there was no public offering.
March 28, 2037	0.55% fixed	Not yet due	These Securities were not rated, and there was no public offering.
April 28, 2037	0.55% fixed	Not yet due	These Securities were not rated, and there was no public offering.
September 15, 2037	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
December 27, 2038	0.55% fixed	Not yet due	These Securities were not rated, and there was no public offering.
December 27, 2037	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
August 7, 2038	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
December 27, 2038	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.
December 23, 2038	1.37% fixed	Not yet due	These Securities were not rated, and there was no public offering.

INFORMATION ON THE USE OF PUBLIC ACCOUNTING **AND PUBLIC ACCOUNTING OFFICE SERVICES**

Name of Public Accounting Firm	KAP Purwanto, Susanti & Surja (formerly Purwantono, Sungkoro & Surja)	
Association Network	Ernst & Young Global Limited	
Financial Accounting Firm Address	Indonesia Stock Exchange Building Tower 2, 7th Floor Jl. Jend. Sudirman Kav.52-53, Jakarta 12190, Indonesia	
AP Name	Christophorus Alvin Kossim	
Financial Accounting Firm Assignment Period	11th Period	
AP Assignment Period	3rd period	
Audit Services	Audit of the Consolidated Financial Statements of PT Bank Tabungan Negara (Persero) Tbk;	IDR4,150,000,000
	Audit of the Financial Statements of the Micro and Small Business Funding Program (PUMK) of PT Bank Tabungan Negara (Persero) Tbk;	IDR450,000,000
	Audit of Compliance with legislation and internal control of PT Bank Tabungan Negara (Persero) Tbk;	IDR350,000,000
	Other assurance procedures for the consolidated performance evaluation report of PT Bank Tabungan Negara (Persero)	IDR225,000,000
Non-Audit Services	Agreed procedures for the key performance indicators (KPIs) of the Board of Directors, both collegially and individually, of PT Bank Tabungan Negara (Persero) Tbk;	IDR975,000,000
	Implementation of agreed procedures for the custodial services operations of PT Bank Tabungan Negara (Persero) Tbk;	IDR175,000,000
	Implementation of agreed procedures for SOE financial information packages.	IDR400,000,000
Audit Fee	IDR5,175,000,000	
Non-Audit Fee	IDR1,550,000,000	

SUPPORTING INSTITUTION **AND/OR PROFESSIONAL**

CUSTODIAN BANK

Name	: PT Kustodian Sentral Efek Indonesia
Address	: Gedung Bursa Efek Indonesia, Tower 1, Lantai 5. Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia
Telephone	: (021) 5152855
Facsimile	: (021) 52991199
Email	: helpdesk@ksei.co.id
Website	: www.ksei.co.id
Form of Service	: Custodian and Payment Agent
Assignment Period	: Throughout the life of the Debt Securities

Name	: PT Penilai Harga Efek Indonesia
Address	: Gedung Bursa Efek Indonesia, Tower 2, Lantai GF. Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia
Telephone	: (021) 5155620
Facsimile	: (021) 5155026
Email	: enquiries@phei.co.id
Website	: www.phei.co.id
Form of Service	: Indonesian securities price provider
Assignment Period	: Throughout the life of the securities, they are debt in nature.

Name	: PT Bursa Efek Indonesia (CTP – PLTE)
Address	: Gedung Bursa Efek Indonesia, Tower 1, Lantai 6. Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia
Telephone	: (021) 150515 (Nasional)
Facsimile	: -
Email	: contactscenter@idx.co.id
Website	: Idx.co.id
Form of Service	: Reporting provider for securities transactions
Assignment Period	: Throughout the life of the securities, they are debt in nature.

BUREAU OF SECURITIES ADMINISTRATION

Name	: PT Datindo Entrycom
Address	: Jl. Hayam Wuruk No.28, Lantai 2 Jakarta 10120 - Indonesia
Telephone	: (021) 3508077
Facsimile	: (021) 3508077
Email	: corporatesecretary@datindo.com
Website	: https://www.datindo.com
Form of Service	: Securities Administration Bureau for Shares
Assignment Period	: December 9, 2009 – present

TRUSTEE

Name	: PT Bank Mandiri (Persero) Tbk
Address	: Jl. Jend. Gatot Subroto Kav. 36-38 Jakarta 12190, Indonesia
Telephone	: (62-21) 526 5045, 526 5095
Facsimile	: (62-21) 527 447, 527 5577
Email	: fundaccounting@bankmandiri.co.id
Website	: -
Form of Service	: Trustee and Custodian Bank of EBA Securitization (Asset-Backed Securities)
Assignment Period	: Throughout the life of EBA

Name	: PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk (Bank BJB)
Address	: Sinarmas MSIG Tower Lantai 9, Jl. Jend. Sudirman Kav. 21, Jakarta Selatan, Indonesia
Telephone	: (021) 5228737 Ext. 101
Facsimile	: (021) 5228738
Email	: -
Website	: www.bankbjb.co.id
Form of Service	: Trustee of Continuous Public Offering Continuous Bonds
Assignment Period	: Throughout the Life of the Bonds

Name	: PT Bank Rakyat Indonesia (Persero) Tbk
Address	: Jl. Jendral Sudirman No. 44-46 Tromol Pos 1094 / 1000 Jakarta 10210
Telephone	: 2510244, 25100254
Facsimile	: 2500065, 2500077
Email	: custody_mf@corp.bri.co.id
Website	: -
Form of Service	: Trustee and Custodian Bank of EBA Securitization (Asset-Backed Securities)
Assignment Period	: Throughout the life of EBA

SECURITIES RATING

Name	: PT Fitch Ratings Indonesia
Address	: DBS Bank Tower 24th Floor Suite 2403, Jl. Prof. Dr. Satrio Kav. 3-5, Jakarta 12940 Indonesia
Telephone	: (021) 29886800
Facsimile	: (021) 29886822
Email	: -
Website	: www.fitchratings.com
Form of Service	: Rating
Assignment Period	: Throughout the life of the Bond

Name	: Moody's Investor Service Singapore Pte. Ltd
Address	: 50 Raffles Place #23-06, Singapore Land Tower, Singapore 48623
Telephone	: -
Facsimile	: -
Email	: -
Website	: www.moodys.com
Form of Service	: Rating
Assignment Period	: Junior Global Bond Lifetime

Name	: PT Pemeringkat Efek Indonesia
Address	: Equity Tower Lt. 30, Sudirman Business District, Lot 9, Jl. Jend. Sudirman Kav. 52 – 53, Jakarta Selatan 12190, Indonesia
Telephone	: (021) 509 68469
Facsimile	: (021) 509 68468
Email	: -
Website	: www.pefindo.com
Form of Service	: Rating
Assignment Period	: Throughout the Life of the Bond

LEGAL CONSULTANT ON CALL

Name	: ABNR Counsellor at Law
Address	: Graha CIMB Niaga, 24th Floor Jl. Jend. Sudirman Kav. 58, Jakarta, 12190
Telephone	: (021) 250 5125/5136
Facsimile	: (021) 250 5001/5121/5122/5392
Email	: fkaryadi@abnrlaw.com
Website	: www.abnrlaw.com
Form of Service	: Advisory Consultant for the 2024 Annual General Meeting of Shareholders (AGM)
Assignment Period	: January 30, 2025

Name	: PwC Legal Indonesia
Address	: WTC 3, Jalan Jenderal Sudirman Kavling 29-31 Jakarta 12920
Telephone	: 021 50992901
Facsimile	: -
Email	: contact.us@id.pwc.com , indra.allen@pwc.com
Website	: www.pwc.com
Form of Service	: Harmonization and Adjustment of the Standard Credit Agreement Draft/Financing Agreements
Assignment Period	: February 13, 2025 to March 27, 2025

Name	: FKNK Law Firm
Address	: Equity Tower 40th Floor Unit 40E, Sudirman Central Business District (SCBD) Lot 9, Jl. Jenderal Sudirman Kav. 52-53, Jakarta 12190
Telephone	: (021) 29035008, 30003550
Facsimile	: -
Email	: rajagukguk@fknk.co.id
Website	: www.fknk.co.id
Form of Service	: Preparation of the White Paper on the Sale of Non-Performing Assets accompanied by the Purchase of Securities (Project Tiger) Stage 2
Assignment Period	: February 26, 2025

Name	: Relawanto & Partners
Address	: Setiabudi 2 Building 2nd Floor Suite 207 B-C, Jl. H.R. Rasuna Said Kav. 62, Jakarta Selatan, 12920
Telephone	: (021) 52900828
Facsimile	: -
Email	: relawantoandpartners@gmail.com
Website	: -
Form of Service	: Legal Review and Compliance Risk Mitigation of Financial Services Authority Regulation (POJK) Number 22 of 2023 concerning Consumer and Community Protection in the Financial Services Sector
Assignment Period	: April 21, 2025

Name	: LHS & Partners
Address	: Jl. Ahmad Adnawijaya No. 97 RT 2 / RW 16, Kel. Tegal Gundil, Kec. Bogor Utara, Kota Bogor
Telephone	: 0811-1132-305
Facsimile	: -
Email	: Lhs.lawpartners@gmail.com
Website	: -
Form of Service	: Review of Internal Regulations related to Technical Instruction No. PT.6-C.7 concerning Guidelines for Handling Legal Issues
Assignment Period	: April 21, 2025

Name	: Bagus Enrico & Partners
Address	: Menara Rajawali Lantai 15, CBD Mega Kuningan, Jl. Dr. Ide Anak Agung Gde Agung Kav. 5.1, Jakarta
Telephone	: 021 29885959
Facsimile	: -
Email	: bagus@bepartners.co.id
Website	: www.bepartners.co.id
Form of Service	: Legal Research on BTN's Business Activity Opportunities in Organizing Bulion Business Activities
Assignment Period	: July 01, 2025 to October 31, 2025

Name	: Hanafiah Ponggawa & Partners (Dentons HPRP)
Address	: Wisma 46 – Kota BNI, Lantai 4 (Lantai Dentons HPRP), Jl. Jend. Sudirman Kav.1, Jakarta
Telephone	: (021) 5701837
Facsimile	: -
Email	: Erwin.winenda@dentons.com
Website	: www.dentons.hprplawyers.com
Form of Service	: Legal Research on Optimizing Bank Legal Risk Management in the Business Processes and Activities of PT Bank Tabungan Negara (Persero) Tbk
Assignment Period	: June 30, 2025 to September 30, 2025

Name	: Hiswara Bunjamin & Tandjung ("HBT")
Address	: Sudirman 7.8, Tower 1 Lantai 18 Jl. Jenderal Sudirman Kav. 7-8, Kel. Karet Tengsin, Kec. Tanah Abang, Kota Adm. Jakarta Pusat, Provinsi DKI Jakarta
Telephone	: (021) 39738000
Facsimile	: -
Email	: sakurayuki@hsfkramer.com
Website	: www.hbtlaw.com
Form of Service	: Legal Research on the Use of Artificial Intelligence (AI) Technology in BTN Product Development and/or Activities
Assignment Period	: June 30, 2025 to September 30, 2025

Name	: HKGM & Partners
Address	: Pondok Indah Plaza 3, Blok E/4 & E/5, Jl. TB Simatupang, Jakarta 12310
Telephone	: (021) 75900215
Facsimile	: (021) 75900225
Email	: hkgmlaw@indo.net.id
Website	: -
Form of Service	: Legal Consultant Services for the Implementation of the Public Offering of Sustainable Subordinated Bonds I Phase 1 of 2025 and Sustainable Socially-Ministried Bonds I Phase 1 of 2025.
Assignment Period	: September 01, 2025 until December 12, 2025

Name	: UMBRA
Address	: Telkom Landmark Tower, Tower 2, 49th Floor, Jl. Gatot Subroto Kav 52, Jakarta 12710
Telephone	: (021) 5082 0999
Facsimile	: -
Email	: raditya@umbra.law
Website	: www.umbra.law
Form of Service	: • Legal Consultant Services for the Implementation of the Danantara Shareholder Loan. • Consultant Services for the Implementation of the 2025 Extraordinary General Meeting of Shareholders.
Assignment Period	: December 2025

NOTARY

Name	: Siti Rayhana, SH
Address	: Riviera Timur No. 1 Cluster La Bella, Riviera Village, Jl. Gading Golf Boulevard, Gading Serpong, Cihuni, Kecamatan Pagedangan, Kabupaten Tangerang, Banten 15332
Telephone	: (021) 55687610
Facsimile	: -
Email	: siti.rayhana@yahoo.co.id
Website	: N/A
Form of Service	: • Ratification of the Deed of Credit Agreement with PT Bank BCA • Public Valuation Services for Danantara Shareholder Loan Transactions
Assignment Period	: Until each transaction is completed.

Name	: Ir. Nanette Cahyanie Handari Adi Warsito, S.H.
Address	: Jl. Panglima Polim V No. 11, Kebayoran Baru, Jakarta Selatan
Telephone	: (021) 7392801
Facsimile	: (021) 7265090
Email	: poerbaningsih@yahoo.com
Website	: -
Form of Service	: Formalizing the Subordinated Bonds Issuance Agreement and Social Bonds Issuance Agreement
Assignment Period	: Until each transaction is completed.

Name	: Notaris Ashoya Ratam, S.H., M.Kn
Address	: Jl. Suryo No. 54 Kebayoran Baru, Jakarta 12180
Telephone	: (021) 29236060
Facsimile	: -
Email	: finance.notaris@ashoyaratam.com
Website	: -
Form of Service	: • Notary Services for the assistance in the Implementation of the BTN Sharia Business Unit Spin-Off Corporate Action • Supporting Professional Services for Annual GMS and Extraordinary GMS
Assignment Period	: July to December 2025

AWARDS
AND CERTIFICATIONS

Awards



No.	Award Name	Events	Organizer	Date
1.	Best Public Relations 2025 in Accelerating Credibility Mortgage Bank (Category : Conventional Bank)	Indonesia Public Relations Awards 2025	Warta Ekonomi	January 24, 2025
2.	Best Public Relations 2025 in Maintaining Media Collaborations Through Utilize Digital Platforms to Drive Brand Awareness (Category : Conventional Bank)	Indonesia Public Relations Awards 2025	Warta Ekonomi	January 24, 2025
3.	The Best KBMI 3 Bank in Net Promoter Score	8th Infobank Satisfactions, Loyalty and Engagement 2025	Infobank	February 04, 2025
4.	The 3rd Best KBMI 3 Bank in Customer Satisfaction	8th Infobank Satisfactions, Loyalty and Engagement 2025	Infobank	February 04, 2025
5.	The 2nd Best KBMI 3 Bank In Customer Resilience Level	8th Infobank Satisfactions, Loyalty and Engagement 2025	Infobank	February 04, 2025
6.	The 2nd Most Satisfying KBMI 3 Bank in Mobile Banking	8th Infobank Satisfactions, Loyalty and Engagement 2025	Infobank	February 04, 2025
7.	Indonesia 20 Top Digital Financial Award 2025	The Economics Awards	The Global Economics Limited	February 13, 2025
8.	The Best Indonesia GCG Award – IX – 2025, Gold Award (B) Excellent (4 Star), Category : Public Company - Bank – State Owned Enterprises Company Asset > Rp400T	Indonesia Good Corporate Governance Award IX 2025	Economic Review	February 14, 2025
9.	Indonesia's 20 Top CIOs for Director of Information Technology, Mr. Andi Nirwoto	The Iconomics Award 2025	The Iconomics	February 14, 2025
10.	Indonesia 20 Top Digital Product Awards 2025	The Iconomics Award 2025	The Iconomics	February 14, 2025



No.	Award Name	Events	Organizer	Date
11.	Indonesia 20 Top Digital Financial Award 2025	The Iconomics award 2025	The Iconomics	February 14, 2025
12.	Sectoral – Middle Cap Financial Sector	Best Stock Awards 2025	Investortrust Infovesta	February 25, 2025
13.	State-Owned Enterprises & Subsidiaries of State-Owned Enterprises – Middle-Cap Financial Sector	Best Stock Awards 2025	Investortrust Infovesta	February 25, 2025
14.	Leadership in Sustainable Financing	Podomoro Harmony Award 2025	Agung Podomoro Land	February 28, 2025
15.	The Best Mobile Banking from Conventional Commercial Banks	Infobank Digital Brand	Majalah Infobank Media Group	March 19, 2025
16.	The 2nd Best Overall Conventional Bank Savings Accounts in 2025	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
17.	The 3rd Best Overall Wealth Management of the 2025 Conventional Commercial Bank	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
18.	The Highest Digital Index in Sharia Business Unit	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
19.	The 2025 Best Debit Card of Conventional Commercial Bank – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
20.	The 2025 Best Conventional Commercial Bank Deposits – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
21.	The 2025 Best Mobile Banking for Conventional Commercial Bank – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
22.	The 2024 Best Conventional Commercial Bank Savings – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
23.	The 2025 Best Conventional Commercial Bank KPR – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
24.	The 2025 Best Management of Conventional Commercial Bank – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
25.	The 2025 Best Conventional Commercial Bank Deposits – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025



No.	Award Name	Events	Organizer	Date
26.	The 3rd Best Internet Banking of the 2025 Conventional Commercial Bank – KBMI 3	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
27.	The 2025 Best Sharia Business Unit – Conventional Commercial Bank - Assets of IDR10 Trillion and Above	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
28.	Platinum Throphy The Best Sharia Business Unit in Digital Brand 10 Years in a Row 2016 – 2025	14th Infobank Digital Brand Appreciation 2025	Infobank Media Group	March 20, 2025
29.	General Bank Mortgage Products from Banks	Most Trusted Financial Brands Awards 2025	Investortrust.id & Infovesa Utama	March 20, 2025
30.	Most Innovative Digial Housing Finance Bank	International Finance Awards 2024	International Finance	April 23, 2025
31.	Fastest Growing Digital Transformation Mortgage Bank	International Finance Awards 2024	International Finance	April 23, 2025
32.	Best retail Bank for Digital CX – Indonesia	Digital CX Awards 2025	The Digital Banker	April 24, 2025
33.	Public Company With Trusted Green Achivement in Emission Reduction and Trusted Diamond Achievement in Emission Transparency	The Best Corporate Emission Reduction Transparency Awards 2025	Investortrust.id & Datatrust	April 29, 2025
34.	Driving Tomorrow Outstanding Emerging Acquirer Innovation in Action	Mastercard Forum 2025	Mastercard	April 29, 2025
35.	The Best Human Capital 2025 for Achieving Company''s Strategic Goals and Business Targets (Conventional Bank)	Indonesia Human Capital 5 Awards 2025	Warta Ekonomi	April 30, 2025
36.	The Best Human Capital for Achievng Company's Strategic Goals and Business Targets Through Holistic Talent Management Initiatives	Indonesia Human Capital Awards 2025	Warta Ekonomi	April 30, 2025
37.	Best Digital Branch Design Southeast Asia 2025	15th Year Global Banking & Finance Awards	Global Banking & Finance Review	May 11, 2025
38.	Best Islamic Bank – Indonesia 2025	Euromoney Awards for Excellence 2025	Euromoney	May 21, 2025



No.	Award Name	Events	Organizer	Date
39.	Best Savings Bank	Global Brand Awards 2025	Global Brand Magazine	June 13, 2025
40.	The HR Asia Best Companies to Work for in Asia Awards	HR Asia Best Companies to work for in Asia 2025	Business Media International	June 22, 2025
41.	Sustainable Workplace Awards 2025	HR Asia Sustainable Workplace 2025	Business Media International	June 22, 2025
42.	The 2nd Best Sharia Business Unit in Excellence Branch ATM, Class; Sharia Business Unit	22nd Infobank MRI Banking Service Excellence Award 2025	Infobank	June 24, 2025
43.	The 2nd Best Sharia Bank in Excellence Social Media (Class: Sharia Bank)	22nd Infobank MRI Banking Service Excellence Award 2025	Infobank	June 24, 2025
44.	The 2nd Best Sharia Business Unit in Excellence Convenience Branch Office (Class: Sharia Business Unit)	22nd Infobank MRI Banking Service Excellence Award 2025	Infobank	June 24, 2025
45.	CEO of The Year 2025	19th Annual Indonesia Property & Bank Award 2025	Property & Bank Media	June 25, 2025
46.	Best State-Owned Bank with The Easiest Mortgage & Home Options for Millenials	19th Annual Indonesia Property & Bank Award 2025	Property & Bank Media	June 25, 2025
47.	Excellence in Apps Innovation for Cord Management	Investortrust Best Bank Awards	Investortrust	June 25, 2025
48.	Indonesia Best Bank 2025 for Commitment to Housing Innovation, Digital Lending and Economic Inclusion Initiatives	Indonesia Best Bank Awards 2025	Warta Ekonomi	June 25, 2025
49.	Customer Experience Initiative of The Year – Indonesia (PLUS by BTN Prioritas)	Asian Banking & Finance Retail Banking Award 2025	Asian Banking & Finance	July 03, 2025
50.	Winner of Risk Professional of The Year (Setiyo Wibowo – Director of Risk Management)	ASEAN Risk Award 2025	Enterprise Risk Management Academy (ERMA)	July 04, 2025
51.	People''s Choice of Risk Professional of The Year (Setiyo Wibowo – Director of Risk Management)	ASEAN Risk Award 2025	Enterprise Risk Management Academy (ERMA)	July 04, 2025



No.	Award Name	Events	Organizer	Date
52.	Top 50 ASEAN PLCs	ASEAN Corporate Governance Awards (ACGA) 2025	Corporate Governance Expert ASEAN Corporate Govenrnance Scorecard dan Senior Partner RSM Indonesia	July 24, 2025
53.	Top 5 Indonesia PLCs	ASEAN Corporate Governance Awards (ACGA) 2025	Corporate Governance Expert ASEAN Corporate Govenrnance Scorecard dan Senior Partner RSM Indonesia	July 24, 2025
54.	Indonesia Best Business Transformation 2025	SWA Awards	SWA Media Group	July 29, 2025
55.	Indonesia Best Workplace Awards 2025 for Advancing Gender Equality and Talent Growth Through Inclusive Work Environment	Best Workplace Awards 2025	Warta Ekonomi	July 30, 2025
56.	Best Mortgage Banking	JALIN CX Summit	PT Jalin Pembayaran Nusantara	July 31, 2025
57.	Best Green Mortgage Bank Transformation	Prominent Awards 2025	Metro TV & Salutee.id	September 03, 2025
58.	Top GRC Awards 2025 #5tar	Top GRC Awards 2025	Majalah Top Business	September 08, 2025
59.	The Most Commited GRC Leader 2025	Top GRC Awards 2025	Majalah Top Business	September 08, 2025
60.	The High Performing Board of Commissioners on GRC 2025	Top GRC Awards 2025	Majalah Top Business	September 08, 2025
61.	Indonesia Biggest Companies 2025	Fortune Indonesia 100	Fortune Indonesia	September 12, 2025
62.	Best Overall in the Midcap PLCs Category	The 16th IICD Corporate Governance Conference and Award 2025	Indonesia Institute for Corporate Directorship	September 15, 2025
63.	Top 50 Middle Capitalixation Public Listed Company	The 16th IICD Corporate Governance Conference and Award 2025	Indonesia Institute for Corporate Directorship	September 15, 2025
64.	Indonesia Most Reputable Reputable Companies : Kategori State Owned Bank Kredit : Very Good	Indonesia Most Reputable Companies	SWA Media	September 23, 2025



No.	Award Name	Events	Organizer	Date
65.	Bronze Winner AHI in the Government Public Relations Program Category of State Cooperative Sub-Category	The 7th Anugerah Humas Indonesia (AHI) 2025	PR Indonesia	September 25, 2025
66.	AHI Silver Winner in Internal Media Category of Video Profile Sub-Category	The 7th Anugerah Humas Indonesia (AHI) 2025	PR Indonesia	September 25, 2025
67.	Most Influental Property Figure in Banking	Golden Property Award 2025	Indonesia Property Watch (IPW) Lembaga	September 29, 2025
68.	On Passing The Stone Membership Program	ALTO Award	ALTO Network	September 30, 2025
69.	Excellence in Urban Guerrilla Marketing	Marketing Excellence Awards	Marketing-Interactive	October 16, 2025
70.	Best System Availability	PRIMA Awards	PT Rintis Sejahtera & Biro Riset Infobank	October 23, 2025
71.	Platinum Star Awards – Medium Cap	ESG Awards 2025	Investortrust	October 29, 2025
72..	Top Human Capital Awards 2025 #Star 5	Top Human Capital Awards 2025	Top Business	November 04, 2025
73.	Transformational Leader Knight	Satria Leader Award 2025	Suara Merdeka	November 07, 2025
74.	Top CEO in SDGs Changemaker for Internalization of Sustainability Values and Gree Business Transformation	TOP CEO in SDGs Changemaker	Netral News	November 10, 2025
75.	Indonesia Sustainable Synergy Awards for Environmentally friendly Business Practices and Improving Community Well-being	Indonesia Sustainable Synergy Awards 2025	Netral News	November 10, 2025
76.	Leadership AAA-Indonesia's Leader in ESG Transparency	Indonesia ESG Leadership Awards 2025	BGK Foundation	November 12, 2025
77.	Best Social Business Innovation Awards 2025	Best Social Business Innovation Awards 2025	The Economics	November 13, 2025
78.	Best Green CEO Awards 2025	Best Green CEO Award 2025	The Economics	November 13, 2025
79.	In The New Era of Property Brokerage With Technology	AREBI Award 2025	Asosiasi Real Estate Broker Indonesia (AREBI)	November 18, 2025
80.	Housing Sector Entrepreneurship Empowerment Bank	Detikcom Awards 2025	Detikcom	November 25, 2025



No.	Award Name	Events	Organizer	Date
81.	balé by BTN The Best Banking App for The Real Estate Sector	Indonesia Myhome Award	Property Bank.com	November 25, 2025
82.	The Main Proponent of Affordable & Sustainable Housing Development State Owned Enterprise Bank Category	Indonesia Myhome Award	Property Bank.com	November 25, 2025
83.	KPR BTN as Dominant Leader in Mortgage Market	12th Properti Indonesia Award 2025	Properti Indonesia	November 25, 2025
84.	Corporate Governance Perception Index (CGPI) 2025	Corporate Governance	IICD & SWA Media	25 November 2025
85.	Adaptive Leader in Home Financing Innovation	CSA Awards 2025	Infobank	November 27, 2025
86.	Best Customer Experience & Personalixation	BUMN Branding & Marketing Award 2025	BUMN Track	December 03, 2025
87.	Transformaton Brand and Marketing in Digital Era "Best ESG Branding"	BUMN Branding & Marketing Award 2025	BUMN Track	December 03, 2025
88.	Golden Trophy - Top Digital Awards, The Winner - Top Digital Implementation	Top Digital Awards	IT Works magazine	December 04, 2025
89.	Best Innovative Conservation	Editors Choice Award	The Investing on Climate	December 05, 2025
90.	Best Literacy for Climate Resilience	Editors Choice Award	The Investing on Climate	December 05, 2025
91.	Best Emission Reduction	Editors Choice Award	The Investing on Climate	December 05, 2025
92.	Inspirational Figures in Environmental and Social Sustainability	Editors Choice Award	The Investing on Climate	December 05, 2025
93.	Second Place for State-Owned Enterprises to Go Public with Laster Financial Value of Over IDR 5 Trillion	Annual Report Award 2024	Komite Nasional Kebijakan Governansi	December 08, 2025
94.	Bankers of The Year 2025	Bankers of The Year 2025	Infobank	December 08, 2025
95.	Government Partnership for Social & Public Housing Development	Bisnis Indonesia 40 Konsisten	Bisnis Indonesia	December 08, 2025



No.	Award Name	Events	Organizer	Date
96.	I Nyoman Sugiri Yasa – Top 100 CEO and The Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
97.	Ramon Armando - Top 100 CEO and The Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
98.	Rully Setiawan – Top 100 CEO and The Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
99.	Setiyo Wibowo – Top 100 CEOThe Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
100.	Tan Jacky Chen – Top 100 CEO and The Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
101.	Venda Yuniarti – Top 100 CEO and The Future Leaders Forum 2025	The 200 Future Leaders	Infobank	December 08, 2025
102.	Creative Collaboration	Anugerah PRMN	Pikiran Rakyat Media Network	December 15, 2025
103.	Sustainable Brand Leader	Anugerah PRMN	Pikiran Rakyat Media Network	December 15, 2025
104.	Public Agency with the 6th Ranking in Informative Qualifications	Anugerah Keterbukaan Informasi Publik	Komisi Informasi Pusat Republik Indonesia	December 15, 2025
105.	Appreciation to BTN for its Dedication and Synergy in Implementation Affirmation	Anugerah Keterbukaan Informasi Publik	Ombudsman RI	December 15, 2025

Certifications



Certification Type
ISO 37001:2016
Anti Bribery Management System

Validation
December 21, 2022 – December 20, 2025

Certification Recipient
Commercial Credit Risk Division, Corporate Banking Division, Commercial Banking Division, Procurement & Fixed Asset Management

Issued By
Komite Akreditasi Nasional

Certification Type
ISO 37001:2016
Anti Bribery Management System

Validation
December 21, 2022 – December 20, 2025

Certification Recipient
Unit SME Restructuring Kantor Wilayah 1

Issued By
Komite Akreditasi Nasional

Certification Type
Sertifikat Indi 4.0 Level 3

Validation
July 18, 2022 – July 18, 2025

Certification Recipient
PT Bank Tabungan Negara (Persero) Tbk

Issued By
Kementerian Perindustrian



Certification Type
ISO 27001:2013
Informastion System Management System

Validation
July 11, 2023 – October 31, 2025

Certification Recipient
Data Center

Issued By
BSI

Certification Type
ISO 37001:2016
Anti Bribery Management System

Validation
December 28, 2023 – December 27, 2026

Certification Recipient
Small Medium Enterprises Banking Division (SMBD)

Issued By
Komite Akreditasi Nasional

Certification Type
ISO 9001:2015
Quality Management System

Validation
December 17, 2023 – December 16, 2026

Certification Recipient
Transformation & Partnership Management Division

Issued By
BSI

INFORMATION
AVAILABLE ON THE WEBSITE

The Company has the official website with the address www. btn.co.id. This website contains the latest information about the Company Corporation, whether it is e-Banking login for customers, information about the Company and its products, profile, organization management and good corporate governance transparency, to the latest news. This website is a publicly accessible portal, with the aim of providing comprehensive information about the Company to the audience.

The Company is committed to continuously developing the website as part of the transparency of information to the public.

Description	Information
Corporate group structure and shareholder information down to the individual ultimate owners.	Company Group Structure in tabular form, https://www.btn.co.id/id/Tentang-Kami
Code of Ethic Contents	https://www.btn.co.id/id/Tata-Kelola on the "Corporate Governance" channel
Information on the General Meeting of Shareholders (GMS) at least includes the agenda items discussed in the GMS, a summary of the minutes of the GMS, and information on important dates, namely the date of the GMS announcement, the date of the GMS summons, the date of the GMS, and the date the summary of the minutes of the GMS was announced.	https://www.btn.co.id/Investor-Relation- Home page on "RUPS" channel
Annual financial reports (the last 5 years), Financial Information (including Quarterly Financial Reports).	https://www.btn.co.id/Investor-Relation- Home page on the "Company Report" channel
Profile of the Board of Commissioners and Directors	https://www.btn.co.id/Tentang-Kami on the "Leadership" channel
Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit	https://www.btn.co.id/id/Tata-Kelola on the "Corporate Governance" channel
Environmental, social, and corporate governance (ESG)	https://www.btn.co.id/Investor-Relation-Home on the ESG channel
Easy access to products and promotions	https://www.btn.co.id/ on the product channel
Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit and Articles of Association.	https://www.btn.co.id/Investor-Relation on the Corporate Governance channel
Press Release	https://www.btn.co.id/id-ID/About/Gallery/News/Press-Conference on the BTN Gallery Channel

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76 btn Komitmen Nyata Melayani Negeri

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MANAGEMENT DISCUSSION AND ANALYSIS ON BANK PERFORMANCE



The Company recorded profit for the year amounting to IDR 3.50 trillion in 2025, representing an increase of 16.42% compared to IDR 3.01 trillion in 2024. This achievement reflects the Company's capability to sustain healthy earnings growth amid interest rate dynamics and challenging banking liquidity conditions.



ECONOMIC **REVIEW**

Global Economic Analysis

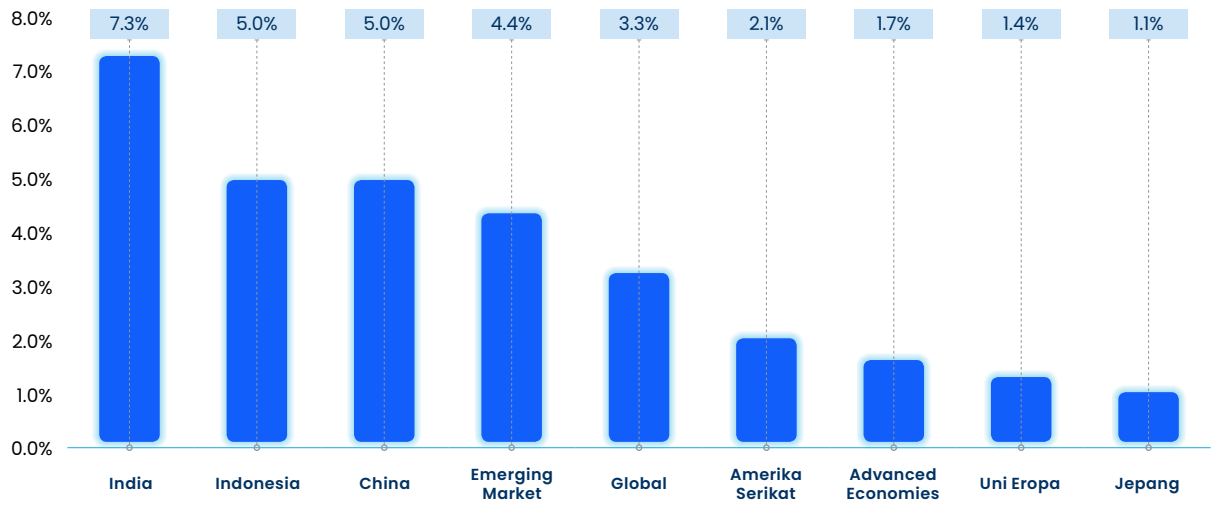
The global economy is projected to remain affected by the continuation of trade wars and the dynamics of geopolitical tensions among countries. Geopolitical tensions persist, including the ongoing Russia-Ukraine war, which has yet to be resolved, as well as escalating tensions in the Middle East. On the economic front, the trader war measures introduced by Donald Trump in April 2025 included the imposition of a universal 10% tariff on all goods imported into the United States, along with high reciprocal tariffs applied to nearly 57 trading partner countries, including China, the European Union, Mexico, and Canada.

In addition, the global trend of declining interest rates has begun in line with increasingly controlled inflation levels. The direction of the Federal Funds Rate reduction became clearer after, in 2025, the policy rate was lowered by a total of 75 basis points to a range of 3.50%-3.75%. In addition to the Fed, the majority of central banks worldwide have also reduced their benchmark interest rates, including the European Central Bank (ECB), the Bank of England (BoE), the Bank of Canada (BoC), among others..

The dynamics of global geopolitical tensions have also contributed to heightened uncertainty in financial markets. By the end of 2025, the US Dollar (USD) continued to strengthen, resulting in depreciation pressures on emerging market currencies, including Indonesia. The Rupiah exchange rate weakened to approximately IDR16,700 per USD by year-end 2025 amid the continued appreciation of the USD. Furthermore, yields on United States Treasury (UST) securities continued to rise, leading to weaker foreign portfolio inflows into emerging markets.

Amid the tariff policies introduced by Donald Trump and the ongoing geopolitical tensions, global economic growth in 2025 experienced a slowdown compared to the previous year. The tariff measures led to a decline in global trade volumes and values, while further exacerbating supply chain disruptions. Moreover, the impact on economic activity was reflected in deteriorating sentiment among both producers and consumers. Global economic growth in 2025 moderated to 3.3%year-on-year (yoy). Among major economies, growth in China and the United States reached 5.0% yoy and 2.1% yoy, respectively. Meanwhile, in emerging economies such as India and Indonesia, economic growth remained relatively robust through the end of 2025, reaching 7.3% year-on-year (yoy) and 5.0% you, respectively.

Global Economic Growth Chart for 2025

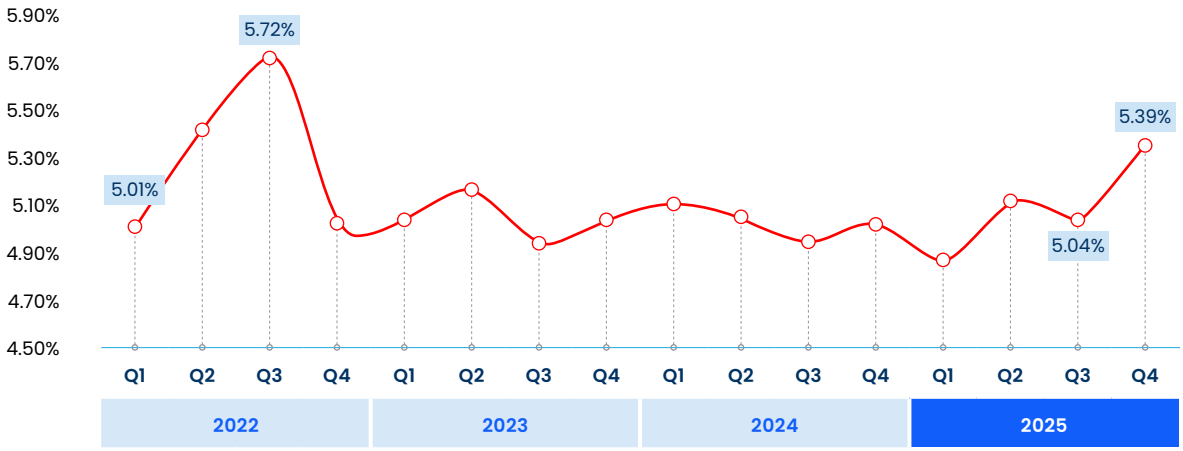


Source: *World Economic Outlook*, International Monetary Fund (IMF), January 2026; Federal Reserve, December 2025; Bloomberg, December 2025

Indonesia Economic Analysis

Indonesia's economic growth in the fourth quarter of 2025 recorded a positive performance of 5.39% year-on-year (yoy), exceeding the achievement of the third quarter. This indicates that the Indonesian economy remained resilient amid the global economic slowdown. From a sectoral perspective, the sectors driving national economic growth included education services, other services, business services, information and communication, transportation and warehousing, as well as accommodation and food and beverage services. From the expenditure side, the export component recorded the highest growth, followed by government consumption and household consumption.

Indonesia's Economic Growth Chart until the Fourth Quarter of 2025 (% yoy)



Source: Official Statistics News, Central Bureau of Statistics (BPS), February 2026

National economic growth remained positive through the end of 2025. Leading indicators as of December 2025 continued to show favorable results, including a high Consumer Confidence Index (CCI) of 123.5, a Manufacturing PMI that remained in expansion territory at 51.2, and a Real Sales Index that grew by 3.5% year-on-year. In its January 2026 release of the World Economic Outlook, the International Monetary Fund projected Indonesia's economic growth for 2026 at 5.1%, stable compared to the cumulative growth achieved in 2025.

On the monetary side, BI maintained its benchmark interest rate at 4.75% through the end of 2025, following five cuts totalling 125 basis points. Monetary policy remained focused on strengthening the Rupiah exchange rate stability amid heightened global economic uncertainty, while also preserving the momentum of national economic growth.

National economic growth is expected to continue its positive trend in 2026. Overall, the Government projects Indonesia's economy to grow above 5.1% year-on-year in 2026, supported primarily by household consumption and exports. Both headline and core inflation remained well controlled, supported by strong coordination among Bank Indonesia, the Central Government, and Regional Governments, resulting in inflation being maintained below 3% at the end of 2025. Meanwhile, the Rupiah exchange rate continued to be influenced by global market dynamics, with persistent depreciation pressures. As of the end of December 2025, the Rupiah stood at approximately IDR16,700 per US Dollar.

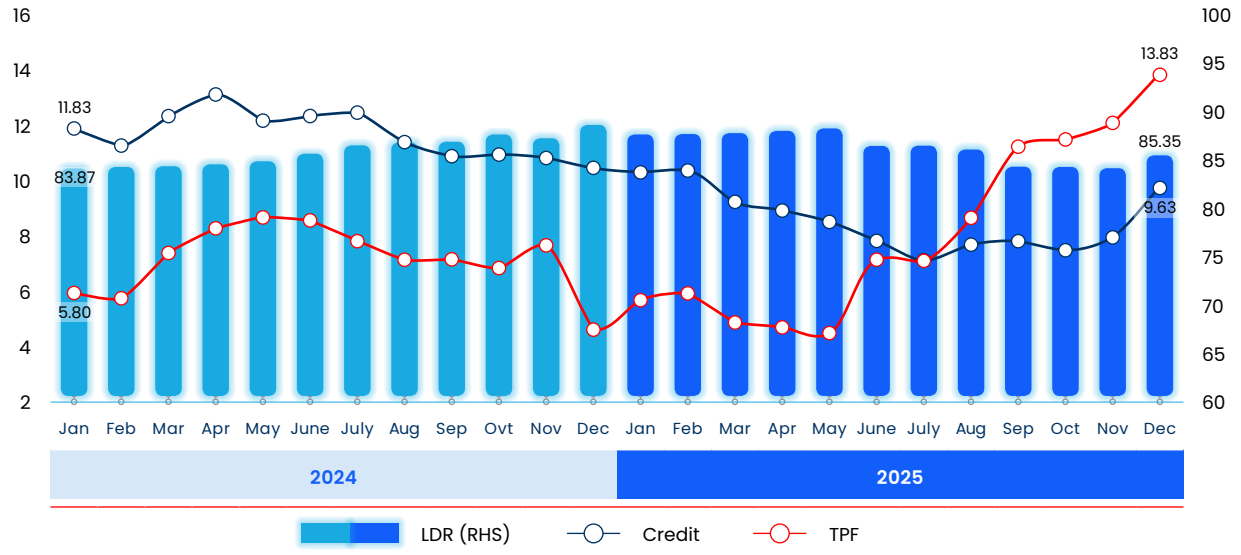
Source:
- Official Statistics News, Central Bureau of Statistics (BPS), February 2026
- International Monetary Fund (IMF), World Economic Outlook, January 2026

Banking Industry Analysis

The Financial Services Authority reported that the performance of the financial services sector, particularly banking, remained solid throughout 2025, supported by strong capital and liquidity positions as well as well-maintained credit risk. Banking intermediation functions in December 2025 continued to record positive growth, with credit expanding robustly by 9.63% year-on-year (yoy). This growth was primarily driven by investment loans, which increased significantly by 20.81% yoy. On a monthly basis, nominal banking credit grew IDR271 trillion, reaching IDR8,586 trillion. Meanwhile, Third-Party Funds (DPK) in December 2025 grew 13.83% yoy to IDR10,059 trillion. Credit risk indicators continued to improve, with the NPL ratio recorded at 2.05%. In addition, the Loan at Risk (LaR) ratio showed a declining trend to 8.77%, falling below its pre-pandemic level of 9.93% recorded in December 2019.

Banking industry liquidity as of December 2025 remained at an adequate level, with liquidity ratios well maintained. The Liquid Assets to Non-Core Deposit (AL/NCD) ratio stood at 126.15%, declining from 131.49% in November 2025, yet remaining significantly above the regulatory threshold of 50%. Meanwhile, the Liquid Assets to Third-Party Funds (AL/DPK) ratio was recorded at 28.57%, slightly lower than 29.67% in November 2025, but still well above the regulatory minimum requirement of 10%. Overall, the banking industry's profitability level, as reflected by a Return on Assets (ROA) of 2.53%, indicates that the industry remained resilient and stable. From a capital perspective, the Capital Adequacy Ratio (CAR) of the banking industry stood at 25.89% in December 2025, compared to 26.05% in November 2025.

Banking Credit and Third-Party Funds (TPF) Growth Chart

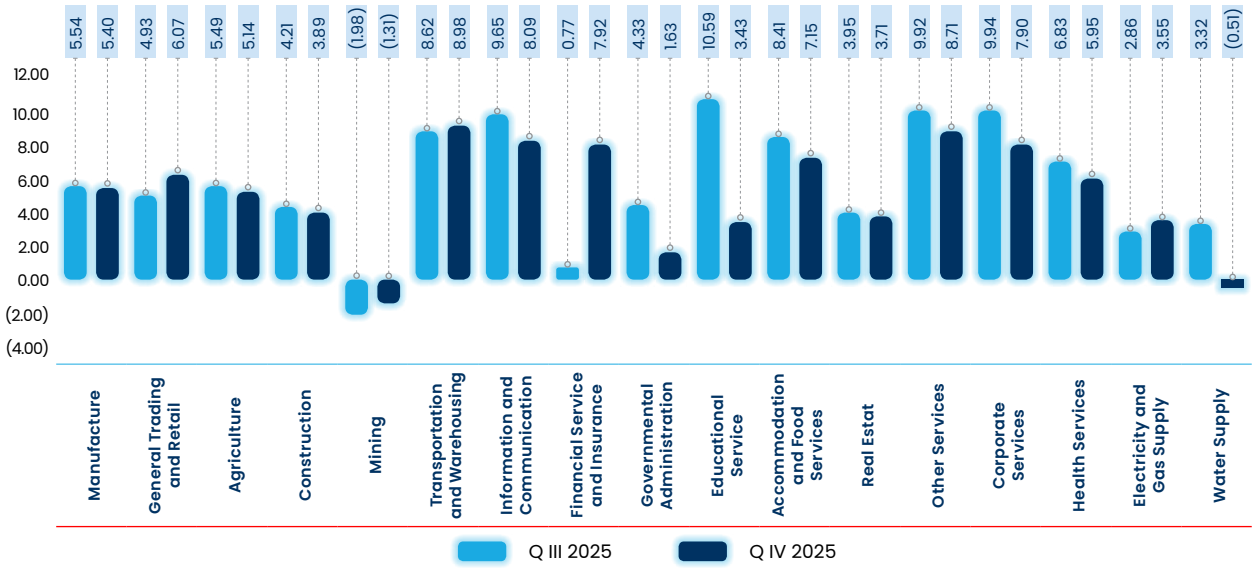


Source: Indonesia Banking Statistics (SPI), Financial Services Authority (OJK), December 2025.

Housing Industry Analysis

As a bank that focuses on housing financing, the Company continuously analyzes the housing industry. The real estate sector again recorded positive growth of 3.71% yoy in fourth quarter of 2025, slightly moderating compared to 3.95% yoy in the third quarter of 2025. The Real Estate sector has remained one of the sectors consistently posting positive growth, even during periods of economic contraction such as the COVID-19 pandemic. Meanwhile, the construction sector also continued to expand, growing by 3.89% yoy, compared to 4.21% yoy in the previous quarter. The housing sector still has a lot of room to grow considering the high national housing backlog and the high number of people who do not have decent homes as well as the 3 (three) million homes program promoted by President Prabowo Subianto.

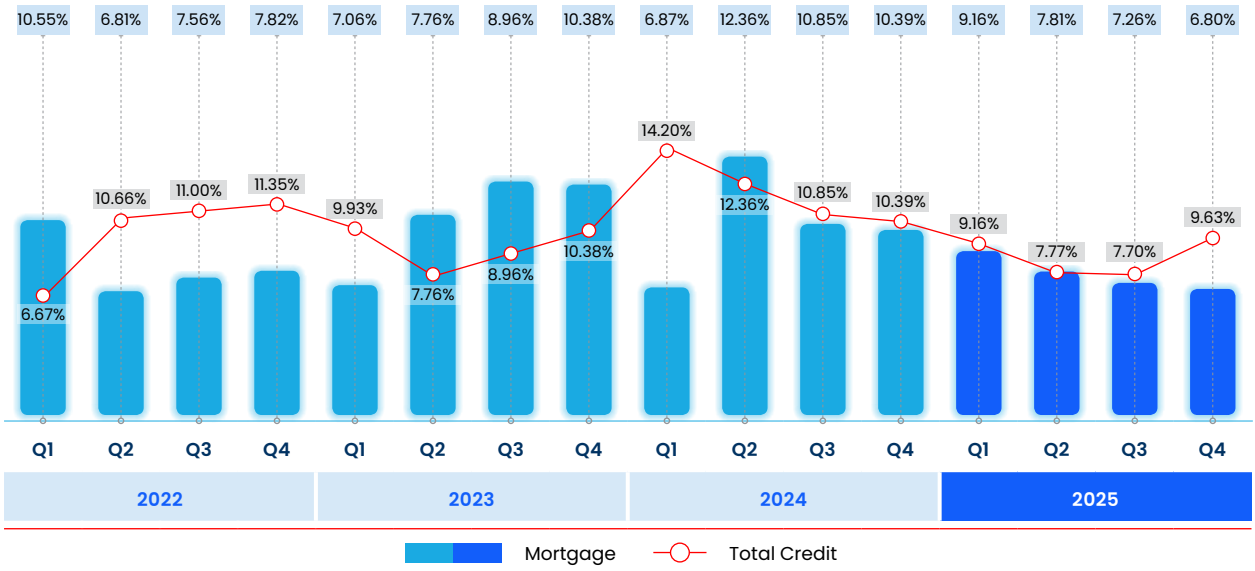
Sector Gross Domestic Product (GDP) Growth Chart



Source: Official Statistics News, Central Bureau of Statistics (BPS), February 2025

The extension of the Government's stimulus in the housing sector has boosted demand for housing until fourth quarter of 2025. These measures included the relaxation of the LTV/FTV ratio for property loans/financing to a maximum of 100% for all property types, as well as the Government-Borne Value Added Tax (VAT/DPT) policy, which has been in effect since 2024-2025 and is set to be extended through 2026. The scale of Government support is reflected in the continued positive growth of the national mortgage loan (KPR) portfolio, which reached 6.80% year-on-year (yoy) through the fourth quarter of 2025. Meanwhile, total national credit growth increased to 9.63% yoy, improving from 7.70% yoy in the third quarter of 2025.

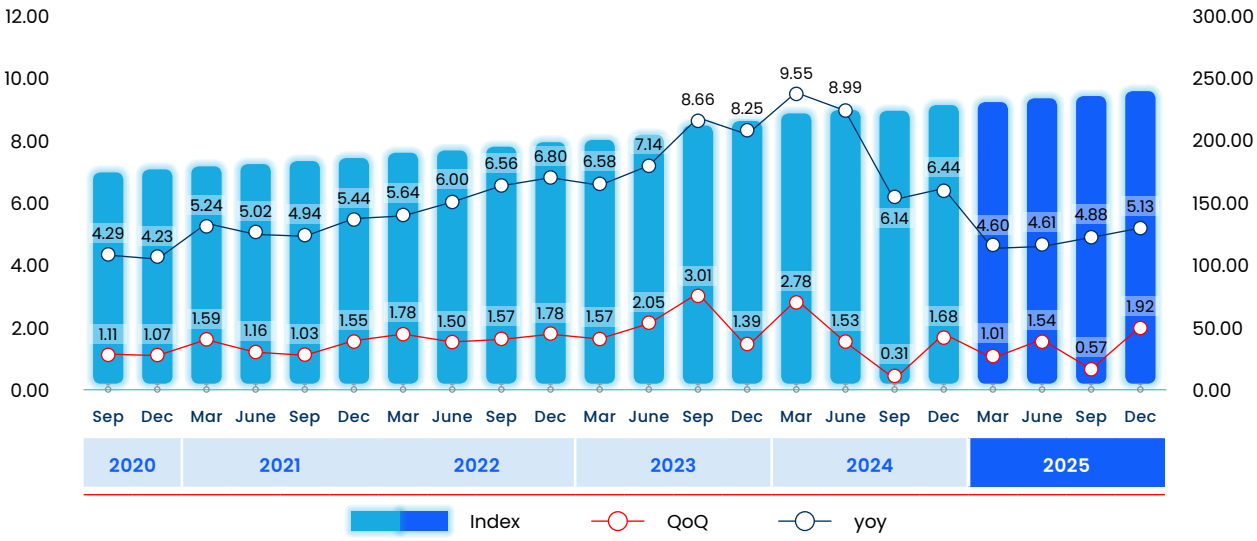
Comparison Graph of Total Credit and Mortgage (KPR) Growth



Source: Indonesian Banking Statistics, Financial Services Authority (OJK), January 2026

Housing Finance Center of BTN released the House Price Index (HPI) in fourth quarter of 2024, with an index of 240.36 and growth of 5.13% yoy. The growth in BTN's HPI was influenced by a moderation in price growth for medium-sized houses (37-45 m^2) and large houses (46-70 m^2), amid continued increases in prices for small houses (21-36 m^2). This increase in the house price index reflects sustained strong housing demand domestically, in line with the strengthening of the national economy.

Graph of House Price Growth according to House Price Index in the Fourth Quarter of 2025

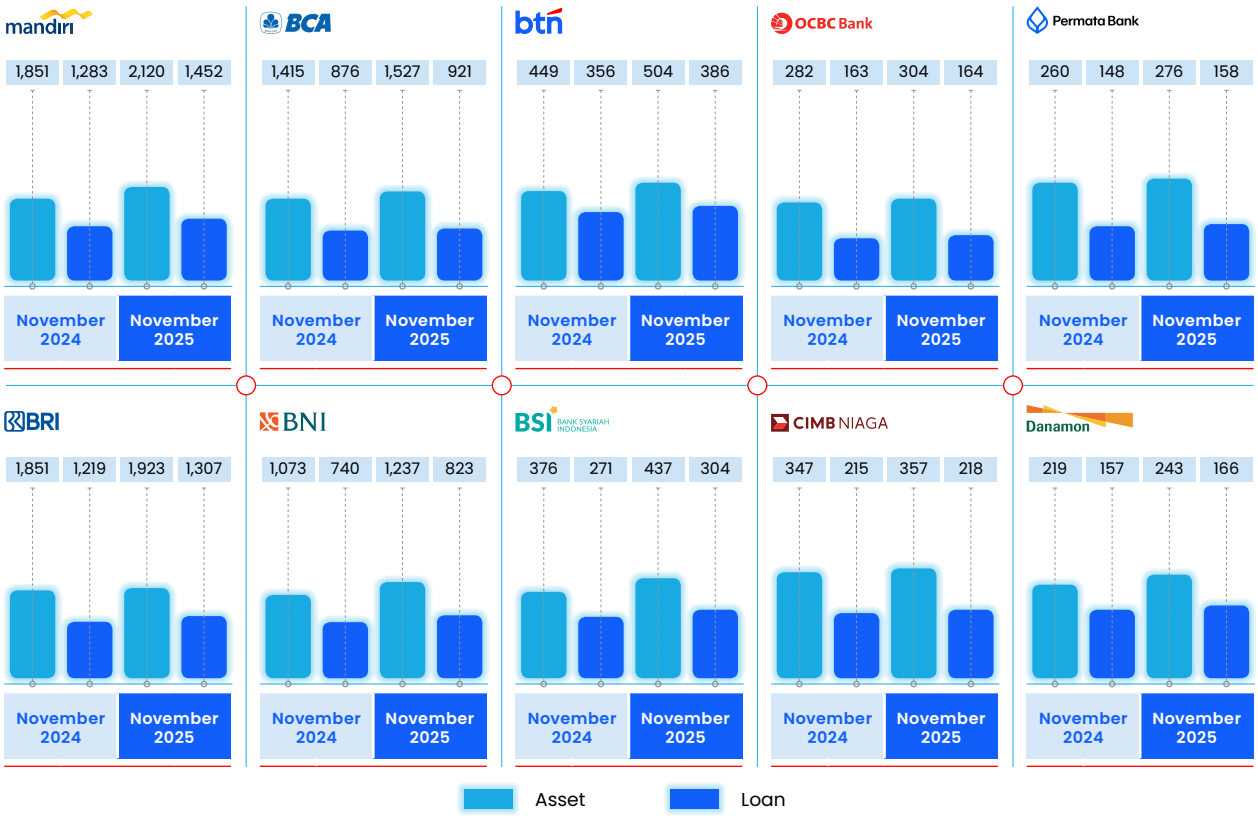


Source: Housing Finance Center BTN, January 2026

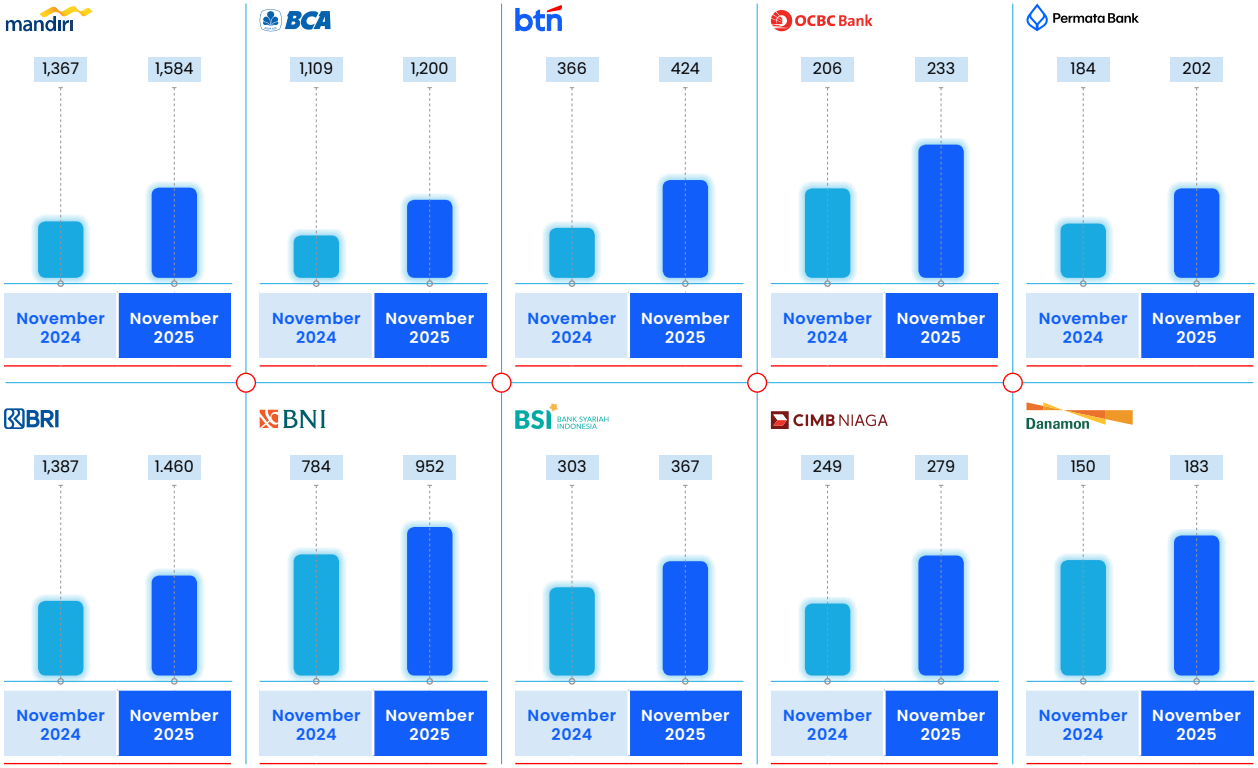
Analysis of BTN in the Banking Industry

Until December 2025, Company remained solid as the 5th (five) largest bank in terms of assets, with total assets reaching IDR504 trillion or growing by 12.16% yoy. This increase was also supported by an increase in credit and financing which grew by 8.57% to IDR386 trillion and third party funds which grew by 15.77% to IDR424 trillion.

Asset and Loan performance Comparison Chart on November 2025 (including UUS)



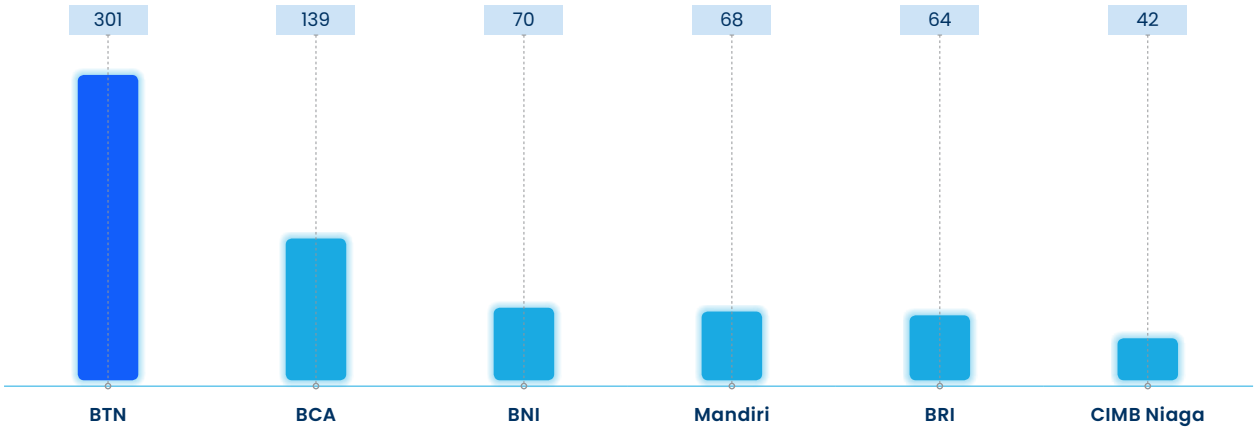
Banking Third-Party Funds (TPF) Performance Comparison Chart on November 2025



In 2025, competition occured across all Company business lines. Challenging macroeconomic conditions, as well as the banking industry still experiencing tight liquidity, caused competition to obtain funding, especially retail funding that offers lower funding costs, to become increasingly intense. Company competed with other banks especially in terms of extension and convenience of distribution channels, product range, price, speed of service to customers, and reserves for technology services.

Company will likely continue to face competition from a number of financial institutions that offer a wider range of banking products and services or loans with larger limits or have greater financial and other resources than Company. Many financial institutions will compete for the same target customers as Company, and many institutions have access to governments or business groups with greater financial resources. Several of Company's competitors have formed, and are expected to form, strategic alliances with several foreign banks with significantly greater management and financial resources.

Graph of Outstanding Housing Loans Comparison of Banks in Indonesia September 2025
(in IDR trillion)



Source: Corporate Presentation of each Bank

OPERASIONAL **OVERVIEW**

Bank Strategy

The Bank's strategic plans consists of long-term strategy (corporate plan), medium term, and short term (business plan).

Long-Term Strategy (Corporate Plan)

The Company has established its 2029 aspiration as a strategic milestone toward realizing its vision to become the Leading Partner in Empowering the Financial Lives of Indonesian Families (Mitra Utama dalam Pemberdayaan Finansial Keluarga Indonesia). Through leading digital innovation, the expansion of inclusive financial products and services, and enhanced accessibility for all segments of Indonesian society, the Company remains committed to supporting the sustainable financial growth of Indonesian families. The Company believes that family financial empowerment serves as a key driver of national economic progress. Accordingly, the Company focuses on strengthening synergies with various stakeholders, providing accessible financial solutions, and enhancing financial literacy across different segments of society.

BTN's 2029 Aspirations to Achieve Its Vision

"Become the Main Partner in Financial Empowerment for Indonesian Families"

Build a sustainable savings account engine to capture IDR120 Trillion

Capturing 3% of SA from top 20 largest provinces, launching innovative propositions for value-chain payroll, first-time home buyers and cash-rich self- employed professionals, and becoming transactional bank for customers and businesses through enhanced transaction banking capabilities

Empower Indonesia families in disbursement enabling their dream of home ownership with IDR450 Trillion in disbursement

Supporting ~1.2mn subsidized mortgage and ~290k non-subsidized mortgage customers; empowering ~27k housing related SMEs through propositions across the life-cycle.

Become a financial partner for consumers and businesses providing full suite of everyday banking solutions

Increasing consumer product ownership through high-margin loans (targeting 8% of loan portfolio), investment and payment solutions; expanding non-housing loan portion (targeting 20% of loan portfolio) and increasing FBI (~20% of revenue); and increasing conversion of new mortgage customers to full banking service users (mostly as primary bank).

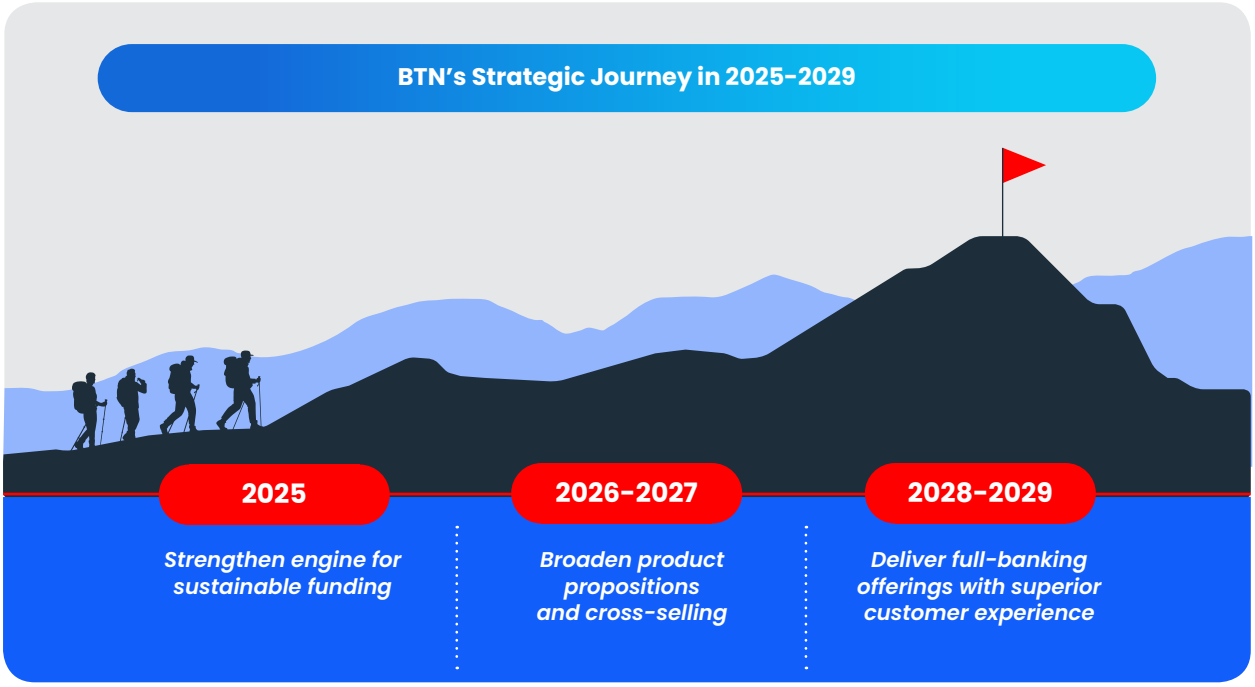
Building a high-quality portfolio with operational efficiency

Building digital and efficient operations (CIR <50%) and strengthened customer service culture across the bank; Maintaining low NPL (<2.3%) rate across economic cycles powered by advanced-AI driven underwriting and collections process.

Expanding service coverage through three subsidiary companies

Becoming true #2 Syariah banking contender in Indonesia; launching and scaling multi-finance (>2.5 Trillion loan disbursement) and insurance subsidiaries (>2 Trillion GWP) to have full-suite of banking offerings

Over the next five years, the Company has established a long-term aspiration aimed at achieving its vision of becoming the Leading Partner in Empowering the Financial Lives of Indonesian Families. The strategic journey toward this vision is structured as follows:



The Company's journey toward a stronger future commenced in 2025 with a focus on strengthening the engine for sustainable funding, whereby the Company reinforced sustainable funding mechanisms to support long-term operations. In the 2026–2027 period, the Company will develop strategies to broaden product propositions and enhance cross-selling, by expanding its product portfolio and strengthening inter-product synergies to address customer needs more comprehensively. In the final phase, during 2028–2029, the Company aims to deliver full banking offerings with superior customer experience, providing comprehensive banking services supported by enhanced customer experience, thereby ensuring customer satisfaction and loyalty across all service touchpoints.

Based on this journey, a series of work programs and strategic initiatives have been proposed to achieve the defined targets. The key strategies and business programs are as follows:

1. **Building a Sustainable Funding Engine**
   To strengthen its funding structure, the Company will implement strategies to increase low-cost savings, target self-employed professional segments, enhance penetration in the trade sector, and optimize opportunities within the SME value chain.
2. **Monetizing the Housing Ecosystem at Scale**
   The strategy to monetize the housing ecosystem at scale aims to generate revenue across the entire housing ecosystem by leveraging business opportunities related to the property industry through increasing the proportion of non-subsidized mortgages, expanding lending activities, and enhancing penetration across the housing value chain.
3. **Transition from Mono-Bank Lending to Full Banking Offerings**
   The transition strategy from mono-bank lending to full banking offerings aims to transform the Company's business model, which previously focused solely on lending activities, into a provider of more comprehensive banking services.

4. **Strategic Targets, Business Strategy, Policies, and Work Programs of Subholding/Subsidiaries**
   Considering the Company's core focus on the housing sector, significant opportunities exist to maximize the potential of captive customers and the property value chain. To capture these opportunities, the Company will implement focused product and service diversification and differentiation strategies through inorganic growth initiatives. During the 2025–2029 period, capital participation activities will be directed toward subsidiaries engaged in venture capital, investment management, insurance, multifinance, and Sharia commercial banking.
5. **Strategic Targets, Business Strategy, Policies, and Work Programs of Supporting Functions**
   In addition to strategies in the business area, it is necessary to implement strategies that support all business activities as enabling functions in achieving the Company's 2029 aspiration.

Medium – Term Strategy

Company's medium-term strategy for the 2025-2027 period is in line with the strategic themes of the company's long-term plan, targets, and strategic initiatives for each business area as follows:

Credit Sector

Credit business development over the short-to medium-term horizon is directed through the following strategic initiatives:

1. Optimization of large-scale (at-scale) housing ecosystem monetization through:
   a. Deepening strategic partnerships with 50 developers..
   b. Strengthening the acquisition channel, namely the agent network and enhanced processes..
   c. Increasing penetration across the housing sector value chain to reinforce relationships with anchor clients.
   d. Launching integrated sectoral product packages for construction and real estate companies, covering the entire business cycle on an end-to-end basis.
2. Transformation from a mono-lending model to a comprehensive banking service provider (full banking offerings) through:.
   a. Development of higher-yield products supported by capability enhancement and expansion of KAR/KRING into new segments.
   b. Increased penetration and activation of fee-based income products.
   c. Optimization of volume and profitability under the Joint Finance Scheme (B2B) and channeling partnerships.
   d. Expansion of MSME financing into high-growth SME sectors with low NPL level.
   e. Expansion of KUR (People's Business Credit) financing into high-potential sectors with well-managed credit risk.

Credit Quality and Financing Sector

In order to achieve sustainable improvements in credit quality, the Company has implemented strategies to strengthen underwriting and collection processes to support healthy portfolio growth, while reducing the proportion of restricted loans and accelerating the recovery of advanced-stage non-performing loans. These efforts are also supported by the establishment of dedicated asset management subsidiary, with the following key initiatives:

1. Enhancement of the underwriting model through the integration of advanced AI-based modeling and the utilization of external data sources.
2. Integration of the Straight Through Processing (STP) process with differentiated swim-lane arrangements to improve customer experience.
3. Strengthening of the fraud management approach, including the implementation of a next-generation fraud management system.
4. Reduction in the proportion of restructured loans within the financing portfolio.
5. Modernization of information technology infrastructure to support collection processes, including the development of a collection management system.
6. Provision of early-stage (pre-NPL) asset resolution and disposal solutions, as well as expansion of the role and coverage of the asset management subsidiary.

Funding Sector

To build a sustainable funding structure, the Company has implemented a solid funding engine development strategy through the following initiatives:

1. Launch of an integrated payroll proposition *(bundled payroll)* to increase penetration within the existing ecosystem and expand the Non-Interest Bearing Current Account (NTB) customer base.
2. Strengthening the Bank's position as either the primary or supporting bank for first-time homebuyers through product packages focused on the millennial segment.

3. Acceleration of customer and transactional account acquisition for BTN Mobile through the establishment of a retail deposit war room.
4. Increased penetration of wealth products among existing cash-rich customers and the hidden affluent segment within the Company's ecosystem.
5. Launch of needs-based propositions tailored for professionals and entrepreneurs with cash-rich profiles.
6. Development of merchant propositions targeting MSMEs and SMEs in the food retail and restaurant sectors.
7. Establishment of a deposit war room for the wholesale and top SME segments to enhance low-cost fund (CASA) penetration.
8. Realignment of the Branch Funding Sales (BFS) role based on specialization and segmented responsibilities.
9. Formation of a centralized payroll monoline team to strengthen payroll penetration among institutional clients.

Other Operating Income Sector and Subsidiaries Establishment Other Operating Income

In order to enhance profitability, the Company's Business Plan over the next three years is focused on increasing other operating income,particularly from transaction-based fee income and new service offerings, particularly from transaction-based fee income and new service offerings, through the following initiatives:

1. Optimization of fee income from treasury and foreign exchange transactions.
2. Increase in fee-based income derived from lending activities, including loan syndication, insurance kick-back arrangements, and administrative fees from non-subsidized mortgage)non-subsidized KPR) loans.
3. Acceleration of fee-based income from digital transaction and wholesale banking through:
   a. Expedited implementation of online acquiring features.
   b. Implementation of QRIS *Border* and QRIS customer-presented mode.
   c. Development of visa paywave services to increase transaction volumes and retail customer fee income.
4. Development of new fee income sources through:
   a. Strengthening of *e-Guarantee* services within the wholesale banking segment.
   b. Enhancement of fee income from priority banking services through SBN, insurance, and mutual fund products.
   c. Optimization of fee income from Bank Guarantees (BG), SKBDN, Supply Chain Financing (SCF), and Cash Management System (CMS) services in the corporate and wholesale segments.

Subsidiary Establishment Plan

In line with the Company's business focus on the housing sector, there are opportunities for business expansion through the optimization of the captive market and the property value chain. Accordingly, the Company is implementing a targeted product and service diversification and differentiation strategy through inorganic growth initiatives. For the 2025–2029 period, capital participation activities will be focused on venture capital companies, investment management firms, insurance companies, multifinance companies, and Sharia commercial banks, with the following plans:

1. Capital participation in existing insurance companies or the establishment of new insurance entities.
2. Capital participation in existing multifinance companies or the establishment of new entities.
3. Implementation of the spin-off of the UUS in 2025, which has been prepared since 2021 as part of the Sharia business development strategy.
4. Acceleration of growth through the transfer of the Company's USS assets to the newly established Sharia Commercial Bank.
5. In the capital participation in BUS, the Company will act as the controlling shareholder with majority ownership.

Sharia Business Sector

The implementation of the spin-off the Sharia Business Unit (UUS) represents a strategic step by the Company to strengthen business focus, enhance competitiveness, and accelerate the growth of a more independent and sustainable Sharia banking business. This strategy is aligned with the regulator's policy direction, the strengthening of the national Sharia financial industry, and the need to optimize the economic value of the Company's sharia business.

Amid ongoing global economic uncertainty and the dynamics of international monetary policy, the Company has undertaken efforts to restructure its business model to become more adaptive and focused. Domestically, Indonesia's economy has demonstrated resilience, with relatively stable growth supported by domestic consumption and government policies. Within this context, the national Sharia banking industry has recorded higher growth compared to conventional banking, reflecting significant untapped market potential.

In line with this industry trend, the performance of the Company's Sharia Business Unit has shown solid and sustainable growth. As of December 2024, the USS recorded increases in assets, financing, Third-Party Funds (DPK), and profit, demonstrating its readiness to operate independently as a full-fledged Sharia commercial bank.

To accelerate growth and enhance business flexibility, the Company planned to execute the spin-off of its UUS in 2025 through an asset and liability transfer scheme to a newly established Sharia Commercial Bank. This spin-off model was selected to expedite the transformation process, minimize operational disruption, and ensure continuity of services to customers.

Through the implementation of this spin-off, the resulting Sharia Commercial bank was expected to have a stronger capital structure, more focused governance, and broader capacity for product development and business expansion. The Company would act as the controlling shareholder with majority ownership, thereby ensuring continued strategic synergy between the parent bank and the Sharia Commercial Bank within the group structure.

The execution of this spin-off marked an important milestone in the Company's medium-term strategy to strengthen the Sharia-based housing ecosystem, enhance the contribution of the Sharia business to the Group's consolidated performance, and support the sustainable development of the national sharia financial industry.

Capital Strengthening

Supporting soundness and sustainable business growth requires strong capital support by considering the fulfillment of the bank's minimum capital requirements following Basel III. According to OJK Regulation Number 27 of 2022 dated January 29, 2016 concerning second amandment to the OJK Regulation number 11/POJK/02/2016 concerning the Requirement to Provide Minimum Bank Capital, which banks must provide capital in the form of minimum capital based on risk rating and additional capital as a buffer based on Basel III (there are 3 types, namely capital conservation buffer, countercyclical buffer, capital surcharge).
Company's capital strengthening strategies include:

1. Increase the Bank's profitability.
2. Issuance or extension of bonds/subordinated loans.

In order to realize one of the Company's missions in the field of Human Capital, which is "To be the home for Indonesia's best talent," the human resource development programs in the short and medium term are aligned with the Corporate Plan for 2025-2029. To achieve this aspiration, five end-state dimensions are formulated as parameters for success in achieving the condition of "One of the Homes of Indonesia's Best Talent," which are:

1. Talent Magnet, meaning Company becomes one of the top-of-mind employers for the best talent in the market, both for professional hires and fresh graduates.
2. Employee Productivity, meaning BTN employees' productivity is above the average of the top 10 banks.
3. Talents, Leadership, and Capabilities Development, meaning BTN employees possess strong leadership abilities at all leadership levels and critical capabilities aligned with the company's strategy.
4. Employee Wellbeing and Experience, meaning BTN becomes a comfortable workplace, offering growth opportunities, career development, and providing a positive employee experience.
5. HC Operational Excellence and Technology, meaning efficient Human Capital management, satisfying HC services, and a role as an effective business partner by optimizing technology utilization.

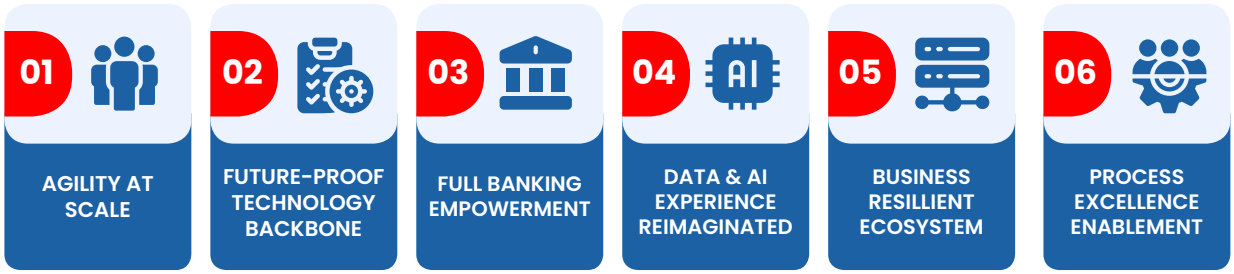
To achieve the mission above, a long-term Human Capital strategy for 2025–2029 is formulated under the theme "Dynamic Workplace Filled with Productive, Prominent, and Prosperous Global-Oriented Talent," focusing on:

1. Developing employees to have high productivity, superior capabilities, competitiveness, and competitive employee welfare, with a global orientation.
2. Developing a dynamic work environment that provides a best-in-class employee experience.

IT Infrastructure

To support the Corporate Plan, business aspirations, and the Company's vision for 2025, an IT Strategic Plan for 2025-2029 has been formulated, comprising the following six strategic themes:

Picture of IT Strategic Initiative Themes for 2025-2029



Source: The 2025-2029 Information Technology Strategic Plan (RSTI) BTN

In implementing the 2025-2029 IT Strategic Plan, the Company defined three main annual themes as follows:

1. **2025: Modernize Core Platforms and Architecture**
   The year 2025 focused on modernizing and enhancing the Company's core architecture and capabilities, including critical applications (for instance CBS, BDS, EFS) and infrastructure (for example 3DC) to support greater scalability.
2. **2026-2027: Unify Technology and Experience**
   This phase emphasized enterprise architecture renewal, as well as the enhancement of customer-oriented business and technology platforms to improve operational efficiency and strengthen cross-selling capabilities.
3. **2028-2029: Delivery Full Banking at Scale**
   This stage aims to ensure IT reliability with optimized security and operational capabilities, supported by robust cybersecurity and adequate capacity to enable full-scale banking operations.

Good Corporate Governance (GCG), Risk Management and Compliance

Good Corporate Governance (GCG) Improvement

In line with the 2025-2029 GRC Roadmap, the Company developed the 2025-2029 Corporate Governance Roadmap, encompassing improvements in governance structure, strengthening of governance business processes, enhancement of governance outcome quality, and the implementation of sustainable governance under the main theme "Governance Business for Sustainable Growth". This roadmap was implemented through five key focus areas of the GCG Roadman, including:

1. Strengthening the governance structure and governance process to support the Company's business, through:
   a. Reinforcing the governance structure to support GRC.
   b. Strengthening the structure for managing conflicts of interest (COI).
   c. Enhancing the structure for gratuity management.
   d. Strengthening governance processes to support GRC.
   e. Enhancing governance policies within business processes.
2. Strengthening integrated governance, through:
   a. Enhancement of the organizational structure for integrated governance.
   b. Formulation of integrated governance policies.
3. Strengthening IT governance to support operational excellence, through:
   a. Development of an integrated IT system for managing conflicts of interest.
   b. Development of a gratuity reporting application.
   c. Development of a governance self-assessment.
   d. Development of a gratuity chatbot application.
   e. Development of an integrated online GCG platform.
4. Strengthening governance capability and culture to support a strong GRC Culture, through:
   a. Enhancement of API certification programs.
   b. Enhancement of PAKSI certification programs.
   c. Strengthening of the Integrity Family program.
   d. Strengthening the anti-gratuity culture program.
   e. Strengthening the code of conduct and COI program.
   f. Strengthening the integration of governance and risk culture.
5. Strengthening governance standards for continuous improvement, through:
   a. enhancement of ISO SMAP implementation.
   b. Implementation of corporate governance ISO standards.
   c. Strengthening the implementation of ACGS and PUGKI parameters.
   d. Strengthening compliance assessment implementation for SMAP.
   e. Implementation of integrated COI management.
   f. Implementation of a business competition compliance program.
   g. Strengthening gratuity reporting channels.

h. Implementation of the ISO governance maturity model.
i. Strengthening the implementation of governance within ESG practices.
j. Participation in and enhancement of ratings and assessment under ASEAN Corporate Governance Scorecard (ACGS), Corporate Governance Perception Index (CGPI), and Survei Penilaian Integritas (SPI).

Compliance Enhancement

To enhance operational resilience in supporting business growth and to create a Compliance Culture at every level of the organization and business activities of the Bank, the GRC Roadmap Company 2025-2029 has been developed regarding the implementation of the Company's Compliance Function, which includes the following:

1. Developing a Regulatory Compliance System to mitigate Compliance Risk arising from non-fulfillment of compliance obligations for each regulation issued by the regulator.
2. Developing an integrated Compliance Dashboard with the Fraud Detection System so that it becomes real-time and embedded in business processes, continuously developed.
3. Building and developing a Data Privacy Framework to ensure compliance with regulations related to personal data, with a Data Privacy Management System to ensure real-time monitoring and integration into all business processes and services.
4. Strengthening the IT compliance organizational structure to accommodate Advisory, Governance, Reporting, and Assurance functions.
5. Strengthening the governance of reporting for APUPPT, PPPSPM, and the Bank's compliance through improving employee competencies, integrated management information systems, and utilization.

Risk Management Improvement

Company has undergone a transformation to achieve its 2025 vision of becoming "The Main Partner in Financial Empowerment for Indonesian Families," but it still requires a long-term sustainability framework for the company. In support of its long-term plan, Company needs to remain a bank with sustainable profitability and continue to implement strategies and initiatives related to risk management, including:

1. ***Enterprise Risk Management***
   a. The Company formulated a 2025-2029 Governance, Risk, and Compliance Roadmap (GRC Roadmap), designed to strengthen the organization's capability to comply with regulatory requirements, manage risks effectively, and ensure sound corporate governance practices.This initiative integrates governance oversight, risk management, and compliance processes to support sustainable business growth and operational resilience. The key focus areas and strategic design identified within the GRC *Roadmap*, included:
      1) Development of an asset and liability risk management framework and system to ensure earnings stability, optimize risk-return profiles, and enhance capital efficiency.
      2) Acceleration of sustainable growth through scaling up ESG initiatives by integrating environmental, social, and governance principles into the Company's core operations, strategy, and GRC framework, based on the identified ESG Rating Gap.
      3) Establishment of integrated governance encompassing risk management within the financial conglomeration structure to strengthen the Company's business ecosystem through the formation of subsidiaries.
      4) Transition toward zero manual processes to enhance operational efficiency through automated decision-making, paperless processes, and the development of advanced risk management models.
      5) Boosting operational resilience to support business growth.
      6) Development of employee talent and strengthening of GRC culture to foster long-term organizational resilience, with an emphasis on risk awareness and quality oversight.
   b. Strengthening risk culture through the development of a strategic roadmap aimed at building and fostering a sustainable risk culture. The initial step includes establishing Governance and Risk Culture (GRC) as one of the four pillars of the Company's corporate culture. GRC serves as the foundation for shaping a risk-aware mindset and behavior across all organizational levels.
   c. Optimizing risk-based portfolio management by controlling the composition of the credit portfolio while ensuring healthy portfolio growth. This is achieved through the implementation of portfolio guidelines, currently applied to the wholesale segment and being developed for the SME and commercial Sharia segments, to manage credit concentration risk while upholding prudential principles and strong governance practices.
   d. The Company actively prepares portfolio quality review reports and conducts related forums, with the results reported to the Board of Directors,

Divisions, CBC, and Branch Offices monthly or at any time upon request. This initiative aims to provide an up-to-date overview of the Bank-wide credit position and quality, both on consolidated basis and by credit segment.

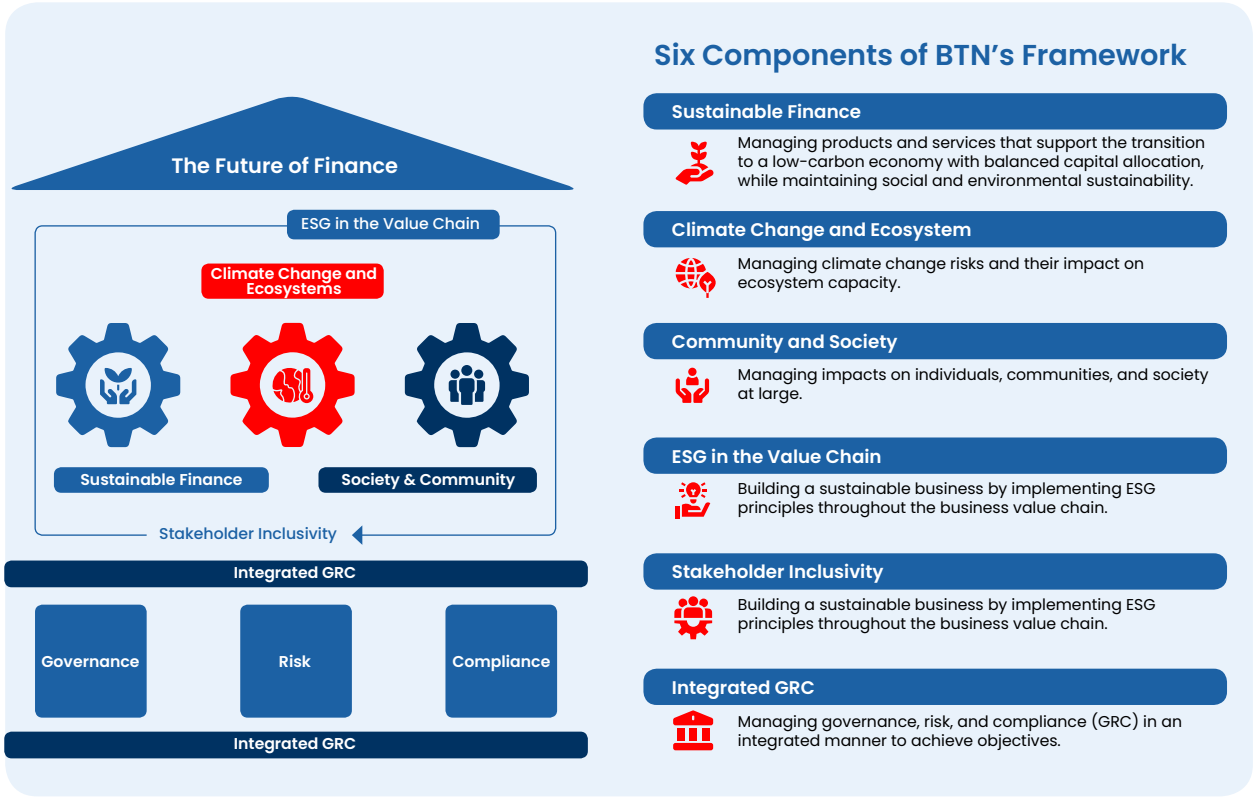
e. Development of balance sheet optimization through the enhancement of the capital and asset pillar, optimization of the liquidity and funding pillar, and strengthening of the interest rate risk management pillar. These initiatives are intended to ensure optimal risk-return outcomes, stable profitability, capital efficiency, and alignment with the Company's established strategic goals.
f. The Company implements enterprise risk management, whereby risk management practices are focused on enhancing corporate value. Productivity improvements are achieved through effective risk management aligned with the transformation of the Company's operating model, making it more performance-and profitability-oriented.
g. Improving credit and financing underwriting processes and quality to support the implementation of the new Business Process Improvement (BPI) initiatives:
    1) In the commercial segment, the Company has established a Commercial Banking Center (CBC), which functions as a centralized hub for processing commercial credit.
    2) In the SME segment, the Company is implementing the MSME Process Center (SPU) as part of its efforts to enhance MSME credit processing and management. This initiative aims to improve productivity, enhance the quality of centralized and objective credit decision-making, and strengthen centralized monitoring.
    3) In the consumer segment, the Company has centralized credit processing through the establishment of the National Loan Processing Center (NLPC) as part of its transformation and process improvement initiatives. The objectives include:
        - Enhancing consumer credit operations through standardized processes.
        - Sgtrengthening supervision and optimizing credit processing officers by centralized functions and improving efficiency.
        - Implementing a dedicated portfolio risk management function to enhance control, analysis, and monitoring by the risk unit.
h. Improving the decision-making process and quality of consumer credit by accelerating credit approval processes through data analysis using CSM. Additionally, Company has implemented collection scoring to assist the collection team in determining the priority scale for debt collection based on the risk level (high, medium, and low risk) to ensure the effectiveness and efficiency of credit management.
i. Improving risk assessments for specific non-fixed income segments through the development of an analytic model for non-fixed income and developing the competency of credit analysts by:
    1. Formulating risk criteria for targeted segments and overlay models to increase approval rates.
    2. Determining the priority target segments: existing debtors, funding customers, and new-to-bank customers to manage risks during the implementation phase.
    3. Building proxy income models to project the income growth of debtors and potential debtors in credit limit assessments and standardized recommendations and decisions.
    4. Refining credit policies according to riskbased segmentation.
j. Maintaining a low Non-Performing Loan (NPL) rate across all segments through strong risk monitoring. Development of the Commercial Loan Early Warning System (EWS) to strengthen the monitoring of commercial credit risks through standardization, digitalization, and development of guidelines and tools. Company will develop the EWS by setting risk parameters that indicate the deterioration of individual commercial credit debtor quality, which will help credit departments take immediate actions to prevent troubled loans.
k. The Company established a Risk Maturity Index (RMI) assessment roadmap for 2024-2029, which was extended to support the achievement of an RMI target score of 4.5 (best practice phase) by 2029.

2. ***Environmental, Social, and Governance*** **(ESG)**
Environmental, Social, and Governance (ESG) The Company has developed an ESG framework called The Future of Finance. This ESG framework guides Company in managing and conducting business practices that focus on impact performance and support the achievement of the Sustainable Development Goals (SDGs). This framework serves as

the foundation for managing business activities and operations as well as decision-making processes in a more comprehensive manner. The BTN ESG framework consists of six components:

1. Sustainable finance.
2. Climate change and ecosystems.
3. People and communities.
4. Stakeholder inclusiveness.
5. ESG in the value chain.
6. Integrated governance, risk management, and compliance (GRC).

Picture of Implementation of the Environment, Social, and Governance Roadmap



Source: ESG BTN Roadmap

The Company identified nine (9) strategic initiative themes within its five-year ESG roadmap, with several priority activities, as follows:

1) ***Conducting Sustainable Business Operation***
   The Bank set a target to reduce Scope 1 and Scope 2 carbon emissions by 30% through clean banking operations initiatives, including:
   a) The use of EV and/or hybrid vehicles for operational purposes.
   b) Increased utilization of solar panels.
   c) Development and implementation of green buildings.
   d) Replacement of building cooling systems with more energy-efficient solutions.
   e) Optimization of digitalization and/or automation of internal processes toward a paperless environment, through:
      - Utilization and implementation of digital signatures by all employees to enhance the Company's operational efficiency.
      - Implementation of a centralized i-Work system (e-RKK, e-MoM, e-Committee, and document management system) to reduce paper usage.
      - Development of online current account e-statement delivered via melalui email.
      - Development of an end-to-end procurement system for goods and services to improve operational efficiency.

- Enhancement of the online account opening process (OLOB) and e-deposit services in line with the Company's business targets.
- leveraging technology for internal regulation searches (PP*Digital enhancement*) using AI, smart tagging, and chatbots.
- Other paperless initiatives are aligned with business and operational needs.

2) ***Develop Sustainable and Inclusive Bank Products and Portfolio Management***

The Company was committed to developing sustainable and inclusive products while expanding its sustainable portfolio, which included:

a) Implementation of Low-Emission Housing

Low-emission Housing was a project initiated by the Company to encourage developers to implement energy efficiency (air circulation), water (the use of PDAM), waste management, and pollution reduction measures (one house-one tree, eco-friendly materials, and green open spaces). The initiative aimed to provide decent, healthy, and affordable housing. Low-Emission Housing represented one of the Company's ESg initiatives to begin a transition alongside developer partners, contributing to carbon emission reductions in the housing sector and fostering a circular economy through sustainable business practices. As of August 2024, the Company had collaborated with eight (8) developers to implement 1,200 low-emission housing units. In April 2025, the Company also conducted workshops and socialization programs on low-emission housing involving developers, eco-material suppliers, and relevant business units. In accordance with the established roadmap, the Company targets the development of 150,000 low-emission housing units by 2029.

b) balé by BTN

balé by BTN was a comprehensive super app designed to simplify financial transactions for the Indonesian public, encompassing both banking and financial services. This initiative represented a strategic effort to overcome geographical challenges, ensuring that all segments of society, particularly those in remote areas, can benefit from enhanced financial inclusion. In 2024, the service successfully reached communities in underdeveloped regions, achieving a user base of 20,183 individuals, in alignment with Presidential Regulation of the Republic of Indonesia No. 63 of 2020.

c) BTN *Digital Store*

The Company continues to pursue transformation initiatives aimed at enhancing sales capacity and customer service, with a strong focus on customer satisfaction. BTN *Digital Store* is expected to deliver services tailored to meeting customer needs by leveraging digital technology through devices and applications. The implementation of BTN Digital Store is also intended to provide customers with a distinctive service experience. Furthermore, BTN Digital Store integrates ESG principles into its operations, including energy-efficient practices and paperless digital services.

d) Expanding Inclusive Credit Distribution for Low-Income Communities (MBR), such as Subsidized Home Ownership Loans and MSME Loans.

e) Expanding Credit Distribution to Sustainable Business Activities.

f) Credit Distribution in Line ESG-Integrated portfolio guidelines.

The Company has implemented a Portfolio *Guideline* (PG) that integrates ESG principles to support business sustainability and financial stability. These guidelines are designed as a strategic tool to effectively manage credit concentration risk through measured portfolio diversification. By applying these guidelines, the Company seeks to maintain asset quality by directing credit allocation toward priority sectors with sustainable growth prospects. This approach not only supports business expansion but also contributes to mitigating environmental, social, and governance risks.

g) Pioneer in green mortgage carbon trading seller.

h) Issuance of green/social/sustainable bonds or loans.

i) Launchof green savings products

3) ***Integrate ESG Component in Enterprise Risk Management Framework and Program***

The Company actively supports government efforts to achieve carbon neutrality by designing a long-term strategy toward Net *Zero Emission* (NZE). This strategy integrates global standards and national policies, including carbon emission inventories, to identify emission sources (*Scope* 1, 2, and 3). In addition, to ensure sound risk

management that incorporates ESG aspects, the Company regularly conducts climate risk stress tests to identify and manage risks associated with climate change, both physical risks and those arising from the transition to a low-carbon economy.

4) ***Developing ESG Culture and Responsible Leaders' Program***
   In the area of human capital, the Company is committed to implementing the Respectful Workplace Policy (RWP) to foster a fair, inclusive, and sustainable work environment and culture. The Company also consistently enhances employee capacity related to ESG through the following initiatives:
   a) Establishing a regular training curriculum focused on ESG.
   b) Strengthening employee capacity and capabilities in ESG and keeping pace with emerging ESG trends.
   c) Developing Diversity, Equity, and Inclusion (DEI) programs by increasing women's participation in leadership roles and providing opportunities for women to hold structural positions.
   d) Promoting an inclusive workplace by recruiting employees with disabilities.
   e) Enhancing digital mindset and ESG awareness among employees to support competencies and roles across all Work Units.
   f) Improving employees' experience programs integrated with ESG aspects, such as the Green Champion initiative, Employee Community Day, and other related activities. dan lain-lain.
5) ***Building a Control Environment That is Integrated with ESG Components***
   To support sustainability, the Bank has embedded ESG principles into all aspects of its corporate regulations and policies. This includes the implementation of a gratuity control program as well as enhancements in data privacy and cybersecurity, thereby strengthening corporate governance more responsibly and accountability.
6) ***Develop ESG Monitoring, Communication and Reporting Program***
   a) Developing ESG dashboard management that encompasses key sustainability indicators, including GHG *emissions*, sustainable portfolio, and human capital metrics to monitor the bank's sustainability performance.
   b) Establishing ESG *knowledge portal* as a centralized hub of information and best practices for all employees.
   c) Integrating ESG aspects into portfolio guideline.
7) ***Building ESG Data Management***
   To strengthen reporting and monitoring, the Company is developing a comprehensive ESG data management framework. This includes the establishment of an integrated ESG data mart designed to support both reporting requirements and informed decision-making processes.
8) ***Navigate trends in ESG Provisions and Regulations***
   The Company has embedded ESG principles across all aspects of tis internal regulations and policies, including credit, operations, risk management, and other key functions. In addition, the Bank leveragestechnology to enhance its internal regulatory systems through digital innovations such as AI, smart tagging, and chat bot.
9) ***Building Partnerships and Collaborations***
   In implementing sustainability and ESG initiatives, the Company collaborates with communities, developers, and other stakeholders to strengthen a robust sustainability ecosystem through programs such as:
   a) Eco-property developer meetings are workshops that feature expert speakers in sustainable property development and environmentally friendly materials, aimed at promoting eco-conscious practices in the real estate sector.
   b) Hosting specialized competitions in the housing ecosystem to encourage innovative and sustainable business models that support long-term growth.
   c) Enhancing ESG-based MSME capabilities by conducting training programs for MSME to improve business competitiveness while promoting awareness and adoption of ESG-based sustainable business practices.
   d) Conducting training sessions, workshops,and collaborations with universities, agencies, and relevant institutions to promote financial inclusion.
   e) Providing educational scholarships to the children of the Company's outsourced employees.
   f) Expanding cooperation and collaboration with global ESG communities such as Equator Principles, UNEP FI, and IKBI. These partnerships deliver strategic benefits to the Company, including enhanced internal capacity and competence, improved access to global ESG best practices, and the adoption of international standards in environmental and social risk management.

3. ***Digital and Operation Risk Management***
   The Company has strengthened its digital and operational risk management framework to achieve digital and operational resiliency in support of the Company's vision and mission through the following strategic initiatives:
   a. Developing and implementing an IT, digital, and third-party cyber risk management framework and operating model to enhance the Company's security posture against IT, digital, cyber risk exposures arising from cooperation with vendors and business partners.
   b. Developing a Fraud Detection System (FDS) solution to enhance the Company's capability in detecting and preventing fraud from both transactional activities and customer onboarding applications (manually or digitally), thereby minimizing the potential occurrence of fraud.
   c. Implementing Internal Control Over Financial Report (ICOFR) in accordance with the Technical Guidelines of the Ministry of State-Owned Enterprises No. SK-5/DKU-MBU/11/2024 and POJK No 15 of 2024 concerning the Integrity of Bank Financial Reporting.
   d. Conducting a review of organizational effectiveness (DORD), including capacity and capability assessments in collaboration with HCMD, HCSD and TPMD, to ensure that the objectives of organizational structuring are achieved, including Work Load Analysis (WLA) and human capital development.
   e. Enhancing the capability of the Operational Risk Management System (ORMIS) to comprehensively accommodate the digital and operational risk framework, covering the risk register, control testing validation functions, and case management processes accessible to risk-taking units, second line functions, and third line functions in accordance with defined roles and responsibilities that fulfill the dual control principle.

Network Development Sector (Delivery Channel)

Optimization of delivery channels to support business is carried out through developing the quantity and variety of channels with network expansion strategy focused on 4 (four) main initiatives, namely the regionalization strategy, branch expansion, banking agent and digital channels.

1. **Area Mapping Strategy**
   The area mapping strategy is a form of grouping work areas not only based on location but also on the density of existing branches to ensure better alignment of strategies. The considerations used in the area mapping strategy are as follows:
   a. The development of overly dense areas will ensure better control over Key Performance Indicators (KPIs) and more comprehensive strategy alignment.
   b. Determining the operational zones of branches takes into account not only location but also the branch office density ratio.
2. **Optimizing Branch Office Productivity**
   In the short term, Company is not too expansive in opening a branch office. This year, Company will improve the oversight of the branch office to the outlet below and conduct an assessment or evaluation of the unproductive outlets performance for closure. This is conducted in order for office branches can monitor better the subordinate performance which support corporate performance.
3. **Agent Banking**
   Optimizing banking agents as aggregators with expanding strategic alliances, e.g. post office and mini-market as sales agent.
4. **Digital Channel**
   The development of digital channel is intended for remote access to target the emerging affluent segment, the younger generation, and increase the convenience of transactions for customers. Digital channel development is focused on:
   a. Attractive and clearly defined target segments with a focus on segment selection age range between 20 to 35 years.
   b. Right-to-target offering by advantaging big data analytical advantage to obtain product or service recommendations for each customer.
   c. Customer value management through offering broad and universal products and services. However, it is more focused on the main needs of customers (customer centric).

Short-Term Strategy (Business Plan)

Guided by the strategic themes of the 2025-2029 corporate plan, the strategic steps that have been taken in 2025 are as follows:

1. **Bidang Perkreditan Loan Sector**
   The focus of Loan growth in 2025 was carried out by implementing a strategy to monetize the housing ecosystem on a large scale, aimed at generating revenue from the entire housing ecosystem by leveraging various business opportunities related to the property industry, through strategies to enhance the penetration and quality of non-subsidized Mortgage and to increase penetration within the housing value chain. The initiatives undertaken to achieve these targets in 2025 were as follows:

Table of 2025 Loan Strategy

Strategy Theme	Initiative
Monetize the housing ecosystem at-scale.	Primary housing: deepen relationships with the top 50 developers.
Transition from mono-bank lending to full banking offerings.	Enhance higher-yield products by strengthening capabilities and expanding KAR/KRING into new segments.
Expand Micro and Small Enterprise Cooperative Loans (KUMK) to leading SME sectors and achieve the predetermined Micro Business Loan disbursement target.	Penetrate high-growth and low-NPL sectors for Micro Business Loan (KUR) products supported by superior Loan capabilities and process digitalization.

From the three Loan strategies above, the Bank significantly increased non-subsidized lending by strengthening relationships with developers and reinforcing the Direct to Consumer (D2C) acquisition channel, while ensuring readiness to support the National Housing Program through the following initiatives:

a. **Primary Housing**
   Strengthening relationships with the Top 50 developers through accelerated digitalization of Turn Around Time (TAT) by twofold, implementation of digital back-end processes for Relationship Managers (RM), real-time tracking portals for customers and developers, increased sales intensity, expansion of sales centers in high-potential development areas, and higher incentives for bulk acquisition for key developers.
b. **Secondary Housing**
   Strengthening acquisition channels through property agents with a dual-reporting line mechanism from Direct to Consumer (D2C) agents within the sales center and loyalty programs for agents. Enhancing customer experience through instant offerings, "time-to-yes" in less than 1 (one) week, and twofold acceleration of TAT through a fully digitalized application process. Increasing acquisition and lead generation through digital partners, including process integration via BTN Properti and an Online to Offline (O2O) fulfillment journey.
c. **Increasing Higher-Yield Products**
   Expanding KAR/KRING to non-payroll and new-to-bank customer bases by accelerating digital application processes, credit decisioning, and personalized marketing through the Company's digital channels. Launching new product propositions and driving Loan application penetration.

2. **Loan Quality**

To achieve the targeted improvement in Loan quality, the strategic focus was on strengthening risk underwriting and collection to grow the portfolio sustainably, addressing a large volume of restructured portfolios, and accelerating late-stage recovery by expanding the scope of subsidiaries managing assets. In detail, the initiatives to be implemented in 2025 are as follows:

Table of 2025 Loan Quality Strategy

Strategy Theme	Initiative
Strengthen risk underwriting and collection processes to sustainably grow the portfolio, address a high restructured portfolio, and expedite late-stage recovery by establishing an asset management subsidiary.	a. Enhancement of the existing underwriting model by integrating advanced AI-based modeling approaches and incorporating external datasets. b. Strengthening the fraud management approach, including the implementation of a next-generation fraud management system. c. Reducing the proportion of restructured Loans within the portfolio. d. Preparing early-stage (pre-NPL) asset resolution/sales solutions and expanding the scope of the asset management subsidiary.

From the above Loan quality strategies, in supporting credit underwriting as well as early warning and collection, the Bank implemented the following initiatives:

a. Enhancing the existing underwriting model through the integration of advanced AI modeling and external datasets; developing a modular Probability of Default (PD) score applicable to all products; implementing a proven qualitative assessment approach for the SME and commercial segments; deploying a transaction analyzer for merchants and adopting a structured approach to estimate salary for customers with cash-based income; and providing tools for indicative collateral valuation.
b. Strengthening the fraud management approach through the integration of e-Know Your Customer (KYC), active status verification, and Artificial

Intelligence (AI)-based document verification (e.g., salary slips and bank statements), which may be carried out through targeted collaboration with leading external vendors.

c. Formulating a strategy for managing restructured Loans to resolve, settle, or write off a significant volume of Loans restructured due to the Covid-19 Pandemic.
d. Developing early-stage asset sales or resolution solutions to dispose of high-risk assets prior to becoming Non-Performing Loans (NPL), as well as expanding the asset management subsidiary's coverage to regions outside Jakarta.

On November 5, 2024, the Government of the Republic of Indonesia enacted a Government Regulation concerning the Write-Off of Bad Debts for Micro, Small, and Medium Enterprises (MSMEs) in order to strengthen national economic resilience through the empowerment of MSMEs by providing easier access to financing, including legal certainty in the settlement of bad debts at SOE (State-Owned Enterprise) Banks to MSMEs through write-offs in accordance with the provisions on Financial Sector Development and Strengthening (UU P2SK), which are effective for 6 (six) months from the date of enactment.

The implementation of MSME bad debt write-offs as referred to in the UU P2SK and the Government Regulation must be carried out with due observance of prudential principles, risk management, internal control, Good Corporate Governance (GCG) principles, prevailing laws and regulations, and the articles of association. This is because any losses incurred by SOE (State-Owned Enterprise) Banks in executing MSME bad debt write-offs under the UU P2SK and the Government Regulation constitute losses of the respective SOE (State-Owned Enterprise) Bank and do not represent state financial losses, provided that such actions are undertaken in good faith and in compliance with prevailing laws and regulations, the articles of association, and Good Corporate Governance (GCG) principles.

In relation to the foregoing, to ensure that the entire process of MSME bad debt write-offs is implemented systematically, expeditiously, accurately, innovatively, and in an administratively orderly manner within the Company, while consistently adhering to prudential principles, risk management, internal control, Good Corporate Governance (GCG) principles, prevailing laws and regulations, and the articles of association, it is necessary to establish a specific internal policy to ensure that all such requirements are properly fulfilled.

3. Funding Sector

The primary focus of Third-Party Funds (TPF) growth in 2025 is to implement strategies aimed at increasing low-cost savings, targeting the independent professional segment, and enhancing penetration in the trade sector and SME value chain. The initiatives to be undertaken to enhance funding growth in 2025 are as follows:

Table of 2025 Funding Strategy

Strategy Theme	Initiative
Build a Sustainable Funding Engine	a. Launching a bundled payroll proposition to increase penetration within the existing ecosystem and expand outreach to New-to-Bank (NTB) customers. b. Intensifying the retail funding sales footprint in markets with high Savings Account (SA) volumes. c. Positioning the Bank as the primary/secondary bank for first-time homebuyers through millennial-focused product bundling. d. Driving customer acquisition and transactional account growth on BTN Mobile through the launch of a retail deposit war room. e. Launching a deposit war room targeting wholesale and top SME customers to drive CASA penetration.
Reinvent sales structure and operating model to drive sales growth and effectiveness of prioritized product segments	a. Redefining the role of Branch Funding Sales (BFS) based on specific segment responsibilities. b. Establishing a centralized monoline payroll team to enhance payroll penetration among institutional clients.

From the above funding enhancement strategies, in developing innovative low-cost transactional savings products that drive payroll innovation, millennial-focused bundling for first-time homebuyers, intensifying footprint in saturated markets, and increasing BTN Mobile transactions, the Bank implemented the following initiatives:

a. Launching a bundled payroll proposition to increase penetration among existing corporate clients within the Bank's ecosystem and New-to-Bank (NTB) customers, while expanding outreach to NTB customers, both payroll employees and key decision-makers, by assigning dedicated payroll specialists within the one-Client Service Team (CST) Relationship Manager (RM) coverage model.
b. Intensifying the retail funding sales footprint (through internal and outsourced channels) in market areas with high Savings Account (SA) volumes and growth potential, targeting mass and mass-affluent NTB customers to increase savings market share from 1.3% to 2–3% through improved sales productivity (e.g., training, KPI refinement, and sales productivity toolkits), branch-less formats, and outsourcing initiatives.
c. Positioning the Bank as the primary/secondary bank for first-time homebuyers through millennial-focused product bundling for Existing-to-Bank (ETB) and NTB customers to enhance engagement in Savings Accounts and debit/credit cards through partnerships with lifestyle retail and housing companies.
d. Driving BTN Mobile customer acquisition and increasing the proportion of active transactional accounts from 30.00% to 45.00% by launching a retail deposit war room, implementing win-back programs for recently inactive customers and NTB acquisition initiatives, introducing customer segment-based product bundling, and expanding BTN balé offerings to enhance customer loyalty, supported by cross-selling campaigns and engagement driven by Advanced Analytics (AA).
e. Launching a deposit war room targeting existing SME value chain customers, newly acquired SME merchants, and wholesale customers to drive CASA penetration through segment-specific campaigns leveraging Advanced Analytics (AA), tailored pricing strategies, targeted rewards, and product bundling for cash-rich sectors. In this context, the deposit war room serves as the Company's centralized command center to monitor and manage Third-Party Funds performance in real time, including time deposits, current accounts, and savings accounts, thereby enabling prompt decision-making regarding interest rate adjustments and marketing strategies to ensure effective liquidity acquisition and competitiveness.

4. Fee-Based Income and Subsidiary Establishment

The focus of achieving fee-based income in 2025 is to launch loan product propositions and drive fee-based income (FBI). The initiatives to be implemented in 2025 to achieve these targets are as follows:

Table of 2025 Fee-Based Income and Subsidiary Establishment Strategy

Strategy Theme	Initiative
Launch loan product propositions and drive fee-based income	a. Increasing penetration and activation of fee-based income products for credit cards and wealth propositions, integrated with savings and lending propositions. b. Increasing volume and profitability of the Joint Finance Scheme (B2B) and channeling partnerships.
Launch multi-finance and insurance subsidiary to support the Bank's retail business and become a true #2 sharia banking contender post spin-off	Building a true #2 contender through a standalone sharia business post spin-off.

5. Capital Injection Plan

In line with its vision as the main partner in empowering Indonesian families financially, the Company aspires to expand its business across the housing ecosystem through the following initiatives:

a. Development of the sharia business through the spin-off of the Sharia Business Unit (SBU).
b. Expansion of the insurance business through life insurance and/or general insurance subsidiaries.
c. Expansion of the vehicle financing business through a multifinance subsidiary.

Considering the Company's business position, which focuses on the housing sector, there are opportunities to enhance growth by maximizing the potential of captive customers and the property value chain. To realize this objective, focused strategies for product and service development, diversification, and differentiation are required through inorganic growth initiatives. In 2025, capital injection activities primarily focused on the development of the syariah business through the spin-off of the Sharia Business Unit.

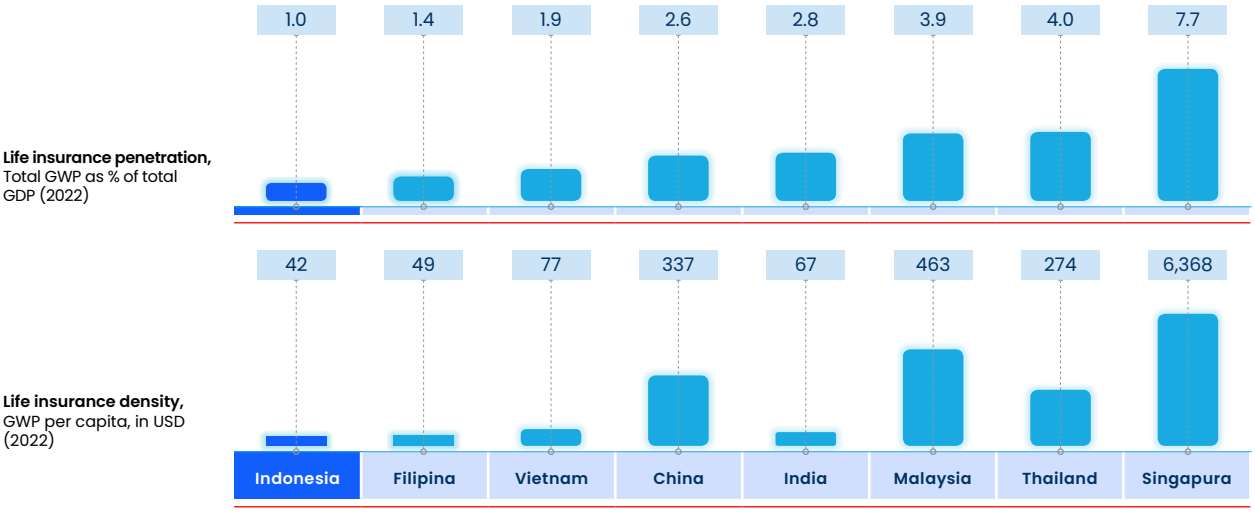
6. Capital Injection in Life Insurance and/or General Insurance Subsidiaries

The establishment of a life insurance and/or general insurance subsidiary is planned to be executed through a capital injection scheme into an existing insurance company/subsidiary or through the establishment of a new company. The Company acts as the controlling shareholder with a majority ownership (>50%). Going forward, the insurance sector continues to present significant growth opportunities in Indonesia, driven by increasing public awareness of the importance of insurance.

The following factors are expected to support insurance growth in the coming years:

a. Rising prosperity, which is expected to drive demand for wealth protection and accumulation products, with the proportion of affluent and emerging affluent segments in Indonesia projected to increase from 18.00% of the population in 2023 to 27.00% by 2030..
b. A growing elderly population and increasing awareness of personal responsibility for health and retirement, with the proportion of individuals aged 50 years or older projected to increase from 22.00% in 2023 to 29.00% by 2035.
c. Life insurance penetration in Indonesia (<2.00%) remains among the lowest in Asia, with life insurance Gross Written Premium (GWP) representing only 1.00% of total GDP in 2022 and USD 40 GWP per capita in 2022, significantly lower compared to other Asian countries (e.g., Thailand at approximately USD 270 and Malaysia at approximately USD 463).
d. Increasing awareness of protection against everyday and catastrophic risks, driving demand for general insurance products such as motor vehicle, property, travel, and liability insurance. This trend is supported by infrastructure growth, increasing asset ownership, and increasingly complex and diverse economic activities.

Figure of Life Insurance Penetration in Indonesia Compared to Other Asian Countrie



Source: Internal BTN

In light of these opportunities and challenges, the Company must conduct a thorough assessment and comprehensive analysis regarding the establishment of insurance subsidiaries. The establishment of a life insurance subsidiary aims to increase the wallet share of captive customers, particularly mortgage borrowers, by complementing the financial services offered and supporting the Company's business in providing a one-stop financial solution to customers. In addition, the establishment of a life insurance subsidiary may serve as a cross-selling platform for general insurance products to mortgage customers, developers, and developer partners.

Furthermore, the Company may consider establishing or entering into strategic partnerships in the general insurance sector to provide protection for financed assets, such as residential houses, apartments, or commercial properties. General insurance products, including fire insurance, motor vehicle insurance, and commercial property insurance, may complement the Company's financial services ecosystem and create new business opportunities aligned with its core housing business.

The development of life and/or general insurance subsidiaries as part of the Company's service offering also supports a vertical integration strategy within the financial services value chain. The sale of bancassurance products through the Company's wealth management channels, whether linked to securities investments or secured by securities collateral, is expected to enhance fee-based income and broaden product offerings, given that bancassurance products have not previously been optimally developed within the Company.

The following strategies are planned for the Company's life and/or general insurance subsidiaries:

a. Leveraging the Company's ecosystem advantage by expanding offerings to approximately 12,000 employees and their family members (e.g., retirement benefit programs and DPLK, long-term disability, and unemployment protection).
b. Expanding offerings to companies within the Company's housing value chain ecosystem (e.g., providing insurance products to their employees).
c. Cross-selling insurance products to Existing-to-Bank (ETB) and New-to-Bank (NTB) customers through bundled propositions (e.g., life insurance offerings for mortgage customers).
d. Developing a multi-channel proposition across the Company's platforms.
e. Acquiring or partnering with insurtech players and offering small-ticket or short-term basic protection products, particularly in health (e.g., mixed-benefit health coverage and inpatient insurance).

7. Capital Injection in a Multifinance Subsidiary

The establishment of a multifinance subsidiary is planned to be executed through a capital injection into an existing multifinance company or through the establishment of a new entity. This initiative aims to expand lending beyond the current customer base, particularly in motor vehicle financing, non-bankable customers, customers with irregular income, and other underserved segments. In preparation for the establishment of the multifinance subsidiary, the Company will develop the following key components to ensure sustainable business operations:

a. Multifinance products and policies.
b. Credit risk capabilities specific to the multifinance subsidiary, including credit assessment frameworks and related policies.
c. Synergy between the Company and the multifinance subsidiary, including joint marketing initiatives and joint credit operations.
d. Investment-grade rating for the multifinance subsidiary.

The Company will act as the controlling shareholder with a majority ownership (>50%).

Figure of Potential of Multifinance Motor Vehicle Financing

The total financing of multifinance companies in Indonesia

in IDR trillion 2023
A proportion of BTN customers

Segment	Automotive				Property-backed financing
	Four-wheel vehicles		Two-wheel vehicles		
	New	Used	New	Used	
Affluent (*Income* <IDR550 jt p.a.) <1%	21,0	9,8	5,9	2,2	1,6
Emerging affluent (*Income* >IDR150-550 jt p.a.) ~3%	54,2	12,5	14,9	4,5	0,6
Upper mass (*Income* >IDR30-150 jt p.a.) ~19%	42,0	28,5	29,8	7,0	
Mass (*Income up to* IDR30 jt p.a.) ~78%	30,1	22,9	20,9	7,1	0,0
Total	~147	~78	~72	~20	~2,2
2029	~176	~110	~88	~50	~3,9

Source: Internal BTN

Based on the above assessment, several segments are projected to become the Company's target markets going forward, namely the mass, upper mass, and emerging affluent segments for four-wheeled vehicles (new and used) as well as two-wheeled vehicles (new). Four-wheeled (4W) vehicles, together with new two-wheeled (2W) vehicles for the mass and emerging affluent segments (the growing middle class), represent the largest opportunity in the market, accounting for approximately 90% of total market volume. The increasing number of consumers transitioning to the upper-middle segment is expected to drive 4W sales growth, with projected sales increasing by 20.00%–40.00% to reach approximately 8 million units by 2030. In addition, 4W financing may serve as a complementary proposition to the Company's mortgage business, supporting growth in line with customers' life-cycle progression.

8. Retail Transaction Strategy

The development of retail forex and retail bonds in 2025 focused on enhancing capabilities, improving human capital quality, strengthening organizational structure, and developing new systems and products. In more detail, the 2025 work programs include the following:

a. Business process automation and service quality enhancement, including
   - Implementation of Reuters terminals as a platform for executing forex transactions, thereby increasing fee-based income and interest income.
   - Maintenance of the Bloomberg network for B-Pipe Data, marketing data services, and network access to support transaction activities at foreign exchange branches (KC Devisa) and money changer outlets.
   - Provision of exchange rate boards at KC Devisa branches and money changers to ensure the availability of real-time exchange rate information at six (6) designated KC Devisa and money changer locations.

b. Product development to increase Non-Third-Party Funds (Non-DPK) AUM and retail treasury product sales to both existing and new customers, including:
   - Development of forex products for customers through the FX Festival program to support increased transaction volume and frequency in retail forex.

c. Development of bond and forex products for corporate customers through mini-gatherings and market update programs to enhance customer engagement and satisfaction

d. *Enhancement of brand awareness and corporate image through money changer services*.

e. Administration and safekeeping of treasury portfolios through BTN Custody.

9. Capital Management

To support the implementation of the Company's business development strategy, adequate capital is required while ensuring compliance with minimum capital requirements under Basel III standards. The 2025 capital strengthening plan focused on enhancing Tier-1 capital through retained earnings and improved profitability, as well as executing Tier-2 capital action plans through subordinated loans and/or the extension of maturing subordinated loans. In relation to the planned spin-off of the Sharia Business Unit (SBU), the Company also intends to inject capital to support the development of its shariah business.

10. Information Technology (IT) Infrastructure Strategy

The 2025 IT infrastructure development strategy and work programs were focused on supporting business strategies related to digital banking fee-based income growth, the development of electronic transaction channels, and the automation of front-end and back-end processes, as summarized below:

Table of 2025 IT Infrastructure Strategy

Strategy Theme	Initiatives
Digitize front-end applications and back-end processes to improve customer experience and enhance employee productivity	a. Enhancing transaction banking capabilities, including BTN Mobile functionalities and cash management systems. b. Digitizing the end-to-end customer journey across all consumer and SME lending products. c. Implementing digital flagship stores and expanding digitally oriented and digital-first branches.

Strategy Theme	Initiatives
New Bank Product Development Plan (RPPB)	a. Time Deposit and DOC without physical certificate b. Gold Savings c. BTN Siap Plus d. Paylater e. Credit Card f. Virtual Debit Card g. QRIS Cross Border h. QRIS Customer Presented Mode i. KPR Rent to Own j. KPR Serbu Desa
Funding Engine	a. Retail Foreign Currency Savings and Time Deposits (EUR, GBP, and 4 other currencies). b. Global Debit Card c. Wealth Management System Phase 2
Sharia	a. PSAK 413 Implementation b. BTN Mobile Syariah Phase 2 c. Treasury System d. FOS Consumer e. i-Loan System Tapera API Version 2 f. Centralized Document Collateral g. H2H Insurance h. Dashboard Performance Management Review i. Integration BTN Property j. Digital Gold Savings k. QRIS Merchant l. Poin Spekta m. Reporting One Platform
Housing Ecosystem	a. Platform for joint finance and channeling. b. H2H Tapera Development
Full Banking	a. Enhancement BTN Mobile b. Enhancement CMS c. Enhancement IB Business d. Enhancement/Replatform BTN Properti e. Pre-Approval KAR Ultimate for BTN mobile account with proxy income f. Loyalty point AUM based g. MCY, Deposito Plus, SIAP Plus, Investa Plus, Juara, and Tabungan Bisnis via BTN Mobile
Digitize Frontback	a. Enhancement BTN Laku b. Enhancement i-Loan c. H2H Guarantee, credit claims, and KUR restructuring d. Digitalization of commercial and corporate credit business processes e. CLAPS, LPA Live with ArcGIS, Company Big Data OTS, Appraisal and LPA Payment Management System f. Booking Form App g. Management of non-financing assets stock
Sales Structure	a. Addition of a voice interactive banking assistant b. Customer data platform c. Monitoring limit facility cash and non cash loan d. QR Code Monitoring System
Banking Platform	a. New BDS b. CBS Modernization c. Enterprise finance system d. Digital branch development, including digital ATM/debit card issuance and Pinpad modernization e. Contact center system upgrade with additional CRM functions f. AI-based iRekon g. Transaction monitoring
Branch Productivity	a. Integrated customer care system (service and performance monitoring) b. SPN Enhancement c. User Management SSO d. Cash Center Management System e. Integrated Report Register f. Consumer Loan Center g. Simplification of savings products h. Fraud Detection System i. Escrow Funds for PPJB

11. IT Security Strategy

IT development related to security has been outlined in the Information Technology Strategic Plan (RSTI) 2025–2029, which adopts the theme Security by Design to enhance the security of the Company's systems and applications, including improvements in cybersecurity, implementation of identity and access management, and enhancement of infrastructure security.

Table of 2025 IT Security Strategy

Strategy Theme	Initiatives
Strengthening Security and Cyber Resilience	a. Enhancement of Cybersecurity, focusing on strengthening BTN's security and cyber resilience against incidents and threats through the implementation of new systems in accordance with best practices and regulatory provisions. b. Implementation of Identity and Access Management, focusing on the development of a centralized platform to manage Identity & Access Management (IAM) and Customer Identity & Access Management (CIAM) to improve cyber resilience and security. c. Enhancement of Infrastructure Security, focusing on improving the security posture of infrastructure to support stronger cyber resilience and protection against incidents and threats through the implementation of new systems in accordance with best practices.

12. Governance, Risk, and Compliance (GRC) Implementation Sector

a. Governance Implementation

In line with the BTN GRC Roadmap 2025–2029, the Company has formulated the Governance Roadmap 2025–2029, covering enhancement of governance structure, strengthening of governance business processes, improvement of governance outcome quality, and sustainable governance under the main theme "Governance Business for Sustainable Growth." The roadmap focuses on five (5) key GCG areas:

- Strengthening governance structure and governance processes to support the Company's business.
- Strengthening integrated governance.
- Strengthening IT governance to support operational excellence.
- Strengthening governance capability and culture to reinforce the GRC culture.
- Strengthening governance standards for continuous improvement.

The 2025 work programs for each focus area of the GCG Roadmap are as follows:

1) Strengthening Integrated Governance
   a) Enhancement of organizational structure within the integrated governance framework.
   b) Formulation of integrated governance policies.
2) Strengthening IT Governance to Support Operational Excellence
   a) Development of integrated IT systems for Conflict of Interest (COI) management.
3) Strengthening Governance Capability and Culture to Support GRC Culture.
   a) Strengthening of anti-gratification culture programs.
4) Strengthening Governance Standards for Continuous Improvement:
   a) Strengthening implementation of ISO SMAP.
   b) Implementation of corporate governance ISO standards.
   c) Strengthening compliance assessment under SMAP
   d) Implementation of fair competition compliance programs.

e) Strengthening governance implementation within ESG frameworks

f) Conducting assessments and ratings, including ACGS, CGPI, and SPI.

Table of 2025 Governance Strategy

Strategy Theme	Initiatives
Strengthening Integrated Governance	a. Enhancement of organizational structure within the integrated governance framework. b. Formulation of integrated governance policies.
Strengthening IT Governance to Support Operational Excellence	Development of integrated IT systems for Conflict of Interest (COI) management.

Strategy Theme	Initiatives
Strengthening Governance Capability and Culture to Support GRC Culture	Strengthening anti-gratification culture programs.
Strengthening Governance Standards for Continuous Improvement	a. Strengthening implementation of ISO SMAP. b. Implementation of corporate governance ISO standards.. c. Strengthening compliance assessment under SMAP. d. Implementation of fair competition compliance programs. e. Strengthening governance implementation within ESG frameworks. f. Conducting assessments and ratings, including ASEAN Corporate Governance Scorecard (ACGS), Corporate Governance Perception Index (CGPI), and Survei Penilaian Integritas (SPI).

b. Compliance Implementation Sector

In order to enhance operational resilience to support the Company's business growth and to foster a culture of compliance at every organizational level and business activity, the GRC Roadmap BTN 2025–2029 has been developed concerning the implementation of the Company's compliance function, as follows:

a. Developing a regulatory compliance system to mitigate compliance risks arising from unfulfilled compliance obligations under each regulator-issued regulation.
b. Developing an integrated compliance dashboard with a fraud detection system, enabling real-time monitoring and embedding into business processes, with continuous development.
c. Establishing and developing a data privacy framework to ensure compliance with personal data regulations, supported by a data privacy management system to ensure real-time monitoring integrated across all business processes and services
d. Strengthening the IT compliance organizational structure to accommodate advisory, governance and reporting, and assurance functions.
e. Enhancing governance of AML, CTF, and WMD-FP reporting, and overall Company compliance through employee competency development, integrated Management Information System support, and leveraging the latest technology to improve reporting quality to regulators.

Table of 2025 Compliance Strategy

Strategy Theme	Initiatives
Strengthening the Company's compliance function towards regulators and sustainable mitigation of compliance risks.	a. Regulatory compliance system. b. Integrated compliance dashboard with fraud detection system.
Building a personal data protection awareness culture as Top of Mind for BTNers.	a. Developing a data privacy framework. b. Strengthening the Data Protection Officer (DPO) organizational structure. c. Designing and implementing a data privacy awareness program. d. Developing systems to automate processes related to personal data protection, such as consent centralization, monitoring personal data subject requests, and managing Record of Processing Activities (ROPA) and data implementation Protection Impact Assessment (DPIA) e. Developing data privacy term reports and annual reports.
Strengthening IT Compliance in implementing the Company's IT compliance.	Strengthening the IT compliance organizational structure to accommodate advisory, governance and reporting, and assurance functions.
Implementing AML, CTF, and WMD-FP programs to support sustainable banking business.	a. Strengthening monitoring of regulator reporting and financial transaction analysis through systematic processes. b. Supporting business growth through transaction analysis results. c. Seamless Integration of an AML CFT Systems. d. Utilizing artificial intelligence/machine learning in AML, CTF, and WMD-FP systems (new AML/CTF system).. e. Improving employee capabilities and systems used in transaction analysis through data analysis certification for implementing anti-money laundering, counter-terrorism financing, and WMD financing prevention programs. f. Improving reporting quality of AML, CTF, and WMD-FP program implementation. g. Strengthening policies, procedures, and infrastructure for implementing AML, CTF, and WMD-FP programs across all branch offices and subsidiaries.

13. Human Capital Development Sector

Company's human capital development strategy, aimed at supporting business growth and establishing the Company as "One of the Homes of Indonesia's Best Talent", is carried out in line with the Company's human capital framework:

Table of 2025 Human Capital Strategy

Strategy Theme	Initiatives
Enhance branch and salesforce productivity with revamped performance management and capability building approach.	a. Improving KPI indicators, sales productivity metrics, and individual incentive structures to drive target achievement and strengthen the sales organization. b. Establishing a Sales Academy with capability development programs and a revised training delivery approach.
Improve reliability of banking platforms and accelerate modernization of tech capabilities; drive build and adoption of advanced AI assets.	a. Filling critical talent gaps in key technology functions. b. Optimizing demand management and resource allocation. c. Enhancing team capacity and expertise by recruiting data scientists to expand the capabilities of DMD.
Build Strong HC Learning and Development Engine and Optimize HC Advisory Function to Support Business Strategy and Sustainable Funding.	a. Mengoptimalisasi peran human capital business partner sebagai mitra strategis bisnis. b. Penyelarasan workforce posture sehingga sejalan dengan strategi bisnis yaitu meningkatkan proporsi sales khususnya funding serta digital workforce (IT, data analytic, dan digital). c. Pengembangan skema rekrutmen dari outsource ke pegawai dengan berdasarkan kinerja outsource yang unggul. d. Mengembangkan kapabilitas sales dengan mengembangkan sales academy khususnya pada lini bisnis funding e. Mengakselerasi kapabilitas pegawai IT, digital, analytic, risk management, dan collection f. Melakukan Re-invent BTN DNA (untuk semua BTNers dan leadership role) g. Menyempurnakan KPI Sales sehingga lebih fokus. h. Mengembangkan perhitungan produktivitas sales. i. Mengembangkan pilar dan program budaya digital dan memperkuat budaya sales dan GRC. j. Pengembangan HCIS Fase 3 (advanced people analytics dan digital workforce planning) k. Implementasi personal cost planning tahap 1: HC Cost sebagai baseline productivity measurement dan komponen CIR dalam self funded incentives.

14. Branch Network Development Sector

The branch network development strategy for 2025 is as follows:

a. Branch network development in 2025 was guided by branch productivity analysis. Branch productivity calculations were used to assess the effectiveness of branch functions from both service and business perspectives, based on six indicators: CASA and retail deposits, consumer and SME loan realization, Number of Accounts (NOA) for funding and lending, fee-based income, transactions, and profit. The analysis of branch productivity results served as the basis for decisions regarding branch network development, such as new branch openings, status upgrades, relocations, and branch closures.

b. Branch relocation activities were minimized to reduce operational costs. Outlet relocation was carried out only under certain conditions, such as when lease extensions at existing premises were not possible or in the event of force majeure..

c. The role of branches as centers for third-party fund mobilization was optimized, branch networks focusing on the emerging affluent segment were developed, and adjustments to the branch network were made in accordance with the latest OJK regulations.

d. In 2025, branch network standardization was implemented in line with the internalization of the digital branch proposition initiative.

e. *Summary of branch network development in 2025, with details as follow*:

Table of 2025 Office Network Development Plan

Office Network Development Plan	Number
NEW OFFICE NETWORK OPENINGS	28
Regional Office	1
Conventional Sub-Branch Office (KCP)	13
Sharia Sub-Branch Office (KCPS)	8
Digital Branch	6
STATUS UPGRADE	1
KCPD upgraded to Digital Branch	1
STATUS UPGRADE	2
KCP upgraded to Conventional Branch Office (KC)	1
KCPS upgraded to Sharia Branch Office (KCS)	1
OFFICE RELOCATION	31
Regional Office	2
Branch Office	6
Conventional Sub-Branch Office (KCP)	21
Sharia Branch Office (KCS)	1
Sharia Sub-Branch Office (KCPS)	1
CLOSURE	6
Conventional Sub-Branch Office (KCP)	6
Total	68

15. Capital Expenditure Plan

In the context of business expansion and development, the following capital expenditures are planned:

a. Land Acquisition

- BUS Land and Building valued at IDR850 billion.
- Sumatra Regional Office valued at IDR102.56 billion
- Tanah Abang Sharia Center valued at IDR56.50 billion
- Bangkalan Branch Office valued at IDR46.40 billion
- Cikarang (Deltamas) Branch Office valued at IDR41.76 billion.

b. Construction/Renovation of Office Buildings

- BTN Eco Park in Gandul (Contractor) with a budget of IDR274.46 billion.
- Construction of Kelapa Gading Square Branch Office amounting to IDR142.74 billion
- Construction of Learning Center Dago (Phase 1 – Contractor) with a budget of IDR90.45 billion
- Construction of Learning Center Dago (Phase 2) with a budget of IDR137.36 billion
- Construction of Kebon Jeruk Branch Office with a budget of IDR115.42 billion.

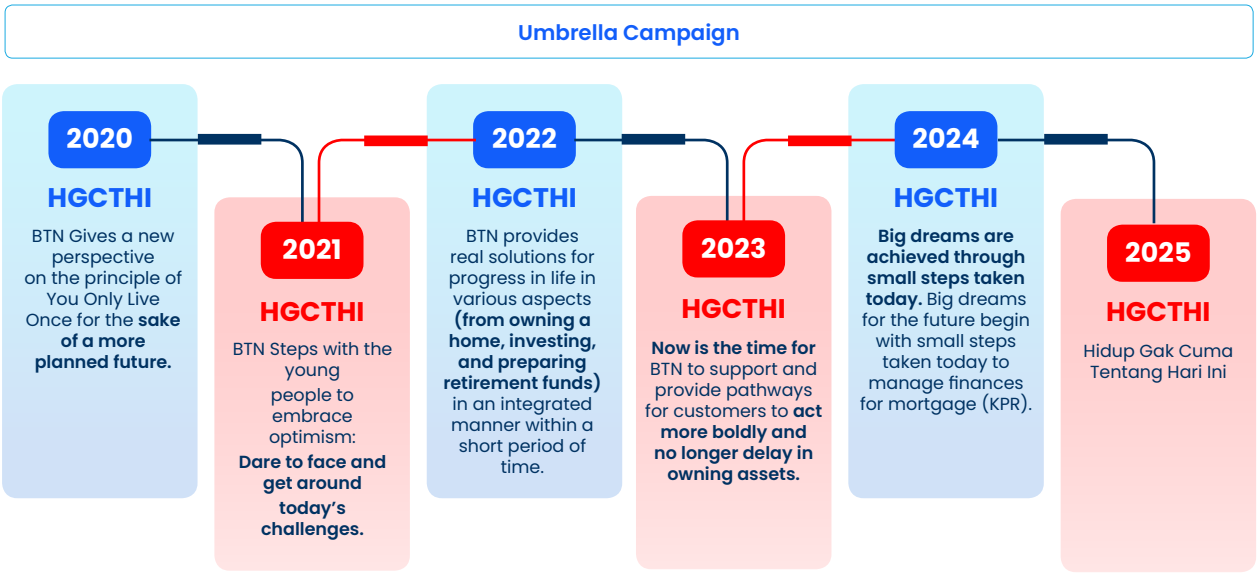
Marketing Aspect

Marketing Strategy

To improve the Company's competitive advantage in the midst of a highly competitive industry dynamic, a structured and integrated marketing strategy is required as a guideline in product management and marketing. The marketing strategy not only serves as a reference for implementing marketing activities but also provides a clear direction for the Company's business, ensuring it aligns with the Company's vision, mission, and long-term objectives.

Umbrella Campaign

An umbrella campaign is a comprehensive marketing communication strategy that unites various products, services, and promotional activities under a single, overarching idea and a consistent core message. A part of the Company's marketing strategy, it is outlined in the 2020-2025 umbrella campaign with tagline *"Hidup Gak Cuma Tentang Hari Ini* (HGCTHI-Life is Not Just About Today)," highlighting the Company's role in supporting customers for both present necessities and future plans.

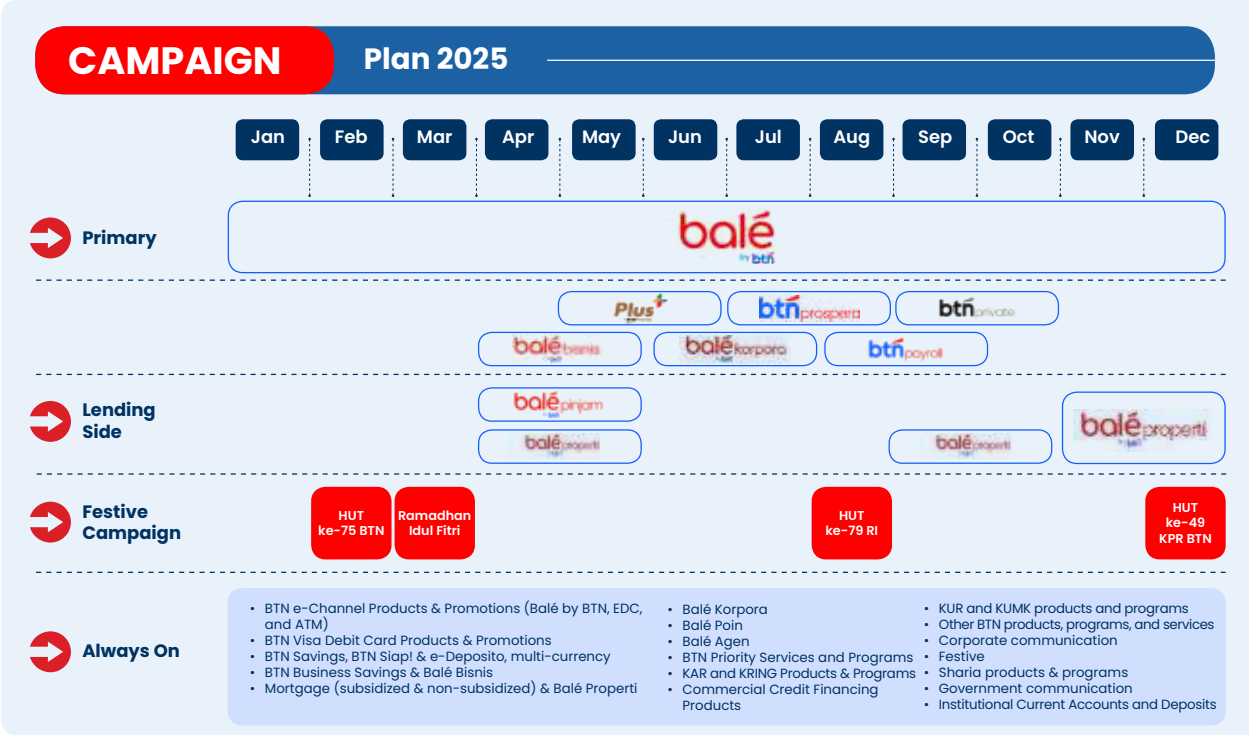


To boost the achievement of this purpose, the 2025 campaign plan was designed as the Company's 2025 promotional planning strategy, aimed to optimize marketing communication effectiveness, align promotional activities with the umbrella campaign's core message, and ensure maximal impact from each channel and program for customers and the Company's business growth.

Campaign Plan 2025

Campaign Plan 2025 is BTN's promotional planning strategy for 2025, by optimizing conventional media and digital media, Out-of-Home (OOH), as well as various activation activities, which are divided into categories:

1. ***Primary (hero campaign)*: balé by BTN**
2. ***Secondary Funding Side*:**
   - balé Bisnis (April to May 2025)
   - Plus by BTN (May to June 2025)
   - balé Korpora (June to July 2025)
   - BTN Prospera (July to August 2025)
   - BTN *Payroll* (August to September 2025)
   - BTN *Private* (September to October 2025)
3. ***Secondary Lending Side*:**
   - balé Pinjam (April to May 2025)
   - balé Properti (April to May 2025)
   - balé Properti (September to December 2025)
4. ***Festive Campaign***
   - BTN 75th Anniversary Promo (February 2025): moment of truth for BTN's 75th anniversary
   - Ramadan and Eid al-Fitr Promo 1446 H (March to April 2025): *Moment of Truth Ramadan* and *Idulfitri* 1446 H
   - Promo for the 80th Independence of the Republic of Indonesia (August 2025): *Moment of Truth* for the 80th Anniversary of the Republic of Indonesia
   - BTN KPR (Housing Loan) 49th Anniversary Promo: *Moment of Truth* BTN KPR (Housing Loan) 49th Anniversary
5. ***Always On***
   This is publication and marketing through digital media, both as a call to action and to build awareness regarding the product.



A part of the 2025 campaign plan, the hero campaign plan was focused on the superior program highlighting the umbrella campaign's core message, so it became a key spotlight in implementing promotion, improving awareness, engagement, and positioning the Company in the community, as well as becoming a driver for other marketing activities.

Hero Campaign Plan 2025

Hero campaign plan is a strategic plan to implement a superior campaign that becomes a focal point in a certain promotional period. The hero campaign functions as a flagship program prioritizing the umbrella campaign's core message, so it can attract public attention, affirm brand awareness, and support more focused engagement.

The Company's 2025 hero campaign was Bale by BTN, performed by optimizing conventional media, Out-of-Home (OOH), and digital media.

1. Grand Launching of balé by BTN in media platform

1.1 Launching in Social Media

No	Platform	Broadcasting Evidence
1	Instagram	

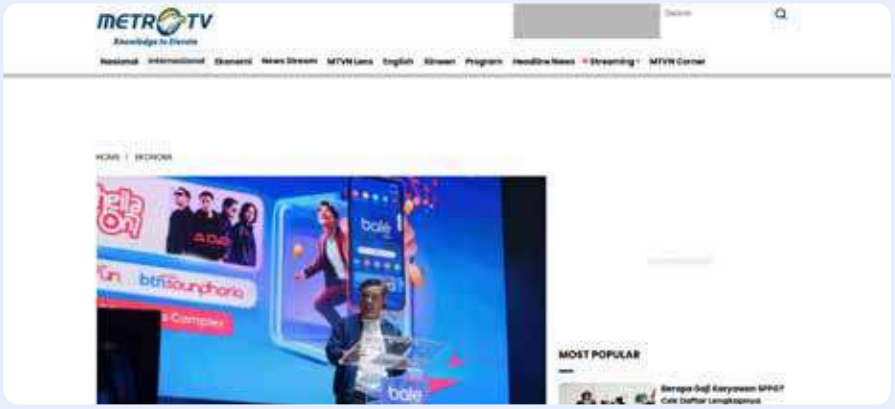
No	Platform	Broadcasting Evidence
2	YouTube	  
3	Facebook	   
4	TikTok	

No	Platform	Broadcasting Evidence
5	X	 

1.2 Banner in various news media

No	Media Name	Broadcasting Evidence
1	Kompas	 https://money.kompas.com/read/2025/02/09/112400226/volume-transaksi-di-bale-by-btn-tembus-rp-6-6-triliun-per-bulan?page=all
2	Republika	 https://ekonomi.republika.co.id/berita/sred69370/luncurkan-superapps-bale-btn-tarik-100-ribu-pengguna-baru-per-bulan%C2%A0

No	Media Name	Broadcasting Evidence
3	Antara News	 https://beritaja.com/menteri-pkp-tapera-bermanfaat-bagi-rakyat-indonesia-beritaja-278343.html
4	Viva	 https://www.viva.co.id/bisnis/1796955-ultah-ke-75-btn-luncurkan-super-app-bale-by-btn
5	Kumparan	 https://kumparan.com/kumparanbisnis/btn-resmi-luncurkan-superapps-bale-volume-transaksi-tembus-rp-6-6-t-24SzFoehSpS

No	Media Name	Broadcasting Evidence
6	Investor	 https://investor.id/finance/388717/hut-ke75super-app-btn-resmi-meluncur
7	Metro TV News	 https://metrotvnews.com/read/NQACY6MM-dongkrak-dpk-btn-bidik-5-juta-pengguna-super-app-hingga-akhir-2025
8	IDN Times	 https://www.idntimes.com/business/finance/masuk-usia-75-tahun-btn-resmi-rilis-super-app-bale-by-btn-00-brqf5-l8dmqg

No	Media Name	Broadcasting Evidence
9	Kontan	 https://keuangan.kontan.co.id/news/btn-resmi-merilis-bale-super-apps-targetkan-raih-5-juta-pengguna-di-2025
10	IDX Channel	 https://www.idxchannel.com/banking/bbtn-resmi-luncurkan-bale-by-btn-bidik-hingga-5-juta-pengguna-di-2025

2. Grand Launching Event of balé by BTN





3. Placement on the Conventional and Digital Media

3.1 Placement on the Conventional

No	Media Name	Period	Size
1	Koran Kompas	February 7, 2025	Full page
2	Koran Kontan	February 7, 2025	Full page

No	Nama Campaign	Media Type	Media Name	Period
1	Placement SF di Shihab & Shihab	TV	Indosiar	March 1-30, 2025
2	Placement lagu balé by BTN di Radio	Radio	Mahaka (Gen FM dan Jam FM)	March 10-28, 2025
3	Placement balé by BTN di Acara KURMA	TV	Kompas TV	March 6-30, 2025
4	Placement balé by BTN di WCQ	TV	RCTI	June 5, 2025
5	Placement balé by BTN di Built in Arisan	TV	Trans 7	August 8-29, 2025
6	Placement balé by BTN di Radio (9 kota)	Radio	RMI	August 12-September 30, 2025
7	Placement balé by BTN Loose Spot	TV	Trans 7	September 3-30, 2025
8	Placement balé by BTN Loose Spot	TV	Trans 7	October 1-10, 2025
9	Placement Jaket Ads di Media Cetak	Koran	Harian Rakyat Merdeka	October 21, 2025
10	Placement KPR Bersubsidi di TV	TV	Metro TV	October 25-November 3, 2025
11	Placement KPR Bersubsidi di TV	TV	CNBC	November 3-8, 2025
12	Placement balé x Ancol di Radio	Radio	RMI	December 17, 2025-January 4, 2026
13	Placement Campaign BTN di TV dalam rangka HUT ke-49 KPR BTN	TV	TVOne	December 2, 2025-January 16, 2026

3.2 Placement Digital

No	Media Name	Phase
PREMIUM PUBLISHER		
1	Detik	Awareness
2	Kompas	Awareness
3	IDN Times	Awareness
4	Kumparan	Awareness
KOL AND AGREGATOR		
1	Detik	Awareness

No	Media Name	Phase
SOSIAL MEDIA DAN BANNER		
1	Meta	Awareness and Consideration
2	Google	Awareness
3	TikTok	Awareness and Consideration
4	Ad Network	Awareness and Consideration
5	Twitter	Consideration

3.3 Branding on the Outdoor Media






















4. BTN's 75th Anniversary and BTN RUN






5. BTN's 2025 Jakarta International Marathon (BTN Jakim)






6. Cooperation with Football Clubs of Indonesian Super League









7. KPR BTN 49th Anniversary









360° Communication

360° Communication is a marketing and communications strategy that reaches a comprehensive audience through multiple channels and touchpoints, and ensures consistent messaging across consumer interactions. This strategy ensures that every communication element, whether advertising, digital, social media, events, public relations, or sales promotions, is integrated and supports the brand's overall objectives.



While applying a comprehensive marketing strategy, the Company also implements a special strategy for products and services marketing. It aims to boost the improvement of market share in each offered product and service. Moreover, the Company always increases cooperation effectiveness with various partners in terms of widening marketing outreach and boosting innovative new product development, as well as aligning with customers' needs to support sustainable business growth.

Corporate Loan Marketing Strategy

2025 was the first year of the Company's 2025-2029 vision and mission implementation. The Company focused on strengthening its funding foundation, expanding its product value proposition, and developing full banking offerings to support better service quality. The transformation was reinforced by increasing the capacity and capabilities of wholesale banking, cross-segment collaboration, and utilizing data and digital platforms. In this framework, the corporate segment was a crucial pillar that had to maintain asset and revenue growth while ensuring service integration. During 2025, the following efforts were aligned and implemented in the marketing strategies for corporate loan products, as follows:

1. ***Growth***
   Sustainable loan portfolio growth, either cash loan or non-cash loan, by sectoral diversification, referring to the 2025 portfolio guideline.
2. ***Expand***
   Increasing non-cash loan transactions to grow fee-based income.
3. ***Elevate***
   Optimization of trickle-down business debtor in the corporate segment. The implementation of Client Service Team (CST) was designed to provide end-to-end solutions for corporate customers by considering comprehensive customer profitability.

Commercial Loan Marketing Strategy

In 2025, the Company conducted some marketing strategies for commercial loan products, as follows:

1. Optimizing the derivative business ecosystem for Institutional Banking Division 1 (IBD 1) customers and Corporate Banking Division (CBD) borrowers.
2. Increasing the FBI by optimizing non-cash loan products such as trade finance, supply chain financing, and bank guarantees through the provision of line facilities.
3. Establishing a Commercial Banking Center (CBC) specifically for non-housing customers to support sustainable commercial loan growth.
4. Providing relaxation policies and special interest rates for borrowers to retain the Company's prime commercial borrowers.
5. Maintaining loan quality improvement strategies, such as mini Portfolio Quality Review/PQR, investor gatherings, CBC coaching.

Housing Loan Marketing Strategy

The housing loan marketing strategy in 2025 was focused on increasing the mortgage (KPR) market share in the emerging affluent and affluent customer segments, as well as strengthening the distribution of high-yield loans, as outlined below:

1. **Improving KPR Market Share in the Upper-Middle Customer and Affluent Customer**
   a. **Expansion by Sales Centers**
      The Company established dedicated sales centers focused on serving the emerging affluent segment, and offering personalized mortgage solutions and consulting services. In 2024, these sales centers were successfully opened in key strategic sites (Jakarta, Surabaya, and Tangerang), including Bandung, Medan, Makassar, Cibubur, Pondok Indah, and Pantai Indah Kapuk. Furthermore, in 2025, additional expansions were conducted in three major cities: Semarang, Balikpapan, and Batam. These locations were selected based on high residential demand, greater purchasing power, and rapid property development, allowing the Company to be closer to target customers and property developers.

   b. **Strategic Collaboration with Property Agents (D2C Strategy)**
      The Company actively collaborated with property agents, both nationally and locally, through joint marketing programs and direct-to-consumer (D2C) initiatives. The Direct-to-Customer (D2C) approach allowed the Company to reach prospective borrowers earlier in the homebuying process, strengthen brand visibility, and increase mortgage conversion rates by integrating financing offers directly into the property sales channel.

   c. **Affirming BTN Properti by End-to-End Digitalization**
      BTN Properti application and portal were continuously enhanced to support an end-to-end digital mortgage process for both consumers and developers. The initiative simplified the mortgage application process, accelerated turnaround times, increased transparency, and enhanced the user experience. This digital integration also supported better data management and faster loan decision-making.

   d. **Developing an Instant Purchase Platform**
      Within the BTN Properti ecosystem, the Company developed an instant purchasing platform that allowed customers to search for properties, simulate financing options, and initiate mortgage applications seamlessly. This platform was expected to increase transaction efficiency, improve customer engagement, and position the Company as a one-stop solution for property financing.

   e. **Introducing KPR Rent-to-Own (RTO) Scheme**
      To address affordability challenges and meet evolving housing preferences, the Company developed a Rent-to-Own mortgage scheme specifically targeted at the millennial segment. This scheme allows customers to occupy a property while gradually transitioning to ownership. This offered a more flexible and equitable financing alternative that aligned with income growth patterns and long-term homeownership aspirations.

2. **Increasing High-Yield Loan**
   a. **Expansion of High-Yield Loan Outside KPR Products**
      The Company would improve the distribution of high-yield loan products, such as KRING and KAR, through the application of actively up-selling and cross-selling programs to captive customers (existing customers). These programs targeted existing mortgage customers as well as employees and workers in office complexes and industrial areas, where stable income profiles supported consumer and payroll-based lending. This approach maximized wallet share, increased customer lifetime value, and reduced acquisition costs by leveraging existing relationships.
   b. **Upselling to Subsidized KPR Customers through Data Analysis**
      Subsidized KPR customers having paid-off its lending or approaching due date were a great opportunity for the offering of non-subsidized and high-yield products. Utilizing advanced analytics and customer behavior insight, the Company could identify eligible customers for a directed upselling and cross-selling program. This initiative focused on consumptive loan offering, refinancing, or non-subsidized KPR products that was in line with the improvement of customer financial capacity and growing life-style demand.
   c. **Pre-Approved Loan for Existing Borrowers**
      The Company strengthened its pre-approved loan offerings for existing borrowers, satisfying certain loan and risk criteria. Disbursement was conducted through telesales and the balé by BTN application through the BTN Kita program, which allowed for faster disbursement, higher take-up rates, and lower processing costs. This initiative enhanced customer convenience, increased the utility of high-margin products, and improved portfolio quality by prioritizing customers with a proven track record of repayment.
   d. **Consumptive Loan Distribution via Channeling Scheme**
      To expand its outreach and accelerate loan growth, the Company distributed consumptive loans through a channeling scheme with partners. This partnership leveraged the partners' digital application platforms and branch offices to efficiently access a broader customer segment. This channeling model enabled the Company to generate yield-enhancing assets while maintaining risk oversight, optimizing capital utilization, and reducing operational costs associated with direct loan origination.
   e. **Optimization of the Loan Acquisition Program to Company's Payroll Customer by the Ecosystem Scheme**
      Each payroll cooperation agreement with institutions was not only aimed for cheap fund collection but also developed into an integrated ecosystem covering KPR facility financing potential, consumptive loan, and digital transaction services through balé by BTN.

Subsidy Housing Loan Marketing Strategy

The marketing strategy for subsidized housing loans is as follows:

1. Developing an equitable and affordable subsidy financing scheme by proposing a Subsidized Mortgage for the informal sector.
2. Developing the housing financing ecosystem in Indonesia by conducting Focus Group Discussions (FGD) and discussions with housing stakeholders.
3. Strengthening marketing communication and brand awareness on digital platforms.

Commercial Funding Marketing Strategy

The marketing strategy for commercial funding are carried out as follows:

1. **Collecting Sustainable TPF**
   Acquiring an ecosystem of institutional customers, both existing and new, to enhance holding products, funding volume, fee-based income, and lending. The offered Holding products included a Cash Management System (CMS), virtual account debit, trade, payroll, loans, etc.
2. **Improving Payroll Acquisition and Institutional Customer Transaction**
   Focusing on collaboration in acquisitions across the Supreme Court and expanding payroll acquisitions and transactions within the scope of SOE, Government, Universities, Private Sector, and BTN Healthcare to increase CASA and fee-based income.

3. **Implementing Wholesale Deposit War Room (WDWR)**
   Optimizing the management of Institutional TPF in the Company through the Wholesale Deposit War Room (WDWR), where WDWR acts as a command and control center that integrates various functions to improve the performance of wholesale fund collection effectively and efficiently.
4. **Applying Client Service Team (CST)**
   CST focuses on improving the holding products of corporate/large-size institutions and commercial/mid-size institutions customers where the Company offers a portfolio of retail, SME, commercial and corporate products tailored to the needs of prospective customers and employees within the value chain ecosystem of selected customers, so it builds a strong relationship with the Company, and becomes the Company of choice for the Company's product needs as proof of penetration and increasing market share and profitability in the customer's product portfolio based on Customer Profitability Analysis (CPA) calculations.
5. **Widening Institutional Customer Acquisition**
   Acquiring new customers in the large and middle institution segment, focusing on all segments, including BUMN Group, private corporations, education and government across the region by collaborating with related divisions, including loan, transactional, and digital.
6. **Reducing dependency on Core Customer**
   Recomposing core customers in the large institution segment by replacing them with funds from other funding units at optimal rates and through comprehensive customer diversification.
7. **Designing and Performing Reward Program**
   To recognize the performance of business units (in this case, the head office, regional offices, and branch offices) and increase the Number of Accounts (NOA) and Volume of Accounts (VOA) in the commercial segment, special reward programs are implemented, including institutional customer referral programs, cost of funds reductions, Cash Management System (CMS) status upgrades, funding volume growth, inter-division collaboration, and reward programs for specific current account customers, such as waiving transaction fees, cheque/Giro Bills (BG), etc.

Retail Funding Marketing Strategy

Marketing Strategy for Third Party Fund (TPF/DPK) Retail products in 2025 is outlined as follows:

1. **Transactional Improvement Program**
   A strategic initiative aimed at retail customers to increase the frequency and volume of transactions through balé by BTN in order to encourage the Company's revenue growth and encourage customers to actively transact.
2. **Penetrasi Bisnis *Payroll* pada Nasabah Korporasi Perseroan**
   Increasing payroll business penetration by offering special deals for BTN corporate customers, so corporate customers along with its employee could enjoy the Company's products, services, and benefits.
3. **balé Poin**
   Bale Poin is a customer loyalty program that rewards customers with points for specific transactions or activities such as saving, investing, or using other banking services. The accumulated points can be exchanged for various rewards or benefits, including discounts, goods, vouchers, or exclusive services. This program aims to enhance customer satisfaction, encourage more active use of the bank's products and services, and strengthen longterm relationships between the bank and customers.
4. **CASA Construction**
   CASA construction was a strategy to improve third-party funds in the retail segment and focus on 5 (five) principles, as follows:
   - A qualified and active NTB acquisition using balé by BTN.
   - Optimizing existing customers by enabling them to have a second account, such as a Ready Savings or Business Savings, to increase customer loyalty.
   - Debtor optimization, comprising activating and encouraging them to be more active in using Balé by BTN and activating the AGF feature for loan installment payments using savings accounts.
   - Payroll customer optimization, involving activating and increasing their use of balé by BTN.
   - Merchant acquisition and activation involves activating QRIS/EDC merchants and optimizing VoA merchants.
5. **BTN Prospera**
   BTN Prospera is a service solution for customers to meet various banking and lifestyle needs. BTN Prospera will be a banking partner, assisting customers on their journey to success. This service focuses on customers with Assets Under Management (AUM) of IDR 100 million to IDR500 million.

SME Banking Marketing Strategy

Marketing strategy for SME Banking products in 2025 is outlined as follows:

1. **Value Chain and Business Economy (Ekobis)**
   a. Optimization sales to customers' value chain or business ecosystem.
   b. Upgrading Debtor.
   c. MSME fostering program.
   d. Optimization database: merchant, Agent, KPR Lancar, KUR Lancar
2. **Partnership and Sectoral Expansion**
   a. Partnership Development.
   b. SME Loan expansion to high-growth and low-NPL sectors.
3. **Business Process**
   a. Portofolio Quality Review (PQR).
   b. Implementation of Stop and Go
   c. Enhancement of loan process via BTN Laku.
4. **SME Debtor Savings Transaction**
   a. Bundling program of Business Savings, QRIS/EDC, CMS.
   b. Transaction and savings debtor preposition program.
5. **HR Competency and Capability**
   a. Increasing total sales productivity.
   b. Additional TAD sales and collection.
   c. Additional desk call, particularly for MSME loans.
   d. Facilitation to the branch office.
   e. Sales force training.

BTN Prioritas Services Marketing Strategy

To support the Company's firm position in the premium customer segment, the marketing strategy is designed selectively and focused by prioritizing personal communication for BTN Prioritas customers and an exclusive and value-added approach for BTN Private customers to build loyalty and sustainable long-term relationships as described below:

1. **BTN Priority Services**
   BTN Prioritas is a special service designed specifically for priority customers. Given the specific target market, BTN Prioritas' marketing activities are mostly Below The Line (BTL) through direct communication with customers. From the first join, customers receive a welcome greeting and regularly receive information regarding promotions and ongoing programs through WhatsApp blasts sent tactically and regularly, as well as through the Priority Booklet. Although the main focus is BTL, Above The Line (ATL) strategies are continuously performed to increase brand exposure, considering that the Company's top of mind is related to mortgage products. ATL activities include:
   - Television Commercial (TVC) Advertisement
   - Advertisement in movie theater
   - Event in the public places
   - Exhibition through cooperation with strategic partners

   In addition to affirm the Company's effectiveness in its marketing strategy, BTN Prioritas launches innovation through PLUS by BTN Prioritas, a marketing engine aimed at increasing customer loyalty. PLUS Acquisition has now been developed as an alternative marketing tool for sales teams to offer programs with various benefits and attractive prizes. Previously, offers were made directly by BTN Prioritas Relationship Managers. PLUS Acquisition acts as a pull factor in the marketing strategy to create customer demand.

   Continuing its marketing innovation, BTN Prioritas also introduces a flagship innovation by becoming the first bank to provide cardless airport lounge access, simply by using a booking code or QR scan, allowing customers to enter in under 60 seconds. This feature is a first-of-its-kind feature in the Priority Banking segment.

   Consistent product innovation and marketing strategies are further affirmed by targeted brand exposure. In 2025, BTN Prioritas became the key sponsor of the 2025 Indonesian Fashion Week, held in May. This collaboration provided significant exposure for the BTN Prioritas brand through engagement with renowned designers.

2. **BTN Private Service**
   To firm the loyalty of the High Net Worth Individuals (HNWIs) and Ultra High Net Worth Individuals (UHNWIs), the Company launched the BTN Private service in November 2025. This service was aimed at individuals with assets under management starting from IDR15 billion, as a strategic step to provide a premium experience that went beyond the BTN Prioritas segment.

   BTN Private presented with the tagline "Unique Value Proposition: Elevate Your Legacy." This tagline reflected the Company's commitment to support customers in managing, developing, and inheriting wealth sustainably through exclusive and innovative services.

BTN Private offered various services and benefits specifically designed to fulfill customers' needs, comprising of:

- Exclusive service and benefits, a premium service with various privileges.
- Experienced advisory Relationship Manager (RM), a professional providing financial facilitation and consultation.
- Ecosystem product support, an integrated support for banking products and investment.
- Innovative solutions, such as an adaptive and modern financial solution to market development.
- Tailored strategies, wealth management strategy adjusted with customers' purpose and preferences.

The launch of BTN Private was a strategic move by the Company to strengthen its position in the HNWI and UHNWI customer segments. With exclusive services, high personalization, and comprehensive product ecosystem support, BTN Private was expected to be a trusted partner in wealth management and long-term financial planning.

Transaction Banking Product Marketing Strategy

Marketing strategy description for transaction banking product throughout 2025 include the following:

1. Improving collaboration with corporate and commercial segments, as well as branch network customers, to drive increased transaction volume through the acquisition of Corporate Bank accounts and optimizing the activation of active Corporate Bank users, in order to increase the average customer balance.
2. Maximizing the Company's revenue growth by driving a sustainable increase in trade finance and bank guarantee transaction volume.
3. Deepening strategic collaboration with anchor customers and other financial institutions to expand the industry ecosystem, including non-property-related sectors such as education, healthcare, government, and hotels, restaurants, and cafes (HOREKA).
4. Optimizing the role of transaction banking sales, wholesale implementers, and client service, both at the head office and in the regions, to ensure continuous improvement in the quality of banking services and after-sales services.

Digital Service Marketing Strategy



To expand its digital service outreach in 2025, the Company conducted the following historically digital marketing strategies:

1. Grand Launching of balé by BTN in early 2025.
2. Collaboration with the Marjan syrup brand for Ramadan and Eid al-Fitr.
3. Collaboration with modern retail (Indomaret) for cashier withdrawal and deposit processes.
4. PAttractive promotional programs for QRIS transactions between countries (in Thailand, Singapore, Malaysia, and the sandboxes of Japan and China).
5. Becoming a key partner in the 2025 Jakarta International Marathon, resulting in increased activation of balé by BTN and increased transactions.
6. Collaboration with the national football teams (PSM, Arema, Persita, and Persib) to increase brand awareness and provide online tickets at balé by BTN.
7. Collaboration with MAP, one of the largest retail merchants in Indonesia.
8. Collaboration with online ticket purchase service providers and conducting transactional and acquisition promotions.
9. Collaboration with agencies and local governments to develop a digital financial ecosystem.

In accordance with its marketing initiatives and to firm its digital transformation and improve its business performance sustainably, the Company implemented various strategic initiatives, including digital services development, the digital mortgage ecosystem affirmation, and user acquisition and transaction activity levels improvement through a targeted and integrated direct sales strategy, described as follows:

1. Digital Service Development

To increase customer satisfaction, the digital channel continued to develop product and digital service features oriented to customer banking needs.The Company developed various digital platform service features, starting from the following feature service:

a. *Super Apps* balé by BTN
- OLOB International (Malaysia, Singapore, South Korea, and Japan)
- QRIS Crossborder (Malaysia, Singapore, Thailand, Japan, China)
- Top Up Flazz
- balé Community integration
- Indomaret Cash In Cash Out
- Dorman Activation
- International Remitenance
- QRIS Transfer
- QRIS CPM (Issuer)
- Lifestyle Tourism Ticket
- Shopping Voucher
- Virtual Card
- Virtual Expo di balé
- Event-Moflip Ticket Purchasing

b. balé bisnis
- Alm Payment by balé Bisnis
- List of BI Fast Transfer Receiver
- Indosat Ooredoo Postpaid
- KAI Ticket
- Pegadaian
- Land and Building Tax (PBB) Payment
- Garuda Ticket Payment
- Ooredeo (Pre-paid)-Single Multi Telephone Payment
- XL (Pre-paid)-Single Multi Telephone Payment
- PBB-Multiple Regional Tax Payment
- Pembayaran Pegadaian Multiple

c. balé Properti
- General Feature Phase 1 (Notification of KPR Application Draft)
- Additional of Electrician Booking Feature
- Additional of Roofer Ordering Feature
- Additional of Ceiling Ordering Feature

d. balé Community
- Smart Residence X balé (Service SR) Integration
- Enhancement of General Feature BTN Smart Residence CR007
- EDC Acquiring (EDC Redeem Point Spekta Enhancement Report EDC-Pertamina
- File Recon EDC Purchase and EDC Mini ATM Development

e. QRIS
- Improvement of QRIS Server Capacity for BTN Anniversary
- Additional of QRIS QRIS CPM (Acquiring) Parameter Status Check
- QRIS CPM-Alfamart Soundbox MCT (Telkomsel)

f. BTN Open API
- API Integration
- QRIS MPM
- VA with various partners

g. Branchless Banking
- Other Bank Cards in EDC Agen through *Jalin*.

These various platforms were designed in such manner for customers could carry out banking transactions anywhere and anytime according to their needs, in order for customer's sense of engagement with company got stronger and synergy.

2. Strengthening the Digital Mortgage Ecosystem

The Company, as a bank focused on the housing sector, plays a central role in shaping the digital mortgage ecosystem. Based on this, in every service

development the Company prioritizes strategic collaboration with partners within the housing ecosystem from upstream to downstream through various digital products and services such as balé properti, balé developer, E-Mitra, and the balé community application. In addition to developing these applications, the Company regularly organizes BTN Properti Expo both offline and online to accommodate the public's needs in obtaining housing through KPR BTN.

3. **Increase in User Acquisition and Active Rate Transactions through Direct Sales**
   a. ***Hero Campaign* balé**
      - **balé *Be Free***
        Admin fee cashback program for customers who make financial transactions for superior features such as BI Fast transfers, ewallet top-ups, token purchases and PLN payments, as well as purchasing telco provider vouchers.
      - **balé Unlock Your World**
        A program providing a 5% cashback benefit of up to IDR1 million for the Company's customers, making shopping transactions at EDC abroad. A cashback benefit of IDR30,000 cash withdrawal administration fees is also provided to customers who make cash withdrawals using BTN Visa Debit Cards at ATMs abroad with the VISA logo. A 15% cashback benefit of up to IDR1 million per month with QRIS balé by BTN in Malaysia, Singapore, Thailand, and Japan.
      - **balé 3S (Santap, Santai, Sehat)**
        30% cashback up to IDR 15 thousand per transaction with a minimum transaction of IDR25,000 and 30% cashback up to IDR50,000 with a minimum transaction of IDR100,000 for every purchase at various anchor merchants and local champions who collaborate with the Company.
   b. **Acquisition and Transaction Programs of Balé by BTN**
      - **balé by BTN Activation Gets a 2-Liter Cooking Oil**
        Bonus program of 1 Pouch of 2 Liter Cooking Oil for customers who activate balé by BTN, register for SMS Notification, and make 1 transaction of minimally IDR10,000 (valid for transactions, unless for the on-us transfers and funds transfer to the Company's personal account). Indomaret iKupon rewards will be given via balé by BTN push notification with the condition that customers must activate push notifications on balé by BTN. The program is only valid for customers who activate for the first time during the program period.
      - **balé by BTN Activation Gets MAPCLUB Point Reward**
        An IDR50,000 MAPCLUB Points reward program for customers who activate balé by BTN using the referral code BTNMAP50. It is valid for customers (NTB and ETB) who activate balé by BTN for the first time, not reactivating.
      - **balé by BTN Activation Gets E-Voucher Shopee Bonus**
        A reward program, such as an IDR 50,000 Shopee e-Voucher for customers who open an online account and/or activate balé by BTN using the SHOPEE50 referral code. It is valid for online account opening via balé by BTN or through virtualbranch.btn.co.id until balé by BTN activation.
      - **Buying Indosat Data Package on balé by BTN Gets Credit Bonus**
        The program is valid for the Company's customers who purchase certain IM3 data packages through balé by BTN during the program period. Customers will receive a credit bonus of the specified amount if the transaction is declared successful by the Indosat system. The credit bonus will be sent in real time after the transaction is successful, or within a maximum of 24 hours.
      - **Buying XL and Axis Data Package on balé by BTN Gets Credit Bonus**
        The program is valid for the Company's customers who purchase certain XL and Axis data packages through balé by BTN during the program period. Credit bonus will be awarded no later than three days after successful package purchase. This promotion is only valid through BTN channels (balé by BTN, ATMs, or Internet Banking).
      - **Reward up to IDR20,000 for balé by BTN New User**
        An IDR20,000 savings balance reward is available for customers who open an account online via balé by BTN or through a branch office. The reward is flexible and can be customized in the form of goods, direct gifts, or event sponsorships. Customers must register for SMS notifications in the same month. It is valid for customers who are activating balé by BTN for the first time, not reactivating.
      - **balé Promotion to Get Million Hundred Rewards**
        An IDR25,000 savings balance reward/ customer account provided to customers who successfully invite his/her friends to activate balé by BTN and register SMS Notification. Friends (other customers) enter customer referral code during the balé by

BTN activation. The customer referral code can be seen in the profile page of balé by BTN.

- **balé by BTN Activation for the Open University (UT) Students**
  An IDR35,0000 savings account or goods reward for the Open University (UT) students who activate balé by BTN. A 44.522 quotas for the fastest customers during the applicable program period. Students making account opening and activating balé by BTN have a right to achieve reward. The balance reward can be converted into equal goods value.
- **Reward for Open University (UT) Employees**
  An IDR20,000/referral savings balance reward, particularly for the Open University employees, providing referral to the Open University (UT) students.
- **IDR80,000 Tourism Ticket Discount Promo on balé by BTN**
  An IDR80,000 discount for every customer making a tourism ticket purchasing in the lifestyle feature on balé by BTN, with the BALEMERDEKA80 voucher promo. It applies for 100 quotas per day with the following tourism lists:
  - Bali Bird Park-Bali
  - Garuda Wisnu Kencana Package-Bali
  - Melasti Beach Kecak Dance Show-Bali
  - Waterbom Bali-Bali
  - Jungleland Adventure Theme Park-Bogor
  - Taman Safari Indonesia-Bogor
  - Jakarta Aquarium Safari-Jakarta
  - Taman Mini Indonesia Indah-Jakarta
  - Museum Angkut-Malang
  - BXSea-Tangerang
- **IDR80,000 Discount Promo for Shopping Voucher Purchasing on balé by BTN**
  An IDR80,000 discount for customers making shopping voucher purchases in the lifestyle feature on balé by BTN. It is valid for 100 quotas per day with a shopping voucher in some anchor merchants collaborating with the Company.
- **Game Ticket of the 2025/2026 Indonesian Super League-PERSIB**
  A 25% cashback program, with a maximum of IDR 50,000, applicable to NTB customers who open an account and purchase PERSIB tickets at the lifestyle feature on balé by BTN during the match sales period. Cashback will be awarded to eligible customers for seven days after the match.
- **Game Ticket of the 2025/2026 Indonesian Super League-AREMA vs DEWA UNITED**
  A 25% cashback program, with a maximum of IDR 50,000, applicable to NTB customers who open an account and purchase AREMA tickets at the lifestyle feature on balé by BTN during the match sales period. Cashback will be awarded to eligible customers for seven days after the match.
- **Game Ticket of the 2025/2026 Indonesian Super League-PERSITA**
  A 25% cashback program, with a maximum of IDR 50,000, applicable to NTB customers who open an account and purchase PERSITA tickets at the Lifestyle feature on balé by BTN during the match sales period. Cashback will be awarded to eligible customers for seven days after the match.
- **10% Discount for MotoGP Watching in Sepang**
  10% discount for the Sepang MotoGP ticket purchased via the lifestyle feature on balé by BTN, applicable for individual customers of balé by BTN.
- **50% Discount for Shopping Voucher Purchasing Only on balé by BTN**
  50% Discount maximally IDR25,000 for Ultra Voucher purchasing with a certain beverage merchant category only in the lifestyle feature on balé by BTN.
- **Game Ticket of the 2025/2026 Indonesian Super League-Arema**
  The 2025/2026 Indonesian Super League of Arema macth purchasing program for customers purchasing tickets in the lifestyle feature on balé by BTN, with a total quota of 800 quotas during the purchasing period on January 5-11, 2026.

c. Acquisition Program and Merchant Transaction (EDC, QRIS, BTN Debit Card)

- **50% Discount for Yoshinoya Dishes Menu and One Piece X Yoshinoya Merchandise Purchasing**
  50% discount promo with a maximum discount of IDR75,000, for a minimum transaction of IDR100,000 for customers using QRIS balé by BTN. It is valid for purchases of One Piece x Yoshinoya food and merchandise.
- **Buy 3 Gets 4 Free Ciwidey Valley Bandung Tourism/Recreational Ticket**
  Buy 3 gets 4 free entrance tickets to tourist/recreational locations for customers using QRIS balé by BTN with no minimum transaction. It is valid at the following merchants:
  - Amanah Borneo Park-Banjarbaru
  - Waterboom Pesona Modern-Banjarmasin

  - Go! Wet Waterpark-Bekasi
  - Transera Waterpark-Bekasi
  - Aviary Park Indonesia-Bintaro
  - Marcopolo Water Adventure-Bogor
  - Edu Wisata Lontar Sewu-Gresik
  - Jember Mini Zoo-Jember
  - Taman Kyai Langgeng-Magelang
  - Lawang Sewu-Semarang
  - Stasiun Ambarawa-Semarang
  - Goalpara Tea Park-Sukabumi
- **Grab Discount Up To IDR30,000**
  Discounts up to IDR30,000 are available for customers who order GrabFood, GrabCar, and GrabBike using a BTN Visa Debit Card saved in the Grab app. It is valid for the following types of BTN Visa Debit Card:
  - BTN Visa Regular Debit Card (Silver, Gold, Platinum, e'Batara Pos, Juara)
  - BTN Visa Bisnis Debit Card
  - BTN Visa Prospera Debit Card
  - BTN Visa Prioritas Debit Card
  - BTN Visa Syariah Debit Card
- **An IDR 17,000 Special Promo Price using QRIS balé by BTN**
  An IDR17,000 special promo price is available for customers who make transactions at QRIS balé by BTN, with no minimum purchase required. It is valid for select menu items at participating merchants. Purchases on the promotional menu cannot be combined with other menu items.
- **Cashback Promo Up To IDR80,000 using QRIS balé by BTN**
  30% cashback up to IDR80,000 for customers who make transactions at QRIS balé by BTN. Minimum transaction IDR100,000. A quota of the first 2,000 transactions per day applies to all national merchants. A quota of the first 1,000 transactions per day applies to all regional merchants. It is valid for 1 balé user/1 transaction during the cross-merchant period. Cashback will be credited by the system to the customer's account H+1 after the transaction is successfully recorded in the Company's system.
- **Profitable End Year! Save up to IDR1 Million Using balé by BTN and BTN Debit Card!**
  - **50% Cashback maximally IDR1 Million at Mitra 10**
    50% cashback up to IDR 1 million for customers who make transactions with their BTN Debit Card on BTN EDC at Mitra 10 merchants with a minimum transaction of IDR 2 million. It is valid for the first 100 transactions.
  - **50% Cashback maximally IDR1 Million at Kawan Lama Group**
    50% cashback up to IDR 1 million for customers who make transactions with QRIS balé by BTN or their BTN Debit Card on BTN EDC/QRIS for a minimum transaction of IDR 2 million. Valid for the first 100 transactions. Promo valid at Informa, Informa Electronics, and Selma merchants.
  - **50% Cashback maximally IDR100,000**
    50% cashback up to IDR100,000 for customers who make transactions using QRIS balé by BTN or a BTN Debit Card at BTN EDC/QRIS for a minimum transaction of IDR 200,000. Valid for two transactions per customer across merchants (between regional and national merchants) during the period. A quota applies to the first 10,000 transactions.
  - **50% Cashback maximally IDR25,000**
    50% cashback up to IDR25,000 for customers who make transactions using QRIS balé by BTN or a BTN Debit Card at BTN EDC/QRIS for a minimum transaction of IDR 50,000. Valid for three transactions per customer across merchants (between regional and national merchants) during the period. A quota applies to the first 10,000 transactions.
  - **10% Cashback maximally IDR1 Million on Traveloka**
    Cashback 10% hingga Rp1 juta bagi nasabah yang bertransaksi tiket pesawat atau pesan hotel di menu Lifestyle balé by BTN dengan minimal transaksi Rp1 juta. Berlaku 1x transaksi/nasabah selama periode. Berlaku kuota 100 transaksi pertama.
  - **10% Cashback maximally IDR1 Million in Travel and Leisure**
    10% cashback up to IDR1 million for customers who make transactions using QRIS balé by BTN or BTN Debit Cards at EDC/QRIS BTN with a minimum transaction of IDR 1 million. This promotion is valid at all Dwidaya Tour & Travel and Nusantara Tour outlets.
  - **Buy 3 Tickets Gets 1 Free Ancol Attraction Ticket**
    Buy 3 Get 1 Free Ancol Attractions Ticket is valid for customers purchasing regular tickets for the amusement park, Dufan, Sea World, Samudra, Atlantis, and Jakarta Bird Land. It is valid for transactions using QRIS balé by BTN or BTN Debit Card..

- **30% Discount Up To IDR50,000 at Ancol Restaurant**
  30% discount up to IDR50,000 on food and beverages at select restaurants in the Ancol area with a minimum transaction of IDR100,000 (excluding tax). It is valid with QRIS balé by BTN and BTN VISA Debit Cards.
- **30% Discount Up To IDR100,000 at Ancol Restaurant**
  30% discount up to IDR100,000 on food and beverages at select restaurants in the Ancol area with a minimum transaction of IDR300,000 (excluding tax). It is valid with QRIS balé by BTN and BTN VISA Debit Cards.
- **Additional IDR5,000 Discount on Cheap Festive Items using QRIS balé by BTN**
  More economical transactions using QRIS balé by BTN at Indomaret. Additional IDR5,000 discount on festive items using QRIS balé by BTN with a minimum purchase of IDR50,000. It is valid once per customer per period..
- **Free Upsize transaction using QRIS balé by BTN at Point Coffee Outlets**
  Free upsize transactions using QRIS balé by BTN at Point Coffee outlets. It is valid for Point Coffee upsize variants (hot/cold), and it applies once per customer per day. It is invalid at stand-alone stores or for specialty products.

- **BTN Agent Acquisition and Transaction Program (Branchless Banking)**
  - **Boosting Transaction and Getting Incentives Up To IDR150,000**
    Eligible participants to participate in the program are Agents who are in Quadrant B and Quadrant D at the end of each month. Rewards of IDR50,000 per multiple of 100 Transactions and a maximum reward of IDR150,000. For newly acquired agent balés in the current month, they could participate as long as they could meet the minimum transaction requirement of 100 transactions at the end of the month. Branch Office (Branch Office/Outlet Office) had to foster 4 (four) agents in quadrant B or D to participate in the *ganbate* program for 2 balés agent every month.
  - **Get Reward Up To IDR800,000-balé agent**
    Eligible participants for the balé Merayu Agen Program are balé Agents with an average monthly transaction of 10 transactions. The program reward is a cashback bonus of IDR80,000 per month for every IDR40 million increase in funds, valid in multiples and a maximum of IDR800,000/month. The reward is given to balé Agens who are able to increase funds of at least IDR40 million from the balance cut-off date at the end of May 2025 and maintain an average balance every month. For newly acquired balé Agents after May 2025, the cut-off date was the end of the relevant month. Participants were willing to place a minimum savings fund of IDR40 million outside the cut-off fund at the end of May 2025.
  - **Get Reward Up To IDR200,000-Customers**
    Eligible participants for the balé Merayu Nasabah Program are balé referral customers Agent who have activated the balé super app. The reward program includes a cashback bonus of IDR20,000 per month for every IDR10 million increase in funds, valid in multiples, with a maximum of IDR200,000 per month. The reward is awarded to balé referral customers Agent who increase their funds by at least IDR10 million from the balance cut-off date at the end of May 2025, and maintain an average monthly balance. For newly acquired balé referral customers Agent after May 2025, the cut-off date was the end of the relevant month. Participants were willing to deposit a minimum of IDR10 million in savings, excluding the cut-off amount at the end of May 2025.

d. Digital Mortgage Ecosystem Program

- **KPR Payment in Alfamart Gets A 1-Litern Sania Cooking Oil**
  The reward is awarded to customers who make KPR payments through Alfamart between the 1st and 7th of each month. The reward will be given to users in the form of a 1-liter Sania cooking oil. It is valid for 1 transaction/user/period.
- **New Member Gets Cashback**
  A reward is given to balé by BTN's users, such as BTN's account balance up to IDR50,000. It applies to new balé community users who register an account on the balé community app. This reward is given to new balé community app users who have made one bill payment transaction via balé community.
- **Bills Payment Gets Cashback**
  20% cashback is given to users who pay bills via the balé community app. This applies to any bill payment. The cashback reward is given to balé users in the form of a BTN

account balance of up to IDR20,000. The minimum transaction is IDR100,000.

- **Incentive for Manager**
  This incentive is given to registered balé community managers who have achieved a minimum of 50 transactions during the program period. The incentive is a deposit account balance of IDR 500,000 from the date of the manager's acquisition.
- **Incentive for Subsidized Developer**
  The incentive is awarded to the 50 (fifty) developer administrators with the most credit applications through BTN Properti, and it is booked during the program period. The incentive is IDR25,000 per booked application. The maximum incentive that can be received by an administrator is IDR2.5 million.

Market Share

Information regarding BTN's market share compared to the banking industry is presented as follows:

Table of BTN Market Share Compared to the Indonesian Banking Industry

(in IDR trillion)

Description	Information	December 2025	December 2024
Asset	Banking Industry	13,646	12,461
	BTN	528	470
	BTN Market Share (%)	3.87%	**3.77%**
Third Party Fund	Banking Industry	10,058	8,837
	BTN	437	382
	BTN Market Share (%)	4.35%	**4.32%**
Loans	Banking Industry	8,694	7,832
	BTN	401	358
	BTN Market Share (%)	4.61%	**4.57%**

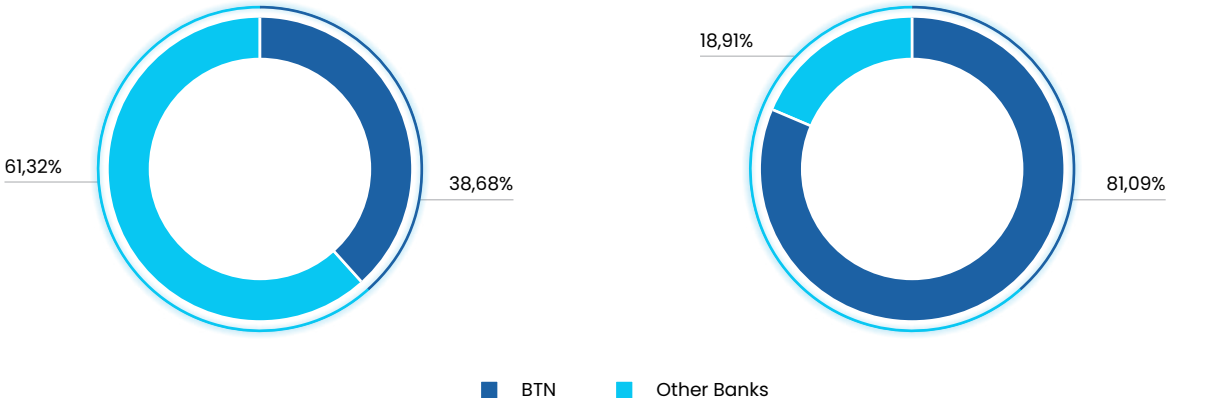
Source: Indonesian Banking Statistics Financial Services Authority (SPI OJK), Internal Data, processed.

Throughout 2025, through continuous transformation to become a game changer in banking by delivering the best services, the Company's assets grew by 12.39% year-on-year, compared to industry growth of 9.51% year-on-year. As of December 2025, the Company's asset market share reached 3.87%. Product development that meets customer segment needs, along with digital services that enhance ease of transactions, drove the Company's Third-Party Funds (TPF) to grow by 14.60% year-on-year to IDR 437 trillion as of December 2025, higher than the banking industry TPF growth of 13.81% year-on-year. This resulted in an increase in the Company's TPF market share to 4.35% in December 2025 from 4.32% in December 2024. The Company's loans and financing grew by 11.90% year-on-year to IDR 401 trillion as of December 2025, while industry loan growth reached 11.01% year-on-year, bringing the Company's loan market share to 4.61% as of December 2025.

Housing Loan Market Share

Since 1976, the Company has disbursed more than 5.8 million mortgages (KPR) in Indonesia, establishing the Company as the mortgage market leader in Indonesia. As of September 2025, the Company remained the bank with the largest total outstanding mortgage portfolio, at IDR301 trillion. The main competitors in Indonesia's mortgage business are Bank Central Asia (BCA), with outstanding mortgages of IDR139 trillion, and Bank Negara Indonesia (BNI), with outstanding mortgages of IDR70 trillion. The Company continues to demonstrate its support for government programs, including serving as the main contributor in the distribution of Subsidized Home Ownership Loans (KPRS) to support the Government of Indonesia's 3 (three) Million Houses Program through the Ministry of Housing and Residential Areas (PKP) and BP Tapera. Of the total national FLPP quota of 350 thousand units, the Company has distributed 192 thousand units, with FLPP financing reaching IDR23.79 trillion. As of December 2025, the Company's market share in the subsidized mortgage financing segment reached 81.09%, while its overall mortgage financing market share stood at 38.68%.

Housing Loan (KPR) Market Share December 2025



Total Mortgage	Total Subsidized Mortgage

Source: Respective Banks' Corporate Presentations, Indonesian Economic and Financial Statistics I.15, and BTN, December 2025.

Customer Complaint Handling

Company has established a structured complainthandling mechanism for customers facing transaction issues, grievances, or other complaints. To provide the best possible service and enhance customer satisfaction, Company formed the Customer Protection and Complaint Handling Management (CPCHM) unit. This unit's primary responsibilities include resolving customer complaints effectively to provide solutions, monitoring incoming complaints to ensure proper resolution, and ensuring all customer complaints are handled according to the established Service Level Agreement (SLA) and that each complaint receives proper follow-up.

Customer Complaint Handling Flow

Complaint Handling Flow

Complaint Submission

Customers submit complaints through channels provided by Bank BTN.

Customer Data Verification

Bank BTN verifies customer data in accordance with established procedures.

Customer Receives Complaint Number

Bank BTN receives and records the complaint and provides a complaint ticket number to the customer.

Follow-up Process by BTN

Bank BTN will follow up on and resolve the complaint within the stipulated timeframe.

Complaint Resolved

If the customer agrees with the resolution, the complaint is considered resolved.

Customer Not Satisfied and Proceeds to LAPS SJK

Customers who do not agree with the resolution may proceed with the LAPS SJK process (in accordance with POJK No. 61/POJK.07/2020).

Display after clicking here



LAPS SJK is an out-of-court dispute resolution institution established on September 22, 2020, by Self-Regulatory Organizations (SROs) and associations within the financial services sector. In conducting its activities, LAPS SJK obtained its operational license from the Financial Services Authority (OJK) on December 29, 2020, and officially commenced operations on January 1, 2021. As the only alternative dispute resolution institution (LAPS) in the financial services sector licensed by OJK, LAPS SJK has assumed the roles and functions of the six previously existing LAPS in the financial services sector, namely BAPMI, BMAI, BMDP, LAPSPI, BAMPPI, and BMPPVI.

Dispute Resolution Application Mechanism to LAPS SJK:

1. Application through OJK's Consumer Protection Portal Application (APPK). In the event that no agreement is reached in the implementation of internal dispute resolution between the Consumer and the PUJK (Internal Dispute Resolution/IDR), the Consumer may submit a dispute resolution application to LAPS SJK, provided that the dispute meets the criteria eligible to be handled by LAPS SJK.
2. Direct Application to LAPS SJK. Applications for dispute resolution may be submitted directly to LAPS SJK, including through walk-in services and correspondence (including electronic mail).

Dispute criteria eligible to be handled by LAPS SJK:

1. The complaint has been subject to resolution efforts by the PUJK, but was rejected by the Consumer, or the Consumer has not received a response to the complaint as stipulated under the Financial Services Authority Regulation concerning consumer complaint services in the financial services sector;
2. The dispute submitted is not currently being processed or has not previously been decided by a court of law, arbitration tribunal, or any other alternative dispute resolution institution; and
3. The dispute is civil in nature.

Services of LAPS SJK:

1. Mediation
2. Arbitration
3. Binding Opinion

The fees for dispute resolution services are determined in accordance with LAPS SJK's fee regulations. For further information, please contact LAPS SJK through its official contact channels:

E-Mail : info@lapsssjk.id
Telpon : 021-2527700/150125
Website : www.lapssjk.id

Here is the customer complaint data for the period from January to December 2024-2025 as follows:

Table of Customer Complaint Details by Category

Complaint Category	2025						
	Resolved		In Proces		Unresolved		Total Complaints
	Total	%	Total	%	Total	%	
Fundraising	1,455	92.44%	119	7.56%	-	0.00%	1,574
Fund Distribution	543	71.54%	216	28.46%	-	0.00%	759
Partnership Products	4	100.00%	-	0.00%	-	0.00%	4
Other Products	1,629	78.17%	455	21.83%	-	0.00%	2,084
Payment System	68,032	99.76%	163	0.24%	-	0.00%	68,195
Total	71,663	98.69%	953	1.31%	-	0.00%	72,616

Complaint Category	Tahun 2024						
	Resolved		In Proces		Unresolved		Total Complaints
	Total	%	Total	%	Total	%	
Fundraising	655	61.56%	409	38.44%	-	0.00%	1,064
Fund Distribution	330	71.58%	131	28.42%	-	0.00%	461
Partnership Products	12	100.00%	3	25.00%	-	0.00%	12
Other Products	819	65.10%	439	34.90%	-	0.00%	1,258
Payment System	89,965	99.74%	234	0.26%	-	0.00%	90,199
Total	**91,781**	**98.70%**	**1,216**	**1.31%**	**-**	**0.00%**	**92,994**

Table of Inbound Call Contact Center in 2025

Inbound Channel	2025												Total
	Januarr	February	March	April	May	June	July	August	September	October	November	December	
BTN Call	26,851	27,167	33,082	23,960	24,398	33,350	32,218	28,772	29,884	33,525	32,387	28,601	354,195
Email	33,136	27,179	32,161	24,617	22,568	29,448	32,712	27,893	33,473	29,198	28,048	30,478	350,911
Instagram	11,800	11,680	23,500	7,939	6,940	10,070	12,058	10,850	14,214	13,043	10,671	9,231	141,996
Facebook	13,321	23,054	14,447	14,023	18,278	1,031	6,551	4,269	2,090	2,315	2,172	3,054	104,605
Whats App	7,461	7,017	8,768	5,898	5,718	8,223	8,235	6,827	6,065	5,897	5,641	5,232	80,982
Twitter	3,797	5,162	5,233	2,816	1,589	1,939	1,999	1,673	1,809	1,789	2,104	1,519	31,429
Live Chat	1,420	1,465	1,207	1,094	1,160	980	1,141	6,827	905	993	1,014	880	19,086
Playstore	489	333	360	294	256	356	690	415	352	697	399	327	4,968
YouTube	34	19	49	44	25	32	59	58	32	41	22	36	451
App Store	-	-	-	119	22	25	29	18	27	39	19	-	298
lapor.go.id	-	1	11	53	35	12	6	2	3	5	6	1	135
Helpdesk IB & I-CASH	-	-	-	-	-	-	5	4	5	19	8	15	56
Total	98,309	103,077	118,818	80,857	80,989	85,466	95,703	87,608	88,859	87,561	82,491	79,374	1,089,112

Table of Inbound Call Contact Center in 2024

Inbound Channel	2024												Total
	January	February	March	April	May	June	July	August	September	October	November	December	
BTN Call	36,307	28,315	32,623	29,249	27,251	24,720	30,800	29,485	26,011	30,925	28,619	28,798	353,103
Email	18,656	15,465	19,216	26,544	21,078	17,959	22,940	22,831	23,509	23,786	23,384	29,045	264,413
Instagram	7,243	13,865	15,774	10,459	9,167	7,254	7,800	7,457	23,509	10,722	9,501	11,288	118,137
Facebook	4,846	5,221	6,740	6,930	5,709	4,516	5,476	5,507	5,000	5,818	5,914	6,549	68,226
Whats App	1,970	7,112	9,219	1,987	5,396	1,881	2,630	2,814	7,287	7,337	6,669	9,738	64,040
Twitter	3,642	3,475	4,038	4,632	5,244	3,410	2,837	4,015	2,693	3,944	2,893	3,692	44,515
Live Chat	709	1,228	1,657	1,361	1,091	945	465	339	1,011	2,339	3,048	3,838	18,031
Playstore	517	517	571	430	548	746	693	339	1,288	1,503	1,217	1,276	10,565
YouTube	69	81	229	121	70	31	66	34	34	59	36	56	886
App Store	88	45	37	53	15	33	32	-	-	-	126	8	437
lapor.go.id	13	2	3	2	2	4	2	2	5	9	2	-	46
Helpdesk IB & I-CASH	4	-	5	5	1	-	-	-	-	-	-	-	15
Total	74,064	75,326	90,112	81,773	75,572	61,499	73,741	73,743	74,445	86,442	81,409	94,288	942,414

Operation Overview per Business Segment

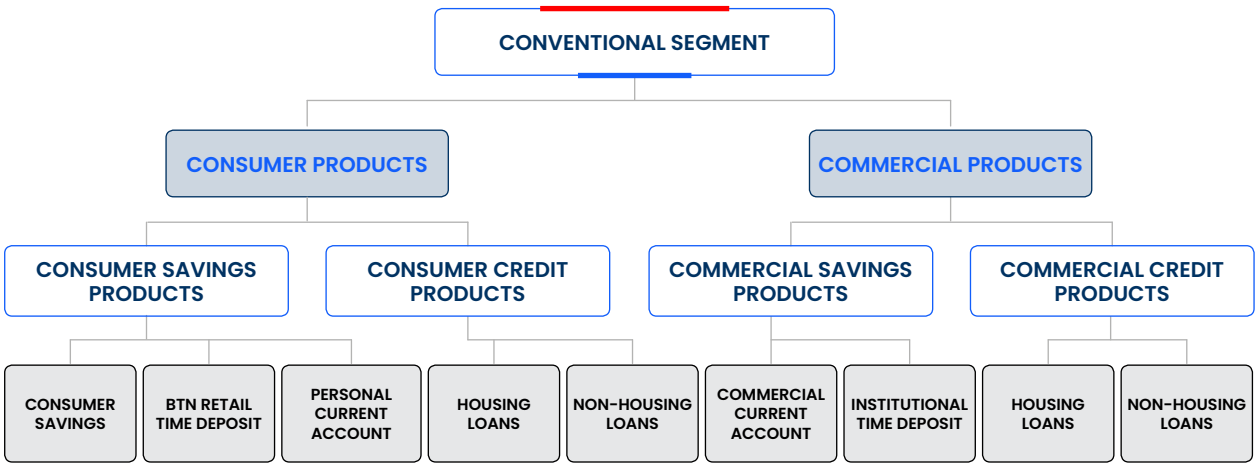
The Company's business segments based on the nature of its business activities consist of 3 (three) main segments, namely the Conventional Segment, the Sharia Segment, and the Subsidiary Segment.

1. The Conventional Segment represents the Company's core business segment and contributes the largest portion to the Company's revenue.
2. The Sharia Segment, which is managed through the Company's Sharia Business Unit (SBU), has demonstrated sustained growth year by year, in line with various development initiatives and strategies implemented by the Company.
3. The Subsidiary Segment comprises business activities conducted through the Company's subsidiary, namely Bank Syariah Negara (BSN).

Conventional Segment

Explanation and Productivity of Conventional Segments

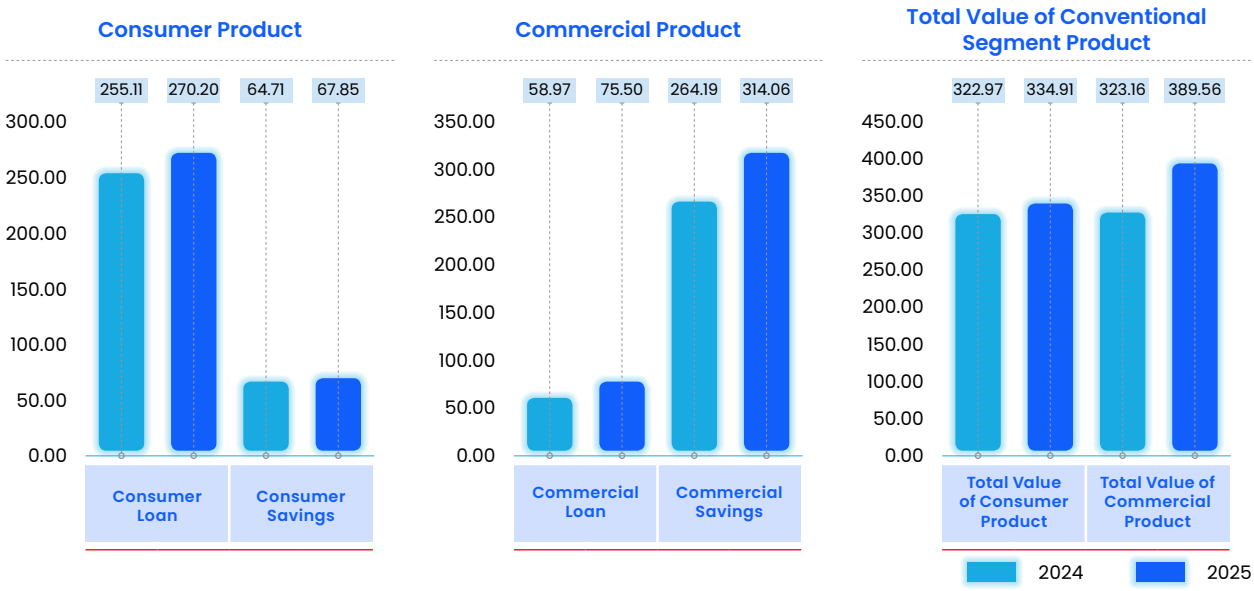
The Conventional Segment consists of consumer and commercial products in the form of deposits and loans, with the following information:



An overview of the performance of the Conventional Segment can be seen in the following table:

Graph of Conventional Segment Performance

(in IDR trillion)



Consumer Product

The distribution of BTN products to Consumer Products is divided into 2 (two), namely Consumer Loan Products and Consumer Savings Products. Total Consumer Product in 2025 was IDR334.91 trillion, a 3.70% increase from IDR322.96 trillion in 2024. The increase was driven by growth in Consumer Loans, Consumer Savings Deposits, and Consumer Time Deposits in 2025.

Table of Consumer Product Value

(in IDR million)

Consumer Product	2025	2024	Increase/Decrease	
			Nominal	%
Consumer Loan Product	270,202,267	255,110,204	15,092,063	5.92%
Consumer Savings Product	64,710,833	67,854,930	(3,144,097)	(4.63%)
Total Consumer Product Value	**334,913,100**	**322,965,133**	**11,947,966**	**3.70%**

The volume of Consumer Loan products in 2025 reached 9,251,924 units, an increase of 11.63% compared to 8,288,323 units in 2024. The increase was driven by the growth in the distribution volume of Subsidized Mortgage Loans (KPR Subsidi). Similarly, Consumer Deposits in 2025 reached 7,162,745 accounts, an increase of 14.40% compared to 6,261,345 accounts in 2024. This growth was primarily attributable to a 14.76% increase in the number of Consumer Savings accounts.

Table of Consumer Product Volume

Consumer Product	2025	2024	Increase/Decrease	
			Nominal	Percentage
Consumer Loan Product (unit)	2,089,179	2,026,978	62,201	3.07%
Consumer Savings Product (account)	7,162,745	6,261,345	901,400	14.40%
Total Consumer Product (unit/ account)	**9,251,924**	**8,288,323**	**963,601**	**11.63%**

CONSUMER LOAN PRODUCT

Company provides Consumer Loan Products consisting of Housing Loans and Non-Housing Loans. Housing Loan products were classified into Subsidized Mortgages, Non-Subsidized Mortgages And Other Housing Loans. All individual consumer credit products were distributed in Rupiah (IDR).

Table of Consumer Loan Product Distribution Value

(in IDR million)

Consumer Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Housing Loan	262,460,465	247,586,738	14,873,727	6.01%
Subsidized Housing Loan	157,301,634	147,322,000	9,979,634	6.77%
Non Subsidized Housing Loan	96,106,508	91,653,241	4,453,266	4.86%
Other Housing Loan	9,052,323	8,611,496	440,827	5.12%
Non Housing Loan	7,741,802	7,523,466	218,336	2.90%
Total Consumer Loan Product Distribution Value	270,202,267	**255,110,204**	**15,092,063**	**5.92%**

The outstanding value of Consumer Loan products in 2025 amounted to IDR270.20 trillion, an increase of 5.92% compared to IDR255.11 trillion in 2024. The increase was primarily driven by continued loan expansion in the Consumer segment throughout 2025 and the full absorption of the Subsidized Mortgage (KPR Subsidi) FLPP quota allocated by the Government.

Table of Consumer Loan Product Distribution Volume

(in unit)

Consumer Loan	2025	2024	Increase/Decrease	
			Nominal	Persentase
Housing Loan	2,020,914	1,961,170	59,744	3.05%
Subsidized Housing Loan	1,627,482	1,559,659	67,823	4.35%
Non Subsidized Housing Loan	333,922	342,313	(8,391)	(2.45%)
Other Housing Loan	59,510	59,198	312	0.53%
Non Housing Loan	68,805	65,808	2,997	4.55%
Total Consumer Loan Product Distribution Volume	2,089,719	**2,026,978**	**62,741**	**3.10%**

Consumer Loan Distribution Volume in 2025 was 2.089.719 units, an increase of 9.77% compared to 2024 which was 2.026.978 units. The growth was driven by the increase in the distribution volume of Subsidized Mortgage Loans (KPR Subsidi) as well as Non-Housing Consumer Loans.

HOUSING LOAN-SUBSIDIZED HOUSING

Since 1976 until today, albeit with continuously changing scheme. the Subsidized Housing Loans have been steadily distributed. Subsidized Housing Loans are Governmentinitiated house ownership program run by the Ministry of Public Works and Housing, provided to low income communities. That are distributed by conventional and sharia implementing banks. In Subsidized Housing Loan program. the Government provides assistance through long-term low-cost funding as well as down payment subsidies, resulting in affordable installment for prosperity landed house or flat purchase.

Company strives to provide convenience and low-cost facilities for the people aiming to purchase house under the Subsidized Housing Loan program. Company was mandated with the task to provide Subsidized Housing Loans for the first time by the Letter of the Minister of Finance No. B-49/MK/IV/I/1974 dated January 29, 1974. in which the first housing loan was distributed on December 10, 1976. In distributing Subsidized Housing Loans. Company collaborates with the Ministry of Public Works and Public Housing. The currently applicable provisions on Subsidized Housing Loan distribution are contained in the Regulation of the Minister of Public Works and housing No. 35/PRT/M/2021 on House Ownership Convenience and Subsidies for Low-Income Community. Regulation of the Minister of Public Work and Housing No. 32 of 2021, on Savings-Based House Financing Subsidies and Regulation of BP Tapera No. 6 of 2021 on House Financing for Community Housing Savings Participants.

The Subsidized Housing Loans are distributed by Company under the House Financing Liquidity Facility (FLPP), Savings-Based Housing Financing Assistance (BP2BT) and Community Housing Savings (Tapera) schemes. Low-Income Community (MBR) comprises first-time buyers who meet certain requirements to obtain Subsidized Housing Loans with affordable installments. Under the currently applicable government regulation, KPR Sejahtera FLPP and KPR BP2BT facilities given to customers who do not have a house yet with the household income of IDR8 million/ month (for Java, Sumatra, Kalimantan and Sulawesi) and IDR10 million/ month (for Papua). On the other hand, KPR Tapera facility is provided to customers registered as BP-Tapera participants with the household income of IDR8 million/ month (for Java, Sumatra, Kalimantan and Sulawesi) and IDR10 million/month (for Papua). The prices for houses purchased through these facilities are limited to a certain amount.

The provisions for the distribution of KPR FLPP for landed house and flat purchase are as follows:

1. The maximum value of housing loans is the selling price of the landed estates or flats minus the down payment prepared by MBR. Through this program, MBR also deserves Subsidized Down Payment Assistance (SBUM) of IDR4 million (for Java, Sumatra, Kalimantan and Sulawesi) and IDR8 million (for Papua) from the Government.
2. The Housing Loan interest rate to be paid by the debtors is 5% p.a., inclusive of life insurance. fire insurance. and credit insurance premiums. The interest rate as referred to in item (1) is fixed throughout the tenure of the loan, calculated on an annuity.
3. The sources of the FLPP program funding are 75% from the Government and 25% from the Company. BTN has entered into an agreement with PT Sarana Multigriya Finansial for the provision of funding for FLPP program.
4. The tenure for the Housing Loan is agreed upon BTN and the Low-Income Community (MBR) which also takes into account the potential debtor's capability to pay the installments within a period of maximum 20 years.

The provisions for providing KPR BP2BT for the purchase of landed houses/flats and the construction of self-help houses are as follows: For the BP2BT (Housing Financing Assistance for Low-Income Communities) program, the following terms apply to landed houses, apartments, and self-built homes:

1. Eligible Low-Income Community (MBR) receive a maximum down payment subsidy of IDR40 million from the government.
2. The mortgage value equals the house price or the cost estimation (RAB) of the self-built house minus the BP2BT subsidy and the down payment provided by the MBR.
3. The mortgage interest rate is 10% fixed for 10 years or 9.5% fixed for 5 years, using a gradual payment mortgage method.
4. The funding source for the BP2BT program comes entirely from the implementing bank.
5. The mortgage term is agreed upon by BTN and the MBR, adjusted to the borrower's repayment capacity, with a maximum term of 20 years.

The provisions for the distribution of KPR Tapera is as follows:

1. KPR Tapera shall be provided for Tapera participants who have met certain requirements and participant priority order from BP Tapera.
2. The down payment for KPR Tapera shall be at minimum 0%. according to BTN assessment of the low-income customer (MBR).
3. The Housing Loan interest rate to be paid by the debtors is 5% p.a., inclusive of life insurance. fire insurance. and credit insurance premiums. The interest rate as referred to in item (2) is fixed throughout the tenure of the loan. calculated on an annuity.
4. The tenure for the Housing Loan is agreed upon by BTN and the Low-Income Customer (MBR), which also takes into account the potential debtor's capability to pay the installments within a period of maximum 30 years.
5. The Company shall issue the Asset- Backed Security (EBA) according to the amount of loan realized, in collaboration with a Custodian Bank appointed by BP-Tapera.

Table of Subsidized Housing Loan Product Distribution Value

(in IDR million)

Subsidized Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
KPR BTN Sejahtera Tapak	157,301,634	147,322,000	9,979,634	6.77%
KPR BP2BT	101,939,091	86,489,043	15,450,048	17.86%
KPR BTN Tapera	51,390,502	56,528,288	(5,137,786)	(9.09%)
Other Subsidized Housing	2,207,879	2,428,153	(220,274)	(9.07%)
Total Subsidized Housing Loan Distribution Value	157,301,634	**147,322,000**	**9,979,634**	**6.77%**

The outstanding value of Subsidized Mortgage Loans (KPR Subsidi) in 2025 amounted to IDR157.30 trillion, an increase of 6.77% compared to IDR147.32 trillion in 2024. This increase indicates that demand for subsidized mortgages remains strong, in line with continued Government support programs and the substantial housing needs of low-income communities (MBR). The Company has developed equitable and inclusive financing schemes by enhancing Subsidized Mortgage products, such as New KPR FLPP, KPR Tapera, and the Rent-to-Own mortgage scheme. The Company also continues to strengthen BTN's subsidized mortgage market share by deepening cooperation with institutions and stakeholders in the housing sector, both in terms of financing support (BP Tapera, SMF, and the Ministry of Public Works and Public Housing) as well as from both the supply and demand sides. This includes collaboration with various institutions and associations (developers' associations, market traders' associations, and technology companies such as Gojek, Grab, and others), business process improvements, the adoption of the latest technology, and the expansion of the housing business ecosystem, which are expected to provide a positive impact on the growth of BTN's subsidized mortgage distribution.

Table of Subsidized Housing Loan (KPR) Distribution Value

(in unit)

Subsidized Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
KPR BTN Sejahtera Tapak	951,204	847,184	104,020	12.28%
KPR BP2BT	617,920	633,462	(15,542)	(2.45%)
KPR BTN Tapera	12,855	12,819	36	0.28%
Other Subsidized Housing	45,503	66,194	(20,691)	(31.26%)
Total Subsidized Housing Loan Distribution Volume	1,627,482	**1,559,659**	**67,823**	**4.35%**

In line with the growth in product disbursement value, the volume of Subsidized Mortgage (KPR Subsidi) units in 2025 also increased by 4.35%, or 67,823 units, compared to 1,559,659 units in 2024. The increase in unit volume was mainly contributed by the growth of KPR BTN Sejahtera Tapak in 2025.

Housing Loan-Non Subsidized Housing Loan

Apart from Subsidized Housing, the Company also has various Non-Subsidized KPR services targeting middle to upper income customers with floating interest rates. The maximum term offered is 35 (thirty five) years for Non-Subsidized KPR and a maximum of 15 (fifteen) years for Apartment Ownership Credit (KPA) and Shophouse Loan. BTN Non-Subsidized KPR provides services for purchasing houses from developers or non-developers, both for purchasing new or second-hand houses, purchasing ready to-live-in (ready stock) or unfinished (indent) houses, as well as taking over credit from other banks. Minimum down payment requirement of 15% or in accordance with Bank Indonesia Regulations regarding Loan to Value (LTV) Ratio. BTN distributes NonSubsidized KPR credit through several products, namely KPR BTN Platinum, KPA BTN and Kredit Ruko BTN.

Table of Non Subsidized Housing Loan Product Distribution Value

(in IDR million)

Non Subsidized Housing	2025	2024	Increase/Decrease	
			Nominal	Percentage
KPR BTN Platinum	93,527,897	89,016,072	4,511,825	5.07%
KPA BTN	2,036,459	2,060,058	(23,599)	(1.15%)
Kredit Ruko BTN	542,151	577,111	(34,960)	(6.06%)
Total Non Subsidized Housing Loan Distribution Value	96,106,508	**91,653,241**	**4,453,266**	**4.86%**

The outstanding value of Non-Subsidized Mortgage Loans (KPR Non-Subsidi) in 2025 amounted to IDR96.11 trillion, an increase of 4.86% compared to IDR91.65 trillion in 2024. This growth was driven by an increase in the outstanding balance of KPR BTN Platinum, which rose by IDR4.51 trillion.

Table of Non Subsidized Housing Loan Distribution Volume

(in unit)

Non Subsidized Housing	2025	2024	Increase/Decrease	
			Nominal	Percentage
KPR BTN Platinum	325,686	333,270	(7,584)	(2.28%)
KPA BTN	6,944	7,593	(649)	(8.55%)
Kredit Ruko BTN	1,292	1,450	(158)	(10.90%)
Total Non Subsidized Housing Loan Distribution Volume	333,922	**342,313**	**(8,391)**	**(2.45%)**

The volume of non-subsidized mortgage disbursements in 2025 was 333.922 units, down 14.62% from 342.313 units in 2024. The decline was primarily attributable to several factors, including a strategic shift toward financing with larger ticket sizes. The Company has increasingly focused on the affluent segment and Non-Subsidized Mortgage Loans (KPR Non-Subsidi) valued at>IDR750 million, resulting in a higher average loan ceiling per unit. This strategy was further strengthened by the Company's aggressive expansion of its sales centers, enabling more targeted acquisition of high-value customers. As a result, although the number of units declined, the outstanding loan balance increased by 4.86%.

Housing Loan - Other Housing Loan

Company also offers other types of housing loans and other Consumer Loans according to the customers' needs. Other Housing Loans are Company's endeavor in developing business as well as in helping the customers with residence ownership with high profit and convenience. Company's other Housing Loans are distributed under the following products, namely, Kredit Agunan Rumah (Home Collateral), Kredit Bangun Rumah (Home Building), Bank Cooperation Housing Renovation Loan (Bank Cooperation Home Renovation Loan/PRR-KB) BPJS Ketenagakerjaan.

Table of Other Housing Loan Distribution Value

(in IDR million)

Other Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Kredit Agunan Rumah (Home Collateral)	8,813,607	8,440,305	373,302	4.42%
Kredit Bangun Rumah (Home Building)	31,490	33,811	(2,321)	(6.86%)
PRR-KB BPJS Ketenagakerjaan	207,225	137,380	69,845	50.84%
Total Other Housing Loan Distribution Value	9,052,323	**8,611,496**	**440,826**	**5.12%**

The disbursement value of Other Housing Loans in 2025 amounted to IDR9.05 trillion, an increase of 5.12% compared to IDR8.61 trillion in 2024. The increase was primarily driven by a 4.42% growth in the disbursement value of *Kredit Agunan Rumah* (KAR)/Home Collateral, reflecting rising public demand for funds and the increasing relevance of KAR as a "cash-out" solution. Through this product, customers can monetize their existing residential assets to meet both consumptive and productive needs (such as home renovations, education, healthcare, and working capital), while from the Bank's perspective, KAR remains attractive due to its relatively well-managed risk profile (secured by property collateral) and the potential for a more streamlined processing time.

Table of Other Housing Loan Distribution Volume

(in unit)

Other Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Kredit Agunan Rumah (Home Collateral)	51,488	50,205	1,283	2.56%
Kredit Bangun Rumah (Home Building)	189	248	(59)	(23.79%)
PRR-KB BPJS Ketenagakerjaan	7,833	8,745	(912)	(10.43%)
Total Other Housing Loan Distribution Volume	59,510	**59,198**	**312**	**0.53%**

In addition to the increase in value, Kredit Agunan Rumah (KAR) also recorded growth in terms of units, rising by 2.56% from 50,205 units in 2024 to 51,488 units in 2025. This increase indicates strengthening demand for KAR as a collateral-based cash-out product, while also reflecting the Company's more aggressive strategy to expand acquisitions and cross-selling through strengthened sales channels. As a result, KAR growth became one of the main contributors to the increase in the volume of Other Housing Loans in 2025.

Non Housing Loan

Company provides other Consumer Loans apart from the Housing Loans for various needs of the lending customers. Company Non Housing Loans are distributed under the following products, which are Kring BTN, Kring BTN Pensiunan (Pension Loans), Kredit Swadana BTN, and Kredit Pegawai (Employee Loans).

Table of Non Housing Loan Distribution Value

(in IDR million)

Non Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Kring BTN	5,062,273	4,720,484	341,789	7.24%
Kring BTN Pensiunan (Pension Loans)	399,054	425,609	(26,555)	(6.24%)
Kredit Swadana BTN	376,908	578,142	(201,234)	(34.81%)
Kredit Pegawai (Employee Loans)	1,903,566	1,799,231	104,335	5.80%
Total Non Housing Loan Distribution Value	8,741,802	**7,523,466**	**218,335**	**2.90%**

The disbursement value of Non-Housing Loans in 2025 amounted to IDR8.74 trillion, an increase of 2.90% compared to IDR7.52 trillion in 2024. The increase was primarily driven by the Company's intensified payroll acquisition strategy, which expanded its base of fixed-income customers (civil servants/ASN, SOEs/Regional-Owned Enterprises, and corporates) and became a key source of consumer loan disbursement. In addition, the growth of Kring BTN was strengthened by cross-selling to existing payroll and mortgage (KPR) customers, streamlined processes and accelerated service level agreements (SLA) through digitalization, as well as the Company's focus on expanding higher-margin non-housing portfolios to enhance yield and income diversification.

Table of Non Housing Loan Distribution Volume

(in unit)

Non Housing Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Kring BTN	55,361	50,867	4,494	8.83%
Kring BTN Pensiunan (Pension Loans)	4,748	5,404	(656)	(12.14%)
Kredit Swadana BTN	367	589	(222)	(37.69%)
Kredit Pegawai (Employee Loans)	8,329	8,948	(619)	(6.92%)
Total Non Housing Loan Distribution Value	68,805	**65,808**	**2,997**	**4.55%**

The volume of Non-Housing Loans disbursed in 2025 was 68.805 units, increasing by 4.55% from 65.808 units in 2024. The increase was almost entirely supported by Kring BTN, which rose 8.83% or 4,494 units, from 50,867 units to 55,361 units, in line with intensifying payroll acquisition, resulting in a growing base of fixed-income customers and driving demand for consumer loans. Meanwhile, several other products declined (Kring Pensiunan, Swadana, and Kredit Pegawai/Employee Loans), indicating that overall unit growth was primarily driven by a portfolio shift toward Kring BTN as the main engine of non-housing loan expansion.

CONSUMER SAVINGS PRODUCT

Company provides various deposit products to answer customer's savings need. which are classified into 2 (two), i.e. Savings and Time Deposits. Through the provision of these products, Company seeks to maintain sound liquidity level, low-cost funds that are in line with BTN strategies to maintain competitive and affordable financial composition.

Table of Total Consumer Savings Product

(in IDR million)

Consumer Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Consumer Savings	35.205.036	37.699.994	(2.494.888)	(6,62%)
Time Deposit	29.135.050	29.732.484	(597.434)	(2,01%)
Individual current account	370.747	422.522	(51.775)	(12.25%)
Total Consumer Savings Product	64.710.833	**67.854.930**	**(3.144.097)**	**(4,63%)**

The total value of Consumer Savings in 2025 amounted to IDR64.71 trillion, a decrease of 4.63% compared to IDR67.43 trillion in 2024. The decline was primarily attributable to decreases of 6.62% in Savings, 2.01% in Deposits, and 12.25% in Individual Current Accounts.

Table of Total Consumer Savings Accounts

(in account)

Consumer Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Consumer Savings	7,045,749	6,139,468	906,281	14.76%
Time Deposit	85,817	93,017	(7,200)	(7.74%)
Individual current account	31,177	28,857	2,320	8.04%
Total Consumer Savings Product	7,131,566	**6,232,485**	**901,401**	**14.40%**

The number of Consumer Savings accounts in 2025 was 7.131.566, increasing by 14.40% compared to 6.232.485 accounts in 2024. The increase was primarily driven by growth in the number of Consumer Savings accounts by 14.76% and Individual Current Accounts by 8.04%.

Consumer Savings

The Consumer Savings owned by BTN provides transactional savings solution with convenient purchase and payment transactions through BTN channels to support the consumers' financial activities. BTN consumer savings are developed through the following products:

1. Tabungan Batara
2. Tabungan Bisnis
3. Tabungan Investa
4. Tabungan eBatara Pos
5. Other Saving Accounts

Table of Total Consumer Saving

(in IDR million)

Consumer Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Tabungan Batara	17,830,534	17,250,326	580,207	3.36%
Tabungan Bisnis	4,457,428	3,603,417	854,011	23.70%
Tabungan Investa	8,432,883	12,052,267	(3,619,384)	(30.03%)
Tabungan eBatara Pos	1,631,900	1,944,082	(312,181)	(16.06%)
Tabungan Lainnya	2,852,290	2,849,902	2,388	0.08%
Total Consumer Savings Funds	35,205,036	**37,699,994**	**(2,494,958)**	**(6.62%)**

The total value of Consumer Savings accounts in 2025 was IDR35.21 trillion, a slight decrease of 6.62% compared to IDR37.70 trillion in 2024. This decline was primarily caused by a reduction in Investa Savings funds by IDR3,62 trillion.

Table of Total Consumer Savings Account

(in account)

Consumer Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Tabungan Batara	3,377,926	2,588,725	789,201	30.49%
Tabungan Bisnis	94,493	61,138	33,355	54.56%
Tabungan Investa	6,830	8,080	(1,250)	(15.47%)
Tabungan eBatara Pos	504,979	602,956	(97,977)	(16.25%)
Tabungan Lainnya	3,061,521	2,878,569	182,952	6.36%
Number of Consumer Savings Accounts	7,045,749	**6,139,468**	**906,281**	**14.76%**

The number of Consumer Savings accounts in 2025 reached 7.05 million accounts, an increase of 14.76% compared to 6.14 million accounts in 2024. The increase was primarily driven by the growth in the number of Tabungan Batara accounts, which rose by 789,201 accounts.

BTN Ritel Time Deposit
BTN Ritel Time Deposit includes On Bilyet Deposit and e-Depo.

Table of Total Time Deposit

(in IDR million)

Time Deposit	2025	2024	Increase/Decrease	
			Nominal	Percentage
DEPOSITO ON BILYET				
1 month	8,275,816	8,276,804	(988)	(0.01%)
2 months	954,627	1,885,215	(930,589)	(49.36%)
3 months	11,816,924	11,159,587	657,336	5.89%
4 months	1,115,521	444,730	670,791	150.83%
6 months	826,405	2,200,387	(1,373,982)	(62.44%)
> 12 months	487,462	278,385	209,077	75.10%
E-DEPO				
1 month	1,733,905	1,498,342	235,563	15.72%
2 months	115,565	145,020	(29,455)	(20.31%)
3 months	2,221,129	2,044,796	176,333	8.62%
4 months	160,734	246,524	(85,790)	(34.80%)
6 months	1,299,214	1,352,132	(52,918)	(3.91)
12 months	86,708	67,863	18,845	27.77%
Deposito On Call	41,005	132,663	(91,658)	(69.09%)
DHE	35	35	0	0.00%
Total Time Deposit Funds	26,724,483	**29,732,484**	**(3,008,001)**	**(10.12%)**

The total Time Deposits in 2025 amounted to IDR26.72 trillion, a decrease of 10.12% compared to IDR29.73 trillion in 2024. The decline was primarily attributable to a 3.17% reduction in Deposito On Bilyet. Nevertheless, e-Deposits recorded growth of 4.90%.

Table of Total Time Deposit Accounts

(in account)

Time Deposit	2025	2024	Increase/Decrease	
			Nominal	Percentage
DEPOSITO ON BILYET				
1 month	30,317	35,642	(5,325)	(14.94%)
2 months	1,047	1,607	(560)	(34.85%)
3 months	16,794	19,641	(2,847)	(14.50%)
4 months	215	193	22	11.40%
6 months	6,269	7,396	(1,127)	(15.24%)
> 12 months	2,447	2,556	(109)	(4.26%)
E-DEPO				
1 month	10,074	9,208	866	9.40%
2 months	878	888	(10)	(1.13%)
3 months	11,112	9,522	1,590	16.70%
4 months	531	889	(358)	(40.27%)
6 months	4,815	4,531	284	6.27%
12 months	1,310	917	393	42.86%
Deposito On Call	6	26	(20)	(76.92%)
DHE	1	1	0	0.00%
Number of Time Deposit Account	85,816	**93,017**	**(7,201)**	**(7.74%)**

The number of Time Deposit accounts in 2025 totaled 85,816 accounts, a decrease of 7.74% compared to 93,017 accounts in 2024. The decline was primarily attributable to a 14.84% reduction in the number of Deposito on Bilyet accounts. Nevertheless, the number of e-Deposit accounts increased by 10.57%.

Commercial Product

BTN product portfolio in Commercial Products was divided into 2 (two), namely Commercial Loan Products and Commercial Savings Products.

Table of Commercial Product Value

(in IDR million)

Commercial Product	2025	2024	Increase/Decrease	
			Nominal	Percentage
Commercial Loan Products	75,500,636	58,970,333	16,530,303	28.03%
Commercial Savings Products	314,001,045	264,189,863	49,811,182	18.85%
Total Commercial Product Value	389,501,681	**323,160,196**	66,397,483	20.53%

The total value of Commercial Products in 2025 amounted to IDR389.56 trillion, an increase of 20.53% compared to IDR323.16 trillion in 2024. The growth in the commercial segment was driven by strengthened customer acquisition, expansion of the commercial business ecosystem, and optimization of loan–deposit cross-selling through cash management and wholesale digital solutions (VA, H2H, EDC/QRIS). Increased transaction activity enhanced the stickiness of commercial funds, while a stronger commercial financing pipeline supported significant growth in both loans and deposits.

Table of Distribution Volume Commercial Product

Commercial Product	2025	2024	Increase/Decrease	
			Nominal	Percentage
Commercial Loan Products (unit)	34,105	27,643	6,462	23.38%
Commercial Savings Products (account)	181,572	160,196	21,376	13.24%
Total	215,677	**187,839**	**27,838**	**14.82%**

In terms of units, growth in the commercial segment was also clearly evident. Commercial Loan products increased by 23.38% or 6,462 units, from 27,643 units in 2024 to 34,105 units in 2025, indicating increasingly aggressive acquisition of commercial debtors and a stronger financing pipeline. In line with this, Commercial Deposit products rose by 13.24%, or 21,376 accounts, from 160,196 in 2024 to 181,572 in 2025. This reflects the Company's success in expanding its commercial customer base and strengthening cash management and transaction services, thereby enhancing the stickiness of customers' operational funds. The combination of higher loan units and deposit accounts underscores the strengthening of the Company's commercial ecosystem through acquisition strategies, loan–deposit cross-selling, and the activation of wholesale and digital solutions.

COMMERCIAL LOAN PRODUCT

BTN provides commercial banking loans products to provide a variety of solutions for consumers with products consisting of Housing Loans and Non-Housing Loans products. Housing Loans are in the form of Construction Loans, while Non Housing Loans consist of MSME Loans and Commercial Loans (KI, KMK and KMK Contractor).

Table of Commercial Loan Product Distribution Value

(in IDR million)

Commercial Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Housing Loan				
Construction Loans	12,972,836	14,735,852	(1,763,016)	(11.96%)
Non Housing Loan				
MSME Loans	5,354,158	5,075,305	278,853	5.49%
Other Commercial Loan	57,173,642	39,159,176	18,014,466	46.00%
Total Commercial Loans Distribution Value	75,500,636	**58,970,333**	16,530,303	28.03%

The outstanding value of Commercial Loans in 2025 amounted to IDR75.50 trillion, an increase of 28.02% compared to IDR58.97 trillion in 2024. This growth was primarily supported by a strong surge in Other Commercial Loans, which rose significantly by 46.00% or IDR18.01 trillion, reflecting the Company's success in expanding financing to non-housing business segments and meeting the working capital and investment needs of commercial customers.

On the other hand, MSME Loans also recorded positive growth of 5.49% or IDR278.85 billion, in line with the Company's strategy to strengthen financing in productive sectors and promote financial inclusion. This growth indicates deeper penetration into the small and medium enterprise segment as a new source of growth.

Meanwhile, Construction Loans declined by 11.96% or IDR1.76 trillion, indicating adjustments in developers' project pipelines and project completion cycles, as well as the implementation of a more selective financing policy in the construction sector to maintain asset quality.

Table of Commercial Loan Product Distribution Volume

(in unit)

Commercial Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
Housing Loan				
Construction Loans	2,626	3,063	(437)	(14.27%)
Non Housing Loan				
MSME Loans	31,015	24,394	6,621	27.14%
Other Commercial Loan	464	186	278	149.46%
Total Commercial Loan Distribution Volume	34,105	**27,643**	6,462	23.38%

The outstanding volume of Commercial Loans in 2025 reached 34,105 units, an increase of 23.38% compared to 27,643 units in 2024. The increase in commercial loan units in 2025 primarily reflects a shift in focus from construction financing to productive non-housing segments, particularly MSMEs and other commercial loans. Although construction loan units declined, the significantly more aggressive expansion in MSME acquisition led to substantial overall growth in disbursements. Consequently, the Company's commercial portfolio has become more diversified and less dependent on construction projects.

Housing Loan – Construction Loans
Housing Loans in Commercial Product is Construction Loans. Company provides various property construction solutions with many facilities and benefits offered. Company provides construction loans to housing developers for working capital purposes which can be used to finance the construction of houses and apartments. For this type of loans, company provides a maximum loans of up to 80% of development or construction costs with floating interest rates. The construction loans facility provides convenience for commercial banking customers to carry out developments in the construction of horizontal and vertical buildings/high rise buildings including their facilities and infrastructure.

Construction Loans play a strategic role in supporting the One Million Houses Program by increasing housing supply. In financing construction loans, Company considers the maturity period based on the estimated construction timeline. Construction Loans are secured by collateral in the form of land and the buildings constructed on it.

Commercial product customers who have received BTN Construction Loans may also obtain Kredit Kepemilikan Lahan (Land Ownership Loans). Company provides loan for the acquisition of land to be used for constructing residences and subsidized apartment, in total up to 70% of the loan cost. The tenure for the loan follows the tenure of the construction loan and guaranteed by the land acquired and the buildings financed, with three years period and secured by collateral in the form of land acquired and buildings financed.

Company distributes Construction Loans through 2 (two) products, namely BTN Construction Loans and Corporate Construction Loans.

Table of Total Construction Loans Distribution Value

(in IDR million)

Construction Loans	2025	2024	Increase/Decrease	
			Nominal	Percentage
BTN Construction Loans	11,273,342	13,220,772	(1,947,430)	(14.73%)
Corporate Construction Loans	1,699,495	1,515,080	184,415	12.17%
Total Construction Loans Distribution Value	12,972,837	**14,735,852**	(1,763,015)	(11.96%)

The disbursement value of Construction Loan products in 2025 amounted to IDR12.97 trillion, a decrease of 11.96% compared to IDR14.73 trillion in 2024. The decline in Construction Loans in 2025 is consistent with the earlier discussion that the Company's commercial portfolio has begun to shift from project-based financing (construction) toward productive non-housing segments, such as MSME loans and other commercial loans.

Table of Construction Loans Distribution Volume

(in unit)

Construction Loans	2025	2024	Increase/Decrease	
			Nominal	Percentage
BTN Construction Loans	2,610	3,047	(437)	(14.34%)
Corporate Construction Loans	16	16	-	0.00%
Total Construction Loans Distribution Volume	2,626	**3,063**	(437)	(14.27%)

In terms of units, Construction Loan disbursements in 2025 declined by 14.27% to 2,626 units, down from 3,063 units in 2024, a decrease of 437 units. The decline was entirely attributable to Construction Loans BTN, which fell by 14.34% from 3,047 units to 2,610 units, a reduction of 437 units, while Corporate Construction Loans remained unchanged at 16 units.

Non-Housing Loans- Small Micro and Medium Enterprises (MSMEs) Loans

Company provides MSME Loans as a solution for Micro, Small and Medium Entrepreneurs (MSME/UMKM) and aims to channel productive business financing. Company distributes MSME Loans through several products, namely Micro Business Loan (KUR), Micro Small Business Loans (KUMK), Working Capital Loans (KMK), MSME Investment Loans, MSME Contractor KMK.

Table of MSME Loans Distribution Value

(in IDR million)

MSME Loans	2025	2024	Increase/Decrease	
			Nominal	Percentage
KUR	3,052,735	2,910,748	141,987	4.88%
KUMK	2,195,249	2,091,016	104,233	4.98%
KMK	77,316	44,345	32,971	74.35%
MSME Investment Loans	10,191	11,469	(1,278)	(11.14%)
MSME Contractor KMK	18,667	17,727	940	5.30%
Total MSME Loans Distribution Value	5,354,158	**5,075,305**	278,853	5.49%

The disbursement value of MSME Loan products in 2025 amounted to IDR5.35 trillion, an increase of 5.49% compared to IDR5.07 trillion in 2024. MSME loan growth in 2025 was driven by a rebalancing from program-based financing (KUR) and investment loans toward working capital/commercial MSME financing (KUMK and KMK). This shift strengthened diversification of non-housing loans while maintaining profitability by shifting to a more productive portfolio mix.

Table of Distribution VolumeProduk MSME Loans

(in unit)

MSME Loans	2025	2024	Increase/Decrease	
			Nominal	Percentage
KUR	28,621	22,408	6,213	27.73%
KUMK	2,352	1,956	396	20.25%
KMK	30	18	12	66.67%

MSME Loans	2025	2024	Increase/Decrease	
			Nominal	Percentage
MSME Investment Loans	6	5	1	20.00%
MSME Contractor KMK	6	7	(1)	(14.29%)
Total MSME Loans Distribution Value	31,015	**24,394**	6,621	27.14%

The volume of MSME Loan disbursements in 2025 totaled 31.015 units, an increase of 27.14% compared to 24.394 units in 2024. The growth in MSME units in 2025 was primarily driven by the increased scale of KUR disbursement and the rapid expansion of KUMK, underscoring the Company's strategy to broaden its MSME debtor base and strengthen non-housing loan growth.

Non Housing Loan – Other Commercial Loan

Company markets Non-Housing Loans in the form of Commercial Loans, apart from providing competitive interest and offering excellent service. Company distributes Commercial Loans through several products, namely Working Capital Loans (KMK), Investment Loan and Contractor KMK.

Table of Other Commercial Loan Distribution Value

(in IDR million)

Other Commercial Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
KMK	21,358,932	10,632,844	10,726,088	100.88%
Investment Loans	24,916,172	23,583,328	1,332,844	5.65%
Contractor KMK	475,118	1,133,305	(658,187)	(58.08%)
TLF	10,423,420	3,809,700	6,613,721	173.60%
Total Other Commercial Loan Distribution Value	57,173,642	**39,159,176**	18,014,465	46.00%

The outstanding value of Other Commercial Loan products in 2025 amounted to IDR57.17 trillion, an increase of 46.00% compared to IDR39.16 trillion in 2024. The growth in Other Commercial Loans was primarily driven by the expansion of KMK and TLF, indicating that the Company's strategy is to enlarge its non-housing commercial portfolio. characterized by more transactional, faster-turnover financing, has been successful while also strengthening income diversification beyond construction and housing financing.

Table of Other Commercial Loan Distribution Volume

(in unit)

Other Commercial Loan	2025	2024	Increase/Decrease	
			Nominal	Percentage
KMK	380	321	59	18.38%
Investment Loans	172	163	9	5.52%
Contractor KMK	45	68	(23)	(33.82%)
TLF	27	15	12	80.00%
Total Other Commercial Loan Distribution Volume	624	**567**	57	10.05%

The volume of distribution of Other Commercial Credit in 2025 was 624 units, an increase of 10.05% compared to 2024 which was 567 units. Growth in Other Commercial Loans remained positive and was supported by the expansion of KMK and TLF, resulting in a portfolio shift toward more transactional and faster-turnover financing, while contractor exposure declined in line with the Company's risk rebalancing strategy.

COMMERCIAL SAVINGS PRODUCTS

Company offers funding products and services for the commercial banking segment, including Current Accounts and Institutional Time Deposits.

Table of Total Commercial Savings Funds

(in IDR million)

Commercial Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Commercial Current Account	141,972,871	140,600,964	1,372,907	0.97%
Institutional Term Deposit	172,028,174	123,588,899	48,439,275	39.19%
Total Commercial Savings Funds	314,001,045	**264,189,863**	49,811,182	18.85%

The total funds of Commercial Deposit products in 2025 amounted to IDR314.00 trillion, an increase of 18.85% compared to IDR264.19 trillion in 2024. The growth in commercial loans and deposits was primarily driven by strengthened acquisition of commercial customers and the activation of the business ecosystem (developers–contractors–suppliers–merchants), resulting in higher financing and transaction needs. On the funding side, the largest growth came from Institutional Time Deposits, which increased significantly by 39.19%, indicating the Company's success in attracting institutional and corporate placements (operational funds/idle funds) in line with stronger business relationships and more competitive pricing and product offerings.

Meanwhile, Commercial Current Accounts recorded modest growth of 0.97%, indicating relatively stable operational balances; however, total funds still surged due to a shift in composition toward time deposits. The combination of commercial loan expansion (which drives demand for transaction accounts and cash management services) and increased institutional deposit placements drove significant growth in the commercial segment.

Table of Total Commercial Savings Funds Account

(in account)

Commercial Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Commercial Current Account	170,723	147,316	23,407	15.89%
Institutional Term Deposit	34,229	50,263	(16,034)	(31.90%)
Total Commercial Savings Funds Account	204,952	**197,579**	7,373	3.73%

The number of Commercial Savings accounts in 2025 totaled 204.952 accounts, a 3.73% increase compared to 197.579 accounts in 2024. This increase was primarily driven by the Company's success in expanding its commercial transaction customer base, as reflected in the growth of operational accounts, higher transaction volume, and stronger customer stickiness in cash management services.

Commercial Current Account
Company provides fund saving service through Current Account. i.e, Current Account FLPP and Current Account Non FLPP.

Table of Total Commercial Current Account Funds

(in IDR million)

Commercial Current Account	2025	2024	Increase/Decrease	
			Nominal	Percentage
Current Account Non FLPP	66,983,027	79,362,259	(12,379,232)	(15.60%)
Current Account FLPP	75,416,589	61,661,227	13,755,362	22.31%
Total Commercial Current Account Funds	142,399,616	**141,023,486**	1,376,130	0.98%

The total funds in Commercial Current Accounts reached IDR142.40 trillion in 2025, growing by 0.98% from IDR141.02 trillion in 2024. This increase was driven by the Company's proactive measures to restructure high-cost funds into lower-cost funds, as reflected in the decline in Non-FLPP Current Accounts and the increase in FLPP Current Accounts, with a rate of only 0.05%. This shift in the funding mix has resulted in a more efficient Third-Party Funds (TPF) structure, reducing the TPF cost of funds (CoF) from 4.09% in December 2024 to 3.91% in December 2025.

Table of Total Commercial Current Account Account

(in account)

Commercial Current Account	2025	2024	Increase/Decrease	
			Nominal	Percentage
Current Account Non FLPP	170,583	147,304	23,279	15.80%
Current Account FLPP	12	12	0	0.00%
Total Commercial Current Account Account	170,595	**147,316**	23,279	15.80%

In terms of the number of accounts, Commercial Current Accounts recorded significant growth, with total accounts increasing by 15.80% or 23,279 accounts, from 147,316 in 2024 to 170,595 accounts in 2025. This increase was entirely attributable to Non-FLPP Current Accounts, which also rose by 15.80% or 23,279 accounts, while FLPP Current Accounts remained unchanged at 12 accounts. The implication is that, although the nominal value of Non-FLPP Current Accounts declined in line with the strategy to reduce high-cost funds, the transaction account base continued to expand. This reflects a quality rebalancing, characterized by an increase in operational/transactional accounts with smaller and more efficiently priced average balances. This strategy aligns with the Company's efforts to reduce the cost of funds through active management of current account composition and pricing, while the growth of FLPP Current Accounts, with rates of approximately 0.05%, helps maintain a low-cost funding structure and supports the reduction of the cost of Third-Party Funds (CoF TPF).

Institutional Term Deposit
Company also provides fund savings services in the form of Institutional Term Deposit through Institutional Term Deposit products and Institutional On Call Deposits.

Table of Total Institutional Term Deposit Funds

(in IDR million)

Institutional Term Deposit	2025	2024	Increase/Decrease	
			Nominal	Percentage
Institutional Term Deposit	171,114,693	119,769,907	51,344,786	42.87%
Institutional On Call Deposits	913,481	3,818,992	(2,905,511)	(76.08%)
Total Institutional Term Deposit Funds	172,028,174	**123,588,899**	48,439,275	39.19%

Institutional Time Deposits in 2025 totaled IDR172.03 trillion, a growth of 39.19% compared to IDR123.59 trillion in 2024. This increase remains aligned with BTN's strategy, as growth in institutional deposits has been managed through more efficient pricing (lower rates), as part of the effort to replace high-cost funds with lower-cost funding sources. Accordingly, although the nominal amount of deposits increased, the funding structure became healthier, supported by more competitive and controlled rate management, thereby contributing to a sustainable reduction in the cost of funds.

Table of Total Institutional Term Deposit Account

(in account)

Institutional Term Deposit	2025	2024	Increase/Decrease	
			Nominal	Percentage
Institutional Term Deposit	12,513	10,635	1,878	17.66%
Institutional On Call Deposits	367	214	153	71.50%
Total Time Deposit for Agencies Account	12,880	**10,849**	2,031	18.72%

The number of Institutional Time Deposit accounts in 2025 reached 12.880 accounts, a 18.72% increase compared to 10.849 accounts in 2024. The increase in the number of accounts indicates that the Company is not solely relying on large placements from a limited number of institutions, but is also expanding its base of institutional and corporate depositors. In line with its fund recomposition strategy, the growth of institutional deposits has been managed with more efficient pricing and rates, thereby supporting improvements in the overall cost of funds structure.

Conventional Segment Innovations and Competitive Advantages

As one of the sectors contributing to GDP growth, the property sector, particularly housing, is expected to continue expanding to maintain the current economic growth momentum. This is largely due to the significant housing backlog, the property sector's multiplier effect on 174 other sub-sectors, and its contribution to job creation. According to BPS data from 2021, the property sector has directly employed up to 19 million people.

The vast potential for housing sector development is also reflected in Indonesia's mortgage-to-GDP ratio, which remains around 2.9%–3.0%, significantly lower than other Southeast Asian countries such as Singapore (44.8%), Malaysia (38.4%), Thailand (22.3%), and the Philippines (3.8%). This indicates substantial opportunities to further increase the housing sector's contribution to GDP.

Within the housing ecosystem, Company plays a strategic role as an enabler by providing supply-side financing through construction loans for developers and demandside financing through mortgage loans for the public. Beyond its role in supply and demand financing, Company also contributes to developing the secondary mortgage market through mortgage securitization. In general, Company's role in the national housing ecosystem is illustrated in the following diagram:



Each institution within the housing ecosystem plays a strategic, interconnected role that cannot be separated. BTN's role in the housing ecosystem is highly significant, serving as an enabler and integrator in the housing sector. Key stakeholders involved in the housing ecosystem include regulators, alternative funding providers, housing suppliers, residents or communities, and BTN itself.

Conventional Segment Strategy In 2025

In alignment with the eight strategic themes of the 2025–2029 long-term plan, the Company executed the following steps:

1. **Developing innovative low-cost transactional savings products**
   a. Launching a bundled payroll proposition to increase penetration with existing BTN companies in the ecosystem and New to Bank (NTB) and expanding reach to NTB customers, both payroll employees and key decision-makers, by placing dedicated payroll specialists within a one-Client Service Team (CST) RM coverage model.
   b. Intensifying retail funding sales footprint (through internal and outsourcing) in market areas with high Savings Account (SA) volume and growth potential, targeting mass and mass-affluent NTB customers to increase savings market

share from 1.3% to 2%-3% through increased sales productivity (e.g., training, KPIs, and sales productivity toolkits), branchless formats, and outsourcing.

c. Becoming the primary/secondary bank for first-time homebuyers - with millennial-focused product bundles for Existing to Bank (ETB) and New to Bank (NTB) to increase engagement with SA and debit/credit cards through partnerships with lifestyle retail goods and housing companies.

d. Driving BTN mobile customer acquisition and increasing the number of transacting accounts from 30% to 45%, launching a retail deposit war room with win-back for recently inactive customers and the acquisition of NTB, bundling products based on customer segments and expanding BTN-balé offerings to increase customer loyalty supported by cross-selling and engagement campaigns driven by Advanced Analytics (AA).

e. Expanding wealth proposition penetration to existing and hidden cash-rich customers within the Company's ecosystem, including bundling wealth propositions with payroll products and cash-rich Small and Medium Enterprise (SME) products.

2. **Targeting the Cash-Rich Self-Employed Segment in the Housing Ecosystem**

   a. Launching a needs-based proposition targeting cash-rich self-employed professionals within the housing ecosystem; with the potential to expand to the healthcare, legal, and consulting ecosystems

   b. Launching a merchant proposition targeting MSMEs and food and restaurant retailers through merchant product bundles, strengthening the merchant platform, and offering value-added services (beyond banking) through partnerships with merchant service providers/acquirers.

3. **Optimizing Fee-Based Product Penetration**
   Encouraging registration and utilization of transaction banking products with a single integrated platform, launching sector-specific solutions for cash-heavy and trade-focused priority segments, and activating dormant institutional accounts.

4. **Gaining Full-Wallet Share for SMEs and Wholesale**

   a. Launching a deposit war-room targeting existing SME value chain customers, acquired SME merchants, and wholesale customers to drive CASA penetration with campaigns leveraging AA and segment-specific pricing, targeted rewards, and product bundles for cash-rich sectors. In this regard, the deposit war-room serves as the Company's control center for real-time monitoring and management of third-party fundraising performance, including time deposits, demand deposits, and savings accounts. This facility enables rapid decision-making regarding interest rate adjustments and marketing strategies, enabling BTN to compete effectively in attracting liquidity.

   b. Targeting cross-selling funding into the end-to-end housing ecosystem and value chain acquisitions, for example, in the cement sector, starting from the wholesaler, distributor, retailer, and developer levels.

5. **Growing Non-Subsidized Lending by Enhancing Partnerships**

   a. Primary Housing: Deepening relationships with Top 50 developers by doubling the digital Turn Around Time (TAT), digitalizing back-end processes for RMs, providing a real-time tracking portal for customers and developers, increasing sales intensity, expanding sales centers in areas with high development potential, and providing higher incentives for bulk acquisitions for primary developers.

   b. Secondary Housing: Strengthening acquisition channels through an agent network that provides dual reporting lines from Direct-to-Consumer (D2C) agents within sales centers and a loyalty program for elite agents. Improving the customer experience with instant indicative offers, a one-week "time-to-yes" period, and a two-fold reduction in the overall TAT through a digitalized application process. Increase lead acquisition and generation through digital partners including seamless process integration with BTN property and Online to Offline (O2O) fulfillment journey.

   c. Developing a proposition to reduce churn/repayments with a centralized counter-offering team to reduce prepayment rates and a win-back campaign to target customers who have already switched.

6. **Increasing Penetration in the Housing Value Chain**

   a. Increasing value-chain penetration of corporate anchor clients from one anchor client to at least 15-20 anchor clients with dedicated value-chain specialists under a one-Client Service Team (CST) model with a centralized monitoring system for tracking.

b. Launching sector-specific product bundles for construction and real estate companies across the end-to-end lifecycle, including underwriting, financing, funding, and financial management services, as well as providing tiered programs and a universal annual limit for spokespeople (partners/agents).

7. **Expanding High-Yield Products to All Segments**
   a. Increasing higher-yielding products by expanding KAR/KRING to non-payroll and NTB customer bases by accelerating the deployment of digital application journeys, credit decision support, and highly personalized marketing across owned media channels. Launching new propositions and driving penetration for credit lines.
   b. Optimizing penetration and activation of fee-based income products for credit cards and wealth propositions, combined with savings and lending propositions.
   c. Increasing the volume and profitability of Joint Finance Schemes (B2B) and channeling partnerships.
8. **Expanding KUMK to Leading SME Sectors**
   Expanding KUMK to high-growth SME sectors with lower NPLs, improving the performance and practices of existing RMs, improving credit underwriting and streamlining processes, and launching innovative propositions to enter cash-intensive sectors with cash management offerings and bundled MSME loans. Trade-oriented sectors, namely export/import transaction banking propositions combined with micro, small, and medium enterprises (MSMEs) offerings. Entering high-growth, low-NPL sectors for Micro Business Loan (KUR) through superior credit capabilities and process digitization.

Business Prospects and Conventional Segment Strategies for 2026

Short Term Prospect

Housing loan growth is expected to remain resilient in the short term, supported by a combination of policy incentives and a substantial structural backlog. In the short term, two key factors have the potential to catalyze growth:

- Demand for low-income mortgages (MBR) is expected to remain strong, in line with the continuation of the government's subsidy program. For 2026, the government has set a FLPP quota of approximately 350,000 units nationally, and BTN is targeting/projecting subsidized housing financing of approximately 170,000 units throughout 2026, confirming the company's role as a key driver of subsidized mortgage distribution.
- In the short term, the housing sector remains in a phase of adjustment. The Residential Property Price Survey (SHPR) shows that in the third quarter of 2025, residential property sales in the primary market contracted by 1.29% (yoy), although this represents an improvement compared to the previous quarter's contraction of 3.80% (yoy). This slowdown was primarily driven by public purchasing power, rising building material prices, and more selective consumer preferences.

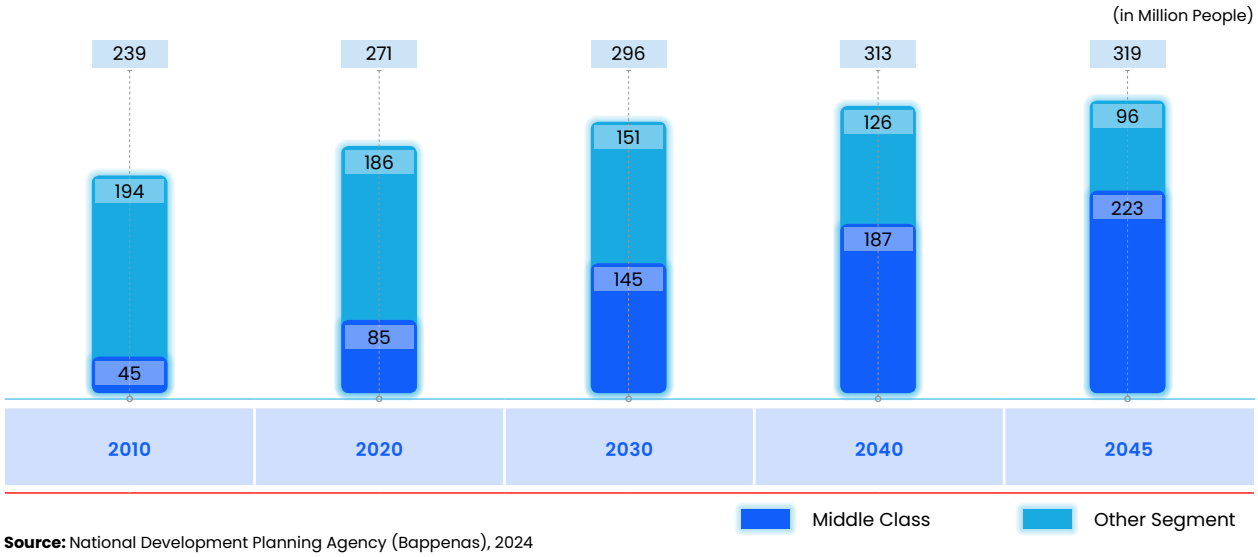
Nevertheless, several driving factors are beginning to form and lay the foundation for future recovery. The government has increased the FLPP mortgage allocation for the low-income segment by approximately 170,000 units specifically for the Company in 2026, which will strengthen demand for affordable housing. On the monetary policy side, the continuation of the LTV/FTV stimulus of up to 100% provides more flexible financing opportunities for the upper-middle class, potentially accelerating demand for non-subsidized property.

From the financing side, mortgages remain dominant, accounting for 74.41% of total home purchase financing sources, confirming the central role of banks, particularly the Company, as a key driver of the housing ecosystem. The improving trend in the IHPR, which continues to grow by 0.84% (yoy), also indicates that interest in property assets remains strong, particularly for small homes.

Medium and Long Term Prospect

The demographic bonus and growth of the middle class population dominated by the millennial generation are also driving the housing finance business in the future, where based on data from the Central Statistics Agency (BPS), currently the number of generation Z and millennial generations dominates the productive age population with generation Z (aged 8 - 23 years) reaching 27.94% and the millennial generation (aged 24 - 39 years) as much as 25.87%, where this portion is predicted to continue to grow for the next 10 (ten) years, which is an opportunity to develop the housing business in the first home buyer segment which is BTN's captive market.

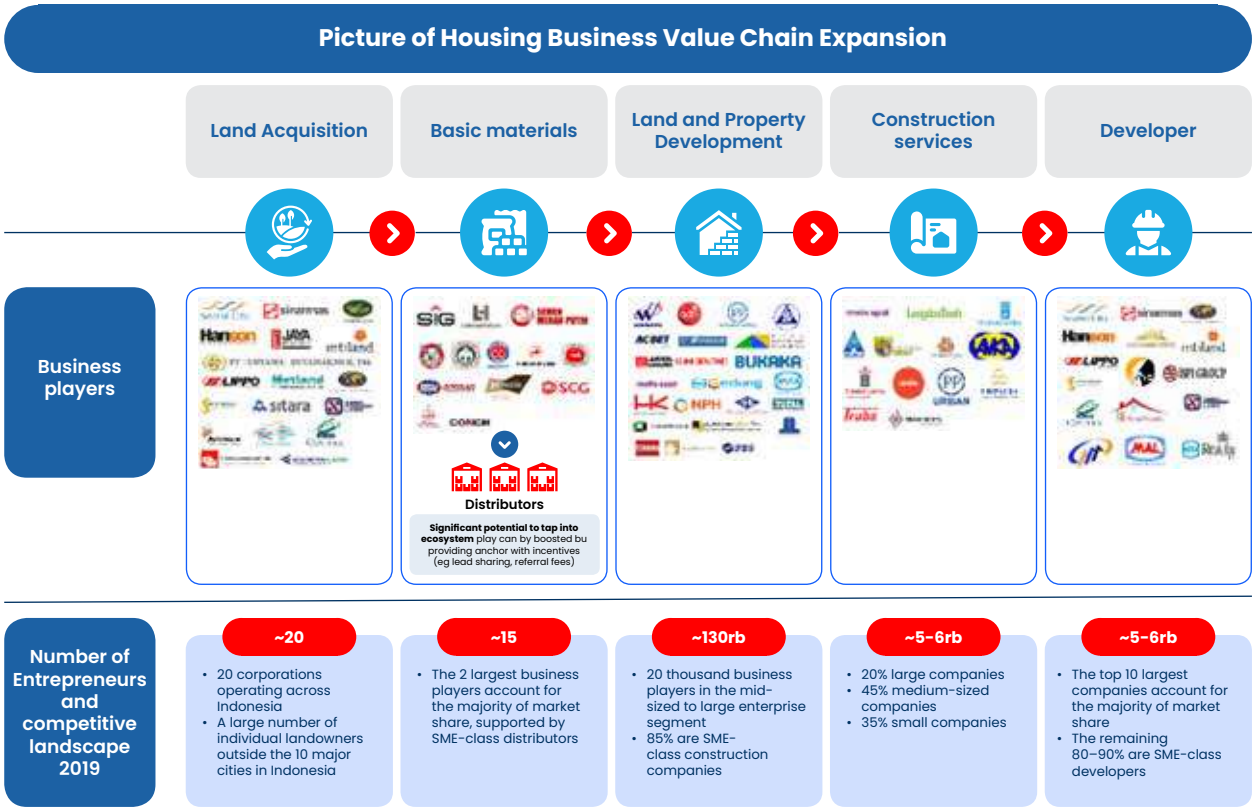
Graph of Indonesia Population Projection



Source: National Development Planning Agency (Bappenas), 2024

Furthermore, as a sector with a multiplier effect on 174 industrial sub-sectors, developing the housing business value chain is also one of the Company's business development strategies. To capture this opportunity, the Company will develop financial products and services targeting the expansion of the construction business value chain, including land acquisition, building materials, land and property development, construction services, and financing for developers.

Picture of Housing Business Value Chain Expansion

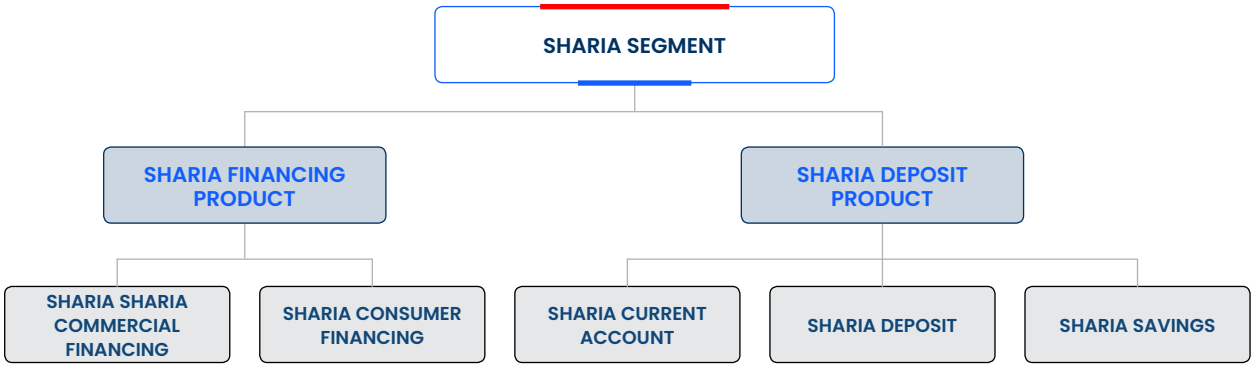


Source: Long-Term Corporate Plan 2025–2029

Sharia Segment

Sharia Segment Explanation and Productivity

Company is also developing a banking model that adheres to the sharia system. The Sharia Business Segment provides savings and financing product in consumer and commercial segment. The product performance of the Sharia Segment is described through 2 (two) products, namely Sharia Financing and Sharia Savings, with each description as follows:



Preview of Sharia Segment performance can be seen in the following table and chart:

Graph of Financing Position and Third Party Funds

(in IDR trillion)



Sharia Financing Products

Company also provides housing and non-housing financing facilities under sharia principle, which are divided into two types, i.e. Consumer and Sharia Commercial Financing. Detailed information regarding the performance of Company Sharia Financing products can be seen in the table and below:

Table of Sharia Financing Value Position

(in IDR million)

Sharia Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
Consumer Financing	51,352,635	41,156,171	10,196,464	24.78%
Sharia Commercial Financing	3,520,527	2,736,656	783,871	28.64%
Total Sharia Financing Value Position	54,873,162	**43,892,827**	10,980,335	25.02%

The total Sharia Financing distribution in 2025 reached IDR54.87 trillion, an increase of 25.02% compared to the 2024 disbursement of IDR43.89 trillion. This increase was due to an increase in growth contributions from Consumer Financing of IDR 10.19 trillion, an increase of 24.78% compared to 2024.

Table of Sharia Financing Volume Position

(in financing unit)

Sharia Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
Consumer Financing	371,435	311,252	60,180	19.34%
Sharia Commercial Financing	1,372	1,461	(89)	(6.09)
Total Sharia Financing Value Position	372,807	**312,713**	60,094	19.22%

Sharia financing successfully disbursed up to 2025 amounted to 372.807 financing units, an increase of 19.22% or 60.094 financing units compared to 2024, which had 312.713 financing units. This increase in financing volume was largely contributed by an increase in Consumer Financing of 60,180 financing units.

SHARIA CONSUMER FINANCING

Sharia Consumer Financing is distributed by Company through the following products:

1. Housing Financing, covering:
   a. BSN KPR Sejahtera disbursed through:
      - KPR BP2BT
      - KPR Sejahtera Tapak
      - KPR Sejahtera Susun
      - KPR SSM Tapak
      - KPR SSM Susun
      - KPR Tapera

   b. BSN Non Subsidized Housing Loan disbursed through:
      - House Ownership

   c. BSN Non KPR disbursed through:
      - House Construction
      - PUM-KB Jamsostek

2. Non-Housing Financing includes:
   a. Motor Vehicles
   b. Gold Pawning
   c. Multi-Services
   d. Multi-Benefits
   e. Gold Installments
   f. Multi-Benefits for Employee

Table of Sharia Consumer Financing Position

(in IDR million)

Sharia Consumer Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
HOUSING FINANCING	**50,857,322**	**40,866,065**	**9,991,257**	**24.45%**
SUBSIDIZED HOUSING LOAN	**33,883,248**	**26,521,953**	**7,361,295**	**27.76%**
KPR BP2BT	513,826	551,863	(38,037)	(6.89%)
KPR Sejahtera Tapak	26,781,550	18,549,858	8,231,692	44.38%
KPR Sejahtera Susun	1,285	1,363	(78)	(5.70%)
KPR SSM Tapak	6,174,606	6,972,292	(797,686)	0.00%
KPR SSM Susun	38,348	43,519	(5,171)	0.00%
KPR Tapera	373,634	403,058	(29,424)	(7.30%)
Non Subsidized Housing Loan	**16,934,646**	**14,303,159**	**2,631,487**	**18.40%**
House Ownership	10,438,214	9,040,139	1,398,075	15.47%
Indent House Ownership	6,496,432	5,263,020	1,233,412	23.44%
Non KPR	**39,428**	**40,953**	**(1,525)**	**(3.72%)**
House Building	36,583	37,172	(589)	(1.58%)
PUM-KB Jamsostek	2,845	3,781	(936)	(24.76%)
NON-HOUSING FINANCING	**495,313**	**198,266**	**297,047**	**149.82%**
Vehicle	924	1,485	(561	(37.80%)
Mortgage	-	-	-	-
Multipurpose Services	25,165	20,904	4,261	20.38%
Multipurpose Goods	223,303	175,877	47,426	26.97%
Gold Installment	17,734	-	17,734	100.00%
Employees Multipurpose	228,188	91839	136,349	148.47%
Total Sharia Consumer Financing Position	**51,352,636**	**41,064,331**	**10,288,305**	**25.05%**

The total Consumer Sharia Financing position in 2025 was IDR51.35 trillion, an 25.05% increase from IDR41.06 trillion in 2024. The increase in financing position was largely contributed by KPR Sejahtera Tapak financing which reached IDR26.78 trillion.

Table of Sharia Consumer Financing Volume Position

(in financing unit)

Sharia Consumer Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
HOUSING FINANCING	**366,584**	**307,580**	**59,004**	**19.18%**
SUBSIDIZED HOUSING LOAN	**304,208**	**250,808**	**53,400**	**21.29%**
KPR BP2BT	6,014	6,144	(130)	(2.12%)
KPR Sejahtera Tapak	212,898	156,941	55,957	35.65%

Sharia Consumer Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
KPR Sejahtera Susun	10	10	-	0.00%
KPR SSM Tapak	82,118	84,533	(2,415)	(2.86%)
KPR SSM Susun	297	305	(8)	(2.62%)
KPR Tapera	2,871	2,875	(4)	(0.14%)
Non Subsidized Housing Loan	**61,581**	**55,899**	**5,682**	**10.16%**
House Ownership	43,343	40,404	2,939	7.27%
Indent House Ownership	18,238	15,495	2,743	17.70%
Non KPR	**795**	**873**	**(78)**	**(8.93%)**
House Building	271	310	(39)	(12.58%)
PUM-KB Jamsostek	524	563	(39)	(6.93%)
NON-HOUSING FINANCING	**4,851**	**3,672**	**1,179**	**32.11%**
Vehicle	10	11	(1)	(9.09%)
Gold Pawn	-	-	-	-
Multipurpose Services	292	296	(4)	(1.35%)
Multipurpose Goods	3,713	3,141	572	18.21%
Gold Installment	336	-	336	100.00%
Employees Multipurpose	500	224	276	123.21%
Total Sharia Consumer Financing Position	**371,435**	**311,252**	**60,183**	**19.34%**

The volume of Consumer Sharia Financing in 2025 totaled 371.435 financing units, an increase of 19.34% or 60.183 units compared to 311.252 units in 2024. The increase in Consumer Financing volume was due to the growth in the contribution of KPR Sejahtera Tapak financing volume of 55,957 financing units.

SHARIA COMMERCIAL FINANCING

Sharia Commercial Financing is distributed by the Company through several products as follows:

1. Housing Financing
   a. Yasa Griya
2. Non- Housing Financing
   a. Sharia MSMEs
   b. Working Capital
   c. Investment

Table of Sharia Commercial Financing Value Position

(in IDR million)

Sharia Commercial Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
Housing Financing	**2,045,644**	**2,351,310**	**(305,666)**	**(13.00%)**
Yasa Griya	2,045,644	2,351,310	(305,666)	(13.00%)
NON-HOUSING FINANCING	**1,474,883**	**385,346**	**1,089,537**	**282.74%**
MSMEs Sharia	-	-	-	-
Working Capital	764,830	312,871	451,959	144.46%

Sharia Commercial Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
Investment	710,054	72,475	637,579	879.72%
Total Position of Sharia Commercial Financing Volume	3,520,527	**2,736,656**	783,871	28.64%

The Sharia Commercial Financing position in 2025 reached IDR3.52 trillion, an increase of IDR783.87 billion or 28.64% compared to 2024. The increase in financing position was due to an increase in Investment financing of IDR637.58 billion.

Table of Sharia Commercial Financing Volume Position

(in financing unit)

Sharia Commercial Financing	2025	2024	Increase/Decrease	
			Nominal	Percentage
Housing Financing	1,237	**1,334**	**(97)**	**(7.27%)**
Yasa Griya	1,237	1,334	(97)	(7.27%)
NON-HOUSING FINANCING	135	**127**	**8**	**6.30%**
Sharia MSMEs	-	-	-	-
Working Capital	97	78	19	24.36%
Investment	38	49	(11)	(22.45%)
Total Position of Sharia Commercial Financing Volume	1,372	**1,461**	(89)	(6.09%)

The total Commercial Financing volume in 2025 was 1,372 units, a decrease of 6.09%, or 89 units, compared to 1,461 units in 2024. The decrease in Commercial Financing volume was driven by a decrease of 97 units through the Construction Financing product.

Sharia Savings Product

The Company also collects third-party funds through the Sharia Business Unit through Current Account, Savings and Sharia Time Deposits products.

Table of Funds Position Sharia Savings

(in IDR million)

Sharia Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Berkah Current Account	26,944,158	19,824,690	7,119,468	35.91%
Berkah Savings	8,678,923	7,809,712	869,211	11.13%
Berkah Deposits	23,108,054	21,987,804	1,120,250	5.09%
Total Funds Position Sharia Savings	58,731,135	**49,622,206**	9,108,929	18.36%

The total Sharia Savings Funds in 2025 reached IDR58.73 trillion, an 18.36% increase compared to IDR49.62 trillion in 2024. This increase was largely driven by an increase in Sharia Demand Deposits of IDR7.12 trillion or 35.91%,. Sharia Savings and Sharia Time Deposits also increased by 11.13% and 5.09%, respectively.

Table of Sharia Savings Account Volume Position

(in account)

Sharia Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Berkah Current Account	92,188	76,270	15,918	20.87%
Berkah Savings	1,503,011	1,334,915	168,096	12.59%
Berkah Deposits	11,896	10,820	1,076	9.94%
Total Funds Position Sharia Savings	1,607,095	**1,422,005**	185,090	13.02%

The total volume of Sharia Savings Accounts in 2025 grew by 13.02%, from 1.422.005 accounts in 2024 to 1.607.095 accounts in 2025. Sharia demand deposits (GIRO) products, with 20.87% volume growth, were the largest contributor to the increase in Sharia savings volume. Sharia Savings accounts also saw an increase in account volume, reaching 168,096 accounts, a 12.59% increase compared to 2024.

SHARIA CURRENT ACCOUNT

Sharia Savings in the form of Current Account is provided through 2 (two) products, namely Berkah *Wadiah* Demand Deposit and Berkah *Mudharabah* Demand Deposit.

Table of Sharia Current Account Funds Position

(in IDR million)

Sharia Current Account	2025	2024	Increase/Decrease	
			Nominal	Percentage
Berkah *Wadiah* Demand Deposit	25,147,603	18,882,765	6,264,838	33.18%
Berkah *Mudharabah* Demand Deposit	1,796,554	941,925	854,629	90.73%
Total Berkah Current Account Position	26,944,157	**19,824,690**	7,119,467	35.91%

The total Berkah Current Account position in 2025 increased by 39.91% to IDR26.94 trillion, compared to IDR19.82 trillion in 2024. Both Berkah products experienced increases compared to 2024, with details of Berkah Mudharabah demand deposit increasing 90.73% to IDR1.8 trillion and Berkah Wadiah demand deposit increasing 33.18% to IDR25.14 billion.

Table of Sharia Current Account Account Volume Position

(in account)

Sharia Current Account	2025	2024	Increase/Decrease	
			Nominal	Percentage
Wadiah Berkah Current Account	89,887	74,056	15,831	21.38%
Mudharabah Berkah Current Account	2,301	2,214	87	3.93%
Total Position of Berkah Current Account Volume	92,188	**76,270**	15,918	20.87%

The total number of Sharia Demand Deposit accounts in 2025 was 92.188, an increase of 15.831 accounts or 21.38% compared to 2024. This increase was mainly contributed by the increase in Berkah demand deposit with an increase of 20.87% compared to 2024. Berkah Wadiah is a demand deposit product that has contributed quite significantly to the increase.

SHARIA SAVINGS

Sharia savings are provided through several products, namely Wadiah Berkah Savings, Mudharabah Berkah Savings, Haji dan Umrah Savings, TabunganKu, Qurban Savings, Simpel Savings, Emas Savings.

Table of Sharia Savings Funds Position

(in IDR million)

Sharia Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Wadiah Berkah Savings	1,702,986	1,499,161	203,825	13.60%
Mudharabah Berkah Savings	6,681,558	6,007,489	674,069	11.22%
Haji dan Umroh Savings	250,468	262,504	(12,036)	(4.59%)
TabunganKu	15,731	15,039	692	4.60%
Qurban Savings	8,701	7,334	1,367	18.64%
Simpel Savings	8,358	7,732	626	8.10%
Emas Savings	11,121	10,454	667	6.38%
Total Sharia Savings Funds Position	8,678,923	**7,809,713**	869,210	11.13%

The total Sharia Savings position in 2025 increased by 11.13% to IDR8.68 trillion, compared to IDR7.81 trillion in 2024. The largest contributor to the increase in Sharia Savings funds was the Mudharabah Berkah Savings, which increased by IDR674.01 billion. Mudharabah Berkah Savings is a savings account based on a mudharabah (investment) contract that provides profitable profit sharing to customers. The increase in Mudharabah Berkah Savings also indicates that the Company's Sharia Business Unit performance in 2025 improved and provided optimal profit sharing to customers, thus encouraging customers to entrust more of their funds to the Company's Sharia Business Unit.

Table of Sharia Savings Account Volume Position

(in account)

Sharia Savings	2025	2024	Increase/Decrease	
			Nominal	Percentage
Wadiah Berkah Savings	891.443	786.936	104.507	13,28%
Mudharabah Berkah Savings	160.812	157.409	3.403	2,16%
Haji dan Umroh Savings	265.530	224.705	40.825	18,17%
TabunganKu	39.221	32.810	6.411	19,54%
Qurban Savings	39.283	30.927	8.356	27,02%
Simpel Savings	93.819	90.489	3.330	3,68%
Emas Savings	12.903	11.639	1.264	10,86%
Total Sharia Savings Funds Position	1.503.011	**1.334.915**	168.096	12,59%

The total volume of Sharia Savings Accounts in 2025 reached 1.50 million accounts, a 12.59% increase compared to 1.33 million accounts in 2024. The largest contributor to the increase in the number of Sharia Savings accounts was the Berkah Wadiah Savings which increased by 104,507 accounts This increase was partly due to the effective implementation of the CASA and retail DPK programs.

SHARIA TIME DEPOSITS

Sharia savings in the form of deposits are provided through 3 (three) products, namely Individual Berkah Deposits , Institutional Berkah Deposits, Berkah Deposits On Call.

Table of Sharia Time Deposits Funds Position

(in IDR million)

Sharia Time Deposits	2025	2024	Increase/Decrease	
			Nominal	Percentage
Berkah Deposits (Individual)	1,682,879	1,472,223	210,656	14.31%
Berkah Deposits (Institution)	20,317,598	19,236,272	1,081,326	5.62%
Berkah On Call Deposits	1,107,577	1,279,309	(171,732)	(13.42%)
Total Sharia Time Deposits Funds Position	23,108,054	**21,987,804**	1,120,250	5.09%

The total Sharia Deposit position in 2025 amounted to IDR23.11 trillion, an increase of 5.09% compared to IDR21.99 trillion in 2024. The number of positions in Individual Berkah Deposits and Institutional Berkah Deposits increased by 14.31% and 5.62%, respectively. This increase in deposit value was contributed by, among other things, special programs offered to depositors, such as special ratios.

Table of Sharia Time Deposits Account Volume Position

(in account)

Sharia Time Deposits	2025	2024	Increase/Decrease	
			Nominal	Percentage
Berkah Deposits (Individual)	10,081	9,007	1,074	11.92%
Berkah Deposits (Institution)	1,753	1,689	64	3.79%
Berkah On Call Deposits	62	124	(62)	(50.00%)
Total Sharia Time Deposits Funds Position	11,896	**10,820**	1,076	9.94%

The total volume of Sharia Deposit accounts in 2025 reached 11,896, a 9.94% increase compared to 10,820 in 2024. This increase was primarily due to the 11.92% growth in Institutional Berkah Deposits, which was in line with the growth in Sharia Deposit funds in 2025.

Sharia Segment Innovations and Competitive Advantages

Some of the competitive advantages and innovations carried out by the Sharia Segment could be described as follows:

1. Opportunities for captive customers with KPR, Kredit Yasa Griya (KYG) and Institutional Funds have the potential to be developed.
2. Become a partner of the Government in the National Housing Program.
3. The excess reserve condition relatively high.
4. Transformation initiatives (Financing Origination System/FOS Collection, collaboration between Tapera and Army Housing Compulsory Savings (TWP AD), digital onboarding, and core banking system upgrade).
5. Development of sharia rent to own products

Sharia Segment Strategy in 2025

The sharia segment strategy for 2025 included financing business development strategy, funding development strategy, capital strategy, financing quality improvement strategy, fee based income strategy, Information Technology (IT) infrastructure strategy which is described as follows:

a. Financing Business Development Strategy

Strategy Theme	Initiative
1. Monetize housing ecosystem at-scale.	a. Optimizing relationships with top developers and partners. b. Strengthening acquisition channels, including the agent network. c. Improving business processes in consumer and commercial financing. d. Optimizing the existing partnerships through integration and synergy with the Funding Unit and expanding collaboration with agencies (payroll/collectives) to expand the pipeline. e. Opening and optimizing the use of BTN Property as a mortgage financing distribution channel. f. Developing integration between the BTN e-loan/sharia business unit system and BP Tapera through Tapera's digital services. g. Optimizing the Company's share of the 2025 FLPP and TAPERA mortgage quotas, targeting the fixed income and state civil apparatus (ASN) segments. h. Developing H2H FLPP (Sikasep, Sikumbang, etc.), H2H PUPR (SBUM and SSM), and H2H Tapera. i. Developing H2H with Insurance Partners to automate the closing of Subsidized Mortgage iB Insurance. j. Strategic programs with all business units related to achieving realization and increasing market share of subsidized mortgages. k. Strengthening the monitoring and evaluation of subsidized mortgage business processes. l. Socialization and education of FLPP mortgages and Tapera financing (mortgages, PRR, PBR) to associations and developers through webinars, developer gatherings, expos, and other media.
2. Transition from mono-bank to full-banking offerings	a. Expanding the non-housing business financing market by enhancing the BTN iB Multijasa portfolio. b. Improving payroll collaboration and non-mortgage financing distribution, as well as promoting non-mortgage products. c. Penetrating the gold pawn and installment market.
3. Expanding credit/financing/ financing for Micro, Small and Medium Enterprise Cooperatives (KUMK) to leading SME sectors	Expanding commercial financing to SME sectors with high growth and lower NPF, launching innovative and sharia-compliant propositions targeting both residential and non-residential sectors.

b. Funding Development Strategy

Strategy Theme	Initiative
1. Reengineering of effective TPF marketing models and product rebranding.	a. Developing effective and integrated marketing communications and rebranding through an umbrella campaign. b. Merchant and partnership promotions that can reach all of Indonesia. a. Organizing events that directly impact business achievements through integrated activities.
2. Strengthening the fundamentals of low-cost funding and focusing on cost-of-funds (CoF) improvements.	a. Increasing Hajj and Umrah savings through collaboration with affiliated third parties b. Increasing non-FLPP Demand deposits deposits from transactional cooperation and cash management of government institutions (Ministries/ Agencies/BLU). c. Recomposition of core customer ratio and optimization of cost of funds by diversifying core customers. d. Increasing retail savings composition through intensified collaboration with individual customers in affiliated institutions. e. Collaborating with Islamic Institutions and Philanthropy f. Implementation of the Serbu program to Hospitals, Health Institutions, Schools, Madrasas, Islamic Boarding Schools, SOEs, Universities and Colleges.
3. Enhancing low-cost transactional savings products	a. Developing a Spider Web Business Ecosystem with a focus on Islamic related, property related, healthcare and education segments. b. Increasing the acquisition and transaction of e-channel services (mobile banking, CMS, QRIS, EDC and virtual accounts) through effective promotions and campaigns. c. Completing the development of digital products (new BTN Sharia mobile banking, new virtual accounts, and opening of E-KYC online accounts) according to the timeline. d. Product collaboration with financing

Strategy Theme	Initiative
4. Strategy to increase CASA fund	a. Increasing CASA with the development of digital banking and e-banking features. b. Increasing transactions with existing captive customers (Non-Subsidized Mortgage, SME, Commercial, and Corporate customers). c. Utilizing e-channels (New Mobile Banking, online account opening with eKYC, and New Virtual Accounts) to encourage transactional checking and savings accounts. d. Optimizing digital banking services through online customer account opening without the need for customers to visit the outlet. e. Increasing CASA funds through marketing activities such as investor gatherings, property expos, and individual engagement.
5. Expanding wealth proposition penetration by launching needs-based propositions for priority sharia customers.	a. Improving service to certain customers by providing special attention and exclusive facilities to priority Sharia customer segments. b. Adding products and establishing bancassurance provisions. c. Establishing infrastructure for a Wealth Management Transaction System. d. Establishing priority service outlets.

c. Capital Strategy

To support the distribution of business development strategies. sufficient capital was required by taking into account meeting the minimum capital requirements according to Basel III. In line with these provisions, UUS BTN plans to have a capital position of IDR3.81 trillion in 2025. So that the spin-off could be implemented in 2025. Efforts to strengthen capital in 2025 were focused on increasing profits/profitability.

d. Financing Quality Improvement Strategy

Strategy Theme	Initiative
1. Strengthen the collection management system.	a. Strengthening the Collection Management System - Consumer Segment. b. Strengthening the Collection Management System - Commercial Segment c. Aligning KCS organizational structure with SHAD organizational structure. d. Acceleration of completion of main documents and monitoring to accelerate litigation. e. Improving the quality of customer data. f. Optimization of collection business processes at Branch Offices (improving desk call functions). g. Implementation of FOS Collection - Consumer Segment
2. Improve Outsourcing (TAD) management.	a. Evaluation of TAD collection performance (engagement, workload, and others) a. Monitoring productivity of TAD collection, icoll usage and contact rating
3. Accelerate the sale of Non-Performing Loans assets.	a. Bulk sale of non-performing financing assets through investor cooperation. b. Expanding non-performing financing sales channels through the affordable housing portal and e-commerce partnerships in the property sector. c. Project assets sales to accelerate the recovery of non-performing loan.
4. Massive Improvement in Quality of Sharia Commercial Financing.	5. Updating data on NPF and passive commercial financing profiling. 6. Coaching and mentoring for RM in KCS regarding commercial collection.
5. Expanding the network to third parties in an effort to resolve financing problems.	Approach the State Property and Auction Services office (KPKNL) and the Religious Courts as well as expand cooperation with property agents, BLS, advocates, developer associations and contractors.
6. Expand policy relaxation and reward provision.	Providing policies to expedite the financing settlement process as well as providing rewards and operational assistance.

e. Fee Based Income Strategy

Strategy Theme	Initiative
1. Increase in Bank administration income.	a. Increasing the contribution of financing administration costs. a. Optimizing the imposition of administration fees for Third Party Funds.
2. Increase in fee/ujroh income for Bank services.	a. Optimization of fees/ujroh on bancassurance. b. Bancassurance product development c. Increase fees/ujroh for payroll transactions. d. Optimization of fees/ujroh for other banking services

Strategy Theme	Initiative
3. Increase transaction-based fees.	a. Increase in e-channel users (Mobile Banking, CMS, VA, SMS Notification, ATM). b. Increase in e-channel transaction (Mobile Banking, CMS, VA, SMS Notification, ATM). c. Development and improvement of e-channel features. a. Increase Virtual Account (VA) based partnership collaboration.

f. Information Technology (IT) Infrastructure Strategy

IT development at UUS Bank BTN in 2025 was carried out by Company Headquarter in order to support corporate plans and the aspirations of the Directors' General Policy for 2025 in the areas of loans/financing and loans/financing quality, funding and office networks, fee-based income, and expenses overheads. The 2024 IT development plan is broadly in line with the main RSTI 2025-2029 Initiative, as follows:

Strategy Theme	Initiative
1. Enhancement of sharia business process support applications.	a. KCS access to GL mutations by request b. Special ratio approval c. Automatic closing of dormant accounts d. *Chart of account* e. Deposit advice f. Transaction details on individual customer checking accounts g. Financial Nostro h. Hajj customer flagging i. Inventory Information j. FOS integration with the collection dashboard for real-time collectibility and available balances k. Loan transaction correction menu l. Automation of non-ARO deposits m. Separating large and medium-sized customer flagging in the system for performance monitoring n. CDC development related to notary performance o. E-loan development to display guarantee fund reports p. E-loan development to display LPA and appraisal track reports q. E-loan development to display OTS income and collateral visit track reports r. FOS-related developments s. Removal of stamp duty flags on demand deposit products t. Enhancement of Change Data Capture (CDC) related to Latency (LAT)/Data Accuracy (DAT) based on developer segmentation. u. Murabahah installment data improvements v. Deposit data improvements w. Deposit and loan data improvements x. TPF Retail data improvements y. Write-off data improvements z. Customer write-off account statement improvements aa. Write-off transaction improvements bb. NPF shifts on the collection dashboard can move in real time, such as from Column 2 to Current (Column 1). cc. Data remapping and changes to the regulatory reporting architecture
2. *Digital banking strategy*	a. Cloning OLOB system b. *Customer Relationship Management* (CRM) c. *Point and reward* d. Spekta points and cashback system e. QRIS *merchant* f. Soft token for cash management system g. Digital gold savings
3. Automating front-end and back-end processes to improve operational efficiency	a. Performance dashboard application (performance management review) b. Sharia policy management application c. H2H life insurance closing d. H2H guarantee insurance closing e. H2H SSM mortgage billing and settlement reports f. Host-to-host Sharia i-loans with the insurance broker portal g. Host-to-host Sharia i-loans with the insurance broker portal PT Proteksi Jaya Mandiri h. Host-to-host Sharia i-loans with PT Binasentra Purna and PT AA Pialang Asuransi i. Integration of BTN Properti with FOS and Sharia i-loans j. Implementation of PSAK 413: Impairment

Strategy Theme	Initiative
	k. Development of an application to centralize collateral documents (monitoring the completion of PPJB documents and the progress of indent mortgage construction) l. Development of a non-mortgage financing business process through Sharia i-loans m. Development of a Financing Originating System (FOS) for monitoring commercial financing n. Use of the OTS (CLAPS) application (as in conventional BTN) for on-site verification o. Simplification of CIF p. Systemization of the 3 Pillars KK and KK Monitoring q. *Treasury System* r. AIDP and Istisna Term Report s. CS End-of-Day Report t. Outlet OPH End-of-Day Report u. Outlet Own Transaction End-of-Day Report v. TB Anomaly Report w. GL Anomaly Balance Data Report x. Daily Accounting Report y. Deposit Reconciliation Report z. Reconciliation Report of TPF Savings and Demand Deposit aa. SDB Occupancy Report bb. Financing Write-Off Report cc. *Report stock inventory* dd. Systemization of RBH/PBH ee. Tapera digital service phase 2 ff. KLS Users
4. Infrastructure and License App	a. *Hardware Security Module* (HSM) b. Pentaho Enterprise Procurement c. Repository server to centralize collateral documents d. API Management application server e. Sharia Business Unit internal portal application server f. Banking Integration System (BIS) development physical server g. Banking Integration System (BIS) production physical server

In addition to IT development, Company will conduct evaluations and updates of IT policies in accordance with regulatory requirements, internal bank policies, and best practices. To enhance the capacity and capability of the IT team, Company will provide training and certification tailored to the specific needs of each team member.

IT Security Strategy
IT development related to security has been outlined in the Information Technology Strategic Plan (RSTI) 2025–2029, which adopts the theme Security by Design to enhance the security of the Company's systems and applications, including improvements in cybersecurity, implementation of identity and access management, and enhancement of infrastructure security. In line with these initiatives, the planned activities include compliance with Law No. 27 of 2022 concerning Personal Data Protection, infrastructure security availability, technology refreshment, fulfillment of regulatory compliance, governance of data and user access, as well as mitigation of fraud and transaction misuse (money laundering and gambling activities).

g. Risk and Compliance Implementation Strategy

UUS risk and compliance implementation strategy will be executed in 2025 through BTN Induk, focusing on the following key areas:

Strategy Theme	Initiative
1. Improving the quality of risk management implementation.	a. Developing digital risk and IT management capabilities through fraud detection and cybersecurity. b. Optimizing IT risk management by strengthening the three lines of defense in IT and digital areas. c. Risk awareness fraud. d. Implementing risk monitoring through standardization, digitalization, guideline and tool development, and improvement of risk culture.
2. Enhancing corporate governance standards.	a. Improving the bank's governance rating. b. Increasing employee awareness regarding corporate governance.

Strategy Theme	Initiative
3. Strengthening the role of AML, APU, and PPT based on compliance with mandatory regulations.	a. Anti-Money Laundering (AML) Creative Campaign. b. Workshops and training on Anti-Money Laundering (AML) Program, CounterTerrorism Financing (CFT), and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (PFWMD). c. Branch visit regarding AML, CFT, and PFWMD d. Enhancing the Bank's Anti-Bribery Management System. e. Increasing employee awareness regarding gratuities and Good Corporate Governance (GCG).
4. Enhancing the capability and quality of audit implementation.	a. Conducting ISO 9001:2015 Quality Management System surveillance audits. b. Updating the General Audit Policy in accordance with regulations and standards. c. Developing a Quality Assurance Policy in accordance with regulations and standards. a. Optimizing the implementation of ISO 9001:2015/Standard Operating Procedure (SOP)/Implementation Guidelines (Juklak) workshops.
5. Compliance with regulatory requirements	a. Fulfilling regulatory requirements related to the Annual Report, Sustainability Report, Sustainable Finance Action Plan (RAKB), and Environmental, Social, and Governance (ESG). a. Implementing Corporate Social and Environmental Responsibility (TJSL) in accordance with the four pillars of sustainable development: social, economic, environmental, and legal governance.

h. Human Resource (HR) Development Strategy

In 2024, BTN's parent company established a division focused on managing digital and operational risks, namely the Digital & Operational Risk Management Division (DORD), which previously managed digital and operational risks under the Enterprise & ESG Risk Management Division. The establishment of DORD is one of the Company's strategies to balance the speed of the Company's digital product development with managing digital and operational risks so that the Company can achieve its business objectives. DORD consists of 8 (eight) departments: the Digital Risk Management Department, the Operational Risk Management Department, the Fraud Risk Management Department, the Regional Operational Risk Control Department, and 4 Operational Risk Control Departments that oversee the Company's Directorates. This division also participates in managing the Company's sharia business unit risks.

Throughout 2024, DORD focused on strengthening its position as a new division and accelerating its stabilization process to ensure optimal contribution to achieving the Company's goals. This initiative was based on three key pillars: People, Process, and Technology, including:

1. Developing a framework and operating model for digital and operational risk management governance, particularly through the addition of risk controller and fraud risk management functions.
2. Developing the necessary human resources (HR) capacity based on workload analysis and HR capacity development.
3. Developing a Fraud Detection System (FDS) solution to enhance fraud detection and prevention capabilities across customer onboarding applications (both manual and digital) and transactions.
4. Establishing a risk register for all Divisions at Head Office and conducting periodic risk control self-assessments.
5. *Diagnostic assessment internal control over financial reporting* (ICoFR).
6. Improvements to the Business Continuity Management (BCM) framework and the establishment of a Business Impact Analysis (BIA).
7. Strengthening IT project delivery through the implementation of IT project assurance.
8. Developing the existing third-party risk management framework in the areas of information security and data privacy.
9. Strengthening the IT, digital, and cyber risk profile components to align with OJK Circular Letter 29 of 2022 concerning Cyber Resilience and Security for Commercial Banks.
10. Strengthening risk awareness through the implementation of periodic risk control self-assessments.

i. Current Digital and Operational Risk Management Implementation Strategy

For 2025, DORD focused on strengthening the risk management foundation for sustainable funding through the implementation of the following strategic initiatives:

1. Strengthening the capacity and capabilities of the Digital and Operational Risk Management Division to effectively respond to the increasing complexity of digital and operational risks.
2. Strengthening internal control governance, particularly related to financial reporting (ICOFR).
3. Strengthening data privacy risk management in collaboration with the Compliance Business Unit.
4. Strengthening the business continuity management (BCM) framework and strategy.

5. Strengthening end-to-end third-party risk management to ensure proper oversight and risk mitigation from external entities.
6. Strengthening zero-trust architecture governance and cybersecurity for AI-based, mobile, and cloud computing applications.
7. Strengthening the risk framework to support payroll transactions and bundled propositions.
8. Real-time fraud detection system for retail, SME, and wholesale fraud applications.

j. Medium-Term Digital and Operational Risk Management Strategy (2025-2027)

The DORD's medium-term (2025-2027) strategic initiative focuses on strengthening the risk management foundation for sustainable funding and optimizing risk management for housing ecosystem monetization, product expansion, and cross-selling through the implementation of the following initiatives:

1. Strengthening the capacity and capabilities of the Digital and Operational Risk Management Division to effectively respond to the increasing complexity of digital and operational risks.
2. Strengthening internal control governance, particularly related to financial reporting (ICOFR).
3. Strengthening data privacy risk management in collaboration with the Compliance Business Unit.
4. Strengthening the business continuity management (BCM) framework and strategy.
5. Strengthening end-to-end third-party risk management to ensure proper oversight and risk mitigation from external entities.
6. Strengthening zero-trust architecture governance and cybersecurity for AI-based, mobile, and cloud computing applications.
7. Strengthening the risk framework to support payroll transactions and bundled propositions.
8. A real-time fraud detection system for retail, SME, and wholesale fraud applications.
9. Improving data sharing protocol governance and utilizing Data Loss Prevention (DLP) using AI-based analytics.
10. Strengthening the risk framework to support the acquisition of secondary homes and construction products.
11. Implementing AI-based transaction fraud monitoring and collaborating with external agencies.
12. Implementing agile risk management to support the speed of digital development.
13. Integrating all risk domains, including digital, operational, and fraud risks, into a single, effective platform to provide comprehensive visibility.
14. Integrating anti-fraud into the merchant platform.

k. Human Resource (HR) Development Strategy

Considering that UUS BTN is still classified as a Sharia Business Unit, its role as a liaison means that the human resource development strategy of UUS BTN follows the Human Resource Development strategy formulated by Company Induk. The Human Resources Development Strategy aims to support business development and realize the aspiration to "Become a home for the best Indonesian talent." The HR development strategy's direction is "Developing the 3Ps (Productive, Prominent, and Prosperous) of Globally Oriented Talent, namely developing human resources to achieve high productivity (productive), superior and competitive capabilities (prominent), competitive well-being (prosperous), and broad and global insight (globally oriented).

In 2025, the Human Capital theme was "Build a Strong HC Learning and Development Engine and Optimize the HC Advisory Function to Support Business Strategy and Sustainable Funding." In 2025, Human Capital development focused on developing sales capabilities, particularly funding, through the development of the learning and development pillar and the HC Business Partner function. The human resources development strategy for 2025 was as follows: strategi pengembangan sumber daya manusia pada tahun 2025 adalah sebagai berikut:

1. Optimizing the role of Human Capital Business Partner as a strategic business partner.
1. Re-inventing BTN DNA (for all BTN employees and leadership roles).
2. Refining sales KPIs to make them more focused.
3. Developing sales productivity measurement.
4. Implementing personal cost planning, phase 1: HC cost as a baseline productivity measurement and CIR components in self-funded incentives.

Business Prospects and Conventional Segment Strategies for 2025

Short Term Prospect

Credit/financing growth in the housing sector is predicted to continue to grow in line with credit/financing growth. In the short term, there are two main factors that will drive credit growth in the housing sector:

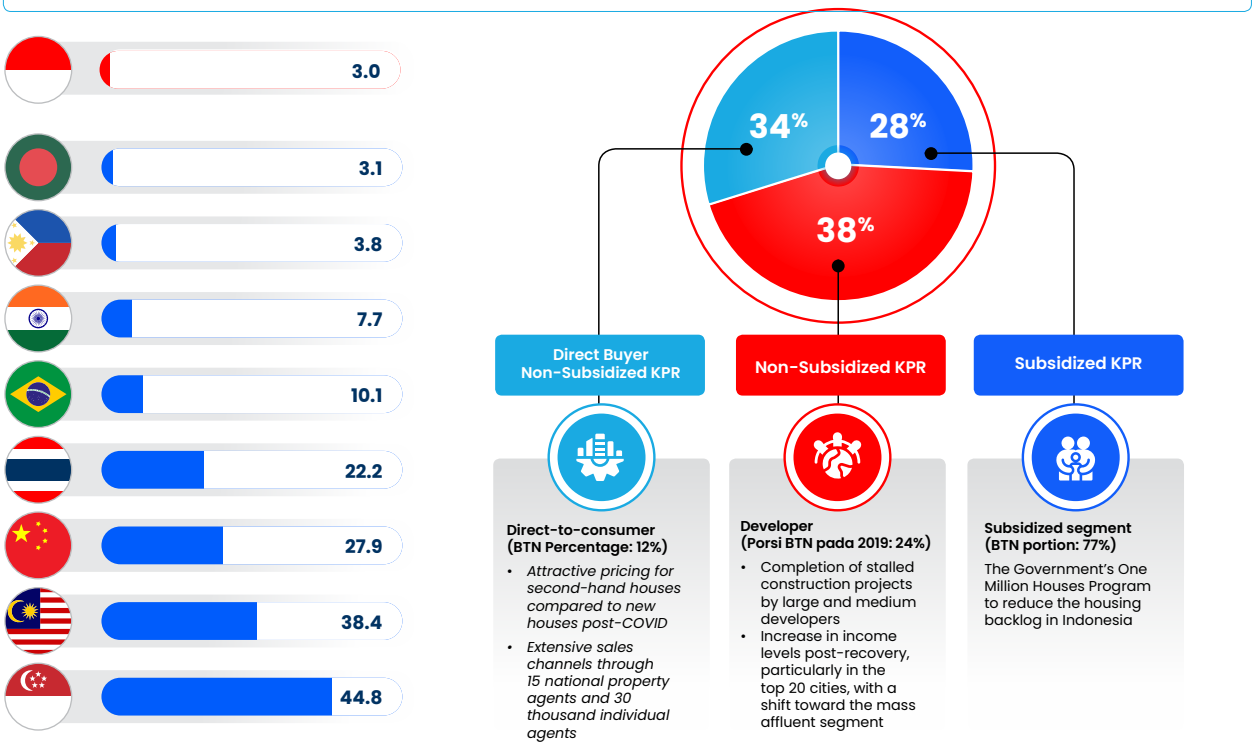
1. The first factor is the potential increase in Home Ownership Credit (KPR) for the Low-Income Community (MBR) segment, contributed by the increased allocation of Government-Subsidized KPR. In 2025, the Government allocated a Housing Ownership Liquidity Facility (FLPP) mortgage loan with a potential of 400,000 units.

2. The second factor is Bank Indonesia's policy to extend the Loan to Value (LTV)/Financing to Value (FTV) regulation up to 100%, which will remain in effect until the end of 2025. The Residential Property Price Index (IHPR) growth in the third quarter of 2025 was recorded at 0.84% (yoy), lower than the 1.46% (yoy) growth in the third quarter of 2024. This was due to a slowdown in price growth across all housing types, particularly large-scale housing, which grew 0.72% (yoy), compared to the 0.70% (yoy) growth in the second quarter of 2025. The price index for small and medium-sized housing types fell to 0.71% (yoy) and 1.18% (yoy), respectively, down from 1.04% (yoy) and 1.25% (yoy) in the previous quarter.

Medium and Long Term Prospect

The low ratio of Home Ownership Credit (KPR) to Gross Domestic Product (GDP) also presents an opportunity for Company to expand its housing business in the future. In the fourth quarter of 2024, Indonesia's mortgage to GDP ratio was 3.00%, which was still smaller compared to other Southeast Asian countries, such as: the Philippines (3.80%), Thailand (22.23%), Malaysia (38.40%), and the highest was Singapore (44.80%).

Picture of Housing Loan (KPR) Business Development Prospect

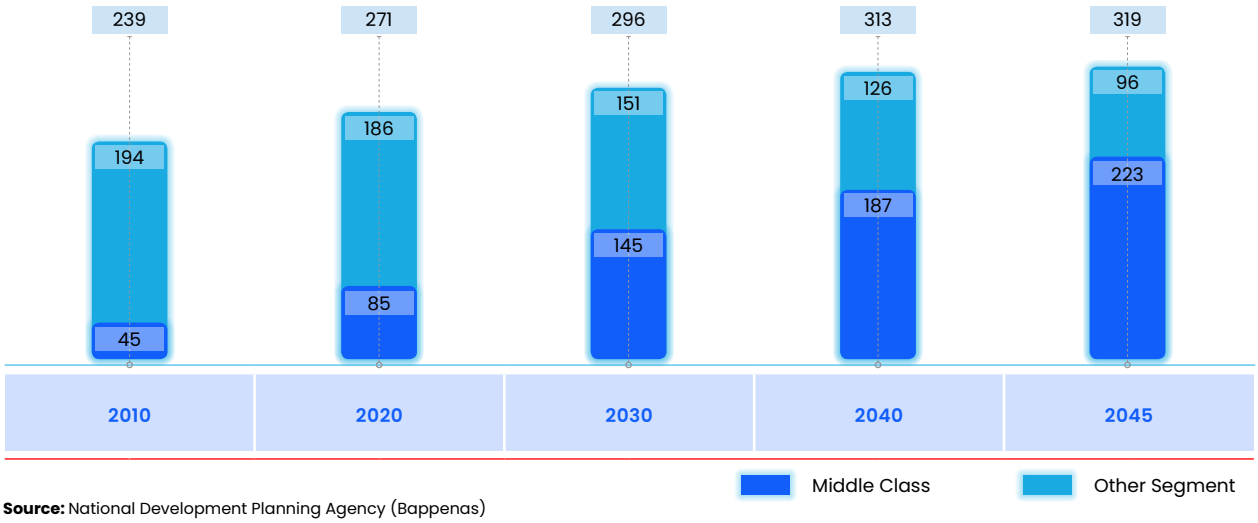


Source: Bank BTN Corporate Plan 2021-2025

With the commitment to sustainability of the Government's Three Million Houses Program and the increasing middle income population dominated by the millennial generation and emerging affluent segment, Company taken into consideration for expanding its focus in developing the housing business in the future, especially in increasing market share in the millennial and emerging affluent segments. To capture this growth potential, next year Company will increase sales of Non-Subsidized KPR by targeting top developers and direct selling KPR to consumers (direct to consumer) through collaboration with national property agents and individuals.

The demographic bonus and growth of the middle class population dominated by the millennial generation are also driving the housing finance business in the future, where based on data from the Central Statistics Agency (BPS), currently the number of generation Z and millennial generations dominates the productive age population with generation Z (aged 8-23 years) reaching 27.94% and the millennial generation (aged 24-39 years) as much as 25.87%, where this portion is predicted to continue to grow for the next 10 (ten) years, which is an opportunity to develop the housing business in the first home buyer segment which is BTN's captive market.

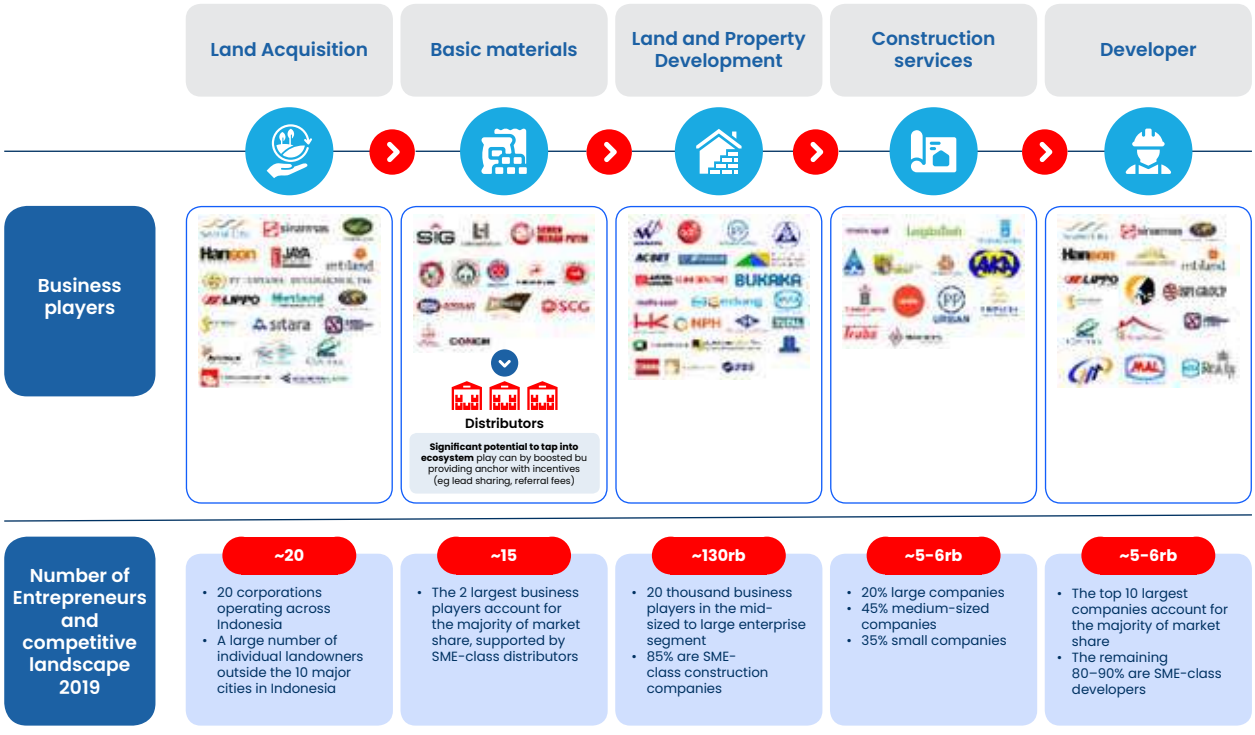
Graph of Indonesia Population Projection



Source: National Development Planning Agency (Bappenas)

Furthermore, as a sector with a multiplier effect on 174 industrial sub-sectors, developing the value chain of the housing business is also one of the business development strategies that Company will pursue. To seize this opportunity, Company will develop financial products and services targeting the expansion of the construction business value chain, including land acquisition, building materials, land and property development, construction services, and financing for developers.

Picture of Housing Business Value Chain Expansion



Source: The Company Long-Term Plan 2025-2029

As a company that prioritizes housing finance as its core business, BSN contributes to the success of the government's Three Million Homes Program, contributing more than 17% annually. Furthermore, to accelerate the resolution of the housing backlog, BSN is expanding its role beyond its role as a financing institution to include a partner for all housing stakeholders, both on the supply and demand sides, to expand affordable housing financing for the Low-Income Community (MBR) segment.

To increase its contribution to the housing sector and support the Ministry of State-Owned Enterprises' transformation roadmap, BSN established a vision to become a Blessed and Trustworthy Family Finance Partner by 2025. BSN aspires to become the #2 True Indonesian Sharia Bank. To achieve this aspiration, six strategic themes have been established in BSN's 2025-2029 Long-Term Plan:

1. Preferred Islamic Proposition to provide wealth management services and business solutions based on Sharia principles for emerging affluent and underserved affluent segments.
2. Provincial Strategy to accelerate growth in provinces with a large conformist base through Islamic financial solutions.
3. B2B2C to connect Islamic institutions, SMEs, and non-housing corporations/communities with Sharia financial services.
4. Dominant in Housing to strengthen BUS's dominant position in housing finance through the BSN ecosystem.
5. Digital Acquisition to accelerate funding (CASA) through fast, personalized, and easily accessible banking services.
6. Sharia-specific hooks to encourage the adoption of Sharia products.

In alignment with the six strategic themes of the BSN long-term plan for 2025-2029, the following strategic steps will be taken:

1. Preferred Islamic Proposition
   a. Encouraging the acquisition of priority customers through a relationship manager (RM) approach. RMs will actively participate in networking events, particularly Islamic-related forums.
   b. Developing the BSN Prospera and Wealth value proposition by providing Islamic lifestyle privileges for priority customers.
   c. Enhancing capabilities and develop partnerships to support Prospera and Wealth products by offering premium Sharia investment products, collaborating with financial institutions and premium Sharia brands, and developing internal capacity through Sharia product consultancy services.
   d. Improving the customer experience through BSN's digital transformation by introducing features that make digital interactions more personalized, informative, and easily controlled by customers.

2. Provincial Strategy
   a. Establishing BSN's position as a Sharia Bank with a strong foundation in the premium retail segment, focusing on three main products: Non-Subsidized Sharia Mortgages, Wadiah Savings, and Gold Ownership Solutions.
   b. Entering potential markets through low-capex channels and O2O models with local institutions. BSN focuses on areas with high Muslim populations, providing Sharia-compliant banking products and services in mini markets and modern retail outlets, and conducting Sharia financial literacy programs in educational institutions.
   c. Optimizing the main branch network in strategic areas, which also serve as integrated Sharia service centers in the regions.

3. B2B2C (Ecosystem Play)
   a. Establishing acquisition points through partnerships with Sharia businesses. Acquiring business through dedicated B2B RMs to foster strong relationships and open new business opportunities, and expanding reach through strategic ecosystem partnerships by collaborating with government agencies and national programs, Muslim communities, and business associations.
   b. Optimizing B2C acquisition with payroll offers and attractive deals through third-party merchants.

4. Dominant in Housing
   a. Developing Sharia-compliant transaction-linked CASA (Cash Asset Management) programs, such as integrated rewards into every non-subsidized mortgage financing transaction.
   b. Cross-selling personal financing products to existing financing customers to increase product holdings.
   c. Optimizing penetration of the housing ecosystem through financing and funding businesses. BSN will expand its reach not only to buyers (retailers) but also to developers, contractors, and related businesses.
   d. Transforming the customer experience from retail to corporate. This will be achieved by digitizing the financing application and approval process and integrating mortgage platforms into the BSN Sharia mortgage ecosystem.

5. **Digital Acquisition**
   a. Developing a digital funding journey, starting with account opening, OLOB, and digital account management.
   b. Developing a digital financing journey by digitizing the end-to-end process for housing financing, CCPL, and SME financing.
   c. Developing digital transactions and payments by enhancing capabilities such as QRIS, BI-Fast, multi-currency, and bill payment.
   d. Transforming existing mobile banking into a super app, envisioned as a one-stop solution for digital Sharia services.
   e. Developing hyper-personalization capabilities by leveraging data analytics to deliver highly personalized product and service offerings.
   f. Developing omni-channel customer service capabilities by adapting to each customer's interaction preferences, such as through mobile apps and internet banking, contact centers and live chat, OLOB and offline outlets, and chatbots.
6. **Sharia-Specific Hooks**
   a. Repackaging Sharia-compliant products with exclusive differentiation compared to conventional products.
   b. Providing gold ownership solutions to become a "Bullion Bank" by offering comprehensive offerings ranging from savings and financing to gold investments.
   c. Acquiring customers through financial platforms, offering exclusive rewards, and referrals. This multi-channel strategy is also implemented in conjunction with community-based awards.

Subsidiary Segment

Bank Syariah Negara (BSN)

Overview and Productivity

The subsidiary segment constitutes part of the Company's business activities conducted through its subsidiary, Bank Syariah Negara (BSN). Through this entity, the Company develops and operates banking services based on Islamic sharia principles.

Table of Productivity – BSN

(in million of Rupiah)

Description	2025	2024	Increase/Decrease	
			Nominal	Percentage
Loans	**54,873,163**	**43,892,827**	**10,980,336**	**25.02%**
KPR	50,820,739	40,828,893	9,991,846	24.48%
Non KPR	531,896	327,277	204,619	62.52%
Commercial	3,520,527	2,736,656	783,871	28.65%
Deposits	**58,731,134**	**49,132,750**	**9,598,384**	**19.53%**
Savings	8,678,923	7,809,712	869,211	11.13%
Current Accounts	26,944,158	19,824,690	7,119,468	35.91%
Time Deposits	23,108,054	21,498,347	1,609,707	7.49%

As part of transparency and accountability in portfolio management, the following outlines the performance developments of each BSN product, reflecting growth and strengthening business positioning across each business line

- **Loans**
  In 2025, total loans amounted to IDR54.87 trillion, an increase of IDR10.98 trillion or 25.02% compared to IDR43.89 trillion in 2024. This growth reflects strong acceleration in financing expansion, in line with the strategy to reinforce core business and monetize the housing ecosystem.
- **KPR**
  Mortgage Loans (KPR) increased from IDR40.83 trillion in 2024 to IDR50.82 trillion in 2025, representing a growth of 24.48%. KPR remained the primary

contributor to loan growth, accounting for the largest share of the total portfolio. This increase indicates sustained demand for housing financing as well as the effectiveness of market penetration strategies and collaboration with developers.

- **Non KPR**
  The Non-KPR segment recorded significant growth of 62.52%, increasing from IDR327.28 billion in 2024 to IDR531.90 billion in 2025. Although still relatively small in nominal terms, this growth reflects efforts to diversify the financing portfolio and strengthen income sources beyond the core KPR business.
- ***Commercial***
  Commercial Loans grew by 28.65%, from IDR2.74 trillion to IDR3.52 trillion in 2025. This growth indicates increased financing to productive sectors and business players, particularly those linked to the housing value chain, thereby indirectly supporting KPR growth through an ecosystem-based approach.
- **Deposits**
  Total deposits increased by 19.53% to IDR58.73 trillion, compared to IDR49.13 trillion in the previous year. This increase reflects sustained customer confidence and the Company's ability to mobilize funds to support credit expansion.
- **Savings**
  Savings grew by 11.13%, from IDR7.81 trillion to IDR8.68 trillion. This growth demonstrates stability in retail funding and contributes to strengthening low-cost funds (CASA).
- **Current Accounts**
  Current Accounts recorded the highest growth at 35.91%, increasing from IDR19.82 trillion to IDR26.94 trillion. This increase strengthens the Company's low-cost funding structure and has the potential to reduce the overall cost of funds.
- **Time Deposits**
  Time Deposits grew by 7.49%, from IDR21.50 trillion to IDR23.11 trillion. Although the growth was more moderate compared to current accounts and savings, time deposits remain a stable source of funding in maintaining the liquidity balance.

Competitive Advantages and Innovation

BSN's competitive advantage is anchored in its positioning as a Sharia bank focused on ecosystem-based housing financing. Support from the parent company provides access to a captive mortgage (KPR) market, an established developer network, and a well-segmented existing customer base. This synergy enables BSN to build a more targeted financing portfolio with measurable risk.

From a business model perspective, BSN adopts an ecosystem-based financing approach, delivering integrated financing solutions from developers and contractors to end-users through Sharia schemes. This creates a closed-loop value chain that strengthens asset quality while increasing cross-selling opportunities.

In terms of innovation, BSN develops more flexible, competitive Sharia-compliant products, including Murabahah and Musyarakah Mutanaqisah (MMQ) schemes, alongside digital onboarding initiatives to accelerate financing processes. The digitalization of underwriting processes and integration with the parent company's data systems serve as key differentiators in enhancing operational efficiency and customer experience. In addition, BSN leverages the spin-off momentum to establish a more optimal capital structure, independent governance, and greater agility in business decision-making, enabling it to compete effectively with other national Sharia banks.

Strategy in 2025

In 2025, BSN's primary focus was operational stabilization following the spin-off and strengthening its business foundation. The key strategies included:

1. Consolidating the organizational structure and strengthening Sharia governance.
2. Optimizing the housing financing portfolio based on Sharia contracts.
3. Strengthening funding through the growth of low-cost funds (Sharia CASA).
4. Enhancing synergy with the parent company in customer acquisition and developer ecosystem financing.
5. Improving asset quality through prudent underwriting and risk-based pricing.

The year 2025 marked a transition and foundation-building phase, with objectives to establish a healthy balance sheet structure, maintain financing quality, and reinforce brand positioning as a Housing Specialist Sharia Bank.

Business Prospects and Strategy in 2026

Entering 2026, BSN moves into an accelerated growth phase. Its business prospects are increasingly promising, supported by:

1. Growing demand for Sharia-based housing financing.
2. Rising public preference for products based on Sharia principles.
3. Potential expansion of MSME financing within the housing ecosystem.

BSN's strategy in 2026 is directed toward:

1. Selective and sustainable expansion of Sharia housing financing.
2. Product diversification, including renovation financing, Sharia refinancing, and construction financing.
3. Enhancement of digital channels for retail customer acquisition.
4. Strengthening capital structure to support the expansion of productive assets.
5. Development of strategic partnerships with developers, educational institutions, and Sharia communities.

With the foundation established in 2025, BSN is expected to grow more aggressively yet prudently, while making a significant contribution to the Group's overall performance consolidation.

Income and Profitability Per Business Segment

A description of the income and profitability of the business segments is presented as follows:

Table of Business Segments Income and Profitability

Description	2025				
	Conventional	Sharia	Total	Subsidiary Entity	
Segment Income	31,879,842	4,132,105	36,011,947	2,727,499	
Segment Expense	(15,910,603)	(2,118,945)	(18,029,548)	(1,304,727)	
Segment Income-Net	15,969,239	2,013,160	17,982,399	1,422,772	
Other Operating Income	3,925,205	172,358	4,097,563	108,161	
Provision for impairment losses on financial assets and non-financial assets	(5,731,988)	(423,538)	(6,155,526)	(203,128)	
Reversal for allowance for estimated losses from commitment & contingencies	2,947	-	2,947	-	
Other operating expenses	(10,613,068)	(1,053,953)	(11,667,021)	(794,964)	
Income from Operational	3,552,335	708,027	4,260,362	532,841	
Non-operating income (expenses) - net	28,126	(218)	27,908	(141)	
Tax benefit/(expense)	(863,379)	-	(863,379)	(26,483)	
Income for the year	2,717,082	707,809	3,424,891	506,217	
Total Asset	462,462,651	-	462,462,651	73,069,148	
Total Liabilities and Temporary Syirkah Fund	426,096,737	-	426,096,737	66,564,463	



(in IDR million)

			2024			
	Adjustment and Elimination	Consolidation	Conventional	Sharia	Elimination	Total
	(2,398,578)	36,340,868	25,472,625	4,068,967	-	29,541,592
	1,211,956	(18,122,319)	(16,113,935)	(1,935,005)	-	(18,048,940)
	(1,186,622)	18,218,549	9,358,690	2,133,962	-	11,492,652
	(97,752)	4,107,972	4,760,640	151,115	(335,836)	4,575,919
	179,985	(6,178,669)	(1,853,801)	(127,694)	-	(1,981,495)
	-	2,947	195	-	-	195
	667,223	(11,794,762)	(9,313,293)	(1,285,101)	335,836	(10,262,558)
	(437,166)	4,356,037	2,952,431	872,282	-	3,824,713
	(1,840)	25,927	(51,993)	121	-	(51,872)
	9,052	(880,810)	(765,513)	-	-	(765,513)
	(429,954)	3,501,154	2,134,925	872,403	-	3,007,328
	(7,738,379)	527,793,420	416,184,631	60,560,957	(7,131,086)	469,614,502
	(1,078,073)	491,583,127	384,480,961	59,692,738	(7,131,086)	437,042,613

Table of Business Segments Growth 2024-2025

Description	Nominal Growth 2024-2025			Percentage Growth 2024-2025		
	Induk xxx	Subsidiary Entity	Total	Induk xxx	Subsidiary Entity	Total
Segment Income	6,470,355	328,921	6,799,276	21.90%	100.00%	18.71%
Segment Expense	19,392	(92,771)	(73,379)	(0.11%)	100.00%	0.40%
Segment Income-Net	**6,489,747**	**236,150**	**6,725,897**	**56.47%**	**100.00%**	**36.92%**
Other Operating Income	(478,356)	10,409	(467,947)	(10.45%)	100.00%	(11.39%)
Provision for impairment losses on financial assets and non-financial assets	(4,174,031)	(23,143)	(4,197,174)	210.65%	100.00%	67.93%
Reversal for allowance for estimated losses from commitment & contingencies	2,752	-	2,752	1.411.28%	0.00%	93.38%
Other operating expenses	(1,404,463)	(127,741)	(1,532,204)	13.69%	100.00%	12.99%
Income from Operational	435,649	95,675	531,324	11.39%	100.00%	12.20%
Non-operating income (expenses) - net	79,780	(1,981)	77,799	(153.80%)	100.00%	300.07%
Tax benefit/(expense)	(97,866)	(17,431)	(115,297)	12.78%	100.00%	13.09%
Income for the year	**417,563**	**76,263**	**493,826**	**13.88%**	**100.00%**	**14.10%**
Total Asset	**(7,151,851)**	**65,330,769**	**58,178,918**	**(1.52%)**	**100.00%**	**11.02%**
Total Liabilities and Temporary Syirkah Fund	**(10,945,876)**	**65,486,390**	**54,540,514**	**(2.50%)**	**100.00%**	**11.09%**

Segment Revenue

The Company recorded total net segment revenue of IDR 18.22 trillion in 2025, representing an increase of 36.92% compared to IDR 11.49 trillion in 2024. This achievement was attributable to the Company's net interest income of IDR 18.22 trillion, which increased by 58.52% year-on-year. This was in line with the Company's loan disbursement, which grew by double digits at 10.07% year-on-year to IDR 345.70 trillion, while industry growth reached 9.6% in 2025.

Segment Profitability

Profitability remained resilient in 2025, with total segment profit growing by 14.10% from IDR 3.01 trillion in 2024 to IDR 3.50 trillion in 2025, reflecting the Company's ability to sustain business expansion and its customer base. Continued revenue growth and improving efficiency provided a solid foundation to drive recovery and sustainable profitability improvement going forward, in line with the stabilization of asset quality and normalization of the cost of risk.

National Strategic Project (PSN) or Other Assignments

Information regarding other assignments mandated by the Government to the Company is as follows:

Table of Other Assignment

No.	Assignment Basis/Rules	Program Name	Program Explanation	Government Mandated Quota Amount	Total of Distribution/ Realization
1.	Letter from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, Deputy for Coordination of Management and Development of State-Owned Enterprises No. PK.KUR/240/D.I.M.EKON/12/2024 on December 31, 2024 regarding the 2025 BTN KUR Distribution Target.	People's Business Loan (KUR)	KUR is a working capital and/or investment credit provided by the Bank to debtors engaged in business sectors that according to their scale have the status of Micro, Small and Medium Enterprises (MSMEs) in productive and feasible business sectors but do not yet have additional collateral or the additional collateral is not sufficient	Rp3,3 triliun	Rp1,07 triliun. Company developed IT for the KUR digitalization process via smartphones and the availability of a decision engine and credit scoring to accelerate the KUR.
2.	Letter from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, Deputy for Coordination of Management and Development of State-Owned Enterprises No. PK.KUR/183/D.I.M.EKON/10/2025 dated October 8, 2025 regarding the Stipulation of the 2025 Mortgage Program (KPP) Limit of PT Bank Tabungan Negara (Persero) Tbk.	Mortgage Program (KPP)	Investment loans and/or working capital loans provided to micro, small and medium enterprises, such as individuals or business entities, were conducted to support the achievement of priority programs in the housing sector.	Rp9.5 trillion	Rp2,65 triliun
3.	Cooperation Agreement between the Public Housing Savings Management Agency and PT Bank Tabungan Negara (Persero) Tbk regarding the Distribution of Housing Financing Liquidity Facility Funds Through Prosperous Home Ownership Credit for Low-Income Communities. a. Cooperation Agreement No. 11/PKS/BP/TPR/IV/12/2024 b. Cooperation Agreement No. 54/PKS/DIR/2024 Memorandum of Understanding between the Ministry of Housing and Settlement Areas with the Public Housing Savings Management Agency (BP TAPERA) and PT Bank Tabungan Negara. a. No : 094/HK0201/M/VI/2025 b. No : 18/MOU/BPT-TPR/6/2025 c. No : 10/MOU/DIR/2025	KPR FLPP Distribution by BTN	KPR FLPP is a support for housing financing liquidity facilities landed houses or flats for Low Income Communities (MBR).	• Conventional: 122,834 Units • Sharia: 35,467 Units This provision was subsequently amended on June 18, 2025, as follows: • Conventional: 160,000 Units • Shariah: 60,000 Units	• Conventional: 132.744 Units • Sharia: 59.469 Units

No.	Assignment Basis/Rules	Program Name	Program Explanation	Government Mandated Quota Amount	Total of Distribution/ Realization
4.	Cooperation Agreement between the Public Housing Savings Management Agency and PT Bank Tabungan Negara (Persero) Tbk concerning the Distribution of Housing Financing Liquidity Facility Funds through the Prosperous Home Ownership Credit Program for Low-Income Communities. a. Cooperation Agreement No. 49/PKS/BP-TPR/IV/2024 b. Cooperation Agreement No. 56/PKS/DIR/2024	KPR Tapera Distribution by BTN	KPR Tapera is a loan provided for the purchase of a first home specifically for civil servants (PNS) participating in Tapera.	-	71 Unit
5.	Cooperation Agreement between the Business Unit of the Directorate General of Governance and Risk Control and Public Housing and PT Bank Tabungan Negara (Persero) Tbk regarding the Distribution of Housing Down Payment Assistance Subsidies at PT Bank Tabungan Negara (Persero) Tbk in 2023. a. Cooperation Agreement 01/PKS-SBUM/SATKER DJTKPR/2025 b. Cooperation Agreement 28/PKS/DIR/2025	Down-Payment Assistance Subsidies by BTN	SBUM is a housing financing facility provided by the government for lowincome people. The assistance provided is in the form of fulfilling part or all of the down payment for the purchase of a house.	• Conventional: 160,000 Units • Sharia: 60,000 Units	• Konvensional: 132.744 Unit • Syariah: 59.469 Unit

Note: *) The quota for distributing Tapera mortgages is not specifically determined

FINANCIAL **REVIEW**

The financial review outlined herein refers to the Financial Statements for the year ended on December 31, 2025 as presented in this Annual Report. The Financial Statements have been audited by the Public Accounting Firm Purwanto, Susanti & Surja, and received A Fair Opinion in All Material Respects, the consolidated financial position of PT Bank Tabungan Negara (Persero) Tbk (the Bank) and its subsidiaries (hereinafter collectively referred to as the Group) as of December 31, 2025, and their consolidated financial performance and cash flows for the year ended on such date, in accordance with Indonesian Financial Accounting Standards.

Financial Performance

Company's financial performance consisted of the performance of the Statement of Financial Position, the Statement of Profit and Loss and Other Comprehensive Income as well as the Cash Flow Statement which was presented as followed:

Statement of Financial Position

Table of Statement of Financial Position

(in IDR million)

Description	2025	2024	Growth	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
ASSET				
Cash	**2,154,839**	**2,105,620**	**49,219**	**2.34%**
CURRENT ACCOUNTS WITH BANK INDONESIA	**33,797,873**	**22,739,920**	**11,057,953**	**48.63%**
CURRENT ACCOUNTS WITH OTHER BANKS				
Third parties	**1,355,738**	886,415	469,323	52.95%
Related parties	**1,160,233**	5,065,331	(3,905,098)	(77.09%)
	2,515,971	5,951,746	(3,435,775)	(57.73%)
Allowance for impairment losses	**(2,050)**	(2,571)	521	(20.26%)
	2,513,921	5,949,175	(3,435,254)	(57.74%)
PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS				
Third parties	**12,929,938**	4,661,043	8,268,895	177.40%
Related parties	**-**	61	(61)	(100.00%)
	12,929,938	4,661,104	8,268,834	177.40%
SECURITIES				
Third parties	**16,588,868**	19,874,205	(3,285,337)	(16.53%)
Related parties	**5,464,153**	5,489,205	(25,052)	(0.46%)
	22,053,021	25,363,410	(3,310,389)	(13.05%)
Allowance for impairment losses	**(52)**	(787)	735	(93.39%)
	22,052,969	25,362,623	(3,309,654)	(13.05%)
GOVERNMENT BONDS				
Related parties	**38,106,638**	35,475,529	2,631,109	7.42%

Description	2025	2024	Growth	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
SECURITIES PURCHASED UNDER AGREEMENT TO RESELL				
Third parties	1,412,460	175,625	1,236,835	704.25%
Related parties	271,380	-	271,380	100.00%
	1,683,840	175,625	1,508,215	858.77%
LOANS AND SHARIA FINANCING/RECEIVABLES				
Loans				
Third parties	312,576,503	286,144,106	26,432,397	9.24%
Related parties	33,126,421	27,935,999	5,190,422	18.58%
	345,702,924	314,080,105	31,622,819	10.07%
Allowance for impairment losses	(13,959,557)	(11,727,934)	(2,231,623)	19.03%
	331,743,367	302,352,171	29,391,196	9.72%
Sharia financing/receivables				
Third parties	53,552,470	43,681,345	9,871,125	22.60%
Related parties	1,320,693	211,482	1,109,211	524.49%
	54,873,163	43,892,827	10,980,336	25.02%
Allowance for impairment losses	(1,354,679)	(1,329,253)	(25,426)	1.91%
	53,518,484	42,563,574	10,954,910	25.74%
	385,261,851	344,915,745	40,346,106	11.70%
DERIVATIVE RECEIVABLES				
Third parties	-	102,843	(102,843)	(100.00%)
ACCEPTANCES RECEIVABLES				
Third parties	420,439	508,190	(87,751)	(17.27%)
Related parties	154,462	433,708	(279,246)	(64.39%)
Allowance for impairment losses	(124)	(1,987)	1,863	(93.76%)
	574,777	939,911	(365,134)	(38.85%)
PREMISES AND EQUIPMENT				
Cost/revaluation value	15,950,513	14,059,957	1,890,556	13.45%
Accumulated depreciation	(5,441,785)	(4,883,826)	(557,959)	11.42%
	10,508,728	9,176,131	1,332,597	14.52%
INTANGIBLE ASSETS				
Cost/revaluation value	792,084	137,531	654,553	475.93%
Accumulated depreciation	(66,521)	(15,522)	(50,999)	328.56%
	725,563	122,009	603,554	494.68%
INTEREST RECEIVABLES	12,222,824	**11,518,574**	**704,250**	**6.11%**
DEFERRED TAX ASSETS - NET	1,323,347	**2,286,038**	**(962,691)**	**(42.11%)**
PREPAID EXPENSES	1,232,769	**985,821**	**246,948**	**25.05%**
PREPAID TAXES	981,970	**754,095**	**227,875**	**30.22%**
OTHER ASSETS	1,721,573	**2,343,739**	**(622,166)**	**(26.55%)**
TOTAL ASSETS	527,793,420	**469,614,502**	**58,178,918**	**12.39%**

Description	2025	2024	Growth	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY				
LIABILITIES				
LIABILITIES DUE IMMEDIATELY	**1,887,329**	**2,275,949**	**(388,620)**	**(17.08%)**
DEPOSITS FROM CUSTOMERS				
Demand deposits				
Third parties	**113,480,993**	89,112,534	24,368,459	27.35%
Related parties	**28,817,269**	51,910,728	(23,093,459)	(44.49%)
	142,298,262	141,023,262	1,275,000	0.90%
Wadiah Demand deposits				
Third parties	**23,285,531**	15,853,349	7,432,182	46.88%
Related parties	**1,862,072**	3,029,417	(1,167,345)	(38.53%)
	25,147,603	18,882,766	6,264,837	33.18%
	167,445,865	159,906,028	7,539,837	4.72%
Saving deposits				
Third parties	**34,562,225**	36,825,185	(2,262,960)	(6.15%)
Related parties	**643,032**	874,964	(231,932)	(26.51%)
	35,205,257	37,700,149	(2,494,892)	(6.62%)
Wadiah Savings Deposit				
Third parties	**1,726,107**	1,520,491	205,616	13.52%
Related parties	**969**	1,441	(472)	(32.76%)
	1,727,076	1,521,932	205,144	13.48%
	36,932,333	39,222,081	(2,289,748)	(5.84%)
Time Deposit				
Third parties	**139,829,959**	92,959,773	46,870,186	50.42%
Related parties	**61,291,574**	60,349,598	941,976	1.56%
	201,121,533	153,309,371	47,812,162	31.19%
Total deposits from customers	**405,499,731**	**352,437,480**	**53,062,251**	**15.06%**
DEPOSITS FROM OTHER BANKS				
Third parties	**96,481**	70,035	26,446	37.76%
SECURITIES SOLD WITH A PROMISE TO REPURCHASE				
Third parties	**349,076**	2,446,384	(2,097,308)	(85.73%)
Related parties	**-**	963,042	(963,042)	(100.00%)
	349,076	3,409,426	(3,060,350)	(89.76%)
ACCEPTANCES PAYABLE				
Third parties	**168,480**	251,423	(82,943)	(32.99%)
Related parties	**406,421**	690,475	(284,054)	(41.14%)
	574,901	941,898	(366,997)	(38.96%)

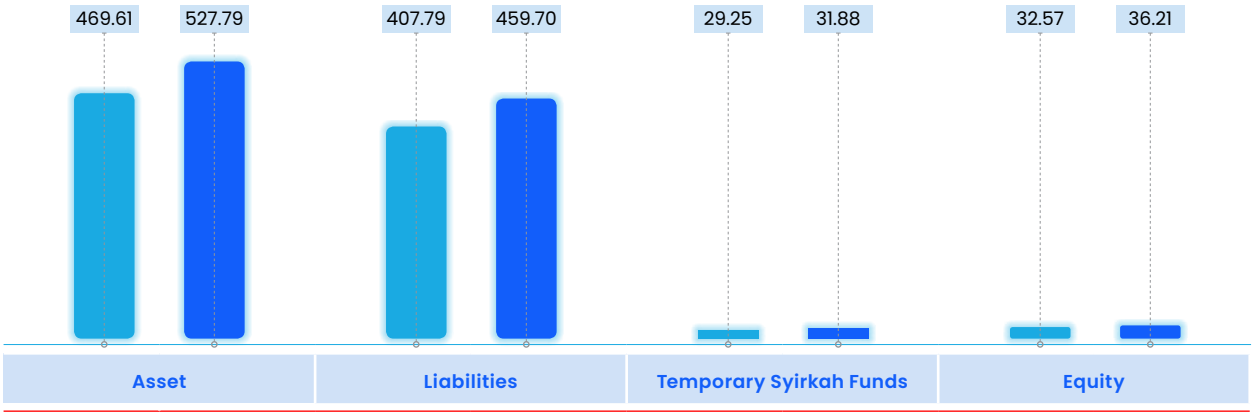
Description	2025	2024	Growth	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
TAX PAYABLE	**140,082**	**368,473**	**(228,391)**	**(61.98%)**
SECURITIES ISSUED				
Third parties	2,476,014	2,880,741	(404,727)	(14.05%)
Related parties	1,509,069	2,563,783	(1,054,714)	(41.14%)
	3,985,083	5,444,524	(1,459,441)	(26.81%)
FUND BORROWINGS				
Third parties	10,240,697	10,132,859	107,838	1.06%
Related parties	27,751,154	23,352,225	4,398,929	18.84%
	37,991,851	33,485,084	4,506,767	13.46%
INTEREST PAYABLE	**497,893**	**658,070**	**(160,177)**	**(24.34%)**
ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES	**438**	**3,385**	**(2,947)**	**(87.06%)**
EMPLOYEE BENEFITS AND OTHER LIABILITIES	**2,552,651**	**1,745,282**	**807,369**	**46.26%**
SUBORDINATED LOANS AND SECURITIES				
Third parties	1,795,858	4,828,105	(3,032,247)	(62.80%)
Related parties	3,696,275	1,500,000	2,196,275	146.42%
	5,492,133	6,328,105	(835,972)	(13.21%)
OTHER LIABILITIES	**633,000**	**626,886**	**6,114**	**0.98%**
TOTAL LIABILITIES	**459,700,649**	**407,794,597**	**51,906,052**	**12.73%**
TEMPORARY *SYIRKAH* FUNDS				
DEPOSITS FROM CUSTOMERS				
Mudharabah current accounts				
Third parties	1,046,837	929,940	116,897	12.57%
Related parties	749,717	11,985	737,732	6.155.46%
	1,796,554	941,925	854,629	90.73%
Mudharabah saving deposits				
Third parties	5,645,501	6,161,887	(516,386)	(8.38%)
Related parties	1,306,347	125,893	1,180,454	937.66%
	6,951,848	6,287,780	664,068	10.56%
Mudharabah time deposits				
Third parties	18,113,035	15,129,659	2,983,376	19.72%
Related parties	4,994,605	6,857,408	(1,862,803)	(27.16%)
	23,107,640	21,987,067	1,120,573	5.10%
Total deposits from customers	**31,856,042**	**29,216,772**	**2,639,270**	**9.03%**
DEPOSITS FROM OTHER BANKS				
Mudharabah current accounts				
Third parties	6,145	9,214	(3,069)	(33.31%)
Mudharabah saving deposits				
Third parties	19,991	21,730	(1,739)	(8.00%)

Description	2025	2024	Growth	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Mudharabah time deposits				
Third parties	300	300	-	0.00%
Total deposits from other banks	**26,436**	**31,244**	**(4,808)**	**(15.39%)**
TOTAL TEMPORARY SYIRKAH FUNDS	31,882,478	29,248,016	2,634,462	9.01%
EQUITY				
Issued and fully paid capital	7,017,222	7,017,222	-	0.00%
Additonal paid-in capital	4,418,900	4,418,900	-	0.00%
Unrealized net gains and allowance for impairment losses on securities and government bonds are measured at fair value through other comprehensive income after deferred tax.	(530,198)	(1,107,982)	577,784	(52.15%)
Remeasurement of Defined Benefit Plan - net of deferred tax	(579,201)	(424,015)	(155,186)	36.60%
Effective portion of the cash flow Hedge	-	(44,082)	44,082	(100.00%)
Revaluation surplus of premises and equipment	3,988,158	3,565,773	422,385	11.85%
Retained earnings *				
Appropriated	18,237,500	15,982,004	2,255,496	14.11%
Unappropriated	3,657,894	3,164,069	493,825	15.61%
Total Retained earnings	21,895,394	19,146,073	2,749,321	14.36%
Total equity attributable to owners of the parent entity	36,210,275	32,571,889	3,638,386	11.17%
Non-controlling interests	18	-	18	100.00%
TOTAL EQUITY	36,210,293	**32,571,889**	**3,638,404**	**11.17%**
TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY	527,793,420	**469,614,502**	**58,178,918**	**12.39%**

***)** Deficit balance as of IDR14.226.290 had been eliminated due to reorganization quasi on May 31, 2007.

Chart of the Statement of Consolidated Financial Position

(in trillion Rupiah)



Total Asset

Total assets in 2025 were IDR527.79 trillion, an increase of 12.39% compared to IDR469.61 trillion in 2024. The total assets increase was primarily driven by growth in loan and financing distribution, an increase in demand deposit with Bank Indonesia, and an increase in placements with Bank Indonesia and other banks in line with the strategy of liquidity management and measured business expansion.

Current Asset

CASH
The Company's 2025 cash balance was IDR2.15 trillion, an increase of 2.34% compared to 2024 as of IDR2.11 trillion. The increase reflected the Company's sufficient operational cash to support daily transaction activities, consisting of cash in the treasury and ATM cash in both Rupiah and foreign currencies.

CURRENT ACCOUNTS WITH BANK INDONESIA
Bank Indonesia's 2025 demand deposit significantly improved to IDR33,80 trillion, or growing 48,64% compared to 2024 as of IDR22,74 trillion. The increase was in line with the Company's strategy to maintain liquidity and satisfaction of the provisions of Statutory Reserve (GWM) in accordance with Bank Indonesia regulation.

CURRENT ACCOUNTS WITH OTHER BANKS
The 2025 demand deposits in other banks was recorded at IDR2.51 trillion, a decrease of 57.74% compared to IDR5.95 trillion in 2024. This decrease was primarily due to the normalization of fund placements in other banks, in accordance with the optimization of the Company's internal liquidity management.

PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS
The Company's 2025 placements with Bank Indonesia and other banks recorded IDR12.93 trillion, a sharp increase of 177.40% compared to IDR4.66 trillion in 2024. This increase reflected more optimal short-term liquidity placement to maintain funding flexibility and mitigate liquidity risk.

SECURITIES PURCHASED WITH A COMMITMENT TO RESALE
In 2025, securities purchased under agreements to resell increased by 858.77% to IDR1.68 trillion from IDR175.63 billion in 2024, reflecting the utilization of money market instruments in short-term liquidity management.

DERIVATIVE RECEIVABLES
In 2025, the Company did not record derivative receivables balance, compared to IDR102.84 billion in 2024. This was in line with the Company's reduced derivative transaction exposure.

ACCEPTANCES RECEIVABLES
The 2025 acceptance receivables were recorded at IDR574.78 billion, a decrease of 38.85% compared to IDR939.91 billion in 2024. This decrease was in line with the reduced volume of domestic SKBDN transactions during the current period.

Non-Current Asset

SECURITIES
The securities value in 2025 was recorded at IDR22.05 trillion, a decrease of 13.05% compared to IDR 25.36 trillion in 2024. This decrease was primarily due to the realization of securities sales and adjustments to the Company's investment portfolio.

GOVERNMENT BONDS
The 2025 government bond ownership increased by 7.42% to IDR38.11 trillion compared to IDR 35.48 trillion in 2024. It was in line with the strategy of funds placements in low-risk and liquid instruments.

LOAN AND SHARIA FINANCING/RECEIVABLES
The Company's 2025 loan and financing distribution grew solidly to IDR385.26 trillion, an increase of 11.70% compared to IDR344.92 trillion in 2024. This growth was primarily driven by an increase in mortgage, particularly subsidized mortgages, and the continuous growth of sharia-compliant financing.

PREMISES AND EQUIPMENT
In 2025, net fixed assets increased to IDR10.51 trillion, or growing 14.52% compared to IDR9.18 trillion in 2024. This increase was in line with the Company's investments in the development of its office network, information technology infrastructure, and operational facilities.

INTANGIBLE ASSETS
The 2025 intangible assets increased to IDR725.56 billion, representing an increase of 494.68% compared to IDR122.01 billion in 2024. This increase was primarily driven by the accelerated development and enhancement of the Company's applications/digital platforms, including feature additions, system upgrades, service integrations, and strengthening technological capabilities, which were capitalized as intangible assets. The more applications to be built and upgraded, the more increasing value of IT investments that met capitalization criteria, so it drove a surge in intangible assets.

INTEREST RECEIVABLES
The 2025 interest receivables were recorded at IDR12.22 trillion, an increase of 6.11% compared to 2024 of IDR 11.52 trillion. It was in line with the increase in loan distribution and productive asset portfolio.

DEFERRED TAX ASSETS-NET
In 2025, deferred tax assets decreased by 42.11% to IDR1.32 trillion compared to IDR2.29 trillion in 2024, in line with temporary differences between commercial and fiscal financial statements.

PREPAID EXPENSES
The 2025 prepaid expenses were recorded at IDR1.23 trillion, an increase of 25.05% compared to 2024, which was IDR985.82 billion. This was influenced by an increase in advance payments for operational expenses and short-term service contracts, including rent, system maintenance, as well as technology and administrative costs paid at the beginning of the period to support more expansive operational activities.

PREPAID TAX
In 2025, prepaid taxes were recorded at IDR981.97 billion, an increase of 30.22% compared to 2024 of IDR754.09 billion. This was influenced by increased operational activities, which led to higher advance tax payments, adjustments to estimated tax liabilities, and the timing of fiscal payments in accordance with prevailing tax regulations.

OTHER ASSETS
Other assets in 2025 were recorded at IDR1.72 trillion, a decrease of 26.55% compared to IDR2.34 trillion in 2024, primarily derived from prepaid tax and other operational assets.

Total Liabilities

Total liabilities in 2025 amounted to IDR459.70 trillion, an increase of 12.73% compared to 2024 which amounted to IDR407.79 trillion. The increase in liabilities was mainly due to the growth of third-party funds and optimization of long-term funding.

Short-Term Liabilities

LIABILITIES DUE IMMEDIATELY
Company recorded immediate liabilities in 2025 of IDR1.89 trillion, down 17.08% compared to IDR2.28 trillion in 2024. This decrease reflected a deduction in very short-term liabilities to third parties and optimization of operational liability management. This movement also demonstrated more efficient liquidity management in satisfying maturing obligations.

DEPOSITS FROM CUSTOMERS
The 2025 total deposits from customers (Third Party Funds/TPF) reached IDR405.50 trillion, an increase of 15.06% compared to IDR352.44 trillion in 2024. This growth was primarily driven by a significant increase in time deposits, increasing by 31.19% to IDR201.12 trillion, and an increase of 33.18% in wadiah demand deposits. The composition of CASA (demand deposits and savings, including wadiah) remained a focus for strengthening the funding structure. Despite a decline in conventional savings, the increase in demand deposits and wadiah demand deposits demonstrated the Company's strategy to maintain funding stability and liquidity.

DEPOSITS FROM OTHER BANKS
In 2025, deposits from other banks were recorded at IDR96.48 billion, an increase of 37.76% compared to IDR70.04 billion in 2024. This increase reflected the optimization of interbank relationships and the flexibility of short-term funding, though its contribution to total liabilities remained relatively small.

ACCEPTANCES PAYABLE
The Company's 2025 acceptance liabilities recorded IDR574.90 billion, a decrease of 38.96% compared to IDR941.90 billion in 2024. This decrease was in line with reduced exposure to Domestic Letters of Credit (SKBDN) and related party trade finance transactions.

SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE
The 2025 repo liabilities were recorded at IDR349.08 billion, a significant decrease of 89.76% compared to IDR3.41 trillion in 2024. This decrease reflected the Company's reduced reliance on short-term money market-based funding and a shift in its funding strategy to more stable sources, such as deposits and bilateral loans.

TAX PAYABLE
Tax payable in 2025 was IDR140.08 billion, a decrease of 61.98% compared to IDR 368.47 billion in 2024. This decline was attributable to higher tax payments during the current period, tax planning optimization, and adjustments to tax liability calculations based on realized profits and fiscal reconciliation at the end of the reporting period.

Long Term Liabilities

SECURITIES ISSUED

The amount of Securities Issued in 2025 is IDR3.99 trillion, down 26.81% compared to 2024 which was IDR5.44 trillion. The decline was mainly due to the existence of instruments that had matured and the strategy of reducing outstanding capital market instruments.

FUND BORROWINGS

The Company's 2025 fund borrowings increased to IDR37.99 trillion, an increase of 13.46% compared to IDR33.49 trillion in 2024. This increase was primarily due to increased related party loans, which supported loan expansion and strengthened the medium-term funding structure.

INTEREST PAYABLE

Interest payable in 2025 was recorded at IDR497.89 billion, a decrease of 24.34% compared to IDR658.07 billion in 2024. This decrease was in line with the management of interest-bearing liabilities and changes in the composition of funding sources.

ESTIMATION OF COMMITMENT AND CONTINGENCY LOSSES

The 2025 estimated losses on commitments and contingencies were IDR438 million, a decrease of 87.06% from IDR3.39 billion in 2024. This decrease reflected improvements in the quality of administrative commitment exposures and firmed risk management.

EMPLOYEE BENEFITS AND OTHER LIABILITIES

In 2025, employee benefits and other liabilities increased to IDR2.55 trillion, representing an increase of 46.26% compared to IDR1.75 trillion in 2024. This increase was primarily driven by the establishment of reserves for employee benefits and other operational liabilities.

SUBORDINATED LOAN AND SECURITIES

The amount of Company Subordinated Loans and Subordinated Securities in 2025 amounted to IDR5.49 trillion, down 13.21% compared to 2024 which amounted to IDR6.33 trillion. The decline was mainly influenced by the maturity of some subordinated instruments, though they remained a significant part of the Company's capital structure.

OTHER LIABILITIES

Other liabilities in 2025 were IDR633.00 billion, relatively stable compared to IDR626.89 billion in 2024. This item reflected other routine operational obligations and had not experienced significant changes.

Temporary Syirkah Funds

The 2025 temporary syirkah funds increased to IDR31.88 trillion, representing an increase of 9.01% compared to IDR29.25 trillion in 2024. This growth was primarily driven by increases in mudharabah demand deposits and mudharabah deposits from customers.

Deposits from Customers

The Company's 2025 deposits from customers of temporary syirkah funds, consisting of mudharabah demand deposits, mudharabah savings, and mudharabah time deposits, were recorded at IDR31.86 trillion, an increase of 9.03% compared to IDR29.22 trillion in 2024. This increase was primarily driven by the growth of mudharabah demand deposits by 90.73% to IDR1.80 trillion, as well as an increase in mudharabah time deposits by 5.10% to IDR23.11 trillion. On the other hand, mudharabah savings also grew by 10.56% to IDR6.95 trillion. This growth reflects increasing customer trust in sharia-based products and the Company's strategy to strengthen sharia fundraising as part of its sustainable sharia business development.

Deposits from Other Banks

The 2025 total temporary syirkah deposits from other banks were recorded at IDR26.44 billion, a decrease of 15.39% compared to IDR31.24 billion in 2024. This decrease was primarily due to a deduction in the placements of demand deposits and mudharabah savings deposits from other banks. Despite the decrease, the portion of deposits from other banks in total temporary syirkah funds remained relatively small and did not have a material impact on the Company's overall sharia funding structure.

Total Equity

The Company's equity in 2025 was recorded at IDR36.21 trillion, an increase of 11.17% compared to IDR32.57 trillion in 2024. The increase in equity was primarily driven by an increase in net profit for the current year and a strengthening of retained earnings, reflecting the Company's solid and sustainable operational performance.

Issued and Fully Paid Capital

The Company recorded issued and fully paid capital stock in 2025 of IDR7,02 triliun, tidak mengalami perubahan dibandingkan tahun 2024. Hal ini menunjukkan bahwa sepanjang tahun 2025 tidak terdapat aksi korporasi berupa penerbitan saham baru maupun perubahan struktur permodalan inti Perseroan.

Additonal Paid-In Capital

The 2025 additional paid-in capital was recorded at IDR4.42 trillion, the same as the 2024 position. This stability reflected the absence of transactions affecting share premium or other additional capital during the current period.

Unrealized Net Gain (Loss) and Allowance for Impairment Losses on Securities and Government Bonds After Deferred Tax of Fair Value Through Other Comprehensive Incomes After Deferred Tax

In 2025, the unrealized net gain (loss) and allowance for impairment losses on securities and government bonds, measured at fair value through other comprehensive income (after deferred tax), was recorded at IDR530.20 billion, up from IDR1.11 trillion in 2024. This improvement was primarily driven by an increase in the fair value of the securities portfolio in line with market conditions and more optimal investment portfolio management.

Remeasurement of Defined Benefit Plan - Net or Deferred Tax

In 2025, the Company did not record a remeasurement of defined benefit programs after deferred tax of IDR579.20 billion, an increase compared to IDR424.02 billion in 2024. This change was primarily influenced by actuarial assumptions and the recalculation of employee benefit obligations in accordance with PSAK 24, which impacted other comprehensive income components.

Effective Portion of Cash Flow Hedge

The Company did not record an effective portion of its cash flow hedges balance in 2025, compared to IDR44.08 billion in 2024. This change reflected the termination or settlement of hedging transactions that previously affected other comprehensive income.

Revaluation Surplus of Premises and Equipment

In 2025, the revaluation surplus on premises and equipment was recorded at IDR3.99 trillion, an increase of 11.85% compared to IDR3.57 trillion in 2024. This increase reflected fair value adjustments to the Company's fixed assets, which added to the equity component.

Retained Earnings

The 2025 retained earnings were IDR21.90 trillion, an increase of 14.36% compared to IDR19.15 trillion in 2024. This increase was in line with the current year's profit growth and the profit retention policy to strengthen the capital structure and support sustainable business expansion.

Statement of Profit or Loss and Other Comprehensive Income

Table of Consolidated Statement of Profit or Loss and Other Comprehensive Income

(in IDR million)

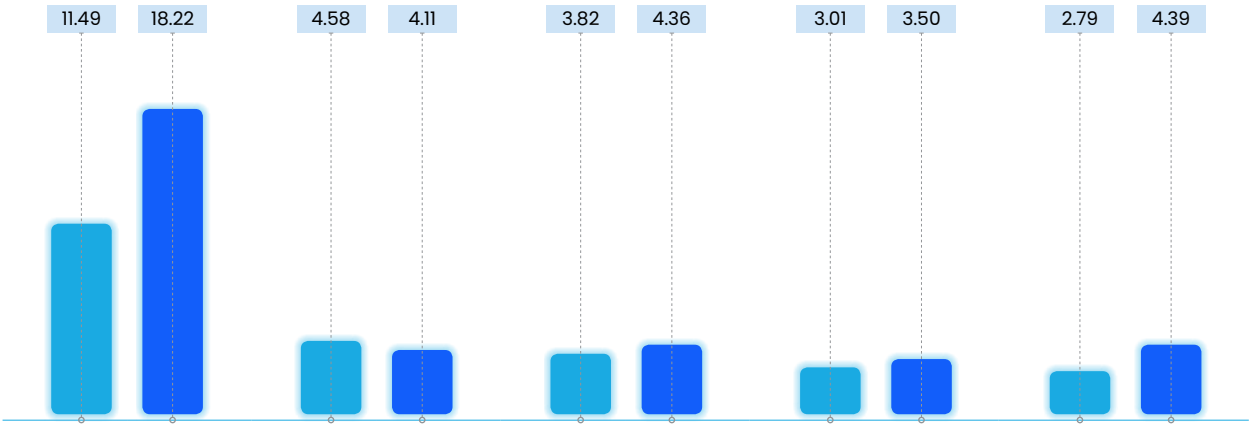
Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
INCOME AND EXPENSES FROM OPERATIONS				
Interest Income and Income from Profit Sharing				
Interest	31,879,842	25,472,625	6,407,217	25.15%
Profit sharing and margin from sharia unit	4,461,026	4,068,967	392,059	9.64%
Total Interest Income and Income from Profit Sharing	**36,340,868**	**29,541,592**	**6,799,276**	**23.02%**
Interest, Profit Sharing and Bonus Expenses				
Interest	(15,702,025)	(15,913,459)	211,434	(1.33%)
Other financing expenses	(208,578)	(200,476)	(8,102)	4.04%
Wadiah Bonus	(263,760)	(153,446)	(110,314)	71.89%

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Third parties' share on return of *Mudharabah*	(1,947,956)	(1,781,559)	(166,397)	9.34%
Total Interest, Profit Sharing and Bonus Expenses	**(18,122,319)**	**(18,048,940)**	**(73,379)**	**0.41%**
Interest Income and Income from Profit Sharing-Net	**18,218,549**	**11,492,652**	**6,725,897**	**58.52%**
Other Operating Income				
Administration fees and penalties in deposits and loans	1,080,319	1,072,304	8,015	0.75%
Income from recovery of loans written-off	1,024,936	1,338,753	(313,817)	(23.44%)
Gain on sale of securities-Net	1,118,772	932,900	185,872	19.92%
Gain on sale of government bonds-Net	178,444	49,049	129,395	263.81%
Unrealized gain on changes in fair value of securities - net	46,906	30,175	16,731	55.45%
Others	658,595	1,152,738	(494,143)	(42.87%)
Total Other Operating Income	**4,107,972**	**4,575,919**	**(467,947)**	**(10.23%)**
Provision for impairment losses on financial and non-financial assets	(6,178,669)	(1,981,495)	(4,197,174)	211.82%
Reversal of estimated losses on Commitment and Contingencies	2,947	195	2,752	1411.28%
Other operating expenses				
General and administrative	(5,263,420)	(4,456,861)	(806,559)	18.10%
Salaries employee	(5,004,271)	(4,445,575)	(558,696)	12.57%
Premium on government's guarantee program	(846,272)	(729,685)	(116,587)	15.98%
Unrealized losses on changes in fair value of government bonds - net	(6,893)	(40,444)	33,551	(82.96%)
Others	(673,906)	(589,993)	(83,913)	14.22%
Total Other operating expenses	**(11,794,762)**	**(10,262,558)**	**(1,532,204)**	**14.93%**
INCOME FROM OPERATIONAL	**4,356,037**	**3,824,713**	**531,324**	**13.89%**
Non-operating income (Expenses) - net	25,927	(51,872)	77,799	(149.98%)
INCOME BEFORE TAX EXPENSE	**4,381,964**	**3,772,841**	**609,123**	**16.14%**
TAX EXPENSE	**(880,810)**	**(765,513)**	**(115,297)**	**15.06%**
INCOME FOR THE YEAR	**3,501,154**	**3,007,328**	**493,826**	**16.42%**
Other Comprehensive Income:				
Items that will not be reclassified to profit or loss				
Fixed Asset Revaluation	422,385	-	-	100.00%
Remeasurement of defined benefit plan	(191,589)	168,301	(359,890)	(213.84%)
Income tax related to items that will not be reclassified to profit or loss	36,403	(31,977)	68,380	(213.84%)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Items that may be reclassified to profit or loss				
Efffective part of hedging-cash flow	54,423	(14,490)	68,913	(475.59%)
Net unrealized gain (loss) on changes in value and allowance for impairment losses of securities and government bonds classified as fair value through other comprehensive income	708,453	(421,538)	1,129,991	(268.06%)
Income tax related to Items that may be reclassified to profit or loss	(141,010)	85,311	(226,321)	(265.29%)
Total Comprehensive Incomes (loss) for the year	**4,390,219**	**2,792,935**	**1,597,284**	**57.19%**
INCOME FOR THE YEAR ATTRIBUTABLE TO:				
Holding entity owner	3,501,154	3,007,328	493,826	16.42%
Non-controlling interest	-	-	-	-
	3,501,154	3,007,328	493,826	16.42%
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:				
Holding entity owner	4,390,219	2,792,935	1,597,284	57.19%
Non-controlling interest	-	-	-	-
	4,390,219	2,792,935	1,597,284	57.19%
Basic Earnings Per Share (full amount)	**249**	**214**	**35**	**16.36%**

Graph of Consolidated Statement of Profit or Loss and Other Comprehensive Income

(in IDR trillion)



Income and Expenses from Operations

Interest Income and Income from Profit Sharing

The 2025 interest income and income from profit sharing interest was recorded at IDR36.34 trillion, an increase of 23.02% compared to IDR29.54 trillion in 2024. This increase was primarily due to a 25.15% growth in interest income to IDR31.88 trillion, in line with loan expansion and optimization of the composition of productive assets. Furthermore, profit sharing income and margins from the sharia unit also increased by 9.64% to IDR 4.46 trillion, reflecting the continued solid growth of sharia financing. Overall, the growth in interest income and profit sharing demonstrated the Company's ability to maintain intermediation growth momentum and effectively manage asset yields amidst interest rate dynamics.

Interest, Profit Sharing and Bonus Expenses

Total interest, profit sharing, and bonus expenses in 2025 were recorded at IDR18.12 trillion, relatively stable with a limited increase of 0.41% compared to IDR18.05 trillion in 2024. This stability reflected the effectiveness of cost of funds management despite growth in third-party funds. Interest expense decreased by 1.33% to IDR15.70 trillion, indicating an improvement in the funding structure. However, there was an increase of 71.89% in wadiah deposit bonuses and 9.34% in third-party rights to mudharabah profit sharing, in line with the growth in sharia-compliant funds. Overall, cost of funds remained manageable, supporting margin improvement.

Interest Income and Income from Profit Sharing-Net

In 2025, net interest and profit sharing income increased significantly to IDR18.22 trillion, an increase of 58.52% compared to IDR11.49 trillion in 2024. This substantial increase was driven by strong interest income growth and stable interest expenses. This performance reflected an improved Net Interest Margin (NIM) and a more optimal asset and liability management strategy. With continued expansive loan growth and controlled cost of funds, the Company could generate margin increases that directly impacted profitability.

Other Operating Income

Total other operating income in 2025 was recorded at IDR4.11 trillion, a decrease of 10.23% compared to IDR4.58 trillion in 2024. This decrease was primarily due to a reduction in written-off loan proceeds and a decrease in other income. However, there was a significant increase in the gain on the sale of government bonds, increasing by 263.81% and the gain on the sale of securities, increasing by 19.92%. It demonstrated the Company's ability to capitalize on opportunities in the securities market. Overall, the composition of other operating income remained stable in contributing to total revenue.

Provision for Impairment Losses on Financial Assets and Non-Financial Assets

In 2025, provisions for impairment losses on financial and non-financial assets were recorded at IDR6.18 trillion, a significant increase of 211.82% compared to IDR1.98 trillion in 2024. This increase in provisions reflected the Company's prudential approach to strengthening loan risk buffers amidst the growth of its financing portfolio. This strategy demonstrated management's commitment to maintaining asset quality and strengthening the balance sheet's resilience to potential future economic risks.

Reversal of Estimated Losses on Comitement and Contingies

The 2025 estimated reversal of impairment losses on commitments and contingencies was recorded at IDR2.95 billion, a significant increase compared to IDR195 million in 2024. This increase in reversals indicated an improvement in the quality of exposures to commitments and contingencies, including unwithdrawn loan/financing facilities and outstanding LC/SKBDN. This reflected improved risk management and a reduced need for reserves for potential risks from the Company's administrative commitments.

Other Operating Expenses

Other operating expenses in 2025 were recorded at IDR11.79 trillion, an increase of 14.93% compared to IDR10.26 trillion in 2024. This increase was primarily due to an increase of 18.10% in general and administrative

expenses and 12.57% in employee salaries and benefits, which was in line with business expansion and operational infrastructure strengthening. Furthermore, the premium of the government guarantee program also increased and was in line with the growth of the loan portfolio. Despite the increase in operating expenses, the Company maintained operational efficiency through measurable cost controls.

Income From Operational

The Company recorded an income from operations of IDR4.36 trillion in 2025, an increase of 13.89% compared to Rp3.82 trillion in 2024. This increase was driven by significant growth in interest income and net profit sharing, which offset increases in operating expenses and increased risk reserves. This performance demonstrated that the Company's growth strategy continues to generate added value despite dynamic market conditions.

Non-Operating Income (Expenses) - Net

The Company's 2025 net non-operating income (expenses) recorded IDR25.93 billion, a reversal from net non-operating expenses of IDR51.87 billion in 2024. This improvement was primarily driven by gains on foreign exchange and other non-operating transactions. This position also contributed positively to income before tax.

Income Before Tax Expense

The 2025 income before tax was IDR4.38 trillion, an increase of 16.14% compared to IDR3.77 trillion in 2024. This increase reflected solid operating income growth and positive contributions from non-operating components. This performance demonstrated the Company's ability to maintain income growth momentum despite increased risk provisions and operating expenses.

Tax Expense

The 2025 tax expenses were IDR880.81 billion, an increase of 15.06% compared to IDR765.51 billion in 2024. The increase in the tax expenses was in line with the growth in pre-tax profit for the year. This also reflected an improved profitability structure and a greater contribution to state tax revenue.

Income for the Year

The Company recorded income for the year of IDR3.50 trillion in 2025, an increase of 16.42% compared to IDR3.01 trillion in 2024. This increase reflected improvements in operational fundamentals and the Company's ability to manage margins and cost efficiency.

Other Comprehensive Income

Other comprehensive income in 2025 showed a significant increase from (IDR214.39) billion in 2024 to IDR889.07 billion in 2025, primarily driven by net unrealized gains on changes in the value of securities and government bonds as measured through other comprehensive income of IDR708.45 billion, and a fixed asset revaluation surplus of IDR422.39 billion. This change reflected improvements in the fair value of the securities portfolio and optimization of fixed asset management.

Comprehensive Income for the Year

The 2025 total comprehensive income for the year was recorded at IDR4.39 trillion, a significant increase of 57.19% compared to IDR2.79 trillion in 2024. This increase was driven not only by the increase in income for the year but also by significant improvements in other comprehensive income components. All of this comprehensive income was attributable to owners of the holding entity.

Earnings Per Share

In 2025, the basic earnings per share was IDR249, an increase of 16.36% compared to IDR214 in 2024. This increase in earnings was in line with the increase of earnings for the year in 2025.

Consolidated Statement of Cash Flows

Table of Consolidated Statement of Cash Flow

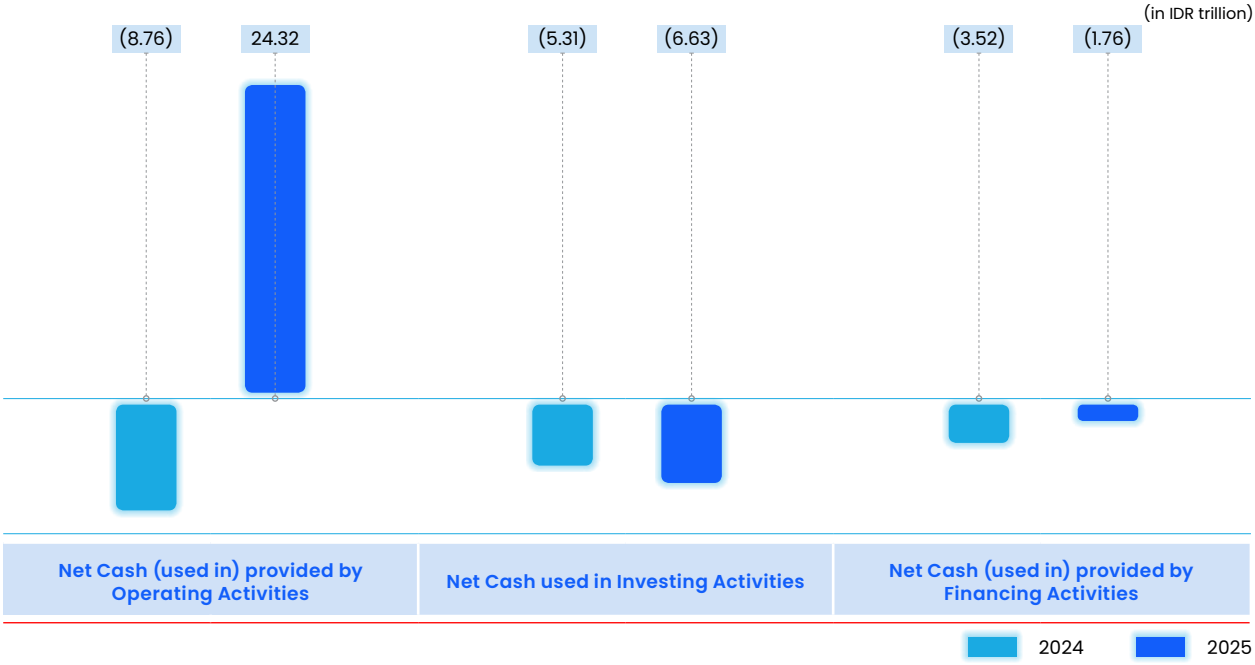
(in IDR million)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
CASH FLOWS FROM OPERATING ACTIVITIES				
Interest, profit sharing, and margin	31,416,682	29,689,639	1,727,043	5.82%
Recoveries from loan debts written-off	1,024,936	1,421,221	(396,285)	(27.88%)
Interest and bonus, fees and commissions paid	(18,234,167)	(17,973,763)	(260,404)	1.45%
Corporate income tax paid	(393,150)	(912,208)	519,058	(56.90%)
Other operating income	3,153,456	3,213,023	(59,567)	(1.85%)
Other operating expenses - net	(11,151,094)	(9,585,564)	(1,565,530)	16.33%
Other non-operating (expenses) income-net	25,951	(63,538)	89,489	(140.84%)
Cash receipts before changes in operating assets and liabilities	5,842,614	5,788,810	53,804	0.93%
Changes in operating assets and liabilities:				
Decrease (increase) in operating assets:				
Fair value through profit or loss securities	3,763,859	(18,286,677)	22,050,536	(120.58%)
Fair value through profit or loss government bonds	174,072	490,445	(316,373)	(64.51%)
Acceptance receivable	366,997	(397,331)	764,328	(192.37%)
Derivatives receivable	146,925	(70,666)	217,591	(307.91%)
Loans and sharia financing/receivables	(42,240,730)	(27,739,554)	(14,501,176)	52.28%
Other assets	594,910	(136,021)	730,931	(537.37%)
Increase (Decrease) in operating liabilities:				
Liabilites due immediately	(485,935)	(441,930)	(44,005)	9.96%
Deposits from customer				
Demand Deposits	1,275,000	11,653,971	(10,378,971)	(89.06%)
Wadiah Demand deposits	6,264,837	5,443,299	821,538	15.09%
Savings deposits	(2,494,892)	(22,012)	(2,472,880)	1.1234.24%
Wadiah Savings	205,144	245,340	(40,196)	(16.38%)
Time Deposit	47,812,161	12,615,733	35,196,428	278.99%
Deposit from other banks	26,445	(21,277)	47,722	(224.29%)
Acceptance payables	(366,997)	397,331	(764,328)	(192.37%)
Other liabilities	806,055	(416,997)	1,223,052	(293.30%)
Temporary syirkah funds	2,634,462	2,141,920	492,542	23.00%
Net Cash Provided by Operating Activities	24,324,927	**(8,755,616)**	**33,080,543**	**(377.82%)**

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
CASH FLOW FROM INVESTING ACTIVITIES				
Subsidiaries Entity Acquisition with Cash	(1,540,067)	-	(1,540,067)	100.00%
Acquisitions of premises and equipment	(1,874,406)	(1,634,521)	(239,885)	14.68%
(Purchase) receipt in fair value through other comprehensive income securities	(579,617)	(31,199)	(548,418)	1.757.81%
Purchase in fair value through other comprehensive income government bonds	(9,161,824)	(1,163,910)	(7,997,914)	687.16%
Receipt of amortized cost government bonds	7,821,715	562,232	7,259,483	1.291.19%
Receipt (purchase) from matured amortized cost securities	189,716	(2,878,561)	3,068,277	(106.59%)
Placement of securities purchased under agreement to resell	51,039,138	20,704,263	30,334,875	146.52%
Placement of securities purchased under agreement to resell	(52,522,635)	(20,867,689)	(31,654,946)	151.69%
Sales of premises and equipment	1,155	3,045	(1,890)	(62.07%)
Net Cash gained (used for) from Investing Activities	**(6,626,825)**	**(5,306,340)**	**(1,320,485)**	**24.89%**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds of securities issued	300,000	680,913	(380,913)	(55.94%)
Payment of matured securities issued	(1,754,979)	(3,572,500)	1,817,521	(50.88%)
Receipt of securities sold under agreement to repurchase	51,431,824	143,153,604	(91,721,780)	(64.07%)
Payment of matured securities sold under repurchase agreement	(54,544,966)	(139,744,766)	85,199,800	(60.97%)
Dividend payments	(751,833)	(700,198)	(51,635)	7.37%
Proceeds from fund borrowings	7,499,533	11,144,193	(3,644,660)	(32.70%)
Payment of fund borrowings	(3,020,603)	(11,385,262)	8,364,659	(73.47%)
Proceeds from subordinated securities	4,000,000	-	4,000,000	100.00%
Payment of lease liabilities	(88,347)	(93,408)	5,061	(5.42%)
Payment of matured borrowings and subordinated securities	(4,828,500)	(3,000,000)	(1,828,500)	60.95%
Net Cash used for Financing Activities	**(1,757,871)**	**(3,517,424)**	**1,759,553**	**(50.02%)**
NET (DECREASE)/INCREASE CASH AND CASH EQUIVALENTS	**15,940,231**	**(17,579,380)**	**33,519,611**	**(190.68%)**
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	**35,458,390**	**53,037,770**	**(17,579,380)**	**(33.15%)**
CASH AND CASH EQUIVALENTS AT END OF YEAR	**51,398,621**	**35,458,390**	**15,940,231**	**44.95%**
The details of cash and cash equivalents at end of year are as follows:				
Cash	2,154,839	2,105,620	49,219	2.34%
Demand deposit with Bank Indonesia	33,797,873	22,739,920	11,057,953	48.63%

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Demand deposit with other banks	2,515,971	5,951,746	(3,435,775)	(57.73%)
Placements with Bank Indonesia and other banks maturing within three months or less since the acquisition date	12,929,938	4,661,104	8,268,834	177.40%
Total	**51,398,621**	**35,458,390**	**15,940,231**	**44.95%**

Graph of Consolidated Statement of Cash Flow



Cash Flows from Operating Activities

In 2025, the Company recorded net cash earned from operating activities of IDR24.32 trillion, a significant turnaround compared to 2024, which recorded the utilized net cash of IDR8.76 trillion. This improvement was primarily driven by a significant increase in fundraising, particularly time deposits, which grew by IDR35.20 trillion and positive changes in securities measured at fair value through profit or loss. In contrast, the increased loan disbursement of IDR14.50 trillion remained a factor in cash utilization. Overall, improvements in funding structure and liquidity management drove operating cash flow, returning to a positive position in 2025.

Cash Flow from Investing Activities

The Company's 2025 net cash booking for investment activity was (IDR6.63 trillion), increased compared to 2024 as of (IDR5.31 trillion). The increase in cash utilization was influenced by the government bonds purchasing, measured at fair value through other comprehensive revenues (FVOCI), fixed assets earnings, subsidiary entity acquisition with cash of IDR1.54 trillion. In addition, the securities placement activity with reselling undertakings also contributed to investment cash flow. It was reflected from the Company's strategy in optimizing investment portfolio and conducting a selectively anorganic expansion.

Cash Flows from Financing Activities

In 2025, the Company's net cash recording for funding activity was (IDR1.76 trillion), lower than in 2024 of (IDR3.52 trillion). The improvement was influenced by the subordinated securities issuance of IDR4.00 trillion and the declining of the received lending payment, though the payment for lending and the mature securities remained available. The 2025 funding structure displayed the Company's efforts in maintaining equilibrium of capital affirmation and a structured obligations management.

Ability to Pay Debt and Collectability of Accounts Receivable

Ability To Pay Debt

Bank BTN's ability to pay its liabilities or debt can be measured by using the liquidity ratio, solvency and profitability ratios. These ratios become the parameters in calculating the Bank BTN's ability to allocate liquidity reserves. With regard to issued bonds, the company's ability to meet its debt obligations is reflected in the timely payment of interest and the credit rating of the issued securities.

Creditor Rights Protection

The objective of the said policy is to ensure the fulfillment of rights and to maintain creditor confidence in the Company. This policy covers considerations in entering into agreements, as well as follow-up actions for the fulfillment of the Company's obligations to creditors. The policy on the basic rights of creditors includes the receipt of principal repayment and interest payments at the agreed time; the right to late payment penalties on principal and interest; and the right to request clarification, information, and documents, as well as to inspect the Company's books of accounts. In 2025, the Company's creditors consisted of bilateral loan providers and investors in debt securities and/or sukuk (EBUS).

The Company is subject to Articles 1131 and 1132 of the Indonesian Civil Code, which stipulate that Social Bonds are not secured by specific collateral, but are secured by the Company's entire assets, both movable and immovable, existing or future, which serve as a guarantee for the Social Bondholders. The Company does not provide any guarantee or protection for Subordinated Debt in accordance with Article 19, Section (1) Point F of the Financial Services Authority Regulation Number 34/POJK.03/2016 on September 22, 2016, regarding the Amendment to POJK No. 11/POJK.03/2016 concerning the Minimum Capital Adequacy Ratio for Commercial Banks, as most recently amended by POJK No. 27 of 2022 on December 16, 2022, regarding the Second Amendment to POJK No. 11/POJK.03/2016 concerning the Minimum Capital Adequacy Ratio for Commercial Banks. Meanwhile, bilateral loans are loans granted on a clean basis, or without collateral.

Nonetheless, the Company continuously endeavors to ensure the protection of creditor rights by establishing policies on disclosure and transparency obligations, enabling external parties (including creditors and investors) to assess the bank's condition and policies regarding capital management (objectives, policies, and processes), a summary of quantitative capital data, compliance with capital requirements, and the Capital Adequacy Ratio (CAR). Furthermore, the Company maintains policies to prevent liquidity stress by adhering to the Liquidity Coverage Ratio (LCR) maintenance requirement of ≥100%, including mechanisms for liquidity condition analysis, coordination, and reporting to the regulator in the event of potential non-compliance.

The Company continuously ensures the protection of creditor rights transparently, including:

1. The right to obtain information regarding products and their characteristics via the Bank's official website, annual report, brochures, etc.
2. The right to receive information concerning changes to the Bank's product terms and conditions through the Bank's official website or other social media platforms.
3. The right to receive timely repayment of principal and interest in accordance with the agreement and prevailing laws and regulations.
4. The right to obtain all relevant banking information as stipulated in the agreement and prevailing laws and regulations.
5. The right to access banking services, both at branch offices and through e-banking services, in accordance with the agreement and prevailing laws and regulations.
6. The right to obtain settlement solutions for all customer complaints at branch offices or through e-banking services in accordance with the agreement and prevailing laws and regulations.
7. The right to be informed of changes in the composition of the Board of Directors/Commissioners and/or Shareholders through the Bank's official website, annual report, or circulating newspapers, as per the agreement and prevailing laws and regulations.

8. The right to the protection of confidential creditor information in accordance with the agreement and prevailing laws and regulations.

Ability To Pay Short-Term Debt (Bank Liquidity)

One way to know the ability to pay short-term debt is through the liquidity ratio. Company used several liquidity parameters, namely the Macroprudential Liquidity Buffer Ratio (PLM) and Minimum Statutory Reserves (GWM), Loan to Deposit Ratio (LDR) and Macroprudential Intermediation Ratio (RIM).

Macroprudential Liquidity Buffer Ratio (PLM) and Minimum Reserve Requirements (GWM)

The Statutory Reserves (Demand Giro Wajib Minimum - GWM) serve as a key indicator for maintaining liquidity ratios. Company ensures that its GWM requirements, both in Rupiah and foreign currency (Valas), comply with the regulations set by the authorities. In addition to meeting the GWM requirements, Company also maintains the Macroprudential Liquidity Buffer Ratio (Penyangga Likuiditas Makroprudensial - PLM). This ratio represents the minimum liquidity reserves in Rupiah that Commercial Banks (Bank Umum Conventional - BUK) must maintain in the form of eligible securities as per regulatory requirements.

Table of PLM and GWM Ratio

(in %)

Category	Currency	2025	2024	Increase/Decrease
Conventional	IDR:			
	Primary (GWM)	9.39	5.38	4.01
	PLM	12.93	12.73	0.2
	US Dollar	4.02	4.18	(0.16)
Sharia	IDR	2.60	4.70	(2.10)

The Statutory Reserve (GWM) threshold that Commercial Bank (BUK) must maintain in accordance with regulatory provisions is 9%. In 2025, BTN Conventional maintained Rupiah GWM at 9.39%, an increase of 4.01% compared to 2024 which was recorded at 5.38%. This increase occurred because large amounts of funds were coming in and these funds were saved as GWM to anticipate customer fund withdrawals and credit realization needs.

At the end of 2025, BTN Conventional received a GWM incentive from Bank Indonesia of 3,2%, a decrease compared to the end of 2024, which was 4%. Overall, in December 2025 the Company was able to maintain optional levels of Rupiah liquidity and GWM in accordance with regulatory provisions, while supporting smooth operations and customer transactions during the Christmas and New Year 2025 period.

In 2025, the foreign currency GWM was maintained at 4.02%, which is kept lower than in 2024 at 4.18%. This policy was implemented to optimize excess foreign currencies liquidity in order to increase income, while still meeting the provisions set by the regulator.

The Macroprudential Liquidity Buffer (PLM) ratio in 2024 was 12.73% and would increase to 12.93% in 2025. This increase is influenced by the increase in the ownership of securities which is included in the securities category which is taken into account in the PLM provisions. The Company consistently maintains the position of these securities at an optimal level. Fulfillment of PLM refers to Regulation of Members of the Board of Governors Regulation Number 23 of 2025 concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units (PADG RIM PLM).

The statutory reserve for BSN based on the provisions is 7.5%, the Company received a GWM incentive from Bank Indonesia of 4.90%, so the obligation to fulfill the minimum Sharia GWM is 2.60%.

Macroprudential Intermediation Ratio (RIM)

RIM was a form of strengthening of the Loan to Funding Ratio (LFR). RIM was the ratio of loans extended to third parties in Rupiah and foreign currencies, excluding loans to other banks plus securities owned, to:

1. Third party funds which included current accounts, savings and time deposits in Rupiah and foreign currencies, did not include interbank funds.
2. Securities in Rupiah and foreign currencies that met certain requirements issued by Company.

In accordance with Bank Indonesia Regulation (PBI) Number 20/4/ PBI/2018 dated March 29, 2018, concerning "Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units" as amended by PBI Number 21 /12/PBI/2019 dated November 25, 2019, PBI Number 22/17/PBI/2020 dated September 30, 2020, and PBI Number 24/16/PBI/2022 dated November 1, 2022. Banks had to maintain a Macroprudential Intermediation Ratio (RIM) ratio of 84% to 94%. In 2025, the Company's RIM was 85.93%, a decrease compared to 2024, which was 90.40%.

Company also manages liquidity reserves in the form of High Quality Liquid Assets (HQLA) which was also a liquidity component, which was determined at an optimal amount in the range above the minimum HQLA limit every day to support the Company's liquidity needs and maintenance of GWM and PLM as determined by Bank Indonesia . The Company's secondary reserve position is always maintained above the minimum secondary reserve limit throughout 2025.

Loan To Deposit Ratio (LDR)

The Loan-to-Deposit Ratio (LDR) is a key parameter for measuring a bank's liquidity health. It represents the proportion of loans disbursed to third parties compared to third-party funds (customer deposits). In 2025, Company's LDR stood at 91.28%, a decrease from 95.79% in 2024. This decline reflects BTN's strategy of balancing credit disbursement with third-party fund collection to maintain bank liquidity.

Ability To Pay Long-Term Debt (Bank Solvability)

The capital ratio was one of the parameters used in measuring the solvency ratio. In accordance with its commitment to run the banking business with prudent principles and in accordance with applicable regulations, Company ensured that the Capital Adequacy Ratio (CAR) was able to meet credit risk, market risk and operational risk.

In accordance with Bank Indonesia (BI) regulations, the Minimum Capital Requirement (KPMM)/CAR set for banks with a risk profile of "2" is 9.25%. The amount of capital for credit risk consists of Core Capital (Tier I) and Supplementary Capital (Tier II). The Company's total capital in 2025 reached Rp32.85 trillion, consisting of core and supplementary capital amounting to Rp28.77 trillion and Rp4.08 trillion, respectively. The Company's total Risk-Weighted Assets (RWA) in 2025 amounted to Rp173.37 trillion, and the CAR ratio in 2025 was 18.95%.

Ability to Pay Debt of Securities Issued

The ability to pay debt could also be reflected based on the rating of the securities issued by the Bank, namely bonds. Securities issued regularly were assessed by a rating agency to support the eligibility of securities. The quality of securities was largely determined by the ability of the securities issuing company to pay its securities at maturity and its ability to pay interest or coupons during the term of the securities issuance.

Table of Ability to Pay Debt from Securities Issued

Information	Rating	
	2025	2024
Sustainable BBTN II Phase I 2015 Series D*	AA+(idn)	AA+(idn)
Sustainable BBTN III Phase I 2017 series D	AAA(idn)	AA+(idn)
Junior Global Bond Bank BTN (USD)*	Ba3	Ba3
Sustainable BBTN IV Phase I 2020 series C*	AA+(idn)	AA+(idn)
Sustainable BBTN IV Phase II 2022 series A*	AA+(idn)	AA+(idn)
Sustainable BBTN IV Phase II 2022 series B	AAA(idn)	AA+(idn)
BBTN with a Sustainable Social Insight I Phase I in 2025	$_{id}$AAA	-
BBTN Continuous Subordination I Phase I 2025	$_{id}$AA	-

Note:
- Rating for domestic securities issued outstanding in 2025 used rating from Pefindo.
- The rating of outstanding domestic securities in 2025 uses a rating from Fitch.
- The rating for Bank BTN's Junior Global Bond (USD), which will be paid off in 2025, uses a rating from Moody's

* Securities that are fully paid (mature) in 2025

Table of Security Rank Meaning

Rating Agency	Rating	Rating meaning
Pefindo	idAAA	The 'idAAA National Rating is the highest rating on PEFINDO's national scale. This rating reflects the very strong ability of the issuer or debt instrument to meet its long-term financial obligations compared to all other issuers or instruments in the territory of the Republic of Indonesia. The inherent default risk is rated very low and is at the safest level on the national rating scale. There are no other level categories above this level. The 'AAA' rating indicates that the issuer's financial, business and management factors are at their strongest and most stable, thereby providing the highest level of protection for investors in the domestic context. This rating also does not use the modifier "+" or "–", because it reflects the highest position in the PEFINDO rating system.
Pefindo	idAA	The 'idAA' National Rating reflects the very strong ability of the issuer or debt instrument to meet its long-term financial obligations compared to most issuers or other instruments within the territory of the Republic of Indonesia. The inherent default risk is assessed as very low, although slightly higher compared to the highest rating (idAAA). However, this ranking still indicates a very high level of security on the national rating scale. The 'AA' rating indicates that the issuer's financial, business and management factors are in a very strong and stable condition, with excellent capacity to face adverse changes in economic and business conditions. Differences with the highest ratings are very small and are generally associated with slightly higher sensitivity to changes in the business environment. This rating is 2 notches lower than the corporate rating because this bond is subordinated.
Fitch Ratings Indonesia	AAA(idn)	The National Rating 'AAA(idn)' is the highest rating on Fitch's national scale. This rating reflects a very low expected default risk, and indicates that the issuer or bond has the strongest credit quality compared to all other issuers or instruments in the same country or monetary union. The inherent risk of default is very small and is at the safest level on the national rating rating. No other category is above this ranking. In contrast to other rating categories, the 'AAA(idn)' rating does not use the modifier "+" or "–", because this rating already represents the highest position in Fitch's rating class.
Moodys	Ba3	Issuers rated Ba have speculative, or independent, intrinsic financial strength and are subject to substantial credit risk in the absence of possible support from affiliates or the Government.

Receivable Collectibility

Bank collectibility is reflected from the Non-Performing Loan (NPL) ratio. NPL ratio is a benchmark to assess the amount of problem loans or loss out of all loans distributed to customers. The smaller the NPL ratio, the better the collectibility and loan quality.

Table of Collectability

(in IDR million)

Description	2025		2024	
	Minus Sharia Segment	Plus Sharia Segment	Minus Sharia Segment	Plus Sharia Segment
Total Loans/Financing	345,702,924	54,873,163	314,080,105	43,892,827
Performing Loan (PL)	334,760,539	53,458,241	**304,022,694**	**42,632,236**
Current	300,755,197	49,918,935	273,060,967	39,536,826
Special Mention	34,005,342	3,539,306	30,961,727	3,095,410
Non Performing Loan (NPL)	10,942,385	1,414,922	**10,057,411**	**1,260,591**
Substandard	334,251	280,091	605,276	266,796

Description	2025		2024	
	Minus Sharia Segment	Plus Sharia Segment	Minus Sharia Segment	Plus Sharia Segment
Doubtful	650,189	218,665	1,748,284	191,485
Loss	9,957,945	916,166	7,703,851	802,310
PL	96.83%	97.42%	96.80%	97.13%
NPL Gross	3.17%	2.58%	3.20%	2.87%
NPL Net	1.85%	0.70%	1.91%	1.71%

Gross NPL with the sharia segment in 2025 was 3.17%, a decrease compared to 2024 which was 3.20%. This condition is due to the majority of financing credits having matured and repaid.

Table of Credit Written-Off

(in IDR million)

Description	2025		2024	
	Number of Debtors	Write-off Value (in IDR milliions)	Number of Debtors	Write-off Value (in IDR milliions)
Konvensional	12,916	3,253,317	16,761	3,200,092
Syariah	3,149	507,579	2,102	281,309
Jumlah	**16,065**	**3,760,896**	**18,863**	**3,481,401**

Several activities or programs that can encourage increased collectibility 2 performance in 2026 including

01 New Scheme Credit Restructuring
Implementation of the new restructuring scheme **Tiered Installment Rescheduling (PUAB)**

02 Early Asset Sales Program
The PL's troubled asset sales program focuses on recurring debtors & handover of Corporate Plan

03 Implementation of New Monoline & Coll System
The implementation of new monoline and collection management system in stages (hybrid)

04 Implementation of QRIS on the Smartcoll App
The reward program for special debtors who pay installments before the due date

05 New Incentive Scheme and OPD
The incentive scheme based on amount collect & rollback/stay, OPD by KM used

06 Implementation of Late Charges
The implementation of fines for late payment of installments

07 HC Collection Development Program
Increasing Collection Human Resource (SDM) through recruitment, capacity, capability & talent-career path

08 Use of EDC/Installment Payment App
The use of EDC/App collector as a tool for receiving installments

09 AI Tools for Verifying Telephone & Visit Results
The use of AI tools to check input results for telephone & visit results

Activities or programs that can encourage increased NPL (Non-Performing Loan) and passive performance in 2026 include the following:

01 Internal Appraisal for Auctions
The internal Appraisal to accelerate the auction of Non-Corporate problematic assets

02 BTN Cheap House portal features
Cheap House Revamp Redesign & Development of BTN

03 Development of iColl for RAS
Development of the iColl application for RAS as an asset monitoring tool for

04 Host-to-Host with Asuradur Kredit
Host-to-host integration with Asuradur Kredit to facilitate insurance claims

05 Terms Cessie Review
Terms Cessie Review

06 Restruct iLoan Development
Restruk iLoan application development to add new schemes & features

07 Development of the Asset Buyback System
Development of a system for monitoring debtor asset portfolios carried out by the Buyback

Other Financial Ratio

To measure the profitability and efficiency of the Company's performance, financial ratios used by banking were Profit before tax to Assets or Return On Assets (ROA), Profit after tax to Equity or Return On Equity (ROE), Net Interest Margin (NIM) and the ratio of Operating Expenses to Operating Income (BOPO).

Table of Other Financial Ratio

(parent entity, in %)

Description	2025	2024	Increase/ Decrease
Return On Assets (ROA)	0.89%	0.83%	7.23%
Return On Equity (ROE)	11.57%	10.76%	7.53%
Net Interest Margin (NIM)	4.20%	2.86%	46.85%
Operating Expenses to Operating Income (BOPO)	89.04%	88.70%	0.38%

In 2025, the ROA, ROE and NIM values are 0.89%, 11.57% and 4.20% respectively, indicating an increase compared to 2024. This is mainly due to a decrease in the percentage of the Company's cost of funds or interest expense on third party funds as a result of fund recomposition. The Operating Expenses to Operating Revenues (BOPO) value in 2025 can be maintained at 89.04%, an increase from 2024 of 88.70%. The increase in BOPO is in line with the increase in operational expenses, but the increase is still maintained at 0.38%.

Fund Interest Rate

Information on interest rates for bank deposits, savings and current accounts as of December 31, 2024 was as follows:

Table of Indonesia Rupiah Savings Interest Rates

Product Type	Balance Strata	Interest Rates
Tabungan Investa	Up to IDR10 million	0.00%
	> IDR10 million - IDR100 million	0.50%
	> IDR100 million - IDR500 million	2.00%
	> IDR500 million - IDR1 billion	2.25%
	> IDR1 billion - IDR10 billion	2.64%
	> IDR10 billion - IDR50 billion	3.48%
	> IDR50 billion	3.75%
Tabungan Investa Plus	≥ 50 million - 500 million	2.15%
	> 500 million - 1 billion	2.25%
	> 1 - 5 billion	2.75%
	> 5 billion	3.00%
Tabungan BTN Batara	< IDR1 million	0.00%
	IDR1 million - < IDR50 million	0.05%
	IDR50 million - < IDR500 million	0.10%
	IDR500 million - IDR1 billion	0.25%
	> IDR1 billion	0.50%
Tabungan BTN Bisnis	< IDR1 million	0.00%
	≥ IDR1 million - < IDR50 million	0.25%
	≥ IDR50 million - < IDR500 million	0.50%
	≥ IDR500 million - < IDR1 billion	1.00%
	≥ IDR1 billion	1.25%
Tabungan BTN Junior	≤ IDR50 thousand	0.00%
	> IDR50 thousand	0.50%
TabunganKu	≤ IDR500 thousand	0.00%
	> IDR500 thousand - IDR1 million	0.10%
	> IDR1 million	0.25%

Product Type	Balance Strata	Interest Rates
Tabungan SiMuda RumahKu	≤ IDR1 million - IDR10 million	1.00%
	> IDR10 million - IDR25 million	1.15%
	> IDR25 million - IDR50 million	1.25%
	> IDR50 million - IDR100 million	1.35%
	> IDR100 million - IDR250 million	1.50%
	> IDR250 million	2.00%
Tabungan BTN Siap!	< IDR1 million - IDR10 million	1.00%
	> IDR10 million - IDR25 million	1.15%
	> IDR25 million - IDR50 million	1.25%
	> IDR50 million - IDR100 million	1.35%
	> IDR100 million - IDR250 million	1.50%
	> IDR250 million	2.00%
Tabungan BTN e'BataraPos	< IDR1 million	0.00%
	≥ IDR1 million - IDR50 million	0.05%
	IDR50 million - < IDR500 million	0.10%
	> IDR500 million - IDR1 billion	0.25%
	> IDR1 billion	0.50%
Tabanas Batara Kantor Pos	Across all tiers	0.00%

Table of Indonesia Rupiah Current Account Interest Rates

Product Type	Balance Strata	Interest Rates
Giro Rupiah	≤ IDR10 million	0.00%
	> IDR10 million - IDR100 million	0.25%
	> IDR100 million - IDR500 million	0.75%
	> IDR500 million	1.00%

Table of Indonesia Rupiah Deposit Interest Rate

Product Type	Balance Strata	Tenor (months)						
		1	2	3	4	6	12	24
Deposito BTN Rupiah	< IDR5 million	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	≥IDR5 million - < IDR10 million	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	≥IDR10 million - < IDR100 million	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%
	≥IDR100 million - < IDR500 million	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%
	IDR500 million - IDR2 billion	2.25%	2.25%	2.75%	2.75%	2.75%	2.75%	2.75%
	> IDR2 billion	2.25%	2.25%	2.75%	2.75%	3.00%	3.00%	3.00%

Table of Indonesia Rupiah e-Deposito Interest Rates

Product Type	Balance Strata	Tenor (months)						
		1	2	3	4	6	12	24
e-Deposito BTN Rupiah	IDR1 million - < IDR5 million	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	IDR5 million - < IDR100 million	2.60%	2.75%	3.00%	3.00%	3.00%	3.00%	3.00%
	IDR100 million - < IDR500 million	2.65%	2.75%	3.25%	3.25%	3.25%	3.25%	3.25%
	IDR500 million - < IDR2 billion	3.50%	3.50%	3.50%	3.50%	3.50%	3.40%	3.40%
	IDR2 billion - < IDR5 billion	3.75%	3.75%	3.75%	3.75%	3.75%	3.40%	3.40%
	IDR5 billion - < IDR10 billion	3.75%	3.75%	3.75%	3.75%	3.75%	3.50%	3.50%
	≥ IDR10 billion	3.75%	3.75%	3.75%	3.75%	3.75%	3.60%	3.60%

Table of Foreign Currency Savings Interest Rate

Product Type	USD			SGD		AUD / CNY		JPY	
	Balance Strata	Interest Rate		Balance Strata	Interest Rate	Balance Strata	Interest Rate	Balance Strata	Interest Rate
		Offline (via KC)	Online (via Balé)						
Tabungan BTN Felas	< USD1,000	0.00%	0.00%	All tiering	0.10%	All tiering	0.05%	All tiering	0.00%
	USD1,000 - < USD10,000	0.15%	0.15%						
	USD10,000 - < USD100,000	0.35%	0.35%						
	≥ USD100,000	0.50%	0.50%						

Table of Foreign Currency Deposit Interest Rate (USD)

Product Type	Balance Strata	Tenor (months)			
		1	3	6	12
BTN USD deposits	All strata	4.00%			

Table of Foreign Currency Deposit Interest Rate (SGD)

Product Type	Balance Strata	Tenor (months)					
		1	3	4	6	12	24
Deposito BTN SGD	All strata	0,10%					

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

Product Type	Balance Strata	Tenor (months)				
		1	3	6	12	24
AUD/CNY deposits	All strata	0.10%				
JPY deposits	All strata	0.00%				

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

Product Type	Balance Strata	Tenor (months)			
		1	3	6	12
BTN USD e-deposits	All strata	4.00%			

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

Product Type	Balance Strata	Interest rate
BTN USD Current Account	Up to USD100,000	0.00%
	> USD100,000	0.10%
BTN Euro Current Account	All strata	0.00%

Prime Lending Rate

On a periodical basis, Company renews its Prime Lending Rate (PLR/SBDK) in accordance with the benchmark interest rate updates from Bank Indonesia. PLR becomes the basis for establishing the Bank's lending rate to be charged to Customer. PLR has not estimated the risk premium which depends on Company's assessment on each debtor or debtor group's risk. Therefore, the lending rate to be charged to debtors may not necessarily be the same as the PRL .

Table of Prime Lending Rate Interest Rate

Description	PRL per Business Segment						
	Non-MSME Loans		MSME Loans			KPR/KPA	Non KPR/ KPA
	Corporate	Retail	Medium	Small	Micro		
Prime Lending Rate (PLR) 2025	8.76%	8.90%	9.90%	10.48%	13.75%	8.04%	10.80%
Prime Lending Rate (PLR) 2024	8.76%	9.25%	10.17%	11.00%	14.03%	8.04%	11.80%
Prime Lending Rate (PLR) 2023	8.05%	8.30%	n/a	n/a	n/a	7.30%	8.80%
Prime Lending Rate (PLR) 2022	8.00%	8.25%	n/a	n/a	n/a	7.25%	8.75%
Prime Lending Rate (PLR) 2021	8.00%	8.25%	n/a	n/a	n/a	7.25%	8.75%

Productive Assets Quality Analysis

The assessment or provision of productive assets is aimed at providing funds in order to obtain income, whether in the form of credit, securities, interbank fund placement, repo/reverse repo, or other equivalent forms of providing funds. Based on asset quality data, the position of productive assets in the Current (L) category in 2025 was recorded at IDR 417.45 trillion, relatively stable compared to 2024 which was IDR 423.20 trillion. Although there was growth in several portfolios such as credit and sharia financing, the aggregate current position experienced adjustments in line with the dynamics of securities composition and interbank placements. On the other hand, the total credit and financing provided in 2025 will reach IDR 404.80 trillion with a current composition of IDR 326.65 trillion. Shifts between collectibility categories remain controlled, and reserves (CKPN) are strengthened to maintain asset quality.

Overall, the Company continues to maintain the quality of its productive assets with the majority being in the current category and supported by strengthening reserves for impairment losses. This shows that credit risk management and productive asset portfolio management are carried out in a prudent and measurable manner.

Table of Productive Assets Quality

(in IDR million)

Description	2025					
	Current (L)	Special Mention (DPK)	Substandard (KL)	Doubtful (D)	Loss (M)	Total
Placement with other banks	2,513,736	-	-	-	2,043	2,515,779
Spot and Derivative Receivables/ Forward	-	-	-	-	-	-
Securities Owned	53,229,660	32,929	2,869	4,543	50,576	53,320,577
Securities Sold under Repurchase Agreement (Repo)	413,096	-	-	-	-	413,096
Receivables from Securities Purchased under Agreement to Resell (Reverse Repo)	1,683,840	-	-	-	-	1,683,840
Acceptance receivable	574,901	-	-	-	-	574,901
Loans and Financing	326,645,842	60,281,511	526,398	877,723	16,468,813	404,800,287
Capital Investment	7,188,001	-	-	-	-	7,188,001
Other Receivables	-	-	-	-	-	-
Commitments and Contingencies	24,791,084	522,296	-	10,000	111,774	25,435,154
Foreclosed Collatera	-	-	-	-	-	-

(in IDR million)

Description	2024					
	Current (L)	Special Mention (DPK)	Substandard (KL)	Doubtful (D)	Loss (M)	Total
Placement with other banks	5,950,058	-	-	-	1,749	5,951,807
Spot and Derivative Receivables/ Forward	102,843	-	-	-	-	102,843
Securities Owned	57,236,892	42,859	4,360	5,369	50,159	57,339,639
Securities Sold under Repurchase Agreement (Repo)	3,499,300	-	-	-	-	3,499,300
Receivables from Securities Purchased under Agreement to Resell (Reverse Repo)	175,625	-	-	-	-	175,625
Acceptance receivable	941,898	-	-	-	-	941,898
Loans and Financing	337,762,062	56,900,216	1,386,639	3,214,999	14,022,051	413,285,967
Capital Investment	-	-	-	-	-	-

Description	2024					
	Current (L)	Special Mention (DPK)	Substandard (KL)	Doubtful (D)	Loss (M)	Total
Other Receivables	-	-	-	-	-	-
Commitments and Contingencies	18,533,250	269,983	6,293	10,565	182,854	19,002,945
Foreclosed Collatera	-	-	-	-	-	-

Table of Allowance for Impairment Losses and Allowance for Asset Quality Assessment

(in IDR million)

Pos-Pos	2025				
	Stage 1	Stage 2	Stage 3	General	Specific
Placement with other banks	4	-	2,043	25,137	2,043
Spot and Derivative Receivables/ Forward	-	-	-	-	-
Securities Owned	52	-	-	62,516	54,925
Securities Sold under Repurchase Agreement (Repo)	-	-	-	3,282	-
Receivables from Securities Purchased under Agreement to Resell (Reverse Repo)	-	-	-	16,830	-
Acceptance receivable	124	-	-	5,732	-
Loans and Financing	1,604,155	4,387,132	7,968,270	2,847,340	4,803,646
Capital Investment	-	-	-	72,661	-
Other Receivables	-	-	-	-	-
Commitments and Contingencies	431	7	-	61,753	111,774

(in IDR million)

Pos-Pos	2024				
	Stage 1	Stage 2	Stage 3	General	Specific
Placement with other banks	822	-	1,749	59,501	1,749
Spot and Derivative Receivables/ Forward	-	-		1,028	-
Securities Owned	787	-	-	63,607	55,591
Securities Sold under Repurchase Agreement (Repo)	-	-	-	-	-
Receivables from Securities Purchased under Agreement to Resell (Reverse Repo)	-	-	-	1,756	-
Acceptance receivable	1,987	-	-	9,419	-
Loans and Financing	2,965,797	3,564,534	6,526,856	3,073,878	9,135,653
Capital Investment	-	-	-	-	-
Other Receivables	-	-	-	-	-
Commitments and Contingencies	3,385	-	-	57,249	13,500

Fee Based Income Growth Acceleration

To increase profitability, Company's Business Plan was focused on increasing Other Operating Income (POL) which was mostly generated from fee-based income, especially from new sources based on transactions and services. To achieve this target, the strategic initiatives carried out in the short and medium term are as follows:

1. Increasing fees from treasury and forex transactions.
2. Increasing fee-based income from credit business (syndication, insurance kick-back, and credit administration outside of subsidized mortgages).
3. Increasing fee-based income from digital transactions and wholesale banking by:
   a. Accelerating the implementation of online acquiring features.
   b. Accelerating the implementation of the Quick Response Code Indonesian Standard (QRIS) Border and QRIS Customer Presented Mode.
   c. Developing Visa Paywave to increase retail customer transactions and fee based.
4. Developing fee based from new sources through:
   a. Development of e-Guarantee to increase fee based in the wholesale Banking segment.
   b. Increasing fee-based priority banking services through product development, including National Securities (SBN), insurance products, and mutual funds.
   c. Increasing fees sourced from Bank Guarantees (BG), Domestic Letters of Loans (SKBDN), Supply Chain Financing (SCF), Cash Management System (CMS) in the Corporate segment and wholesale.

Digital Transaction Volume Growth

To develop new sources of growth, Company accelerated the development of digital services, especially those targeting retail transactions through the Balé by BTN acquisition and utilization program. With various programs run, the number of digital banking transactions increased rapidly to 2.36 billion transactions, or an increase of 77% yoy. In line with the increase in the number of transactions, the volume of digital service transactions also increased to IDR176 trillion, or grew 12% yoy. To support the development of digital transactions, Company carried out various digital innovations including the rebranding of the Bale by BTN Superapp and intensifying the acquisition of BTN merchants. In 2024, the number of BTN QRIS merchants increased rapidly to 250.371 QRIS merchants or an increase of 100% YoY with a total merchant balance reaching IDR3.29 trillion. In addition, Company also expanded the BTN Properti application and portal as a digital housing ecosystem.

In 2025, the Balé Properti portal and application will have 986 thousand members, 19,990 developers and 1 million housing stock ready for mortgages. The company carries out technological innovations, one of which is the BTN Open API and Sandbox. By the end of 2025, the number of partners who have integrated BTN Open API will reach 35 partners with a total hit in 2025 of 4,975,384 hits.

Bank Capital Structure

Management Policy on Capital Structure and Policy Determination Basis

The Company's Capital Plan is based on the latest economic developments, despite a review and assessment of the required capital adequacy requirements. In terms of developing its Risk Management policies and strategies, the Board of Directors has established a Risk Appetite Statement (RAS) and other risk limits. The RAS is reviewed annually or at any time, considering changes in the Company's business plans and objectives, as well as changes in the business environment. Furthermore, the Board of Directors and the Board of Commissioners conduct an annual review to ensure that the Company's capital structure and liquidity remain aligned with its strategic objectives and risk appetite.

The purpose of management's policy on capital is to ensure that Company's capital is strong and able to create a strong capital structure to support the development strategy for current business expansion and maintain the continuity of development going forward. In addition, the determination of the capital policy is intended to meet the capital adequacy provisions set by the regulator and ensure that Company's capital structure has been efficient.

Based on OJK Regulation Number 11/POJK.03/2016 as amended by OJK Regulation No. 27 of 2022 concerning the Second Amendment to OJK Regulation Number 11/POJK.03/2016 concerning the Minimum Capital Adequacy Requirement for Commercial Banks, BTN's capital consists of:

1. Core Capital, which consists of Common Equity Tier - CET1 and Additional Tier 1 (AT1). Core capital includes paid-in capital and disclosed reserves. Disclosed reserves consists of additional factors (agio, general reserves, previous year's profit, profit for the year and stock options) and the deducting factors (other comprehensive losses and financial asset transactions classified as available for sale, difference of Allowance for Uncollectible Accounts (PPA) on earning assets with Allowance for Impairment Losses and nonearning PPA).
2. Supplementary Capital (Maximum 100% of Core Capital) which consists of general reserves of PPA for productive assets that must be calculated with a maximum amount of 1.25% of RWA for Credit Risk and Reserves.

The total core capital (Tier I) of the Company (BTN and BSN) in 2025 was IDR 39.56 trillion, higher than in 2024 of IDR 29.83 trillion. Meanwhile, the amount of the Company's supplementary capital (Tier II) in 2024 was IDR 4.27 trillion, higher than the supplementary capital in 2024 of IDR 2.43 trillion, this was because there was additional Subordinated Securities.

Capital Structure Details

Company has strong capital capabilities to support business growth. Below is the details of Company's capital structure.

Table of Capital Structure Details

(in IDR million)

Description	2025 (Consolidated)	2024
I. CORE CAPITAL (TIER 1)	**35.289.292**	**29.834.471**
1. Common Equity Tier - CET 1	**33.289.292**	29.834.471
0.1 Paid-up Capital (minus Treasury Stock)	**7.017.222**	7.017.222
0.2 Disclosed Reserves	**28.871.679**	25.103.287
0.3 Calculable Non-Controlling Interest	**-**	-
0.4 Common Equity Tier 1 Regulatory Adjustment	**(2.599.610)**	(2.286.038)
2. Additional Tier - AT 1	**2.000.000**	-
2.1 Instruments meeting AT-1 requirements	**2.000.000**	-
2.2 Agio/Disagio	**-**	-
2.3 Additional Tier 1 Regulatory Adjustment	**-**	-
II. SUPPLEMENTARY CAPITAL (TIER 2)	**4.276.886**	**2.438.559**
1. Capital instruments in shares or others meeting Tier 2 requirements	**2.216.667**	549.605
2. Agio/Disagio	**-**	-
3. General reserves of mandatory productive asset Allowance for Uncollectible Accounts (max. 1.25% of Credit Risk RWA)	**2.060.219**	1.888.954
4. Supplementary Capital Regulatory Adjustment	**-**	-
TOTAL CAPITAL	**39.566.177**	**32.273.030**
RISK-WEIGHTED ASSETS (RWA)		
RWA for Credit Risk	**163.844.282**	149.287.750
RWA for Operational Risk	**20.388.527**	19.055.594
RWA for Market Risk	**4.900.688**	6.101.634
Total RWA	**189.133.497**	**174.444.978**

Description	2025 (Consolidated)	2024
Capital Adequacy Ratio (CAR) according to Risk Profile	**9,25%**	**9,25%**
Common Equity Tier 1 (CET 1)	17,60%	17,10%
Tier 1 Ratio	18,66%	17,10%
Tier 2 Ratio	2,26%	1,40%
Capital Adequacy Ratio (CAR)	**20,92%**	**18,50%**

Material Commitments for Capital Investment

In 2025 and 2024, Company made material commitments with related parties for capital investments. Some material commitments with significant values are presented in the following table:

Table of Material Commitments for Capital Investment

Name of Parties under Commitments	Type of Commitment	Commitment Value (in IDR million)
2025		
PT Usaha Gedung Mandiri	Tangerang branch (KC) Renovation Contractor Services	7,395
PT Binayasa Putrabatara	Bank BTN branch (KC) Pondok Indah Building Construction Work Contractor Services	40,700
PT Binayasa Putrabatara	Work Space Renovation Contractor Services (TRSD), Floor 25, Tower 2 BTN	10,495
PT Neocelindo Intibeton	Advanced Work Contractor Services for the Construction of the Cibubur branch (KC) Building	9,198
PT Neocelindo Intibeton	Continued Work Contractor Services Renovation and Relayout Work for All Floors of the Bekasi branch (KC) Building	9,050
PT Binayasa Putrabatara	Way Halim- branch (KC) Bandar Lampung Renovation Work Contractor Services (KCP)	5,100
PT Mitra Niaga Madani	Medan Records Center Renovation Work Contractor Services	9,919
PT Mitra Niaga Madani	Tanah Abang Renovation Work Contractor Services (KCS)	6,150
PT Soludia	Procurement of Roll O Pack for BTN Ecopark Gandul Records Center Building	43,624
PT Usaha Gedung Mandiri	Jambi branch (KC) Renovation Work Contractor Services	9,395
PT Binayasa Putrabatara	Renovation of Sharia Commercial Bank (BUS) Work Space at BTN Tower	13,975
PT Gunnebo Indonesia Distribution	Procurement of Roll O Pack for Medan Records Center	8,691
PT Binayasa Putrabatara	BUS-Tanah Abang Work Space Renovation and Relayout Contractor Services	9,300
PT Binayasa Putrabatara	Continued Work on Building a Learning Center on Ciburial Land, Dago Pakar, Bandung (Phase 1)	33,500
PT Neocelindo Intibeton	Contractor Services for Renovation of the Directors' Workspace on the 22nd Floor of BTN Tower	10,380
PT Pawit Jaya Utama	BTN Tower Relayout Work Contractor Services, 7-FAD Floor	5,300
PT Pembangunan Perumahan (Persero) Tbk	Contractor Services for Construction of Sports Facilities and Foodcourts in the BTN Eco Park Gandul Area	16,300
PT Binayasa Putrabatara	BTN Tower Chiller Replacement Contractor Services	35,600

Name of Parties under Commitments	Type of Commitment	Commitment Value (in IDR million)
PT Multipolar Technology Tbk.	Modernization of Core Banking Servers and Supporting Devices	206,607
PT Logistik Teknologi Indonesia	Network Detection and Response Solutions	11,850
PT NTT Indonesia Technology	Privilege Access Management Solution for IT Devices	12,890
PT Neptus Teknologi	Renewal Upgrade Maintenance MSDAP	31,322
PT NTT Indonesia Technology	Bank BTN Replacement Switch Outlet	17,695
	2024	
PT Binayasa Putrabatara	Contractor Services for Renovation Work at Jakarta Kuningan branch (KC) and Jakarta II Regional Office at BTN Tower 2.	18,000
PT Binayasa Putrabatara	Contractor Services for Renovation of Conventional Banking Hall, Private Banking, SDB Room, and Basic Document Room for the Use of Jakarta Kuningan branch (KC) in BTN Tower 2.	22,700
PT Binayasa Putrabatara	BTN Branch (KC) Pematangsiantar Building Construction Work Contractor Services.	42,300
PT Brantas Abipraya	Learning Center Construction Work Contractor Services on Ciburial Land, Dago Pakar, Bandung (Phase 1).	100,500
PT Brantas Abipraya	BTN Branch (KC) Kebon Jeruk Construction Contractor Services.	121,500
PT Casa Prima Indonesia	KCS Lhokseumawe Renovation Work Contractor Services.	10,500
PT Casa Prima Indonesia	Banjarmasin branch (KC) Relayout Renovation Work Contractor Services.	11,100
PT Casa Prima Indonesia	Tanjungpinang branch (KC) Renovation Work Contractor Services.	13,280
PT Casa Prima Indonesia	KCS Surabaya Renovation Work Contractor Services.	13,700
PT Casa Prima Indonesia	Meruya Official Residence Construction Work Contractor Services.	20,300
PT Casa Prima Indonesia	Contractor Services for the Construction of the Record Center Building, KCP and Official Homes on Soekarno Hatta Land, Bandung.	41,150
PT Casa Prima Indonesia	BTN Branch (KC) Kupang Building Construction Work Contractor Services.	47,550
PT Grafindo Triutama	Jakarta Harmoni Non Banking Hall Branch (KC) Renovation Work Area Contractor Services.	10,010
PT Integra Dayacipta Grahatama	Regional Office Construction Work Contractor Services I.	53,500
PT Neocelindo Intibeton	BTN branch (KC) Cibubur Building Construction Work Contractor Services.	47,280
PT Neocelindo Intibeton	Office Construction Contractor Services in region 6.	61,500
PT Nindya Karya	BTN Branch (KC) Kelapa Gading Square Building Construction Work Contractor Services.	132,001
PT Pembangunan Perumahan	BTN Eco Park Gandul Construction Work Contractor Services (Phase 1).	322,899
PT Usaha Gedung Mandiri	Contractor Services for Meeting Room Works on Floors 30 and 32 of Tower 2 BTN.	11,785
PT Victory Utama Karya	BTN Tower 2 Division Workspace Renovation Work Contractor Services.	26,930
PT Metrocom Global Solusi	Procurement of x86 Servers for Conventional and Sharia Internet Banking and Cash Management System.	10,940
PT Multipolar Technology Tbk.	Procurement of Desktop PC and Notebook Devices in 2024.	43,243
PT Praweda Ciptakarsa Informatika	Procurement of a Security Intelligence Platform to detect potential cyber attacks, detect data and user credential breaches and response to security incidents.	41,272

Name of Parties under Commitments	Type of Commitment	Commitment Value (in IDR million)
PT IDX Consulting	Procurement of *Fraud Detection System* (FDS) applications.	30,878
PT Mastersystem Infotama	Procurement of Web Application Firewall (WAF), DNS Security and Loan Balancer (HA Critical Appliccation Firewall) devices.	13,470
PT Metrocom Global Solusi	Procurement of Database Server for Internet Banking and CMS.	19,980
PT Truslogic Mitra Teknologi	Procurement of Security Tools in the DevSecOps Toolchain.	12,165
PT Multipolar Technology Tbk	Data Lake Development Procurement.	11,751
PT Intikom Berlian Mustika	Modernization of the Branch Delivery System.	89,995
PT Multipolar Technology Tbk	Procurement of HA Authentication, Authorization, Auditrail and Network Access Control (NAC) solutions for BTN Head Office and Branch Offices.	28,600
PT Indonesia Comnets Plus	Procurement of Modernization of Pinpad Machines equipped with IKD and eKTP Reader.	30,000

Company makes material commitments for investment in goods and capital with the aim of supporting Company's operational activities. The source of funds used by Bank Company in carrying out material commitments comes from Company's internal funds. Because the currency used as the denomination for capital goods investment is only IDR or Rupiah and the procurement value stated in the cooperation agreement between the Company and the supplier is also set in Rupiah, there is no need for planned steps to protect against risks from foreign currency positions.

Capital Investment

BTN invested in capital goods in the form of land, buildings/office, other buildings, computer hardware, machinery, vehicles, office equipment, fixed assets and other inventory. In 2025, the total investment in capital goods will be IDR 15.14 trillion. This number increased compared to 2024 due to the revaluation of fixed assets, the purchase of land for offices, construction and renovation of office buildings, vehicles and various office equipment to support the Company's operations.

In 2025, the Company will invest in capital goods, mostly in the form of construction of buildings intended for the Dago Pakar Bandung Learning Center, BTN Eco Park Gandul Depok, Regional Offices and Branch Offices. Apart from that, renovation work was also carried out on office buildings, including renovations on the work space of the BTN Tower building, Sharia Center Tanah Abang, and BTN Tower 2 BTN. For investment in capital goods in computer hardware, the Company centralizes the procurement of personal computers (PCs) and notebooks/laptops using the seat management method.

Table of Capital Goods Investment

(in IDR million)

Type	Investment Purpose	Investment Value	
		2025	2024
Land	Company Business Operations	5,896,312	5,367,787
Office Buildings/Rooms	Company Business Operations	3,327,386	2,622,305
Other Buildings	Company Business Operations	846,623	551,074
Computer Hardware	Company Business Operations	3,740,366	3,471,025
Machineries	Company Business Operations	526,425	473,383
Vehicles	Company Business Operations	54,212	50,428
Office Supplies	Company Business Operations	702,309	655,769
Fixed Assets and Other Inventories	Company Business Operations	43,201	40,280
Total		15,136,834	**13,232,051**

The value stated in the Capital Goods Investment Table is a combination of the value of the Conventional Bank (Company) and the Sharia Business Unit (UUS) which on December 22 2025 officially became operational as PT Bank Syariah Nasional (BSN).

Company through the Procurement and Fixed Asset Management Division (PFAD) in 2025 procured and managed fixed assets as follows:

1. In collaboration with the Sharia Business Division (SHAD), procurement was carried out in the form of purchasing land on June 3 2025 worth IDR 38,101 million for the expansion of the Sharia Center Tanah Abang located on Jalan KH Mas Mansyur No. 86 Tanah Abang, Central Jakarta.
2. In collaboration with the Sales and Distribution Division (SDD), procurement was carried out in the form of purchasing land on June 30 2025 worth IDR 30,027 million for the construction of the Gresik Branch Office building.
3. In collaboration with the Sales and Distribution Division (SDD), procurement was carried out in the form of purchasing land on September 19 2025 worth IDR 32,036 million for the construction of the Cikarang Branch Office building.
4. The inauguration and start of operation of new buildings which are fixed assets belonging to the Company, in the form of the BTN Ecopark Gandul Depok building, Regional Offices, Branch Office buildings and Sub-Branch Office buildings, namely:
   a. Central Java Regional Office Building and Yogyakarta Special Region (Central Java and DIY Regional Offices) in December 2025.
   b. BTN Ecopark Gandul Depok Building, consisting of the Dormitory Building, Record Center Building, and Sports Field along with supporting facilities therein in December 2025.
   c. Kelapa Gading Square Branch Office Building in December 2025.
   d. Cikembar Sukabumi Sub-Branch Office Building in July 2025.
   e. Kupang Branch Office Building in February 2025.
   f. Cibubur Branch Office Building in February 2025.
   g. Pematangsiantar Branch Office Building in February 2025.
5. The Company carried out a revaluation of fixed assets for land assets for a 3 (three) year period and recorded an increase in the value of these assets amounting to IDR 412,555 million.
6. For assets that have been included in the neglected category, the Company has optimized their use so that they can support the company's operations, namely:
   a. Land assets located on Jalan Gandul Raya, Cinere, Depok City, which was built as the BTN Ecopark area.
   b. Land assets located on Soekarno Hatta street No. 443-445 Bandung which has been operational as a Record Center Building and Official House for the West Java Regional Office.
7. In managing fixed assets, Company implemented fixed asset write-offs for fixed assets that technically and economically no longer had any benefits for Company. With the implementation of the write-offs, Company could optimize and be more efficient in the use of inventory storage/warehouse space, as well as the reconciliation of fixed asset databases to be cleaner and clearer.

Commitments and Contingencies

The balances of Commitments and Contingencies as of December 31, 2025 and 2024 were as follows:

Table of Commitments and Contingencies

(in IDR million)

Description	2025	2024
COMMITMENTS		
Commitments Payable		
Unused loan facility commitments	17,990,697	15,614,895
Irrevocable L/C on progres	211,017	249,694
Commitments – Net	**18,201,714**	**15,864,589**
CONTINGENCIES		
Contingent receivables		
Interest income on non-performing assets	6,664,026	3,550,319

Description	2025	2024
Contingent payables		
Guarantees issued	(5,742,151)	(3,124,003)
Contingencies - Net	921,875	**426,316**

Significant Agreements

Throughout 2025 and 2024, Company made significant agreements including:

1. On December 31, 2025, the Company entered into an agreement with PT Mitra Niaga Madani regarding KCPS Kelapa Gading Renovation Work Contractor Services with a contract value of IDR 3,520 million.
2. On December 23 2025, the Company entered into an agreement with PT Metro Alam Selaras regarding the KCP Leuwiliangi KCP Renovation and Relocation Work Contractor Services with a contract value of IDR 2,590 million.
3. On December 19 2025, the Company entered into an agreement with PT Jasun Putra Pandawa regarding the Renovation Work Contractor Services for KCP Unnes and Digital Branch KC Semarang with a contract value of IDR 2,475 million.
4. On December 15 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding Banking Synergy in the SDI Sector (Human Capital) with a contract value of IDR Nil.
5. On December 15, 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding Commercial Bank Sharia Service Synergy with a contract value of IDR Nil.
6. On December 15 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding the Synergy of Activities in the BTN Group Business Ecosystem with a contract value of IDR Nil.
7. On December 15 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding Synergy of Operational Activities with a contract value of IDR Nil.
8. On November 28 2025, the Company entered into an agreement with PT Mitra Niaga Madani regarding the DBSD Workspace Renovation Contractor Services on Floor 28, Tower 2 BTN with a contract value of IDR 2,730 million.
9. On November 28 2025, the Company entered into an agreement with PT Metro Alam Selaras regarding the Menteng Branch (KC) Renovation Work Contractor Services with a contract value of IDR 3,295 million.
10. On November 26 2025, the Company entered into an agreement with PT Casa Prima Indonesia regarding KCP Mendalo Renovation Work Contractor Services with a contract value of IDR 2,331 million.
11. On November 26 2025, the Company entered into an agreement with PT Casa Prima Indonesia regarding KCP Selincah Renovation Work Contractor Services with a contract value of IDR 2,690 million.
12. On November 24 2025, the Company entered into an agreement with PT Taruna Bangun Bersama regarding KCP Karangayu Renovation Work Contractor Services with a contract value of IDR 2,700 million.
13. On November 14 2025, the Company entered into an agreement with PT Pembangunan Perumahan (Persero) Tbk regarding Contractor Services for the Construction of Sports Facilities and Foodcourts in the BTN Eco Park Gandul Area with a contract value of IDR 16,300 million.
14. On November 21 2025, the Company entered into an agreement with PT Casa Prima Indonesia regarding the KCS Tangerang Relocation Renovation Work Contractor Services with a contract value of IDR 8,340 million.
15. On October 24 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the Continued Work on the Construction of the Learning Center on Ciburial Land, Dago Pakar, Bandung with a contract value of IDR 33,500 million.
16. On October 20 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding Banking Synergy for Office Building Utilization.
17. On October 15 2025, the Company entered into an agreement with PT Bank Syariah Nasional regarding Synergy for the Provision of Information Technology Services with a contract value of IDR 40,473 million.
18. On October 8 2025, the Company entered into an agreement with PT Neocelindo Intibeton regarding Contractor Services for the Renovation of the Directors' Workspace on the 22nd Floor of the BTN Tower with a contract value of IDR 10,380 million.

19. On October 6 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the Renovation and Relayout Work Space Contractor Services for Sharia Commercial Banks (BUS) in Tanah Abang with a contract value of IDR 9,300 million.
20. On October 1 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the Continued Work on the Construction of the Pematangsiantar KC Building with a contract value of IDR 8,180 million.
21. On September 22 2025, the Company entered into an agreement with PT Gunnebo Indonesia Distribution regarding the procurement of a Roll O Pack for the Medan Records Center with a contract value of IDR 8,961 million.
22. On September 8 2025, the Company entered into an agreement with PT Kharismakreati Lugas regarding KCP Alam Sutera Renovation Work Contractor Services with a contract value of IDR 2,540 million.
23. On September 8 2025, the Company entered into an agreement with PT Usaha Gedung Mandiri regarding the Procurement of Continued Renovation and Relayout Work for the Depok Branch (KC) with a contract value of IDR 4,670 million.
24. On September 8 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the renovation of the Sharia Commercial Bank (BUS) Workspace at BTN Tower with a contract value of IDR 13,975 million.
25. On September 8 2025, the Company entered into an agreement with PT Kharismabuat Lugas regarding KCP Hang Tuah Renovation Work Contractor Services with a contract value of IDR 2,550 million.
26. On September 2 2025, the Company entered into an agreement with PT Ciriajasa Cipta Mandiri regarding Construction Management Consultant Services (MK) for the Kendari Branch (KC) and Parepare Branch (KC) Development Works with a contract value of IDR 4,655 million.
27. Pada tanggal 29 Agustus 2025, Perseroan mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Pekerjaan Renovasi KCPS Binjai dengan nilai kontrak sebesar Rp2.325 juta.
28. On August 29 2025, the Company entered into an agreement with PT Casa Prima Indonesia regarding the Tenggarong KCPS Renovation Work Contractor Services with a contract value of IDR 2,220 million.
29. On August 25 2025, the Company entered into an agreement with PT Usaha Gedung Mandiri regarding Jambi KC Renovation Work Contractor Services with a contract value of IDR 9,395 million.
30. On August 11, 2025, the Company entered into an agreement with PT Usaha Gedung Mandiri regarding KCPS Bungo Renovation Contractor Services with a contract value of IDR 2,438 million.
31. On August 11 2025, the Company entered into an agreement with PT Soludia regarding the procurement of Roll O Pack for the BTN Ecopark Gandul Records Center Building with a contract value of IDR 43,624 million.
32. On August 6 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding BTN Tower Chiller Replacement Contractor Services with a contract value of IDR 35,600 million.
33. On August 6 2025, the Company entered into an agreement with PT Mitra Niaga Madani regarding KCS Tanah Abang Renovation Work Contractor Services with a contract value of IDR 6,150 million.
34. On July 31, 2025, the Company entered into an agreement with PT Nuanza Karya Selaras regarding KCPS Batoh Renovation Contractor Services with a contract value of IDR 2,254 million.
35. On July 25 2025, the Company entered into an agreement with PT Mitra Niaga Madani regarding Medan Records Center Renovation Work Contractor Services with a contract value of IDR 9,918 million.
36. On July 23 2025, the Company entered into an agreement with PT Kanta Karya Utama regarding Construction Management Consultant Services (MK) for the construction of the Panakkukang Branch (KC) Building with a contract value of IDR 2,410 million.
37. On July 11 2025, the Company entered into an agreement with PT Primega Saniyya Lestari regarding Construction Management Consultant Services (MK) for the construction of the Jababeka Branch (KC) Building with a contract value of IDR 2,050 million.
38. On July 7 2025, the Company entered into an agreement with PT Metro Alam Selaras regarding CBC Raya Jakarta Renovation Contractor Services with a contract value of IDR 2,384 million.
39. On June 18 2025, the Company entered into an agreement with PT Bank Victoria Syariah in connection with Perbankan Sinergi.
40. On June 17 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the KCP Way Halim KCP Renovation Contractor Services with a contract value of IDR 5,100 million.
41. On May 19 2025, the Company entered into an agreement with PT Neoceindo Intibeton regarding the Continuation of Renovation and Relayout Contractor Services for All Floors of the Bekasi Branch (KC) Building with a contract value of IDR 9,050 million.

42. On April 29 2025, the Company entered into an agreement with PT Casa Prima Indonesia regarding the KCP Rawalumbu Renovation Work Contractor Services with a contract value of IDR 7,200 million.
43. On April 21 2025, the Company entered into an agreement with PT Neoceindo Intibeton regarding Advanced Work Contractor Services for the Construction of the Cibubur Branch (KC) Building with a contract value of IDR 9,198 million.
44. On February 19 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding TRSD Work Space Renovation Contractor Services for Floor 25, Tower 2 BTN with a contract value of IDR 10,495 million.
45. On February 11 2025, the Company entered into an agreement with PT Binayasa Putrabatara regarding the procurement of BTN Tower 2 Building Management with a contract value of IDR 49,500 million.
46. On January 22 2025, the Company entered into an agreement with PT Binayasa Putrabatara in connection with Bank BTN Branch (KC) Pondok Indah Building Construction Work Contractor Services with a contract value of IDR 40,700 million.
47. On January 7 2025, the Company entered into an agreement with PT Usaha Gedung Mandiri regarding Tangerang Branch (KC) Renovation Contractor Services with a contract value of IDR 7,395 million.
48. On December 12 2024, the Company entered into an agreement with PT Nindya Karya regarding Bank BTN Branch (KC) Kelapa Gading Square Building Construction Contractor Services with a contract value of IDR 132,001 million.
49. On November 20, 2024, the Company entered into an agreement with PT Brantas Abipraya regarding the Kebon Jeruk Branch (KC) Construction Contractor Services with a contract value of IDR 121,500 million.
50. On November 5 2024, the Company entered into an agreement with PT Pembangunan Perumahan regarding BTN Eco Park Gandul Development Work Contractor Services (phase 1) with a contract value of IDR 322,899 million.
51. On October 29 2024, the Company entered into an agreement with PT Binayasa Putrabatara regarding the BTN Kuningan Tower 2 Renovation Contractor Services with a contract value of IDR 22,700 million.
52. On October 28, 2024, the Company entered into an agreement with PT Casa Prima Indonesia regarding Tanjungpinang Branch Office (KC) Renovation Contractor Services with a contract value of IDR 13,280 million.
53. On October 14 2024, the Company entered into an agreement with PT Brantas Abipraya regarding the Bandung Learning Center Construction Work Contractor Services (Phase 1) with a contract value of IDR 100,500 million.
54. On October 2 2024, the Company entered into an agreement with PT Casa Prima Indonesia regarding Surabaya Branch Office (KC) Renovation Contractor Services with a contract value of IDR 13,700 million.
55. On September 24 2024, the Company entered into an agreement with PT Neocelindo Intibeton regarding Regional Office Construction Contractor Services 6 with a contract value of IDR 61,500 million.
56. Pada On July 26, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding the Contractor Services for the Banjarmasin Branch Office Relayout Renovation Work with a contract value of IDR11,100 million.
57. On July 8, 2024, the Bank signed an agreement with PT Patroon Arsindo regarding the Consultant Services for Planning Detail Engineering Design (DED), RAB, BQ and RKS for Phase 1 Development of BTN Eco Park Gandul with a contract value of IDR17,700 million.
58. On June 24, 2024, the Bank signed an agreement with PT Victory Utama Karya regarding the Contractor Services for the Renovation Work of BTN Tower 2 Division with a contract value of IDR26,930 million.
59. On June 24, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Contractor Services for the Renovation Work of the Jakarta Kuningan Branch Office and Regional Office jakarta II at BTN Tower 2 with a contract value of IDR18,000 million.
60. On May 31, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding the Contractor Services for the Construction Work of the BTN Kupang branch office Building with a contract value of IDR47,550 million.
61. On May 23, 2024, the Bank signed an agreement with PT Usaha Gedung Mandiri regarding the Contractor Services for Meeting Room Work on 30th and 32nd Floors of BTN Tower 2 with a contract value of IDR11,785 million.
62. On May 14, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding the Contractor Services for the Renovation Work of Lhokseumawe branch office with a contract value of IDR10,500 million.
63. On May 2, 2024, the Bank signed an agreement with PT Integra Dayacipta Grahatama regarding the Contractor Services for the Construction of Regional Office I with a contract value of IDR53,500 million.

64. On February 20, 2024, the Bank signed an agreement with PT Neocelindo Intibeton regarding Contractor Services for the Construction Work of BTN Cibubur branch office Building with a contract value of IDR47,280 million.
65. On January 12, 2024, the Bank signed an agreement with PT Casa Prima Indonesia regarding Contractor Services for the Construction of the Record Center Building, KCP, and Official Residence on the Soekarno Hatta Land in Bandung with a contract value of IDR41,150 million.
66. On January 11, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Contractor Services for the Construction of BTN Pematangsiantar branch office building with a contract value of IDR42,300 million.
67. On January 10, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Centralization of Building Management Procurement for Regional Office VI with a contract value of IDR56,850 million.
68. On January 10, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Centralization of Building Management Procurement for Regional Office IV with a contract value of IDR91,500 million.
69. On January 10, 2024, the Bank signed an agreement with PT Binayasa Putrabatara regarding the Centralization of Building Management Procurement for Regional Office I with a contract value of IDR176,246 million.

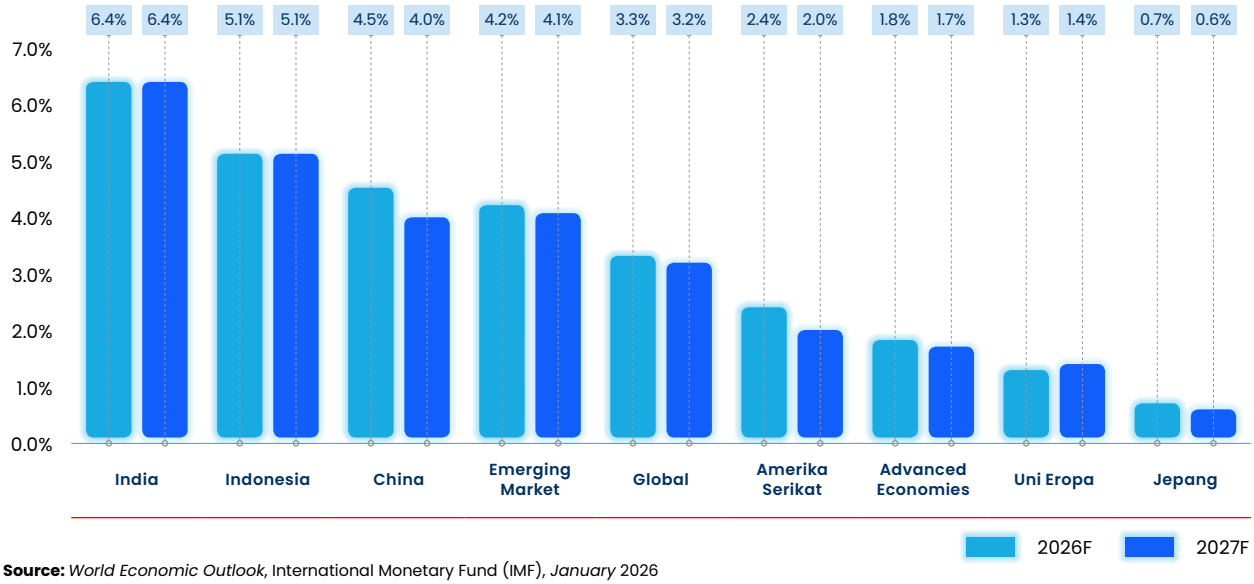
Material Information and Facts After Accounting Report Date

Until the end of the preparation of the Annual Report, there were no significant events after the accountant's report date, including their impact on future performance and business risks.

Business Prospects and Future Strategies

Taking recent developments into account, in January 2026, the IMF projected global economic growth for 2026 at 3.3%, before moderating to 3.2% in 2027. In 2026, the economies of emerging countries such as Indonesia are expected to improve slightly compared to 2025. China's economy is also projected to slow in 2026. Meanwhile, advanced economies such as the United States are expected to record slightly higher growth compared to 2025.

Graph of Global Economic Growth Projections for 2025 and 2027



Source: *World Economic Outlook*, International Monetary Fund (IMF), *January* 2026

National economic growth remained positive in 2025 despite the global economic slowdown, driven by strong household consumption, incoming investment, and stable export performance. Bank Indonesia predicts that economic growth in 2026 will remain strong and positive, within a range of 4.9%-5.7%.

The inflation in 2026 is expected to remain within Bank Indonesia's target range of 2.5%+_ 1% year-on-year (yoy). To achieve this level of inflation, the government and Bank Indonesia will implement a mix of fiscal, monetary, and real sector policies. Meanwhile, the average exchange rate of the Indonesian Rupiah against the United States Dollar (USD) is projected to remain stable and trend toward appreciation in 2026, while still taking into account uncertainties in global financial markets, including the Fed's monetary policy, global geopolitical dynamics, and the potential escalation of trade wars. Bank Indonesia's benchmark interest rate is expected to decline at a more gradual pace in 2026.

The financial services sector, particularly banking, is expected to maintain its performance and strengthen compared to 2025. Bank Indonesia projects that in 2026, Third-Funds (DPK) will grow within a range of 8.0%- 10.0%, while bank lending is expected to grow by 8.0%- 12.0%.

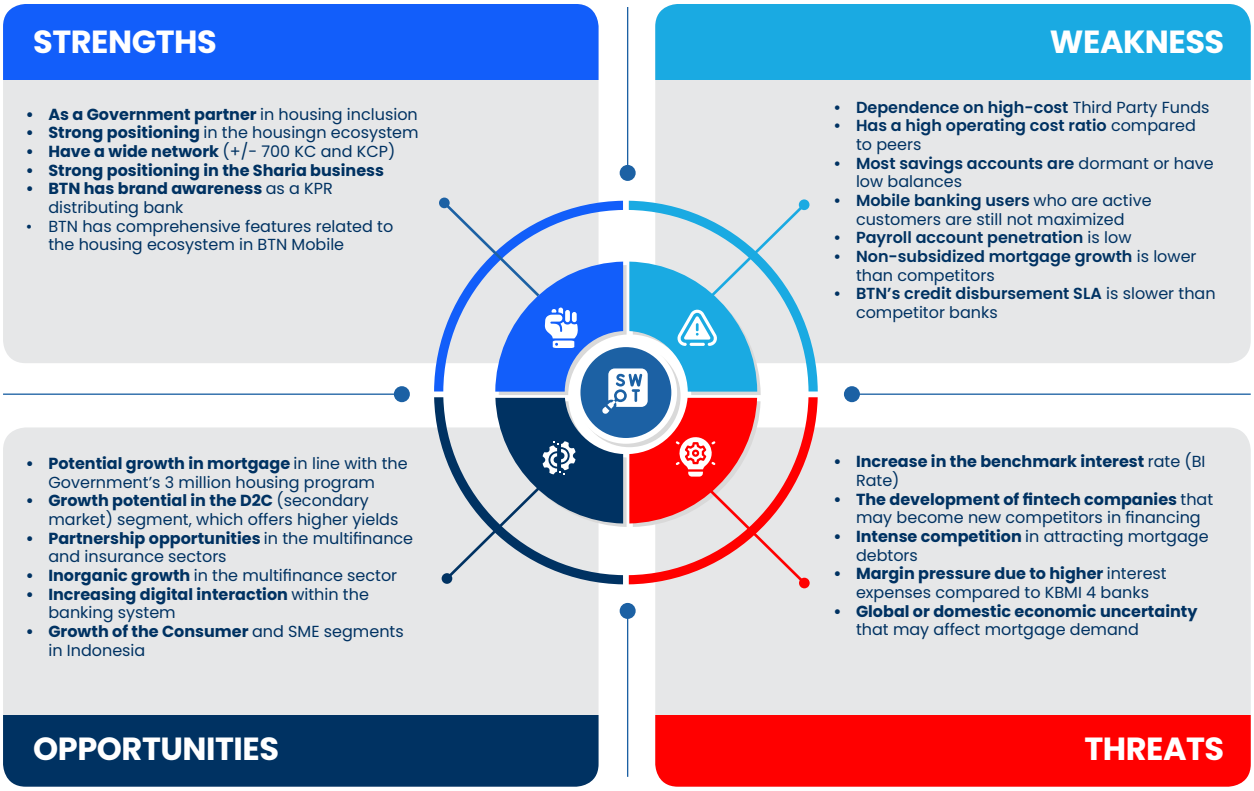
For 2026, the housing sector is predicted to strengthen compared to previous years. The housing sector is projected to continue growing positively and contribute to reducing the housing backlog, driven by several factors, including:

1. The Three Million Housing Program, which is one of President Prabowo Subianto's priorities.
2. The FLPP quota in 2026 is set at 350,000 units, unchanged from 2025.
3. The Government-Borne VAT Incentive (DTP) extended by the Government until December 2026.
4. The Loan-to-Value (LVT) policy for property is extended until the end of 2026.
5. The abolition of several housing-related taxes, including the Land and Building Rights Acquisition Fee (BPHTB) and the Building Approval (PBG).

To achieve the Three Million Housing target, collaboration among all stakeholders is essential, including the Central and Regional Governments, Associations, Developers, Banks, and the Community. This collaboration is needed to address challenges such as land availability, licensing, bureaucracy, and public purchasing power.

Source:
- World Economic Outlook, International Monetary Fund (IMF), October 2025
- Annual Bank Indonesia Meeting (PTBI), November 2025

Considering developments in macroeconomic dynamics, the banking industry and the housing industry, Company conducted a competitive analysis through Strength, Weakness, Opportunity, Threat (SWOT) analysis as follows:



Taking into account the SWOT analysis, the Threat Opportunity Weakness Strength (TOWS) matrix was prepared as follows:

STRENGTH STRATEGY

MAXIMIZE OPPORTUNITY

STRENGTHS-OPPORTUNITIES (SO-STRATEGY)

- Utilizing the increasing transaction frequency in BTN Mobile to take advantage of digital interaction opportunities.
- Optimizing credit process improvements to capture secondary market opportunities (D2C) with higher yields.
- Expansion into the multifinance sector with the support of digital transformation that has been carried out.
- Potential for KPR Distribution to support the Government's 3 million housing unit program.
- Cross-selling to existing customers for funding, lending, and banking transaction products.

STRENGTHS-THREATS (ST-STRATEGY)

- Leverage experience in annual short-term initiatives to accelerate loan disbursement SLAs.
- Maintain Subsidized Mortgage market share by improving the quality of existing loan portfolios. Increase CASA ratio to offset high interest expense and declining margins.

WEAKNESSES-OPPORTUNITIES

- Increase payroll account penetration to support low-cost DPK growth opportunities.
- Increase active mobile banking customers to capture opportunities for using digital interactions.
- Optimize dormant accounts and low-balance accounts to support new sales model opportunities.

WEAKNESSES-THREATS

- Reduce dependence on high-cost third-party funds by increasing payroll account penetration.
- Increase mobile banking and non-subsidized mortgage customer penetration to avoid takeover by competitors.
- Increase non-subsidized mortgage growth to prevent further loss of market shore. By using this TOWS matrix, BTN can identify strategies that can help leverage strengths and opportunities, while addressing weaknesses and avoiding threats.

MINIMIZE RISK

RECOVERY STRATEGY

Based on the matters outlined above, Company believes it has outstanding business prospects in the future. To enhance its contribution to the housing sector and support the State-Owned Enterprise (BUMN) Ministry's transformation roadmap, Company has set a vision to become the Primary Partner in Empowering Indonesian families Financially by 2025. The aspirations to be achieved by 2029 are as follows:

Build a sustainable savings account engine to capture IDR120 Trillion

Capturing 3% of SA from top 20 largest provinces, launching innovative propositions for value-chain payroll, first-time home buyers and cash-rich self- employed professionals, and becoming transactional bank for customers and businesses through enhanced transaction banking capabilities

Empower Indonesia families in disbursement enabling their dream of home ownership with IDR450 Trillion in disbursement

Supporting ~1.2mn subsidized mortgage and ~290k non-subsidized mortgage customers; empowering ~27k housing related SMEs through propositions across the life-cycle

Become a financial partner for consumers and businesses providing full suite of everyday banking solutions

Increasing consumer product ownership through high-margin loans (targeting 8% of loan portfolio), investment and payment solutions; expanding non-housing loan portion (targeting 20% of loan portfolio) and increasing FBI (~20% of revenue); and increasing conversion of new mortgage customers to full banking service users (mostly as primary bank).

Building a high-quality portfolio with operational efficiency

Building digital and efficient operations (CIR <50%) and strengthened customer service culture across the bank; Maintaining low NPL (<2.3%) rate across economic cycles powered by advanced-AI driven underwriting and collections process.

Expand offerings through 3 subsidiaries

Becoming true #2 Syariah banking contender in Indonesia; launching and scaling multi-finance (>2.5 Trillion loan disbursement) and insurance subsidiaries (>2 Trillion GWP) to have full-suite of banking offerings.

Referring to the 8 (eight) strategic themes of BTN's 2025–2029 Long-Term Plan, the strategic initiatives to be undertaken by the Company in 2026 are as follows:

1. **Developing Low-Cost Transactional Savings Product Innovations**
   a. Launching bundled payroll propositions to enhance penetration within existing BTN ecosystem companies and New-to-Bank (NTB) segments, while expanding outreach to NTB customers, including payroll employees and key decision-makers, by assigning dedicated payroll specialists within the one-Client Service Team (CST) Relationship Manager (RM) coverage model.
   b. Intensifying the retail funding sales footprint (through internal resources and outsourcing) in market areas with high savings account (SA) volumes and strong growth potential, targeting mass and mass-affluent NTB customers to increase savings market share from 1.3% to 2–3% through improved sales productivity (e.g., training, KPIs, and sales productivity toolkits), branchless formats, and outsourcing.
   c. Becoming the primary/secondary bank for first-time homebuyers through bundled product offerings focused on millennials, targeting both Existing to Bank (ETB) and New to Bank (NTB) customers to enhance engagement in savings accounts (SA) and debit/credit cards through partnerships with lifestyle retail and housing companies.
   d. Driving acquisition of BTN Mobile customers and increasing the proportion of transacting accounts from 30% to 45%, launching a retail deposit war room with win-back initiatives for recently inactive customers and NTB acquisition, implementing segment-based product bundling, and expanding the balé by BTN proposition to strengthen customer loyalty, supported by cross-selling campaigns and engagement driven by Advanced Analytics (AA).
   e. Expanding wealth proposition penetration among existing cash-rich customers and hidden affluent segments within the BTN ecosystem, including bundling wealth propositions with payroll products and cash-rich small and medium enterprise (SME) products..
2. **Targeting Cash-Rich Entrepreneur Segments within the Housing Ecosystem**
   a. Launching needs-based propositions targeting "cash-rich" self-employed professionals within the housing ecosystem, with potential expansion into the healthcare, legal, and consulting ecosystems.
   b. Launching merchant propositions targeting MSMEs, food retail, and restaurants through merchant product bundling, strengthening the merchant platform, and offering value-added services (beyond banking) through partnerships with merchant service/acquiring providers.
3. **Deepening Penetration of Fee-Based Products**
   Encouraging registration and utilization of transaction banking products through a single integrated platform, launching sector-specific solutions for priority cash-heavy segments with a focus on trade, and activating dormant institutional accounts.
4. **Achieving Full-Wallet Share for SME and Wholesale**
   a. Launching a deposit war room targeting existing SME value chain customers, newly acquired SME merchants, and wholesale customers to drive CASA penetration through campaigns leveraging AA and segment-specific strategies, including targeted pricing, tailored rewards, and product bundling for cash-rich sectors. In this context, the deposit war room serves as BTN's centralized command center to monitor and manage Third-Party Funds performance in real time, including time deposits, current accounts, and savings. This facility enables rapid decision-making on interest rate adjustments and marketing strategies, allowing BTN to compete effectively to attract liquidity.
   b. Driving cross-selling of funding products across the housing ecosystem end-to-end and acquiring value chain customers, for example, in the cement sector, ranging from wholesalers, distributors, and retailers to developers.
5. **Growing Non-Subsidized Lending through Enhanced Partnerships**
   a. Primary Housing: Deepening relationships with the Top 50 developers by doubling digitalization in Turn Around Time (TAT), implementing digital back-end processes for RMs, providing real-time tracking portals for customers and developers, intensifying sales activities, expanding sales centers in high-potential development areas, and offering higher incentives for bulk acquisition from key developers.
   b. Secondary Housing: Strengthening acquisition channels through agent networks by establishing a dual-reporting line from Direct-to-Consumer (D2C) agents within sales centers and implementing loyalty programs for elite agents. Enhancing the customer experience through instant indicative offers, achieving a "time-to-yes" within 1 week, and reducing overall TAT by 2x through fully digitized application processes. Increasing acquisition and lead generation through digital partners, including seamless process integration with BTN Properties and an Online-to-Offline (O2O) fulfillment journey.
   c. Building propositions to reduce churn and repayments through a centralized counter-offering team aimed at lowering pre-payment rates and conducting win-back campaigns targeting customers who have switched.

6. **Enhancing Penetration within the Housing Value Chain**
   a. Increasing value-chain penetration of corporate anchor clients from 1 anchor client to at least 15–20 anchor clients by assigning dedicated value-chain specialists within the one-Client Service Team (CST) model, supported by a centralized monitoring system for tracking performance.
   b. Launching sector-specific product bundles for construction and real estate companies across the entire end-to-end lifecycle, including guarantees, financing, funding, and financial management services; providing tiered programs and annual universal limits for spokes (partners/agents).
7. **Enhancing High-Yield Products Across All Segments**
   a. Expanding higher-yield products by broadening KAR/KRING to non-payroll and New to Bank (NTB) customer bases through accelerated deployment of digital application journeys, strengthened credit decision support systems, and highly personalized marketing across owned media channels. Launching new propositions and driving deeper penetration across credit product lines.
   b. Deepening penetration and activation of fee-based income products, including credit cards and wealth propositions, integrated with savings and lending propositions.
   c. Increasing volume and profitability of Joint Finance Schemes (B2B) and channeling partnerships.
8. **Expanding KUMK into Priority SME Sectors**
   Expanding KUMK into high-growth SME sectors with lower NPL levels by enhancing performance and best practices among existing RMs, strengthening credit underwriting, and improving process efficiency. Launching innovative propositions to enter cash-intensive sectors through bundled offerings of cash management services and KUMK loans. For trade-oriented sectors, introducing export/import transaction banking propositions integrated with KUMK offerings. Entering high-growth, low-NPL sectors for KUR through strengthened credit capabilities and further digitalization of processes.

Achievement of Targets and Future Targets

Target Achievement 2024

Comparison of Production/Operational Targets and Realization

Several indicators of operational target achievement may be demonstrated by the achievement of some targets, namely lending and financing targets and Third Party Funds (DPK) collection targets.

Table of Comparison of Production/Operational Targets and Realization

(Consolidation, in IDR million)

Description	2025 Realization	2025 Target	Achievement
1	2	3	4=2/3
LOANS AND FINANCING			
Housing Loan	275,484	280,267	98.29%
Non Housing Loan	70,219	62,383	112.56%
Total Loans	345,703	342,650	100.89%
Total Financing	54,872	50,991	107.61%
Total Loans and Financing	400,576	393,641	101.76%
THIRD PARTY FUND			
Current Account	169,242	181,284	93.36%
Savings	43,884	51,499	85.21%
Time Deposit	224,271	187,838	119.40%
Total Third Party Fund	437,398	420.621	103.99%

Housing loans in 2025 totaled IDR275.48 trillion, achieving 98.29% of the 2025 target of IDR280.26 trillion. The growth in housing loans reflects the Company's consistent focus on financing the housing sector, in line with its business strategy to support national housing programs while maintaining sustainable credit quality growth.

Overall, total loans and financing disbursed in 2025 reached IDR400.58 trillion, achieving 101.76% of the 2025 target of IDR393.64 trillion. This achievement was driven by non-housing loans, which reached 112.56% of the target, and by financing, which reached 107.61%. Credit growth continued to be managed prudently, taking into account liquidity conditions, the direction of interest rate policy, and the Company's credit risk management framework.

From a funding perspective, Third-Party Funds (TPF) in 2025 amounted to IDR437.40 trillion, achieving 103.99% of the 2025 target of IDR420.62 trillion. This performance was primarily supported by an increase in Time Deposits, which reached IDR224.27 trillion or 119.40% of the target.

Meanwhile, Savings in 2025 amounted to IDR43.88 trillion, achieving 85.21% of the target. This aligns with the Company's strategy to optimize its funding structure through active management of fund composition to maintain cost-of-funds efficiency amid tight banking liquidity conditions and relatively high interest rates.

Comparison of Financial Targets and Realization

Financial achievement can be seen from the achievement of financial position, financial ratios, income and profit.

Table of Comparison of Financial Targets and Realization

(Consolidation, in IDR million)

Description	2025 Realization	2025 Target	Achievement
1	2	3	4=2/3
FINANCIAL POSITION			
Asset	527,793	510,095	103.47%
Liabilities	491,583	475,545	103.37%
Equity	36,210	33,971	106.59%
INCOME AND PROFIT			
Interest Income	36,339	35,287	102,98%
Income from operations	4,499	4,499	99.99%
Net Income	3,501	3,504	99.92%
FINANCIAL RATIO (parent entity, %)			
CAR	19.02%	18.19%	104.56%
NPL	3.17%	3.14%	100.96%
ROA	0.89%	0.90%	98.89%
ROE	11.57%	11.60%	99.74%
NIM	4.20%	4.01%	104.74%

In 2025, the Company recorded a sustained strengthening of its financial position. Total assets increased to IDR527.79 trillion, achieving 103.47% of the 2025 target of IDR510.09 trillion. In line with asset growth, liabilities were recorded at IDR491.58 trillion, achieving 103.37%, while equity increased to IDR36.21 trillion or 106.59% of the target, reflecting a solid capital structure.

In terms of income and profitability, interest income in 2025 reached IDR36.34 trillion, achieving 102.98% of the 2025 target. Meanwhile, net profit amounted to IDR3.50 trillion, achieving 99.92%. This was primarily attributable to lower-than-assumed non-interest income (fee-based income) and other income in the RKAP, in line with non-recurring income as well as a decline in recovery/write-off income contribution compared to the previous year. On the other hand, the Company continued to implement prudent cost and risk management policies, thereby maintaining its profitability performance.

From a financial ratio perspective, the Company successfully maintained its capital adequacy level, with the Capital Adequacy Ratio (CAR) increasing to 19.02%, higher than the 2025 target of 18.19%. Asset quality continued to improve, as reflected in the decline in Non-Performing Loans (NPL) to 3.08%, compared to the target of 3.14%. In line with improved profitability, Return on Assets (ROA) increased to 0.89% and Return on Equity (ROE) rose to 11.57%. In addition, the Net Interest Margin (NIM) recorded a significant increase to 4.20%, reflecting improvements in the funding structure and more optimal management of earning assets.

Comparison of Target and Realization of Capital Structure

Achievement of the capital structure in 2025 is described as follows:

Table of Comparison of Targets and Realization of Capital Structure

(Consolidation, In IDR million)

Description	2025 Realization	2025 Target	Achievement
1	2	3	4=2/3
Core Capital (Tier 1)	35,290	22,976	153.59%
Main Core Capital (Common Equity Tier - CET 1)	33,290	22,976	144.89%
Additional Core Capital (Additional Tier - AT 1)	2,000	0	-
Supplementary Capital (Tier 2)	4,277	11,826	36.17%
Total Capital	39,567	34,802	113.69%
Risk Weighted Assets (RWA)	189,133	191,347	98.84%
Minimum Capital Adequeacy Requirement (KPMM)	20.92%	18.19%	115.01%

In 2025, the Company maintained a strong and adequate capital structure to support sustainable business growth. Core Capital (Tier 1) was recorded at IDR35.29 trillion, reaching 153.59% of the 2025 target of IDR22.98 trillion, in line with capital management dynamics and the need to optimize the Company's capital structure. Meanwhile, Supplementary Capital (Tier 2) a decrease significantly to IDR4.28 trillion, reaching 36.18% of the 2025 target of IDR11.82 trillion.

Overall, the Company's total capital in 2025 amounted to IDR39.57 trillion, achieving 113.70% of the 2025 target. Risk-Weighted Assets (RWA) were recorded at IDR189.13 trillion, relatively stable at 101.08% of the 2025 target, reflecting prudent risk profile management. With this capital structure, the Company remained able to meet the Minimum Capital Adequacy Ratio (KPMM) requirements under regulatory provisions, while maintaining sufficient capital buffers to support loan growth and preserve capital resilience amid evolving economic dynamics.

Comparison of Marketing Target and Realization

The public's brand awareness (the level of bank awareness) of the Company's brand was an indicator of marketing strategy achievement in 2025. The method used to obtain the public perception index ranking of the Company's brand was through direct surveys of respondents in 9 (nine) large cities in Indonesia by an independent survey institution, with consideration of the bank's image bankwide, savings products and e-channels, resulted in the following:

Table of Bank Rapid Reaction Monitor (BRRM) – 9 (nine) Cities

Awareness Levels	2025	2024
	Rating (Score)	
Bankwide	6 (40)	6 (39)
Savings	6 (16)	5 (21)
E-Channel (balé by BTN)	5 (18)	6 (16)

Based on the results of the study, it can be concluded that the Company's brand has experienced an increase in awareness ranking both bankwide and for Savings products and e-channels (balé by BTN).

Comparison of Targets and Realization of HR Development

The achievements of human capital development are shown by the number of trainings and the costs spent throughout the current year.

Table of Comparison of Human Resources Development Targets and Realization

Description	2025 Realization	2025 Target	Achievement
1	2	3	4=2/3
Human Capital Development Cost (IDR million)	131,435	133,000	98.82%
Number of Trainings (trainings)	268	250	107.20%
Number of Training Participants (person)	432,959	325,000	133.22%

Throughout 2025, the Company has carried out human resource development through learning and development programs for all employees using Classroom, Virtual Classroom and Self Learning methods. The achievement percentage for the number of learning and development participants until December 2025 reached 133.22% or above the predetermined target.

Future Targets (Projection)

Company has set future targets in accordance with the 2026 Company Work and Budget Plan document. This target setting was based on several macro assumptions as follows:

Table of Assumptions in Preparing Projections

Assumptions	2026
Growth PDB (% yoy)	5.20
BI 7 Days Reverse Repo Rate (%)	4.00
Inflation (%)	3.10
Exchange Rate (IDR/USD)	16500
Loan Growth(%)	12.00
Third Party Fund Growth (%)	9.00

Source: BTN Chief Economist Analysis

Production/Operational Projection

Production/operational projections for 2026 are as follows:

Table of Production/Operational Projection

(in %)

Description	2026 Growth Projection
LOANS AND FINANCING	
Housing Loan	4.42%
Non Housing Loan	28.17%
Total Loans	8.96%

Description	2026 Growth Projection
THIRD PARTY FUND	
Current Accounts	15.58%
Savings	13.47%
Time Deposit	(2.06%)
Total Third Party Fund	6.13%

Financial Projection

The financial projections for 2026 are as follows:

Table of Financial Projection

(in %)

Description	2026 Projection Growth
FINANCIAL POSITION	
Asset	10.90%
Liabilities	11.06%
Equity	9.06%
INCOME AND PROFIT	
Interest income	5.23%
Income from operations	18.14%
Net Income	20.28%
FINANCIAL RATIO	
CAR	17.00% - 18.00%
NPL	< 3.00%
ROA	0.90% - 1.00%
ROE	12.00% - 13.00%
NIM	3.50% - 4.00%

Capital Structure Projection

The projected capital structure for 2026 is as follows:

Table of Capital Structure Projection

Description	2026 Projection Growth
Core Capital (Tier 1)	±IDR31 trillion - IDR32 trillion
Supplementary Capital (Tier 2)	±IDR3.5 trillion - IDR3.8 trillion
Total Capital	±IDR34 trillion - IDR35 trillion
Risk Weighted Assets (RWA)	IDR195 trillion - IDR198 trillion

Dividend Policy Projection

Dividend policy projection information is as follows:

Table of Dividend

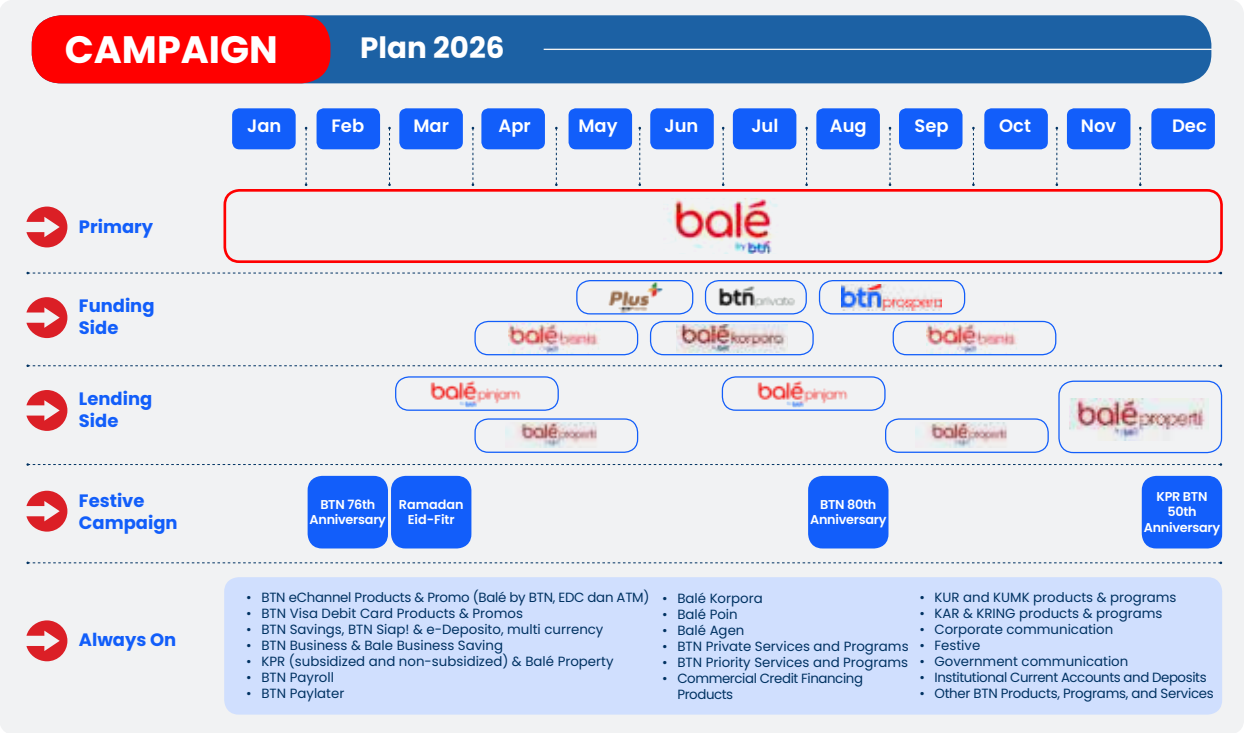
Description	2026 Projection
Net Income	IDR4,465 billion
Dividend Pay Out (DPO)	±IDR900 billion-IDR1,100 billion
DPO Ratio	20%-25%

The basis of the dividend distribution policy is based on the decision of the Annual General Meeting of Shareholders (AGMS) or Extraordinary General Meeting of Shareholders (EGMS) based on Law No. 40 of 2007 concerning Limited Liability Companies. Factors that are taken into consideration in determining the amount and payment of dividends include the level of financial health, the level of capital adequacy, and the need for funds for further business expansion, without reducing the rights of the Company GMS to determine otherwise in accordance with the provisions of the articles of association. The amount of Company dividend will be determined at the General Meeting of Shareholders (GMS). Management plans to distribute dividends with a payout ratio of 20%–25%, provided that there is a cash surplus from operating activities after allocations have been made for reserves, financing activities, capital expenditure plans, and the Company's working capital requirements. Company receives dividends from the distribution of net income. The amount of dividends depends on the dividend policy implemented .

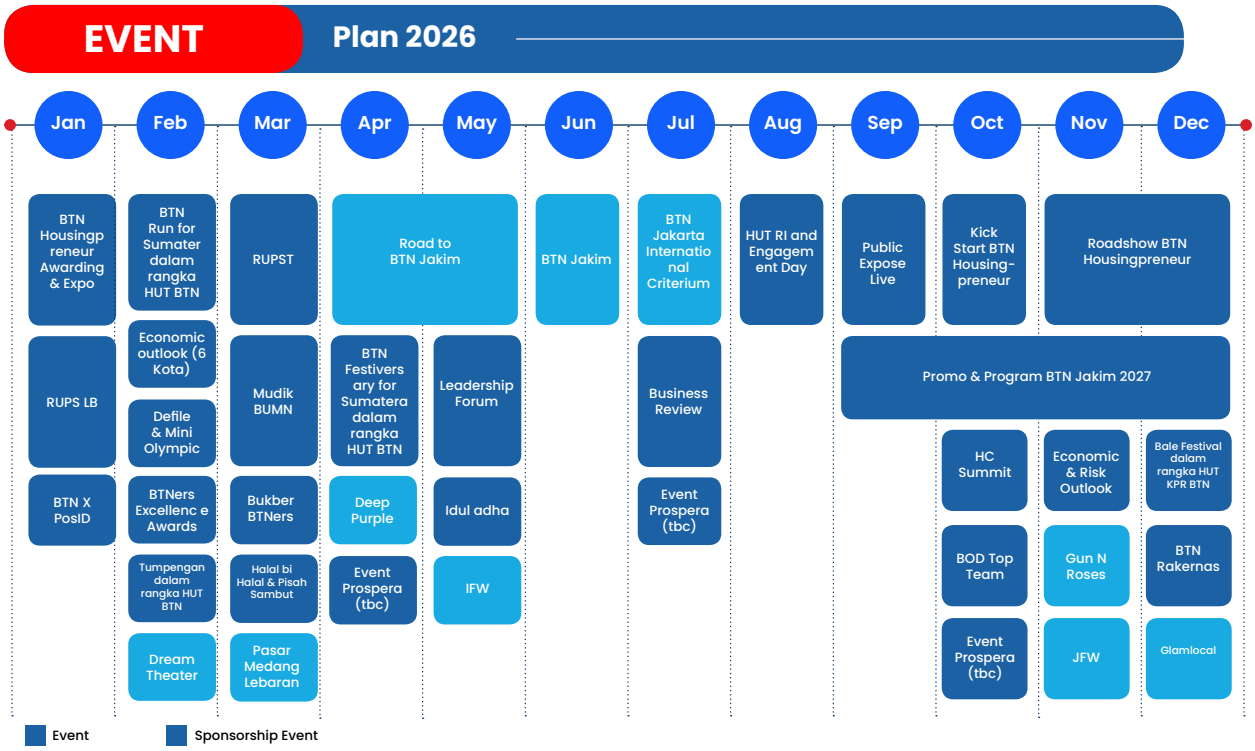
Marketing Projection

In 2026, BTN's campaign strategy will continue to focus on Balé by BTN as BTN's SuperApp, serving as the Hero Campaign for all BTN programs and promotions, such as Balé Be Free, Balé Ayu, Balé Ngopi, Balé Unlock Your World, and others. This strategy aims to increase activation and transaction activities on Balé by BTN, thereby driving the growth of Third-Party Funds (TPF), particularly CASA (Current Account Savings Account), both in terms of increasing the Number of Accounts (NoA) and Volume of Accounts (VoA), through the optimization of a 360° campaign strategy. As a result, this approach is also expected to reduce the cost of funds.

In addition, BTN Prospera, BTN Prioritas, BTN Private, the Plus by BTN Prioritas application, BTN Payroll, BTN Paylater, as well as KPR BTN (Subsidized and Non-Subsidized), are included in the 2026 campaign plan as part of efforts to increase the realization of Third-Party Funds (both retail and institutional) and to drive growth in loans and financing.



Campaign activation will also be carried out through the organization and sponsorship of events throughout 2026, targeting activities that are closely aligned with people's lifestyles, such as BTN Expo, BTN Festiversary, BTN Jakarta International Marathon, BTN Jakarta International Criterium, BTN Indonesia Fashion Week, various concerts, and others. These initiatives are expected to further position Balé by BTN as a comprehensive transaction and financial platform for Indonesian families.



Human Resource Development Projection

The 2026 Human Resource Development (HRD) projection is as follows:

Table of Human Resource Development (HRD)

Description	2026 Projection
HRD Development Cost (IDR million)	124,159
Number of Trainings (sessions)	270
Number of Training Participants (people)	450,000

Evaluation of Long Term Plans (RJP)

The Company's previous Long-Term Plan (RJPP), prepared in 2020, covered the period from 2021 to 2025. Company has set a vision to become The Best Mortgage Bank in Southeast Asia by 2025. There are two key factors to achieving this aspiration: growth and profitability. Company must become the fastest-growing and most sustainable company, with a CAGR of 13% from 2019 to 2025, outperforming peer mortgage banks. BTN must have the highest ROE among peer mortgage banks, with a target of 20%.

Comparative Projection of BTN with Similar Banks

By 2025, BTN to be one of the fastest growing and most profitable mortgage banks globally

- *Cut off USD 10 Miliar di Asia Tenggara, India, Cina, Brazil, Nigeria, AS, Inggris, Rusia*

xx% CAHR >13% ROF >16%

	Mortgage % dari aset pinjaman	Mortgage, 2019 USD Miliar	CAGR, 17-19	ROE, 2019
Nationwide Building Society	94	246	3.2%	5.0%
LIC HFL	90	25	10.6%	15.9%
SCB	85	35	8.4%	15.6%
Santander	81	216	3.4%	4.6%
HDFC	73	91	10.4%	17.0%
LLOYDS BANK	68	403	0.6%	6.1%
btn	67	12	13%[1]	20%[1]
CAIXA	67	84	3.7%	17.5%
JPMorgan Chase & Co.	44	431	-8.8%	14.1%
PUBLIC BANK	37	29	8.3%	12.8%
中国建设银行	35	760	12.2%	12.7%
RHB	35	25	11.1%	10.1%

	Mortgage % dari aset pinjaman	Mortgage, 2019 USD Miliar	CAGR, 17-19	ROE, 2019
WELLS FARGO	34	325	-0.1%	10.4%
中国农业银行	31	596	15.3%	11.7%
ICBC 中国工商银行	31	756	12.5%	10.4%
SCB ไทยพาณิชย์	31	22	1.6%	10.3%
中国银行 BANK OF CHINA	31	573	14.2%	10.9%
CIMB NIAGA	29	26	8.9%	8.1%
Maybank	27	40	9.9%	10.5%
UOB	26	51	2.5%	11.2%
OCBC Bank	23	46	-1.9%	10.9%
SBER	21	74	17.0%	21.9%
DBS	20	55	0.2%	12.6%
State Bank of India	20	65	15.6%	1.4%

1. Angka BTN sebagai bagian dari aspirasi 2025

The achievement of each Corporate Plan aspiration indicator for Company up to December 2025 is mostly on track. While some indicators have yet to reach the 2025 aspiration targets, the majority have already shown improvements compared to 2019 achievements.

Targets and Realization of the 2025 Corporate Plan

As of December 2025, the cumulative mortgage (KPR) disbursement reached 931,453 units, making a significant contribution to the Government's One Million Houses Program. However, there is still a gap of 250,569 units, due to several factors, including the prolonged Covid-19 pandemic, which lasted for three years (2020-2022), fluctuation in the allocation quota for subsidized mortgages (Subsidized Housing Loan), challenges in housing supply and demand. From a profitability perspective, the Return on Equity (REO) ratio has not yet reached the 2024 Corporate Plan Target. This is due to the rights issue and State Capital Injection (PMN) in 2022, which significantly increased equity, impacting the REO ratio.

Policy, Announcements and Payment of Dividend

Dividend Policy

The dividend distribution policy is internally regulated under PT.9-AD.2 concerning the Organization of the General Meeting of Shareholders (RUPS). The dividend policy is evaluated annually, taking into account Company's historical performance as well as future business and economic potential.

The policy includes the following provisions:

1. Considerations for Dividend Distribution:
   a. Dividend distribution considers Company's historical performance and future business and economic potential.
   b. The dividend payout ratio is determined based on the fairness of profitability performance from business activities and contributions to shareholders. The ratio is analyzed and proposed by the Strategic Planning Division, taking into account reserve funds, funding activities, capital expenditure plans, and Company's working capital.
   c. The dividend distribution plan is based on fulfilling shareholders' rights, prioritizing the Bank's interests, and is incorporated into BTN's business plan..
2. The dividend distribution approval mechanism is through the GMS by complying with the Bank's Articles of Association and regulatory provisions.
3. The proposed dividend distribution amount has been submitted to the Board of Directors and the Board of Commissioners.
4. The dividend distribution schedule includes the following key dates:
   a. Publication of the dividend distribution plan, which is announced alongside the Summary of RUPS Minutes;
   b. Cum Dividend in the Regular and Negotiated Markets, which occurs two trading days before the recording date;
   c. Ex-Dividend in the Regular and Negotiated Markets, which takes place one trading day after Cum Dividend in the Regular and Negotiated Markets;
   d. Cum Dividend in the Cash Market, which coincides with the recording date;
   e. Ex-Dividend in the Cash Market, which takes place one trading day after Cum Dividend in the Cash Market;
   f. Recording Date of eligible shareholders, which occurs eight trading days after the RUPS;
   g. Dividend Payment, which is made no later than 30 days after the publication of the Summary of RUPS Minutes.
5. The requirements for dividend distribution are as follows:
   a. The use of net profit, including the determination of the amount allocated for reserves, was decided by the General Meeting of Shareholders (RUPS).
   b. All net profit, after deducting the reserve allocation, was distributed to shareholders as dividends, unless otherwise determined by the AGMS.
   c. Dividends can only be distributed if Company has a positive retained earnings balance.
   d. If the Annual General Meeting of Shareholders (RUPST) approves the distribution of cash dividends, Company must disburse the dividends to eligible shareholders no later than 30 days after the decision is made, following applicable regulations.
   e. Dividend payments were processed by the Central Operation (CEOD) and Treasury (TRSD) divisions under their respective authorities. The Corporate Secretary Division provided details regarding the purpose and allocation of the dividend payments..
6. The procedures for dividend distribution are as follows:
   a. Cash dividends were distributed to shareholders whose names were recorded in Company's Shareholder Register on the recording date and/ or shareholders with Company shares in subsecurities accounts at PT Kustodian Sentral Efek Indonesia (KSEI) at the close of trading.
   b. For shareholders whose shares were held in collective custody at KSEI, cash dividend payments were processed through KSEI and distributed on the dividend payment date published by the Bank. The dividends were credited to the Customer Fund Account (RDN) at the securities company and/or custodian bank where the shareholder had an investment account. Meanwhile, for shareholders whose shares were not held in KSEI's collective custody, the cash dividends were transferred directly to their registered bank accounts.
   c. Cash dividends were subject to taxation under applicable tax regulations
   d. Under Indonesian tax regulations, Corporate Taxpayers (WP Badan DN) were exempt from tax on dividends, and Company did not withhold income tax on dividends paid to corporate taxpayers. Individual taxpayers (WPOP DN) were also exempt from tax, provided that the dividends were reinvested within Indonesia. If an individual taxpayer does not meet the reinvestment requirement, the received dividends will be subject to income tax (PPh). The individual must self-report and pay the applicable tax according to tax laws.

Announcement and Payment of Dividends

Information regarding the announcement and payment of dividends for the 2023-2024 financial year is presented as follows:

Table of Announcement And Payment Of Dividends For Fiscal Year 2023-2024

Description	Fiscal Year 2024	Fiscal Year 2023
Net Income (IDR)	3,007,327,693,837,86	3,500,987,620,258,75
Cash Dividend	751,831,923,459,47	700,197,524,051,75
Non Cash Dividend *)	-	-
Number of Shares (qty)	14,034,444,413	14,034,444,413
Cash Dividend per Share (IDR)	53.57	49.90
Non Cash Dividend per Share *	-	-
Dividend Payout Ratio (%)	25%	20
Tanggal Keputusan RUPS	March 26, 2025	March 6, 2024
Announcement Date	March 27, 2025	March 7, 2024
Cash Dividend Payment Date	April 25, 2025	April 5, 2024
Non Cash Dividend Payment Date*	-	-

Note: *) Company does not have Non-Cash dividends

Announcement and Payment of Dividends for Fiscal Year 2024

In 2025, Company distributed cash dividends for the 2024 financial year in accordance with the results of the 2025 Annual GMS decision on March 26, 2025. Based on the 2025 Annual GMS, Shareholders decided to approve and determine the use of Company's net profit for the 2023 financial year amounting to IDR 3,007,327,693,837.86 (three trillion seven billion three hundred twenty seven million six hundred ninety three thousand eight hundred thirty seven point eight six rupiah) as follows:

1. An amount of 25% (twenty-five percent), or IDR751,831,923,459.47 (seven hundred fifty-one billion eight hundred thirty-one million nine hundred twenty-three thousand four hundred fifty-nine point four seven Rupiah), or IDR53.57048 (fifty-three point five seven zero four eight Rupiah) per share, was determined as cash dividends. The payment was carried out under the following provisions:
   a. The portion of dividends allocated to the Government of the Republic of Indonesia amounting to IDR451,099,154,086.39 (four hundred fifty-one billion ninety-nine million one hundred fifty-four thousand eighty-six point three nine Rupiah) was paid to an account designated by the Minister of State-Owned Enterprises.
   b. The dividends for the fiscal year 2043 were distributed proportionally to each shareholder whose name was recorded in the Shareholder Register on the recording date.
   c. The Board of Directors was granted the authority and power, with the right of substitution, to:
      - Determine the schedule and procedures for dividend distribution for Fiscal Year 2024 the applicable regulations.
      - Deduct dividend taxes in compliance with prevailing tax laws
      - Handle other technical matters related to dividend distribution as per the applicable rules and regulations.
2. 75% (seventy five percent) or a total of IDR2,255,495,770,378.40 (two trillion two hundred fifty five billion four hundred ninety five million seven hundred seventy thousand three hundred seventy eight point four zero rupiah) is used as retained earnings balance.

The Company paid dividends on April 25, 2025, to shareholders (with or without banknotes) whose names were recorded in the Company's shareholder register or on the recording date of April 16, 2025. The company did not share the interim dividends for the 2024 fiscal year.

Announcement and Payment of Dividends for Fiscal Year 2023

In 2024, Company distributed cash dividends for the 2023 financial year in accordance with the results of the 2024 Annual GMS decision on March 7, 2024. Based on the 2024 Annual GMS, Shareholders decided to approve and determine the use of Company's net profit for the 2023 financial year amounting to IDR3,500,987,620,258.75 (three trillion five hundred billion nine hundred eighty seven million six hundred twenty thousand two hundred fifty eight point seven five rupiah) as follows:

1. 20% (twenty percent) or an amount of IDR700,197,24,051.75 (seven hundred billion one hundred ninety seven million five hundred twenty four thousand fifty one point seven five in IDR) or IDR49.89136 (forty nine point eight nine one three six in IDR) per share is determined as Cash Dividend. The payment is carried out with the following provisions:
   a. Dividends of the Republic of Indonesia's share amounting to IDR420,118,514,441.03 (four hundred twenty billion one hundred eighteen million five hundred fourteen thousand four hundred and forty one point zero three in IDR) were deposited into the State General Cash Account.
   b. Dividends for the 2023 Financial Year are paid proportionally to each Shareholder whose name is recorded in the Shareholder Register on the recording date.
   c. The Board of Directors is given authority and power with the right of substitution to carry out:
      - Determination of the schedule and procedures for distribution related to the payment of Dividends for the 2023 Financial Year in accordance with applicable provisions.
      - Dividend tax deductions in accordance with applicable tax regulations.
      - Other technical matters in accordance with applicable provisions.
2. 80% (eighty percent) or an amount of IDR2,800,790,096,207.00 (two trillion eight hundred billion seven hundred ninety million ninety-six thousand two hundred and seven in IDR) is used as retained earnings balance.

The Company paid dividends on April 5, 2024, to shareholders (with or without banknotes) whose names are recorded in the Company's shareholder register or on the recording date of March 20, 2024. The company did not share the interim dividends for the 2023 fiscal year.

Realization of the Use of Public Offering Funds

In 2025, the Company conducted a Public Offering under the Sustainable Public Offering (PUB) framework for Sustainable Social Bonds I Phase I Year 2025 and Sustainable Subordinated Bonds I Phase I Year 2025.

Table of Public Offering Results Report

No.	Type of Public Offering	Type of Bonds	Effective Date	Realized Proceeds from Public Offering		
				Total Proceeds from Public Offering	Public Offering Expenses	
1	2	3	4	5	6	
1	Public Offering of Debt Securities and/or Sukuk	Sustainable Subordinated Bonds I Bank BTN Phase I Year 2025	December 04, 2025	2,000,000,000,000	7,909,075,000	
2	Public Offering of Debt Securities and/or Sukuk	Sustainable Social Bonds I Bank BTN Phase I Year 2025	December 04, 2025	300,000,000,000	5,195,362,000	
Total				2,300,000,000,000	13,104,437,000	

Material Information Regarding Investment, Expansion, Divestment, Business Merger/Merger, Acquisition, Debt and Capital Restructuring

Company has rules and procedures governing acquisitions, takeovers, and extraordinary transactions, such as mergers and the sale of substantial corporate assets, as outlined in BTN's Articles of Association and General Policy Number KU.4 on the Management of Subsidiaries and Sharia Business Units. These policies ensure that transactions are conducted transparently, under fair conditions, and in a manner that protects the rights of all shareholders according to their respective classes.

Investment

As one of the business activities in the banking industry, the Company invests in the form of debt securities, both issued by the Government and corporations. Below are details of investments in the form of debt securities made by Company as of December 31, 2025 and 2024.



		Planned Use of Proceeds as Stated in the Prospectus		Realization of Use of Proceeds as Stated in the Prospectus		Remaining Proceeds from Public Offering
	Net Proceeds	Planned Credit Disbursement	Total	Realized Credit Disbursement	Total	
	7 = 5-6	8	9 = 8	10	11 = 10	12 = 9-11
	1,992,090,925,000	1,992,090,925,000	1,992,090,925,000	1,992,090,925,000	1,992,090,925,000	-
	294,804,638,000	294,804,638,000	294,804,638,000	294,804,638,000	294,804,638,000	-
	2,286,895,563,000	2,286,895,563,000	2,286,895,563,000	2,286,895,563,000	2,286,895,563,000	-

Table of Securities Investment

(in IDR million)

Description	Nilai	
	2025	2024
Fair value through profit or loss	18,726,497	21,207,876
Fair value through other comprehensive income	22,317,224	15,291,478
Amortized cost	12,276,856	20,825,986
Total Securities	53,320,577	57,325,340

The total securities held by the Company in 2025 experienced a slight decrease compared to 2024, due to the following:

- The enactment of PADG Number 11 of 2025 concerning the Eighth Amendment to Board of Governors Member Regulation Number 21/22/PADG/2019 regarding the Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Islamic Commercial Banks, and Sharia Business Units, which stipulates a change in the fulfillment requirement of the Macroprudential Liquidity Buffer (PLM) from 5% to 4% effective June 1, 2025.
- The maturity of securities portfolio (securities held) in 2025.
- A decrease in the Bank Indonesia Securities portfolio at the end of 2025.

On the other hand, throughout 2025, the Sharia Business Unit (UUS), which conducted a spin-off on December 22, 2025, made investments in the form of bonds with a total accumulated amount of IDR 837.169 billion and in the form of Bank Indonesia Sukuk amounting to IDR 312.098 trillion. In the same year, the Bank Indonesia Sukuk investment that matured or was liquidated amounted to IDR 309.260 trillion.

Expansion

In 2025, the Company expanded its branch network by opening 18 Conventional Sub-Branch Offices (KCP) and 8 Sharia Sub-Branch Offices (KCPS). In total, as of 2025, the Company's branch network comprised 4 Functional Offices (KF), 8 Regional Offices, 82 Conventional Branch Offices, 35 Sharia Branch Offices (KC Syariah), 548 Conventional Sub-Branch Offices, and 83 Sharia Sub-Branch Offices (KCP Syariah).

The Company also upgraded its branch network by transforming conventional offices into digital stores to support digitalization and facilitate customer access to self-service banking solutions. In 2025, BTN upgraded 23 offices into digital stores, bringing the total number of BTN digital store offices to 24.

Table of Office Network Expansion

Office Network	Addition of Office Network	Operated Date
Conventional Sub-Branch Office (KCP)	KCP KIM	December 30, 2025
	KCP Sahid Sudirman Center	May 23, 2025
	KCP Tokyo Hub PIK 2	April 28, 2025
	KCP DPR RI	June 20, 2025
	KCP Alam Sutera	December 10, 2025
	KCP Ancol	December 29, 2025
	KCP Central Park Mall	December 31, 2025
	KCP Supermal Karawaci	December 29, 2025
	KCP Telkom Landmark Tower	June 10, 2025
	KCP Bursa Efek Indonesia	August 25, 2025
	KCP Sequis Center	May 2, 2025
	KCP Wisma Mulia I	April 28, 2025
	KCP The East Tower	May 19, 2025
	KCP Pakuwon Tower	August 11, 2025
	KCP Lippo Mall Kemang	December 31, 2025
	KCP Pondok Indah Mall	November 25, 2025
	KCP Blok M	December 31, 2025
	KCP KIT Batang	April 29, 2025

Office Network	Addition of Office Network	Operated Date
Sharia Sub-Branch Office (KCPS)	KCPS Pamekasan	July 28, 2025
	KCPS Klaten	November 3, 2025
	KCPS Kisaran	November 13, 2025
	KCPS Batoh	October 17, 2025
	KCPS Bungo	November 19, 2025
	KCPS Binjai	November 14, 2025
	KCPS Tenggarong	November 24, 2025
	KCPS Pemalang	October 27, 2025

Table of Digital Store Office Network Upgrade 2025

Office Network	Office Name
Branch Office (KC)	KC Agung Sedayu
	KC Bumi Serpong Damai
	KC Bintaro Jaya
	KC Jakarta Cabang
	KC Jakarta Kebon Jeruk
	KC Kelapa Gading Square
	KC Jakarta Melawai
Sub-Branch Office (KCP)	KCP DPR RI
	KCP Bursa Efek Indonesia
	KCP ITB Bandung
	KCP Unesa Lidah Wetan
	KCP Pondok Indah Mall
	KCP Karangayu
	KCP Alam Sutera
	KCP Unnes
	KCP Supermal Karawaci
	KCP Ancol
	KCP Universitas Indonesia
	KCP Central Park
	KCP Lippo Mall Kemang
	KCP Blok M
	KCP Hos Cokroaminoto
	KCP Pondok Indah *)

***)** The Pondok Indah Sub-Branch Office (KCP) received OJK approval for a status upgrade and relocation in January 2026; however, the physical development and operational readiness had been completed in 2025.

Divestment

Throughout 2025, Company did not carry out divestment activities.

Business Merger/Consolution

Throughout 2025, Company did not carry out business merger/ consolidation activities.

Acquisition

Table of Information on the Acquisition of Bank Victoria Syariah

Party conducting the transaction	:	PT Bank Tabungan Negara (Persero) Tbk as Buyer PT Bank Victoria International Tbk as Seller
Transaction Date	:	June 5, 2025
Transaction Value	:	IDR1,627,930,964,909
Transaction Object	:	1,059,982,683 shares or 99.99% ownership in Bank Victoria Syariah
Rationale for the Transaction	:	Pursuant to Article 68 paragraph (1) of the Sharia Banking Law and Article 59 paragraph (1) of POJK 12/2023, a Conventional Commercial Bank that has a Sharia Business Unit (UUS) is required to separate into a Sharia Commercial Bank (BUS) if the UUS assets have reached 50% of the parent's assets and/or at least IDR50 trillion. The Company's UUS has met this requirement with assets amounting to IDR54.29 trillion as of December 2023 and increased to IDR60.56 trillion as of December 2024. Accordingly, the Company is required to carry out the UUS separation no later than February 12, 2026. In accordance with POJK 12/2023, the separation may be conducted through the establishment of a new BUS or the transfer of rights and obligations of the UUS to an existing BUS. In order to fulfill this obligation more efficiently and accelerate operational readiness, the Company selected the strategy of acquiring Bank Victoria Syariah (BVIS) as the recipient BUS of the separation. This step is aligned with the Company's Bank Business Plan (RBB) and supports the strengthening of the Company's position in the Sharia banking industry, while also encouraging the consolidation of the national Sharia banking sector.

The Board of Directors and Board of Commissioners appointed an independent party to conduct a fairness assessment of the planned acquisition of PT Bank Victoria Syariah in accordance with the provisions of applicable laws and regulations.

Table of Information on the Asset Transfer Process of BTN Sharia Business Unit

Party conducting the transaction	:	PT Bank Tabungan Negara (Persero) Tbk as UUS Owner PT Bank Syariah Nasional as Recipient of UUS Assets
Transaction Date	:	December 22, 2025
Transaction Value	:	IDR5,560,070,000,000
Transaction Object	:	Assets and Liabilities of the Company's UUS
Rationale for the Transaction	:	In line with the plan, following the completion of the acquisition of Bank Victoria Syariah (BVIS) and the receipt of regulatory approval, the next stage is the implementation of the spin-off of the Company's Sharia Business Unit by transferring all rights and obligations of the Company's UUS to BVIS as the recipient Sharia Commercial Bank. This process includes the transfer of financing portfolios, assets and liabilities, service networks, as well as the integration of operational systems and human resources related to sharia business activities. Through this mechanism, BVIS will be transformed into a Sharia Commercial Bank entity strengthened by the Company's UUS business, enabling it to operate independently with a larger business scale. The Company, as the parent entity, will continue to maintain strategic control over the resulting entity while ensuring service continuity for customers and more optimal development of the sharia business. Thus, this spin-off process is not only intended to comply with regulatory requirements but also to strengthen the Company's position in developing the national Islamic banking ecosystem.

On June 5, 2025, the Company effectively completed the acquisition of Bank Victoria Syariah as an initial step in implementing the spin-off of its Sharia Business Unit (SBU). This corporate action was carried out in accordance with POJK No. 12/POJK.03/2020 concerning Commercial Bank Consolidation and POJK No. 23/POJK.03/2023 concerning Sharia Business Units, which regulate the mandatory spin-off of an SBU upon meeting certain criteria related to asset thresholds, capital requirements, and the implementation timeline in line with the regulator's roadmap.

On December 9, 2025, based on OJK Letter No. SR-511/PB.02/2025, the Company and BSN obtained OJK approval for the spin-off of the Company's SBU, which became effective on December 22, 2025, following the approval of the Minister of Law on the amendment to BSN's Articles of Association, as stated in the Ministry of Law Letter No. AHU-AH.01-446 of 2025 dated December 15, 2025.

The spin-off process was completed on December 22, 2025, resulting in the following:

1. All assets and liabilities of the Company's Sharia Business Unit (SBU) were legally transferred to the Subsidiary as the receiving entity, thereby becoming the Subsidiary's rights, liabilities, and obligations.
2. All operations, businesses, and activities of the Company's SBU were legally transferred to be conducted under the benefits, risks, and responsibilities of the Subsidiary.
3. All rights, claims, authorizations, and liabilities of the Company's SBU arising from any agreements, actions, or matters made, undertaken, or occurring on or prior to the effective date of the spin-off, including but not limited to the designated list of SBU assets and liabilities as well as all legal relationships between the Company's SBU and third parties, were legally transferred to be carried out under the benefits, risks, and responsibilities of the Subsidiary.

The composition of shareholders based on Deed No. 21 dated November 20, 2025, concerning the Statement of Resolutions of the Extraordinary General Meeting of Shareholders of PT Bank Syariah Nasional is as follows:

- The Company holds 6,620,052,683 (six billion six hundred twenty million fifty-two thousand six hundred eighty-three) shares with a total nominal value of IDR6,620,052,683,000 (six trillion six hundred twenty billion fifty-two million six hundred eighty-three thousand Rupiah), representing 99.999%.
- Balai Harta Peninggalan (BHP) Jakarta holds 17,317 (seventeen thousand three hundred seventeen) shares with a total nominal value of IDR17,317,000 (seventeen million three hundred seventeen thousand Rupiah), representing 0.001% of the Company's total issued and paid-up capital.

Accordingly, the total number of shares amounted to 6,620,070,000 (six billion six hundred twenty million seventy thousand) shares, with a total nominal value of IDR6,620,070,000,000 (six trillion six hundred twenty billion seventy million rupiah).

The acquisition forms part of the Company's transformation strategy to establish an independent Sharia Commercial Bank entity with adequate capital, independent governance, and greater flexibility and focus in its expansion capacity. With a separate institutional structure, the Company will be able to enhance its focus on Sharia business development, strengthen risk management, and drive product and service innovation in accordance with Sharia principles in a more agile and competitive manner.

Strategically, this initiative is also intended to strengthen the national housing ecosystem through Sharia-based financing. The spin-off entity will focus on housing financing based on Sharia contracts, such as Murabahah, Musyarakah Mutanaqisah (MMQ), and Ijarah Muntahiyah Bittamlik (IMBT), to support both subsidized and non-subsidized home financing, developer construction financing, and home ownership schemes for fixed-income earners and informal sector workers.

The strengthening of Sharia financing within the housing ecosystem is expected to enhance financial inclusion, expand access to affordable housing for younger generations and first-time homebuyers, and support government programs in providing national housing. In addition to complying with regulatory requirements, this corporate action further reinforces the Company's positioning as a financial institution that actively contributes to the development of an integrated and sustainable housing ecosystem grounded in Sharia principles.

Debt and Capital Restructuring

Throughout 2025, Company did not carry out debt and capital restructuring activities.

Information on Material Transactions Containing Conflicts of Interest, Affiliated Transactions, and Related Transactions

Material Transactions were any transactions made by public companies or controlled companies that met the transaction value limit equal to 20% (twenty percent) or more of the Public Company's equity (OJK Regulation Number 17/POJK.04/2020 Concerning Material Transactions and Changes in Business Activities.

Transactions Containing Conflicts of Interest

In accordance with the provisions of the OJK Regulation Number 42/POJK.04/2020 Concerning Affiliated Transactions and Conflicts of Interest Transactions, a conflict of interest was the difference between the economic interests of a public company and the personal economic interests of members of the board of directors, members of the board of commissioners, major shareholders or controllers who can be detrimental to the said public company.

Company's business activities are inseparable from the relationships and interactions between individuals within Company and with other parties, there is a potential conflict of interest that may be unavoidable between one party and another, so that it can affect the decision-making process and the performance of the decision. which can be detrimental to Company. Company realizes the importance of a firm attitude towards controlling and handling conflicts of interest that occur within Company, so that effective business management can be created in achieving Company's goals, free from all forms of corruption, collusion and nepotism (KKN) and harmonious relationships with all stakeholders.

Company's always complied with the applicable provisions in terms of transactions that contained conflicts of interest, as stated in the OJK Regulation Number 42/POJK.04/2020 Concerning Affiliated Transactions and Transactions with Conflicts of Interest and OJK Circular Letter Number 13/SEOJK. 03/2017 concerning Implementation of Governance for Commercial Banks. From an internal standpoint, BTN had a Transaction Policy Containing Conflicts of Interest as stipulated in the Guidelines and Work Procedures for the Board of Directors and the Board of Commissioners. The policy of providing funds to related parties that contained conflicts of interest was contained in a separate Directors Regulation which stipulated that Company was prohibited from providing funds to related parties without the approval of the Board of Commissioners.

In the event of a conflict of interest between Company and shareholders, members of the Board of Commissioners, members of the Board of Directors, Executive Officers and/ or other parties related to Company, members of the Board of Commissioners, members of the Board of Directors and Executive Officers were prohibited from taking actions that might harm or reduce profits of Company and had todisclose the conflict of interest in every decision. Company also properly documented every disclosure in accordance with applicable regulations. Disclosure of conflict of interest was set forth in the minutes of meeting at least including the name of the party having the conflict of interest, the main issue of the conflict of interest and the basis for consideration for making the decision.

In principle, every Company employee avoided making decisions that had situations and conditions where there was a conflict of interest. Lending to the Directors, Board of Commissioners and employees of Company was carried out based on reasonable limits and in accordance with applicable Company regulations without differentiating it from other customers (arm's length basis).

Throughout 2025, there were no transactions containing conflicts of interest.

Table of Transactions Containing Conflicts of Interest

Name	Position	Decision Maker	Transaction Type	Transaction Value	Information
Nil	Nil	Nil	Nil	Nil	Nil

Affiliated Transactions

Based on the provisions of the OJK Regulation Number 42/ POJK.04/2020 Concerning Affiliated Transactions and Transactions with Conflicts of Interest, Affiliates are:

1. Family relations by marriage and descent to the second degree, both horizontally and vertically;
2. The relationship between the party and the employee, director or commissioner of the party;
3. Relationship between 2 (two) companies where there is 1 (one) or more members of the same Board of Directors or Board of Commissioners;
4. The relationship between the Company and the Party, either directly or indirectly, controls or is controlled by the company;
5. Relationship between 2 (two) companies that are controlled, either directly or indirectly, by the same party; or
6. Relationship between the Company and Major Shareholders.

Furthermore, Affiliate transactions are any activities and/ or transactions carried out by public companies or controlled companies with Affiliates of public companies or Affiliates of Members of the Board of Directors, Members of the Board of Commissioners, Major Shareholders, or Controlling, including any activities and/or transactions carried out by Public Company or Controlled Company for the benefit of Affiliates of Public Companies or Affiliates of members of the Board of Directors, Members of the Board of Commissioners, Major Shareholders, or Controllers.

Disclosure of Affiliated Transactions

The disclosure of affiliated transactions that comply with Article 4 of OJK Regulation 42/2020 is as follows:

Table of Disclosure of Affiliated Transaction

Transaction Date	Transaction Object	Transaction Value	Parties Involved	Affiliated Relationship
March 21, 2025	The construction of the Dago Learning Center located at Jalan Bukit Pakar Timur RT 004 RW 012, Cibural Village, Cimenyan District, Bandung Regency, West Java Province, was carried out by PT BA	IDR100,500,000,000 (One Hundred Billion Five Hundred Million Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Brantas Abipraya (Persero)	BTN and PT BA are affiliated parties as both are directly controlled by the same party, namely the Government of the Republic of Indonesia.
April 9, 2025	A parcel of land located at Jl. Raya Gandul RT 007/RW 008, Cinere District, Depok City, West Java, constructed by PT PP.	IDR322,899,000,000 (Three Hundred Twenty-Two Billion Eight Hundred Ninety-Nine Million Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Pembangunan Perumahan (Persero) Tbk.	BTN and PT PP are affiliated parties as both are directly controlled by the same party, namely the Government of the Republic of Indonesia.
July 21, 2025	A parcel of land located at Jl. Panjang Arteri Kelapa Dua RT 002/013, Kebon Jeruk, West Jakarta, constructed by PT BA.	IDR121,500,000,000 (One Hundred Twenty-One Billion Five Hundred Million Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Brantas Abipraya (Persero)	BTN and PT BA are affiliated parties as both are directly controlled by the same party, namely the Government of the Republic of Indonesia.
July 21, 2025	The construction of the BTN Kelapa Gading Square Branch Office Building, located at Jl. Boulevard Raya Block XC No. 1-A, Kelapa Gading District, North Jakarta, constructed by PT NK.	IDR132,001,000,000 (One Hundred Thirty-Two Billion One Million Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Nindya Karya (Persero).	BTN and PT NK are affiliated parties due to the common ownership of Series A Dwiwarna shares by the Government of the Republic of Indonesia.
December 22, 2025	The Spin-Off of the Company's Sharia Business Unit.	IDR5,560,070,000,000 (Five Trillion Five Hundred Sixty Billion Seventy Million Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Bank Syariah Nasional	BTN and BSN are affiliated parties as BTN is the Controlling Shareholder of BSN.

Transaction Date	Transaction Object	Transaction Value	Parties Involved	Affiliated Relationship
December 23, 2025	Shareholder Loan from PT DAM to BTN, categorized as Additional Tier 1 (AT1) capital of BTN.	IDR2,000,000,000,000 (Two Trillion Rupiah).	PT Bank Tabungan Negara (Persero) Tbk dan PT Danantara Asset Management (Persero)	BTN and PT Danantara Asset Management (Persero) are affiliated parties, as both are directly controlled by the same party: the Government of the Republic of Indonesia.

In 2025, there were no affiliated transactions requiring approval from the GMS.

Affiliated Transactions Report

BTN has submitted the Affiliated Transactions Report in compliance with Article 6 of OJK Regulation 42/2020 to the Financial Services Authority (OJK) within the deadline, which is by the end of the second business day following the transaction date.

Affiliated Transactions as Business Activities Conducted in the Framework of Generating Business Income and Executed Routinely, Repeatedly, and/or Continuously

In accordance with Article 8 and Article 9 OJK Regulation 42/2020, there were Affiliated Transactions which became business activities carried out in order to generate business income and were carried out routinely, repeatedly and/or continuously. BTN has recorded these transactions, which are disclosed in Note 46 of the Financial Statements.

Transaction Fairness

Transactions with affiliated parties are conducted in accordance with general business practices, adhering to the arm's length principle. The Company complies with the provisions of OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions that for transactions above IDR5 billion, the Company appoints an Appraisal Service Office (KJPP) to ensure that the transactions are carried out fairly and at market prices

Compliance With Related Regulations

BTN has ensured that its transactions comply with OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions at the time these transactions were carried out.

Board of Directors' Statement on Affiliated Transactions

The Board of Directors declares that affiliated transactions have undergone proper procedures, are conducted in line with general business practices, comply with the arm's length principle, and adhere to prevailing laws and regulations. This Board of Directors' Statement is also included in every disclosure of information regarding affiliate transactions.

Role of The Board of Commissioners and Audit Committee In Affiliated Transactions

The Board of Commissioners, together with the Audit Committee and/or other committees under the Board of Commissioners, plays a strategic role in ensuring that affiliated transactions are carried out according to general business practices. The Board is responsible for ensuring adequate procedures to assess and oversee these transactions to ensure compliance with the arm's length principle. This includes reviewing transaction value fairness, completeness of requirements, and compliance with regulations to prevent conflicts of interest that may harm BTN and its stakeholders. Thus, the Board actively upholds transparency, integrity, and accountability in implementing Good Corporate Governance.

Related Parties Transaction

In conducting its business activities, the Company engages in transactions with related parties as defined under PSAK No. 224 on "Related Party Disclosures." A party is considered related to the Company if:

a. A party that directly, or indirectly through one or more intermediaries, a party (i) controls, or is controlled by, or is under common control with, the Group; (ii) has significant influence over the Group; or (iii) has joint control over the Group;
b. A party that is in the same business group as the Bank;
c. A party that is a joint venture where the Bank is the venturer;

Name of the Transacting Parties and Nature of Relations

Related parties conducting transactions with BTN are listed in the following table:

Table of Related Parties

Related Parties	Relationship Type	Related Party Transaction Elements
Government of the Republic of Indonesia (RI)	The majority shareholder is through the Indonesian Ministry of Finance	Government Bonds, Loans and Sharia Financing/Receivables, and Capital stock
PT Danantara Asset Management (Persero)	Majority Shareholder.	Capital stock
PT Bank Mandiri (Persero) Tbk	Under the same control through the Central Government of the Republic of Indonesia	Current Accounts with Other Banks, Placements with Bank Indonesia and Other Banks, Securities, Acceptance Liabilities, Borrowings, and Securities Issued.
PT Bank Negara Indonesia (Persero) Tbk	Under the same control through the Central Government of the Republic of Indonesia	Current Accounts with Other Banks, Placements with Bank Indonesia and Other Banks, Securities, Securities Issued, and Acceptance Liabilities.
PT Bank Rakyat Indonesia (Persero) Tbk	Under the same control through the Central Government of the Republic of Indonesia	Current Accounts with Other Banks, Placements with Bank Indonesia and Other Banks, Securities, and Securities Issued.
PT Bank Syariah Indonesia Tbk	Under the same control through the Central Government of the Republic of Indonesia	Current Accounts with Other Banks and Placements with Bank Indonesia and Other Banks.
PT Bank Mandiri Taspen	Subsidiaries of State-Owned Enterprises (BUMN)	Deposits from Other Banks and Securities.
PT Bank Raya Tbk (dahulu PT Bank Rakyat Indonesia Agroniaga Tbk)	Subsidiaries of State-Owned Enterprises (BUMN)	Placements with Bank Indonesia and Other Banks, Deposits from Other Banks, and Securities Issued.
Lembaga Pembiayaan Ekspor Indonesia	Under the same control through the Central Government of the Republic of Indonesia	Placements with Bank Indonesia and Other Banks and Securities.
PT Hutama Karya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables and Acceptance Receivables.
Perum Perumnas	Under the same control through the Central Government of the Republic of Indonesia	Securities and Loans and Sharia Financing/ Receivables.
PT PP Properti Tbk	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Wijaya Karya Bangunan Gedung Tbk	Subsidiaries of State-Owned Enterprises (BUMN)	Guarantees Issued.
Perum Percetakan Negara Republik Indonesia (Perum PNRI)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables.
PT Danareksa Investment Management	Subsidiaries of State-Owned Enterprises (BUMN)	Securities and Securities Issued.
PT Adhi Karya (Persero) Tbk	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables.
PT Angkasa Pura II (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables.
PT Dok Dan Perkapalan Surabaya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables.
PT HK Realtindo	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Indah Karya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables.
PT Jasamarga Bali Tol	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Mandiri Manajemen Investasi	Subsidiaries of State-Owned Enterprises (BUMN)	Securities and securities issued.

Related Parties	Relationship Type	Related Party Transaction Elements
PT Patra Jasa	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Permodalan Nasional Madani	Subsidiaries of State-Owned Enterprises (BUMN)	Securities, Loans and sharia financing/ receivables
PT Amarta Karya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Kredit yang diberikan dan pembiayaan/ piutang syariah.
PT Perusahaan Pengelola Aset (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and sharia financing/receivables
PT Taspen (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Securities issued.
PT Virama Karya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables and Guarantees Issued.
PT Waskita Bumi Wira	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Waskita Karya Realty	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT PPA Finance	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Waskita FIM Perkasa Realti	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Pertamina (persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables and Securities.
PT Yodya Karya (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables and Guarantees Issued.
PT Adhi Persada Properti	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Perumnas Jakabaring	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Perumnas Sentraland	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Perumnas TOD Tanjung	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Adhi Commuter Properti	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables and Other Receivables.
PT Angkasa Pura I (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Sharia Financing/Receivables and Securities.
PT Reasuransi Nasional Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Tugu Reasuransi Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Asuransi Kredit Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Securities Issued and Guarantees Issued.
PT Asuransi Jasa Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Asuransi Jasa Raharja	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Perusahaan Listrik Negara (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and Securities.
PT Nindya Karya (Persero)	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Guarantees Issued.
PT Centurion Perkasa Iman	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Guarantees Issued.
PT Energi Pelabuhan Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Guarantees issued.

Related Parties	Relationship Type	Related Party Transaction Elements
Perum Jaminan Kredit Indonesia	Under the same control through the Central Government of the Republic of Indonesia	Securities issued.
PT Daya Mitra Telekomunikasi	Subsidiaries of State-Owned Enterprises (BUMN)	Securities.
PT Industri Kereta Api	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT AXA Mandiri Financial Services	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Penjaminan Infrastruktur Indonesia (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Securities issued.
PT Reasuransi Indonesia Utama (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Securities issued.
PT Tugu Pratama Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued.
PT Sarana Multigriya Finance (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Securities, Borrowings, Subordinated Loans and Subordinated Securities.
PT PP Properti Jababeka Residence	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and Sharia Financing/Receivables.
PT Bahana Pembinaan Usaha Indonesia (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Securities and Income from Recovery of Written-Off Loans.
PT Pegadaian	Subsidiaries of State-Owned Enterprises (BUMN)	Securities.
PT BNI Asset Management	Subsidiaries of State-Owned Enterprises (BUMN)	Securities issued and securities.
PT Waskita Karya (Persero) Tbk	Under the same control through the Central Government of the Republic of Indonesia	Securities.
Peruri Properti	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and sharia financing/receivables and Guarantees issued .
PT BRI Manajemen Investasi	Subsidiaries of State-Owned Enterprises (BUMN)	Securities.
PT Pos Indonesia (Persero)	Subsidiaries of State-Owned Enterprises (BUMN)	Guarantees issued
PT Telkom Satelit Indonesia	Subsidiaries of State-Owned Enterprises (BUMN)	Guarantees issued
Badan Pengelola Tabungan Perumahan Rakyat	Under the same control through the Central Government of the Republic of Indonesia	Subordinated Loans and Securities.
PT PP Urban	Subsidiaries of State-Owned Enterprises (BUMN)	Guarantees Issued, Other Receivables, Loans, and Sharia Financing/Receivables.
PT Aviasi Pariwisata Indonesia (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and sharia financing/receivables.
PT PAL Indonesia (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and sharia financing/receivables and Guarantees issued.
PT Pengembangan Pariwisata Indonesia (Persero)	Under the same control through the Central Government of the Republic of Indonesia	Loans and sharia financing/receivables.
PT Wika Realty	Subsidiaries of State-Owned Enterprises (BUMN)	Loans and sharia financing/receivables.
PT Bahana TCW Investment Management	Subsidiaries of State-Owned Enterprises (BUMN)	Securities.

Fairness of Transactions and Reasons for Conducting Transactions

Related party transactions occur due to the Company's business needs. All transactions were carried out normally and fairly (arm's length transaction) as transactions with other parties. BTN guarantees that all transactions are free from conflicts of interest and have complied with applicable laws and regulations. The Company appoints the Public Appraisal Service Office (KJPP) to ensure that transactions are carried out fairly and at market prices.

Realization of Related Party Transactions

The following are details of the realization of related party transactions due to ownership relationships with the Government of the Republic of Indonesia and related party transactions with Key Management.

Table of Related Party Transactions Due to Ownership Relationships with the Government of the Republic of Indonesia

(in IDR million)

Description	Desember 31, 2025	Desember 31, 2024
ASSET		
Current accounts in other banks - Net	1,160,233	5,065,331
Placements with Bank Indonesia and other banks	-	61
Securities	5,464,153	5,489,205
Government Bonds	38,106,638	35,475,529
Securities purchased under agreement to resell	271,380	-
Loans and sharia financing/receivables	34,348,775	28,063,700
Acceptance receivable	154,462	433,708
Other bills	269,797	418,004
Total assets for related parties	79,775,438	**74,945,538**
Allowance for impairment losses from related parties	(1,517,864)	(835,954)
Total assets for related parties - net	78,257,574	**74,109,584**
LIABILITIES		
Deposits from customers	92,499,557	129,719,962
Acceptance payables	406,421	690,475
Securities issued	1,509,069	2,536,783
Loans received	27,751,154	23,352,225
Securities sold under repurchase agreements	-	963,042
Subordinated loans and subordinated securities	3,696,275	1,500,000
Total Liabilities for related parties	125,862,476	**158,762,487**
Percentage of total related party liabilities to total liabilities	27.38%	**38.93%**
TEMPORARY *SYIRKAH* SUNDS		
Mudharabah current accounts	749,717	11,985
Mudharabah saving deposits	1,302,511	118,667
Deposito *Mudharabah*	4,984,916	6,845,866
Total of Temporary *Syirkah* Funds For Related Parties	7,037,144	**6,976,518**
Percentage of Temporary *Syirkah* Sunds for related parties	22.07%	**23.85%**

Description	Desember 31, 2025	Desember 31, 2024
INTEREST INCOME AND INCOME FROM PROFIT SHARING		
Placements with Bank Indonesia and other banks	202,062	191,171
Securities	170,007	431,876
Government Bonds	1,233,239	1,187,847
Loans and sharia financing/receivablessyariah	547,450	1,875,653
Other receivables	21,400	-
Total interest income and profit sharing from related parties	2,174,158	**3,686,547**
INTEREST, PROFIT SHARING AND BONUS EXPENSES		
Deposits from customer	2,150,670	3,431,600
Deposit from other banks	3,173	4,142
Securities issued	173,496	321,755
Loans received	1,027,223	754,484
Securities sold under repurchase agreements	6,449	19,314
Subordinated loan and securities	122,139	286,327
Mudharabah current accounts	3,389	133
Mudharabah saving deposits	37,817	973
Deposito Mudharabah	136,167	240,631
Total interest expenses and bonuses from related parties	3,660,523	**5,059,359**
Percentage of total interest expense, profit sharing and bonuses	20.20%	**28.03%**
COMMITMENTS AND CONTINGENCIES ON ADMINISTRATIVE ACCOUNTS		
Warranty provided	1,995,473	1,072,600
On-going Irrevocable L/C	187,436	52,513
Total commitments and contingencies in off-balance sheet accounts from related parties	2,182,909	**1,125,113**
Percentage of total commitments and contingencies in off-balance sheet accounts	33.39%	**35.52%**

Table of Related Party Transactions with Key Management

(in IDR million)

Uraian	31 Desember 2025	31 Desember 2024
ASSET		
Loan and Sharia receivables/financing	98,339	83,781
Allowance for impairment losses from related parties	(13,290)	(350)
Total assets for related parties-net	85,049	**83,431**
Percentage of total assets of related parties to total assets	0.01%	**0.02%**
LIABILITIES		
Deposits from customers	115,359	44,387
Employee benefits liabilities	282,437	271,959
Total Liabilities from key management	397,796	**316,346**
Percentage of total Liabilities	0.08%	**0.08%**

Uraian	31 Desember 2025	31 Desember 2024
TEMPORARY *SYIRKAH* FUNDS		
Mudharabah current accounts	0	0
Mudharabah saving deposits	3,836	7,226
Deposito *Mudharabah*	9,689	11,575
Total *syirkah* funds for related parties	13,525	**18,801**
Percentage of *syirkah* fund for related parties	0.04%	**0.06%**
INTEREST INCOME AND INCOME FROM PROFIT SHARING		
Loans and Sharia Financing/receivables	22,910	5,149
Percentage of total interest income and profit sharing	0.12%	**0.02%**
INTEREST, PROFIT SHARING AND BONUS EXPENSES		
Customer savings	2,546	1,010
Syirkah Funds	863	336
Total interest expense, profit sharing and bonuses	3,409	**1,346**
Percentage of total interest expense, profit sharing and bonuses	0.02%	**0.01%**
SHORT-TERM EMPLOYEE BENEFITS:		
Director	84,434	199,832
Board of Commissioner	26,284	76,260
Other Key Employen	218,150	265,859
POST-EMPLOYMENT BENEFITS		
Other Key Employen	202,609	196,004
OTHER LONG-TERM REWARDS		
Other Key Employen	79,828	75,955
Total	611,305	**813,910**
Percentage of total employee salary and benefits expenses	12.21%	**18.31%**

Disclosure References in Financial Statements

Details of the names of parties related to the realization (value) of related party transactions are presented in the notes to Financial Report No. 44 attached to this Annual Report. These related transactions are business activities carried out in order to generate business income and are carried out routinely, repeatedly and/or continuously.

Transaction Review Mechanism Policy

All transactions have undergone a review mechanism in accordance with their respective transaction types. Each transaction was subject to feasibility analysis, including credit analysis for lending transactions to related parties. Likewise, investment transactions were also subject to investment feasibility analysis. Similarly, other related party transactions, such as issued guarantees and placements with other banks, have undergone the appropriate review process. The review process was conducted from the planning stage through to the realization of the transaction. Such reviews were carried out by the transaction-executing work unit, the risk management work unit, and other relevant work units in accordance with their respective duties, functions, and authorities. Through this mechanism, all transactions were conducted on an arm's length basis and in the best interest of the Company.

Approval Mechanism Policy for Related Party Transactions

In terms of related party transactions, such as loan, the loan approval mechanism is performed in accordance with the loan approval threshold involving the Business Unit and Risk Unit as regulated in KK.1-Q concerning the Credit Approval Limit (BWMK) for Corporate, Commercial and Small Medium Enterprise (SME) Credit or Financing and KK.1-W concerning the Implementation of the Four Eyes Principle in Credit or Financing Management, as well as for related parties as regulated in POJK 32 of 2018 concerning the Legal Lending Limit (BMPK) must obtain permission from the Board of Commissioners in accordance with KK.6-H concerning Guidelines for Conflict of Interest Management.

Board of Directors' Statement on Related Party Transactions

The Board of Directors stated that the related party transaction has gone through adequate procedures to ensure that the transaction is carried out in accordance with generally accepted business practices, including by fulfilling the arm's length principle. The Board of Directors is required to report the results of the Credit Committee Meeting Decision for certain debtor threshold values to the Board of Commissioners on a monthly basis. The provisions for debtor threshold values are as follows:

- Single debtor ≥ IDR350 billion
- Group debtor ≥ IDR500 billion

In 2025, there were no related-party transactions requiring approval from the General Meeting of Shareholders (GMS).

Role of The Board of Commissioners and Audit Committee in Related Party Transactions

The Board of Commissioners, together with the Audit Committee and/or other committees under the Board of Commissioners, ensures that related party transactions are conducted in line with general business practices. The Board guarantees adequate procedures to evaluate and supervise such transactions, ensuring they comply with the arm's length principle, transaction value fairness, and all legal requirements, while avoiding potential conflicts of interest. This ensures transparency, integrity, and accountability within Good Corporate Governance.

Compliance with Related Regulations and Conditions

The Company is always committed to running a prudent business. All transactions have complied with applicable rules and regulations. There were no cases of non-compliance with laws, regulations, and provisions related to material transactions with related parties in the last three years.

Loan Policy for Board of Commissioners/Directors

Loans granted to Directors and Commissioners are categorized as fund provisions to related parties in accordance with OJK Regulation No. 38/POJK.03/2019, amending OJK Regulation No. 32/POJK.03/2018 regarding Legal Lending Limit (BMPK) and Large Fund Provision for Commercial Banks. Such loans are provided under market rates and on an arm's length basis, adhering to prudent banking principles.

Maximum Limit on Credit Provision and Large Funding

Limitations on the provisions of funds to related parties were implemented in accordance with Financial Services Authority of the Republic of Indonesia Regulation Number 32 /POJK.03/2018 concerning the Maximum Limit on Credit Provision and Large Funding for Commercial Banks and POJK Number 38 /POJK.03/2019 concerning Amendments to POJK Number 32/POJK.03/2018 on the Maximum Limit on Credit and large Funding for Commercial Banks.

The Company provides funds to related parties and large exposures which are made with the approval of the Company's Board of Commissioners. The Company has never violated the Legal Lending Limit (BMPK) during 2025. The Compliance Director through the Compliance Unit constantly monitors the Company's compliance with the BMPK provisions and reports it to the Financial Services Authority every semester. The implementation of the provision of funds by the Company to related parties and/or the provision of large exposure always takes into account the precautionary principle as well as the applicable laws and regulations and has complied with Bank Indonesia regulations regarding BMPK.

Table of BMPK Violations and Exceedances

BMPK	Related Parties	Unrelated Parties	Non-Related Parties (Borrower Group)	SOEs
BMPK Violations	Nil	Nil	Nil	Nil
BMPK Exceedances	Nil	Nil	Nil	Nil

Table of Provision of Funds to Related Parties and Provision of Large Funds

No	Fund Provider	Amount in 2025		Amount in 2024	
		Debtor	Amount (IDR million)	Debtor	Amount (IDR million)
1	To Related Parties	48	8.911	21	5.247
2	To Core Debtors: a. Individual b. Group	 28 113	 10,848,459 40,867,676	 34 86	 11,567,988 23,372,916

Changes in Legislation and Regulations and Their Impact on the Company

Description of changes to statutory regulations in 2024 and their impact on the Company are explained as follows:

Table of Changes in Legal Regulations

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
1	Law No. 1 of 2025	Third Amendment to Law No. 19 of 2003 concerning SOEs	1. Addition of new regulators and controlling shareholders of the Bank as an SOE, namely the Daya Anagata Nusantara Investment management Agency and the Operational Holding. 2. Members of the Board of Directors, Board of Commissioners, Supervisory Board, and employees of SOEs are no longer classified as state officials. 3. Provisions governing the Bank's acquisition, spin-off, and restructuring. 4. Amendments to the Articles of Association, including: a. Change in the majority hooker of Series B shares from the Ministry of SOEs to the Operational Holding. b. Adjustment of the special rights attached to Series A Dwiwarna shares. c. Adjustment to multiple directorship provisions for the Board of Directors and Board of Commissioners. d. Adjustment of the approval of the Corporate Work Plan and Budget (RKAP) to be subject to the General Meeting of Shareholders (GMS). e. Addition of supervisory duties of the Board of Commissioners. f. Adjustment to the implementation of loan write-offs subject to approval by BPI Danantara.	No impact on the Financaial Statements
2	Law No. 16 of 2025	Fourth Amendment to Law No. 19 og 2003 concerning SOEs	1. Adjustment to the Threshold for actions of the Board of Directors requiring approval. 2. Revocation of the provisions stating that members of the Board of Directors, Board of Commissioners, Supervisory Board, and employees of SOEs are not classified as state officials. 3. Amendments to the Articles of Association, including: a. Changes in the ownership composition of Series A Dwiwarna shares and the majority Series B shares. b. Adjustment of the special rights attached to Series A Dwiwarna shares. c. Adjustment of the eligibility requirements for members of the Board of Directors and the Board of Commissioners. d. Adjustment of the terms of office of the Board of Directors and Board of Commissioners. e. Adjustment of the provisions regarding concurrent positions of the Board of Commissioners. f. Adjustment of the provisions concerning termination of the term of office of the Board of Directors and Board of Commissioners. g. Adjustment of the authority of the Board of Directors.	No impact on the Financaial Statements
3	Government Regulation No. 15 of 2025	Addition of the Republic of Indonesia's State Capital Injection into Share Capital of PT Biro Klasifikasi Indonesia (Persero) for the Establishment of an Operational Holding	Transfer of the majority holder of Series B shares from the Ministry of SOEs to PT Biro Klasifikasi Indonesia (Persero) (currently renamed PT Danantara Asset Management (Persero)) as the Operational Holding	No impact on the Financaial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
4	POJK No. 18 of 2025	Transparency and Pub,ication of Bank Reports	This regulation revokes and replaces POJK No. 37/POJK.03/2019, which is deemed no longer aligned with international standards and legal developments. In essence, the Bank is required to prepare, publish, and submit Disclosure reports, including: • Financial Statements and Financial Performance Reports (Monthly, Quarterly, Semi-Annual, Annual). • Risk Exposure and Capital Reports (Quarterly and Annual). • Material Information or Facts Reports (Incidental, in the event of significant occurrences). • Prime Lending Rate Reports (applicable to conventional banks). • Sustainability Reports, Integrated Governance Reports, and Annual Reports (where applicable). However, this regulation will be effective six months after its promulgation in February 2026.	No impact on the Financaial Statements
5	POJK No. 24 of 2025	Account Management at Commercial Banks	Adjustment of the classification and criteria for Active Accounts, Inactive Accounts, and Dormant Accounts at the Bank, including corresponding adjustments to management mechanism, procedures, and policies.	No impact on the Financaial Statements
6	Board of Governor Regulation Number 20 of 2025	Rupiah Monetary Operation	Introduction of a new securities and new transaction type for the Bank in the form of BI Floating Rate Note (BI FRN), which is rupiah-denominated securities issued by Bank Indonesia as short-term debt instruments with floating interest rates.	No impact on the Financaial Statements
7	Board of Governor Regulation Number 1 of 2025	Amendment to the Board of Governors Regulation Number 17 of 2023 concerning the Implementation of Bank Indonesia-Fast Payment	As a Participant, the Bank is encouraged to enhance risk management and transaction security, not withstanding additional administrative and operational burdens. The Bank is at least required to: a. Follow up on alerts, which may include delaying subsequent transactions by the Sending Bank or delaying the forwarding of funds by the Receiving bank to customers; b. Submit reports on the implementation of the proactive risk manager feature to the Operator in accordance with BI's prescribed reporting format; c. Maintain a fraud management system that includes fraud detection technology at both account and transaction levels.	No impact on the Financaial Statements
8	Board of Governors Regulation Number 10 of 2025	Amendment to Board of Governors Regulation Number 24/21/Padg/2022 concerning Implementing Provisions for Current account at Bank Indonesia	This amendment focuses on technical arrangements for foreign currency current accounts to facilitate transaction settlement and minimize liquidity risk through the elimination of end-of-day balances. The key amendment is the addition of paragraph (2a) to Article 9: Bank holding foreign currency current accounts for "other purposes" (e.g., settlement of BI foreign currency securities or BI foreign currency sukuk) are required to zero out the balance of such accounts at the end of each day. *Other purposes include activities such as settlement of SVBI (Bank Indonesia Foreign Currency Securities) and SUVBI (Bank Indonesia Foreign Currency Sukuk).	No impact on the Financaial Statements
9	PADG Number 14 of 2025	Second Amendment to Board of Governors Regulation Number 17 of 2023 concerning the Implementation of BI-FAST Payment	This amendment focuses on changes to the Bank's primary obligations as a BI-FAST Participant, as stipulated under Article 18, covering Internal policy and Audit, System and Technology Security, Incident and Fraud handling, and Operations and Compliance. There is also a specific provision regarding the implementation of information technology infrastructure protection (Article 26C paragraph (1) letter a), which must be fulfilled no later than January 1, 2026.	No impact on the Financaial Statements
10	PADG Number 16 of 2025	Amendment to the Board of Governors Regulation Number 13 of 2024 concerning Money Market Transactions	This amendment introduces the development of money market transaction types through a Money market Transaction matchmaking mechanism, which matches buy and sell offers from money market participant using a method determined by BI. In this context, the Bank participates in the matchmaking process and acts as a submitting party of transaction offers, which cannot be revoked once submitted.	No impact on the Financaial Statements
11	PADG Number 18 of 2025	Criteria, Requirements, and Utilization of Securities in Monetary Operations	This amendment establishes standards for securities used in Bank Indonesia's Monetary Operations; enhances transparency, prudence, and accountability in the implementation of monetary policy; mitigates market risk through regulations on pricing, haircuts, and maturities of securities; and supports the deepening of the money market and foreign exchange market as stipulated in Articles 9 to 32 of this regulation.	No impact on the Financaial Statements
12	PADG Number 22 of 2025	Amendment to Board of Governors Regulation Number 21 of 2023 concerning Implementing Provisions for Short-Term Liquidity Loans for Conventional Commercial Banks	Amendment to the implementation of Short-Term Liquidity Loans (PLJP) for Conventional Commercial Banks (BUK), expanding the types of eligible collateral, including BI-FRN and other highly rated securities, to provide flexibility for banks experiencing short-term liquidity difficulties.	No impact on the Financaial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
13	PADG Number 23 of 2025	Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial banks, and Sharia Business Units	1. Obligation for Conventional Commercial Banks (BUK) to fulfill the RIM Current Account requirement if the RIM falls outside the range of 84%-94% 2. Obligation for Sharia Commercial Banks Kewajiban (BUS) and Sharia Business Unit (UUS) to place a Sharia RIM Current Account if the Sharia RIM falls outside the range of 84%-94% 3. Obligation for BUK to meet the Macroprudential Liquidity Buffer (PLM) requirement by holding securities equivalent to 4% of Rupiah Third-Party Funds (DPK) 4. Obligation for BUS to meet the Sharia Macroprudential Buffer (PLM Sharia) requirement by holding securities equivalent to 2.5% of Rupiah Third-Party Funds (DPK) 5. Obligation for the Bank to appoint a reporting officer to Bank Indonesia	No impact on the Financaial Statements
14	PADG Number 24 of 2025	Implementation of Immediate Funds Settlement through the Bank Indonesia -Real Time Gross Settlement	This regulation governs governance, operations, reporting, and supervision of immediate funds settlement through the BI–RTGS System. Key provisions requiring the Bank's attention include the obligation to report the use of the BI-RTGS (Articles 86 and 88) and the obligation to conduct aninformation system audit annually (Article 15 paragraph (2)) January 1, 2026	No impact on the Financaial Statements
15	PADG Number 26 of 2025	Financial Derivative with Underlying assets in the Form of Money Market and Foreign Exchange Market Products	This regulation governs the Bank's governance framework in tis capacity as a custodian in Money Market and Foreign Exchange Derivative (PUVA) transactions, including, among others, the obligation to open segregated accounts (Article 72)	No impact on the Financaial Statements
16	PADG Number 27 of 2025	Implementing Regulation on Macroprudential Liquidity Incentive Policy	This regulates the mechanism for granting liquidity incentives to banks through reductions in the Statutory Reserve Requirement (GMW), including related reporting obligations.	No impact on the Financaial Statements
17	PADG Number 31 of 2025	Fourth Amendment to Board of GOvernors Regulation Number 24/8/Padg/2022 concerning Implementing Provisions for the fulfillment of Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial banks, Sharia Commercial Banks, and Sharia Business Units	1. Change the GWM calculation from focusing solely on current balances at BI to also include BI-FAST funds and other funds as determined by BI. 2. BI may determine components of Third-Party Funds (DPK) that are excluded. 3. Introduction of provisions regarding remuneration on Excess Reserves for Banks. 4. Adjustment of sanctions for BUS/UU PUAS rate of return.	No impact on the Financaial Statements
18	PADG Number 30 of 2025	Seventh Amendment to Board of Governors Regulation Number 21/25/PADG/2019 concerning Loan-to-Value Ratios for Property Loans, Financing-to-Value Ratios for Property Financing, and Down Payments for Motor Vehicle Loans or Financing	The principal amendment extends the relaxation period for LTV, FTV, and down payment ratios, previously set to expire on 31 December 2025, to 31 December 2026. This macroprudential policy aims to encourage credit growth in the property and automotive sectors.	No impact on the Financaial Statements
19	Peraturan Menteri Perdagangan Republik Indonesia Nomor 26 Tahun 2025	Revocation of Four Regulations of the Minister of Trade in the Field of Domestic Trade	The revoked Ministerial Regulations are as follows: 1. Number 36/M-DAG/PER/9/2007 concerning the Issuance of Trade Business Licenses (including its amendments). 2. Number 22/M-DAG/PER/3/2016 concerning General Provisions on Goods Distribution (including its amendments). 3. Number 25 of 2020 concerning Annual Corporate Financial Reports. 4. Number 4 of 2023 concerning the Procurement and Distribution of Subsidized Fertilizers of the Agricultural Sector.	No impact on the Financaial Statements
20	Government Regulation of the Republic of Indonesia Number 43 of 2025	Financial Reporting	1. Establishment of a Standards Committee to formulate and set Financial Reporting Standards. 2. Implementation of a Shared Financial Reporting Platform (PBPK) for the submission of financial reports through a single platform. 3. Financial statements for general purposes must be submitted through the PBPK. 4. Submission of reports through the PBPK by issuers and public companies must be completed no later than 2027, with the first submission covering the 2026 financial year.	No impact on the Financaial Statements
21	Presidential Regulation of the Republic of Indonesia Number 105 of 2025	State-Owned Enterprises Regulatory Agency	1. Establishment of the SOE Regulatory Agency (BP BUMN) to replace the Ministry of SOEs in its regulatory function to formulate policies, regulate, guide, coordinate, and supervise the management of SOEs, reporting directly to the President. 2. Management of dividends from Series A Dwiwarna shares to be carried out by BP BUMN subject to the President's approval.	No impact on the Financaial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
22	POJK Number 14 of 2025	Implementation of General Meetings of Shareholders, Bondholders Meetings, and Sukukholders Meetings through Electronic Means.	1. Conduct of RUPS, RUPO, and RUPSu electronically in accordance with POJK provisions to enhance efficiency and effectiveness while safeguarding the rights of shareholders, bondholders, and sukukholders. 2. Electronic implementation through e-RUPS, e-RUPO, and e-RUPSu systems provided by a System Provider (Central Securities Depository or other Indonesian legal entity appointed by OJK) and/or the Issuer or Public Company. 3. Preparation of electronic GMS minutes in the form of a notarial deed and submission of its summary to OJK and the public. 4. Electronic announcement and convening of the GMS. 5. Obligation of issuers to ensure confidentiality of electronic voting and validity of meeting attendance.	No impact on the Financaial Statements
23	POJK Number 19 of 2025	Facilitation of Access to Financing for Micro, Small, and Medium Enterprises	This regulation implements the mandate of the Financial Sector Development and strengthening Law UU P2SK (Article 249 paragraph (3)), requiring Banks and Non-Bank Financial Institutions (LKNB) to provide easier access to financing for MSMEs while maintaining prudential principles. Key provisions for the Bank include reporting obligations (Article 9), acceleration of business processes (Article 14), and procedures for loan write-off/write-off recovery (Article 24).	No impact on the Financaial Statements
24	POJK Number 2 of 2025	Procedures for the Collection of Levies in the Financial Services Sector and Other Revenues	Provides technical arrangements regarding OJK's function as a partner of the non-tax state revenue management authority in administering levies and other revenues in the financial services sector, including types of levies, payment procedures, administrative sanctions, and settlement of outstanding receivables. The types of levies regulated include: a. Fees for licensing, approval, registration, ratification, and review of corporate action plans. b. Annual fees for regulation, supervision, inspection, and research conducted by OJK.	No impact on the Financaial Statements
25	POJK Number 20 of 2025	Obligation to Fulfill the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) for Sharia Commercial Banks and Sharia Business Units	This regulation impacts the Bank's operations, particularly with respect to: • Liquidity Management: Requirement to maintain HQLA and stable funding in accordance with Basel III standards. • Reporting: Adjustments to OJK reporting systems (daily, monthly, quarterly). • Internal Policies: Updates to liquidity policies, ILAAP, and NSFR compliance action plans. • IT and Data: Integration of LCR/NSFR calculations into treasury and risk management systems. The implementation deadlines generally fall no later than 2026 and 2028	No impact on the Financaial Statements
26	POJK Number 32 of 2025	Implementation of Buy Now Pay Later	Regulates the implementation of the BNPL financing business model for Commercial Banks and other financing companies. 1. Banks implementing BNPL may cooperate with other parties, subject to compliance with consumer information disclosure requirements. 2. Obligation to report BNPL implementation to OJK	No impact on the Financaial Statements
27	POJK Number 40 of 2025	Utilization of proceeds from Public Offering	This regulation principally governs the following matters where the Bank conducts a Public Offering: • Preparation and periodic disclosure of the Report on teh Realization of the Use of Proceeds (LRPD) until the proceeds are fully utilized (Article 2 paragraph (1); Article 3 paragraph (1); Article 5; Article 25). • Limitation of fund utilization to a maximum of four tires of fund flow (Issuer → subsidiary → sub-subsidiary → lower-tier/other affiliated entities) (Article 9). • Obligation to disclose the target timeframe for utilization of proceeds in the Prospectus and to provide disclosure in the event of changes to such target (Article 12).	No impact on the Financaial Statements
28	SEOJK Number 10/ SEOJK.04/2025	Electronic Submission of Reports on Share Ownership or Changes in Share Ownership of Public Companies and reports on Share Pledging Activities of Public Companies	Provide technical arrangements for the electronic reporting of share ownership or any changes in share ownership of Public Companies, as well as share pledging activities, in accordance with POJK 4/2024 Parties required to submit reports: a. Directors or Commissioners holding shares with voting rights. b. Parties holding ≥5% of shares with voting rights c. Controlling shareholders holding shares with voting rights. d. Shareholders whose ownership decreases to <5% e. Shareholders pledging their shares	No impact on the Financaial Statements
29	PADG Number 7 of 2025	Third Amendment to Board of Governors Regulation Number 11 of 2023 concerning Implementing Provisions for the Macroprudential Liquidity Incentive Policy	This regulation primarily impacts the Bank through the granting of incentives for credit disbursement to specific sectors, thereby enhancing the Bank's liquidity and lending capacity.	No impact on the Financaial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
30	PBI Number 10 of 2025	Payment System Industry Regulation	Regulates aspects of the payment system industry, including industry structure, infrastructure, governance and risk management, business conduct, consumer protection, data and/or information management, supervision, termination, and coordination and cooperation. This regulation also imposes reporting obligations on the Bank in its capacity as a Payment System Provider (PSP/PJP).	No impact on the Financaial Statements
31	PADG Number 8 of 2025	Third Amendment to Board of Governors Regulations Number 24/8/PADG/2022 concerning Implementing Provisions for the Fulfillment of Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units	The principal amendment relates to the regulation of Statutory Reserve Requirement as stipulated under Article 7 and 23.	No impact on the Financaial Statements
32	PBI Number 9 of 2025	Macroprudential Liquidity Incentive Policy	Re-establishes provisions concerning liquidity incentive policies for banks through reduction in the Statutory Reserve Requirement (GWM) to enhance lending capacity. The Macroprudential Liquidity Incentive (KLM) is granted to banks that extend credit/financing and undertake supporting activities, subject to the obligation to report credit/financing disbursement plans to BI, LBUT, and other reports as required by BI. This regulation may affect GWM obligations, RIM Current Accounts, and related incentives/remuneration.	No impact on the Financaial Statements
33	Regulation of the OJK Board of Commissioners Number 37/ PADK.08/2025	Provision and Disclosure of Information for the Marketing of Financial Products and Services	Adjustment of the criteria and procedures for the provision and disclosure of marketing information relating to financial products and services.	No impact on the Financaial Statements
34	Regulation of the Minister of Law of the Republic of Indonesia Number 2 of 2025	Verification and Supervision of Corporate Beneficial Owners	This regulation aims to enhance compliance in reporting and the accuracy of corporate beneficial ownership data to support the prevention of money laundering (AML) and terrorism financing (CTF), and to impose effective sanctions on corporations. Accordingly, the Bank must understand the stages of corporate verification to determine the ultimate beneficial owner. This regulation revokes Minister of Law and Human Rights Regulation No. 21 of 2019, and has been effective since February 4, 2025	No impact on the Financaial Statements
35	Regulation of the Minister of Manpower of the Republic of Indonesia Number 1 of 2025	Amendment to Minister of manpower Regulation Number 5 of 2021 concerning Procedures for the Implementation of the Work Accident Insurance, Death Benefit, and Old-Age Security Program	Adjustment of participant eligibility criteria, provision of benefits for work accidents and occupational diseses, and reporting requirements in the administration of the social programs.	No impact on the Financaial Statements
36	Regulation of the Minister of Manpower of the Republic of Indonesia Number 12 of 2025	Second Amendment to Minister of Manpower Regulation Number 35 of 2016 concerning Procedures for Granting, Requirements, and Types of Additional Service benefits under the Old-Age Security Program	This amendment aims to facilitate home ownership for workers through additional service benefits under the Old-Age Security (JHT) Program, as stipulated under Articles 9 and 11. Accordingly, the Bank must understand the new manpower provisions to be complied with by corporations, particularly those relating to interest subsidies. This regulation has been effective since November 10, 2025.	No impact on the Financaial Statements
37	Regulation of the Minister of Manpower of the Republic of Indonesia Number 2 of 2025	Amendment to Minister of Manpower Regulation No. 15 of 2021 concerning Procedures for Granting Job Loss Benefit (JKP).	Adjustment of procedures for granting JKP benefits, particularly regarding cash benefits, eligibility requirements for pension benefits, reporting of termination of employment, BPJS Employment verification, disbursement of cash benefits, contribution arrears for employers/banks, job training, and criteria for loss of benefit entitlement.	No impact on the Financaial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
38	Regulation of the Minister of Manpower of the Republic of Indonesia Number 3 of 2025	Amendment to Minister of Manpower Regulation No. 7 of 2021 concerning Participant Registration Procedures and Contribution Recomposition in the Job Loss Benefit (JKP) Program.	Adjustments in line with Government Regulation No. 6 of 2025 and Government Regulation No. 37 of 2021. Key amendments include: 1. JKP participant criteria 2. JKP contribution rates 3. Changes to JKK contribution rates 4. Contribution recomposition 5. Contribution payment processing 6. recomposition processing Banks must comply with the updated contribution rates. This regulation is effective since February 7, 2025.	No impact on the Financaial Statements
39	Minister of Finance Regulation of the Republic of Indonesia No. 15 of 2025	Tax Audit	This is issued to align with Government Regulation No. 50 of 2022 on Taxation. It regulates the implementation of tax audit activities conducted by the Director General of Taxes on taxpayers. Banks, as taxpayers, must understand their rights and obligations in the event of a tax audit. This has been effective since February 10, 2025.	No impact on the Financaial Statements
40	Minister of Finance Regulation of the Republic of Indonesia Number 65 of 2025	Procedures for Implementing Interest Subsidy/Margin Subsidy Activities for Housing Credit Programs	This regulation affects banks distributing subsidized mortgages (KPR), including planning and fulfillment of distribution targets, cooperation and credit guarantees, accuracy of subsidy claims, refund of overpayments, and compliance with subsidy billing limits.	No impact on the Financial Statements
41	SEOJK Number 14/ SEOJK.03/2025	Implementation of Governance for Commercial Banks	This regulation establishes governance assessment and reporting mechanisms as the technical implementation of POJK No. 17 of 2023 and POJK No. 2 of 2024. It serves as the basis for banks' governance self-assessment. This has been effective June 24, 2025.	No impact on the Financial Statements
42	SEOJK Number 20/SEOJK.08/2025	Publication of Complaint Handling and Complaint Service Reports	This regulation provides guidance to PUJK regarding the publication of brief complaint service procedures and complaint handling, as well as the reporting format and procedures for completing complaint service reports. 1. Banks are required to publish a brief complaint service procedure to consumers through the bank's official media. 2. Banks are required to public information on complaint handling received by the bank in the annual report and/or through the bank's official media 3. Banks must appoint a responsible Director. 4. Banks are required to prepare and submit complaint service reports to the OJK.	No impact on the Financial Statements
43	SEOJK Number 26/SEOJK.03/2025	Internal Liquidity Adequacy Assessment Process (ILAAP) for Commercial Banks	This regulation aims to govern the implementation of the Internal Liquidity Adequacy Assessment Process (ILAAP) in accordance with POJK provisions on LCR and (NSFR), and to ensure that banks have internal processes to assess liquidity adequacy under various normal and stress scenarios. However, the implementation deadline is December 2026 for banks classified as KBMI 3.	No impact on the Financial Statements
44	SEOJK Number 29/SEOJK.03/2025	Transparency and Publication of Reports of Conventional Commercial Banks	Adjustment of the types of reports that must be prepared by banks and the reporting timelines, effective starting February 9, 2026.	No impact on the Financial Statements
45	SEOJK Number 31/ SEOJK.03/2025	Reporting of Conventional Commercial Banks through the Financial Services Authority Reporting System	Adjustment of the periodic reporting system (daily, monthly, quarterly, semi-annual, annual) and incidental reporting by BUK to the OJK through the OJK Reporting System (APOLO).	No impact on the Financial Statements
46	SEOJK Number 32/SEOJK.03/2025	Transparency and Publication of Reports of Sharia Commercial Banks and Sharia Business Units	Adjustment of the submission of publication reports by BUS and UUS to the public and/or OJK,effective starting February 9, 2026.	No impact on the Financial Statements
47	SEOJK Number 33/SEOJK.03/2025	Reporting of Sharia Commercial Banks and Sharia Business Units through the Financial Services Authority Reporting System	Adjustment of the periodic reporting system (daily, monthly, quarterly, semi-annual, annual) and incidental reporting by BUS and UUS to OJK through the OJK Reporting System (APOLO).	No impact on the Financial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
48	SEOJK Number 5/ SEOJK.04/2025	Guidelines for Reporting by Mutual Fund Selling Agents and Commercial Banks as Custodians	Regulates reporting guidelines for Mutual Fund Selling Agents (APERD) and Custodian Banks, consisting of Periodic Reports and Incidental Reports. With the enactment of this Circular Letter, the previous circular letters are revoked: SEOJK No. 7/SEOJK.04/2017, SEOJK No. 4/SEOJK.03/2017, SEOJK No. 26/SEOJK.03/2020, SEOJK No. 27/SEOJK.03/2020. This regulation becomes effective 9 months after promulgation (May 9, 2025).	No impact on the Financial Statements
49	SEOJK Number 6/ SEOJK.04/2025	Guidelines for Reporting and Contracts for Borrowing and Lending of Mutual Funds	Adjustment of reporting standards for borrowing and lending activities of mutual funds by Investment Managers. Relevant to banks if the bank acts as Custodian Bank or Lender.	No impact on the Financial Statements
50	Circulation Letter of the Danantara Investment Management Agency Number S-063/DI-BP/ VII/2025	Provision of Tantiem, Incentives, and/or Other Income to the Board of Directors and Board of Commissioners of SOEs and Their Subsidiaries	Regulates the granting of tantiem and incentives for Directors and Commissioners of State-Owned Enterprises (SOEs) and their subsidiaries as follows: • Board of Directors of SOEs and Their Subsidiaries: a. The granting of tantiem, incentives (performance-based, special, long-term), or other income must be based on accurate financial statements. b. It must not originate from accounting manipulation (for example, premature revenue recognition or failure to record expenses). c. "One-off" gains (such as asset revaluation, asset sales, or quasi-reorganization) or windfall profits must be excluded from the calculation. • Board of Commissioners of SOEs and Their Subsidiaries: They are prohibited from receiving tantiem, incentives, or other income linked to company performance Accordingly, the Bank needs to pay attention to the provisions regarding the granting of tantiem and incentives to the Board of Directors and Board of Commissioners, considering the differences from previous regulations. This provision is effective starting from the 2025 financial year	No impact on the Financaial Statements
51	Circular Letter of the Indonesia Deposit Insurance Corporation Number SE-1/ ADK1/2025	Guidelines, Format Preparation, and Procedures for Submission of Customer-Based Deposit Insurance Data Reports for Commercial Banks	Technical provisions regarding the format for submitting customer-based deposit insurance data reports to LPS. With the issuance of this LPS Circular Letter, banks are required to maintain and be responsible for the accuracy of SCV data, and to submit reports covering: a. Customer-based deposit data b. Deposit insurance participation reports c. Data change reports d. Additional reports if requested by LPS for evaluation and supervisory purposes	No impact on the Financial Statements
52	POJK Number 22 of 2025	Reporting by Commercial Banks through the Financial Services Authority Reporting System	This POJK regulates the obligation for Commercial Banks to submit reports online through the OJK reporting system, covering both periodic reports and incidental reports. In addition, it governs the appointment of reporting officers, reporting periodicity, reporting procedures, the consolidation of several pieces of information/ reports into a master report, and the elimination of certain reports as part of reporting simplification for Commercial Banks. It also stipulates that banks are required to submit published financial reports and annual financial performance information accompanied by a management letter.	No impact on the Financial Statements
53	POJK Number 7 of 2025	Reports of Commercial Banks Acting as Custodians	This POJK was issued to improve service quality and reporting efficiency for Commercial Banks acting as Custodians. Its objective is to simplify the number and format of reports and to integrate the online reporting system with the Financial Services Authority (OJK). The required reports consist of Periodic Reports and Incidental Reports.	No impact on the Financial Statements
54	Circular Letter of the Financial Transaction Reports and Analysis Center Number 7 of 2025	Indicators of Suspicious Financial Transactions Related to Misuse of Funds in the Free Nutritious Meal Program	Adjustment of suspicious transaction indicators, particularly concerning potential irregularities in the implementation of the Free Nutritious Meal (MBG) program. With the issuance of this PPATK Circular Letter, banks are required to: a. Conduct customer profiling and understand the MBG program mechanism b. Establish robust AML (Anti-Money Laundering / APU) policies and procedures c. Monitor transaction activities, particularly those conducted through VA and joint SPPG accounts d. Implement the indicators outlined in the Circular Letter into the Bank's monitoring system e. Conduct further examination if unusual transactions are identified f. Observe the maximum limitation of 10 SPPG per foundation, except for the 15 foundations specifically specified.	No impact on the Financial Statements

No	Laws and Regulations	Key Provision	Impact on the Bank	Impact on the Financial Statements
55	Letter of PT Danantara Asset Management (Persero) Number S-063/DI-HO.CS/VI/2025	Request for Submission of Important Information Regarding SOE Financial Statements	This letter is addressed to all State-Owned Enterprises (SOEs). In essence, Danantara Asset Management (DAM) requests the submission of important financial statement information to support monthly financial management and reporting. The required reports are: 1. Monthly Financial Statements: • Statement of profit or loss • Statement of financial position • Statement of cash flows • Statement of changes in equity • Notes to the financial statements 2. Quarterly Financial Statements: • Same components as the monthly financial statements • Related party transaction reporting package • Year-end financial statement projections 3. *Management Report* The reporting deadline is the 20th of each month following the closing of the respective month/quarter.	No impact on the Financial Statements

Changes In Accounting Policies

Description of information on changes to accounting policies as follows:

Table of Changes in Accounting Policies

No	Changes in Accounting Policies	Reasons for Changes in Accounting Policies	Quantitative Impact of Changes in Accounting Policies on the Financial Statements	Explanation of Consequences and Adjustments Made
1.	Amendment to PSAK No. 211 "The Effects of Changes in Foreign Exchange Rates" The amendment became effective on January 1, 2025, in accordance with the effective date stipulated in Amendment to PSAK No. 211 concerning "The Effects of Changes in Foreign Exchange Rates." The amendment provides additional guidance on determining exchange rates when currency exchange restrictions occur, requiring entities to adjust their accounting policies in line with the provisions effective as of that date.	The amendment to PSAK 211 resulted from the implementation of the Statement of Financial Accounting Standards (PSAK) as part of the adoption of the International Financial Reporting Standards (IFRS), which was approved by the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK-IAI) and became effective on January 1, 2025. The amendment was prompted by conditions in certain countries experiencing currency exchange restrictions or the unavailability of freely accessible exchange rates. Such circumstances create uncertainty in determining the appropriate exchange rate for measuring foreign currency transactions and balances, potentially leading to differences in accounting policy application across entities. Therefore, clearer guidance was required to ensure that financial statements remain consistent, relevant, and reflective of the underlying economic conditions.	The amendment to PSAK No. 211 did not result in any substantive changes to the Company's accounting policies and did not have a material impact on the consolidated financial statements for the current or prior year.	Updating the Company's internal accounting policies in accordance with the requirements set forth in the amendment.

Bank Soundness Level

The level of bank soundness reflects the results of an assessment of the company's condition regarding the bank's risks and performance which can be seen from the final ranking of the assessment results based on OJK Regulation No. 04/POJK.03/2016 Dated January 26, 2017 concerning Assessment of the Soundness Level of Commercial Banks and OJK Circular Letter No. 14/SEOJK.03/2017 Dated March 17, 2017 Concerning Assessment of the Soundness Level of Commercial Banks Using a Risk Approach (Risk-Based Bank Rating) which includes 4 (four) factors, namely Risk Profile, Governance, Profitability (Earnings) and Capital (Capital).

Table of Company Soundness Level Position December 31, 2025 and December 31, 2024 Individually (*Self Assessment*)

Rating Factors	Rating as of December 31, 2025	Rating as of December 31, 2024
	Rating	Rating
Risk Profile	2	2
Governance	2	2
Profitability (Earnings)	2	2
Capital (Capital)	2	2
Bank Soundness Level Rating Based on Risk	2	**2**

Table of Consolidated Bank Soundness Level as of December 31, 2025 and December 31, 2024 (Self Assessment)

Rating Factors	Rating as of December 31, 2025	Rating as of December 31, 2024
	Rating	Rating
Risk Profile	2	-
Governance	2	-
Profitability (Earnings)	2	-
Capital (Capital)	2	-
Bank Soundness Level Rating Based on Risk	2	**-**

The Bank Soundness Level as of December 31,2025 (Self Assessment) for both individuals and consolidated was at a Composite Rating of 2 (PK2), reflecting the Bank's generally healthy condition, which is assessed as capable of facing significant negative influences from changes in business conditions and other external factors.

Apart from that, assessing the level of soundness using rankings is also regulated in the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State Owned Enterprises. The State Owned Enterprise Soundness rating as assessed by the National Rating Agency as of December 31, 2025 was AAA, classified as "Very Healthy". Detailed information regarding the Soundness Rating Report is provided in the Appendix of this Annual Report.

Business Continuity Information

Details of Issues Arising During the Financial Year that Affect Business Activities

In 2025, the Indonesian economy demonstrated resilience and sustained growth amidst ongoing global dynamic uncertainties. National economic growth remained stable at approximately 5%, supported by improving domestic demand, solid household consumption, and

relatively positive export performance. The recovery of economic activity was also reflected in increased public mobility and sustainability of investment, particularly in strategic sectors.

At the global level, emerging economies, including Indonesia and India, continued to record relatively better growth compared to developing countries. Nonetheless, external risks still need to be monitored, including global inflationary pressures, the direction of United States monetary pressures, the directions of United States monetary policy, as well as international financial market volatility. In its projection, the International Monetary Fund estimates Indonesia's economic growth at approximately 5.1% in 2025, reflecting strong economic fundamentals.

In 2025, the national banking sector demonstrated an improvement in performance, in line with the increase in economic activities. Growth in loans and Third Party Funds strengthened once again, reflecting the increasing financing needs and public confidence in the banking system. Specifically in the housing sector, demand for Mortgage Loans remained high, supported by the continuity of government stimulus, including housing sector policies that encourage access to home ownership for the public.

From the monetary policy perspective, Bank Indonesia began making more accommodative interest rate adjustments in early 2025, with a reduction of the BI7DRRR to 5.75%, in response to inflation stability and the Rupiah exchange rate. Going forward, the direction of monetary policy will remain data dependent, focusing on maintaining macroeconomic and financial system stability. The Rupiah exchange rate against the US Dollar also remained relatively stable, reflecting the effectiveness of Bank Indonesia's policies in maintaining external stability.

The Company's business in 2025 remained focused on the housing related sectors, considering this sector still possesses significant growth potential in line with the high national housing needs. Based on the 2024 BPS National Socioeconomic Survey (Susenas) data, the housing ownership backlog reached approximately 9.9 million units, representing a significant market potential for the banking industry. Furthermore, Indonesia's mortgage to GDP ratio, which remains at around 3%, indicates that the housing financing penetration level is still relatively low compared to other countries in the ASEAN region, thus leaving ample room for growth in the housing sector.

In response to global uncertainty and the high interest rate period throughout 2024, the Company entered 2025 with a more adaptive and measured strategy. Throughout 2024, the BI7DRRR was at the 6.00% level, which placed pressure on the Company's interest expense and cost of funds. Nevertheless, such pressure remained relatively contained, and in 2025, performance is expected to improve in line with the decrease in the benchmark interest rate and improving liquidity conditions.

On the liquidity side, tight banking conditions in 2024 due to the implementation of Bank Indonesia's new open market operation instruments, such as SRBI, SVBI, dan SUVBI, drove an increase in the cost of funds and pressured the Net Interest Margin. Entering 2025, the Company continues to adjust its funding strategy to maintain cost of funds efficiency and margin stability.

In facing these challenges, the Company was still able to maintain positive and sustainable performance. Growth in loans and financing significantly increased again in 2025, driven by the acceleration of housing sector loan disbursements and loans with more optimal yields. Additionally, fee-based income continues to be strengthened as an alternative income source to reduce dependency as an alternative income. On the efficiency side, the Company continued its efforts to control operating expenses and optimize the funding structure by shifting the fund composition toward retail funds and operational current accounts, thereby supporting the sustainable improvement of the cost of funds structure.

Potentially Influential Significant to Business Continuity

In 2025, the Indonesian economy continued to demonstrate resilience and sustained growth amidst global dynamic uncertainties, including geopolitical tensions and international financial market volatility. National economic growth remained stable at approximately 5%, supported by strong domestic demand, stable household consumption, as well as the performance of the MSME and manufacturing sectors which remained in an expansionary phase. These conditions were reflected in the Consumer Confidence Index at an optimistic level and the Purchasing Managers' Index which consistently remained above the 50 level through 2025.

In line with these macroeconomic conditions, national banking intermediation in 2025 continued to show improvement with adequate resilience levels. National loan growth remained maintained in line with increasing

economic activities and support from Government and regulatory policies. The housing sector, particularly Mortgage Loans, remained one of the main drivers of the loan growth, supported by the continuity of subsidized housing programs and various housing sector stimulus policies. This sector also continued to receive support through the Macroprudential Liquidity Incentive Policy, which contributed positively to the availability of banking liquidity.

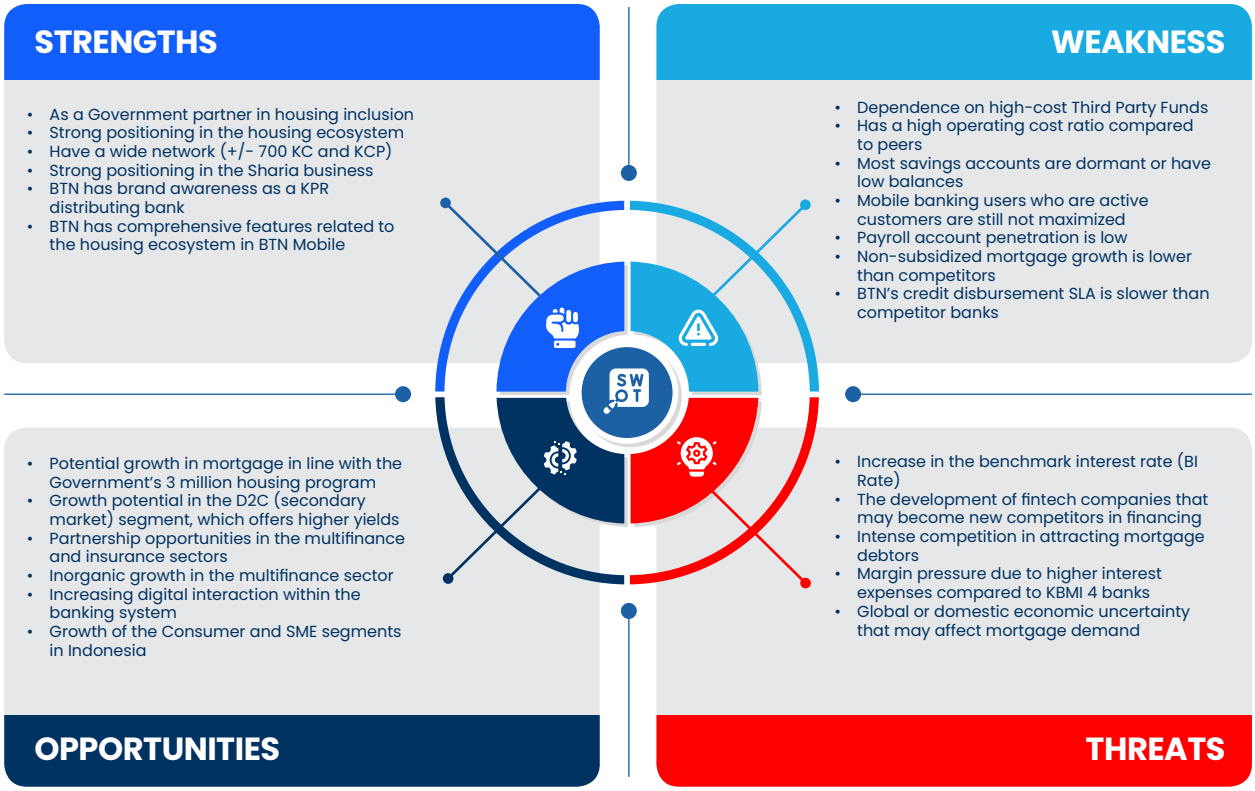
From the policy perspective, the Government continued to implement coordinated fiscal and monetary policy mixes to maintain national economic stability. Fiscal policy was directed at strengthening social and economic resilience, including through the continuity of social assistance programs and controlling the impact of global commodity price volatility. On the monetary side, Bank Indonesia adopted a more accommodative policy in 2025 by lowering the BI 7-Day Reverse Repo Rate to 5.75%, in line with inflation rate to be within the range of 2.5% – 3.5%, while continuing to maintain Rupiah exchange rate stability amidst the global dynamics.

The Company responded to these dynamics by maintaining strong financial fundamentals, prudent risk management, and the execution of adaptive and sustainable business strategies. The Company's capital level remained at an adequate level to support business growth and absorb potential risks. Furthermore, the Company continuously carried out product innovation, strengthening operational efficiency, and optimizing the funding structure to maintain profitability and liquidity.

Based on the evaluation of the Company's external and internal conditions, there are no material uncertainties that may cast significant doubt on the Company's ability to maintain its going concern. Accordingly, the Company's business continuity is believed to remain maintained on a sustainable basis.

Assessment Management of Items that Have a Significant Influence on Business Continuity

The assessment is conducted by considering various factors, both financial and non-financial, including an analysis of the strength of financial conditions, performance achievements, and the Company's business products. Furthermore, the Company also performs a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis as part of a comprehensive evaluation process of business sustainability. Based on the result of the SWOT analysis, the Company subsequently develops a Threats, Opportunities, Weaknesses, and Strengths (TOWS) matrix to formulate appropriate strategies in responding to internal and external environmental dynamics, as well as maximizing opportunities and mitigating potential risks faced.



In the view of the SWOT analysis, the Threats, Opportunities, Weaknesses, and Strengths (TOWS) matrix is developed as follows:



Based on the overall assessment results, the Company's Management has evaluated the Bank's ability to maintain its business continuity and is confident that the Company has adequate resources to continues its business in the future. Furthermore, the Company's Management has not identifies any material uncertainties that may cast significant doubt on the Company's ability to maintain its business continuity.

Assumptions Used by Management in Conducting the Assessment

The assumptions used by the management in conducting the assessment include, among others, the 2025 macroeconomic conditions, Government Program Support, the Strengthening of the Company's Business Focus, as well as the Company's Fundamentals and Financial Performance.

1. **Macroeconomic Conditions of 2025**
   At the end of 2025, macroeconomic conditions demonstrated the following:
   a. Indonesia's Gross Domestic Product (GDP) growth was in the range of approximately 5.0% - 5.1% (yoy), supported by consistently strong domestic demand and stable household consumption.
   b. The benchmark interest rate, BI 7-Day Reverse Repo Rate, stood at 5.75%, in line with Bank Indonesia's more accommodative monetary policy while maintaining macroeconomic stability.
   c. The inflation rate was within the range of 2.5% - 3.5%, reflecting maintained price stability in accordance with Bank Indonesia's target.
   d. The Rupiah exchange rate against the US Dollar was in the range of Rp15.700-Rp16.200 per USD, reflecting Bank Indonesia's efforts to maintain exchange rate stability amidst global dynamics.
   e. Banking loan growth was in the range of 10.0% - 12.0% (yoy), in line with the increase in economic activities and financing demand.
   f. Third Party Funds (DPK) growth was in the range of 8.0% - 10.0% (yoy), reflecting maintained public confidence in the banking system.
2. **Government Program Support**
   The Government continues to carry out various strategic programs, particularly in the housing sector, as part of its efforts to drive economic growth and maintain public purchasing power. These programs encompass business incentive policies, health programs, the strengthening of corporate and MSME businesses, and social protection.

3. **Strengthening the Company's Business Focus**
   The Company is strengthening its positioning as a housing-focused bank and developing potential across the entire housing ecosystem to capture the substantial growth opportunities remaining in the sector.
4. **The Company's Fundamentals and Financial Performance**
   The Company is supported by solid and sustainable financial performance over the last five years, as reflected in asset growth, maintained credit quality, adequate capital, and the ability to generate consistent profits. These conditions serve as the primary foundation for the Company in executing its business strategies on a sustainable basis.

Disclosure of the Governance Framework, Management and Control of Taxation Aspects

BTN committed to making its contribution to the country while fulfilling its obligations related to taxation. As a domestic corporate taxpayer, the Company is entitled to receive incentives from the Government in the form of tax relief. This is in accordance with the provisions of Article 17 paragraph (2b) of Law Number 7 of 1983 concerning Income Tax as amended several times, most recently by Law Number 7 of 2021 concerning Harmonization of Tax Regulations which states that domestic taxpayers:

1. Formed as a Public Company;
2. With the total number of paid-up shares traded on the stock exchange in Indonesia at most slightly 40%; And
3. Meet certain requirements.

Based on the above provisions, Bank Tabungan Negara is eligible for a 3% lower rate than the 22% rate applied in the 2022 tax year, resulting in a corporate income tax rate of 19% used in the tax calculation.

Tax payments are a manifestation of BTN obligations and role in participating in supporting the rate of national growth. BTN's approach to taxes is based on compliance with all applicable tax regulations. BTN has developed tax policies and strategies which are approved and reviewed by the Director of Finance in reporting the Annual Corporate Income Tax SPT. This tax strategy is reviewed annually by the Director of Finance. In implementing tax governance, BTN has established a comprehensive and structured process, such as:

1. The official responsible for determining the tax strategy is the Finance Director.
2. Compliance with tax provisions is outlined through Bank BTN's tax policy accompanied by the development of tax applications as well as regular training and outreach.
3. The process of managing, monitoring and reviewing the implementation of tax obligations is carried out by the Taxation Department and regularly monitored by the Compliance, Internal Audit and External Audit Divisions (Public Accounting Firm).

In its operational activities, BTN has implemented Good Corporate Governance (GCG) which is carried out transparently and accountably in accordance with applicable regulations. The most important stakeholder in tax matters is the government through the tax office. For this reason, BTN always maintains good relations with the tax authorities and never delays payment of tax obligations, which is one of BTN manifestations of maintaining harmony and obligations and complying with all applicable tax regulations. The company only operates in Indonesia, therefore tax reporting is only done for Indonesia. BTN has never made changes to its fiscal year. The following is BTN contribution through tax payments in 2024-2025.

Table of Contributions to the State

(in IDR millions)

	Type of Tax	Tahun 2025	Tahun 2024
A	TAX		
1.	Income Tax (PPh	3,584,869	3,715,115
2.	Value Added Tax (VAT) and Luxury Goods Sales Tax (PPnBM)	16,172	25,904
3.	Import/Export Duties, Customs, and Stamp Duty	3,946	9,353

	Type of Tax	Tahun 2025	Tahun 2024
4.	Land and Building Tax for Plantations, Forestry, Mining (PBB P3)	14,831	13,434
5.	Other Central Government Taxes (e.g., Carbon Tax	-	-
6.	Regional Taxes and Levies (PDRD), including PBB P2 (Urban and Rural)	-	-
	Total Tax Contribution (Total A)	3,619,818	**3,763,806**
B	**NON-TAX STATE REVENUE (PNBP)**		
1.	Dividends	451,099	420,119
2.	Other Non-Tax State Revenue	-	-
	Total PNBP Contribution (Total B)	451,099	**420,119**
	Total Contribution to the State (Total A and B)	4,070,917	**4,183,925**

Response to Changes in Monetary Policy Direction

Throughout 2025, global economic developments were influenced by the disinflation process in the United States, which brought inflation closer to the target level of approximately ±2%. This condition prompted The Federal Reserve to continue its monetary policy easing, proceeding with the interest rate cut cycle that commenced in late 2024. Throughout 2025. The Fed Funds Rate decreased by 100 bps to 3.75% through four interest rate cuts.

On the domestic side, the Indonesian economy remained stable. Inflation in 2025 was recorded at an increase to 2.92% from 1.57% in 2024, yet it remained within the Government's inflation target of 2±1%. Economic growth was also maintained at 5.04% in the third quarter of 2025, with a 2025 growth outlook of 5.20%.

In line with the direction of global policies and considering domestic conditions and exchange rate stability, Bank Indonesia lowered the benchmark interest rate (BI-Rate) five times with a total reduction of 125 bps. At the end of 2025, the BI 7-Day Reserve Repo Rate stood at 4.75%. The reduction in benchmark interest rates, by both the Federal Reserve and Bank Indonesia, had a positive impact on the securities market. The 10 year Indonesian Government Bond (SBN) yield decreased from 7.02% at the beginning of the year to 6.07% at the end of 2025.

In the foreign exchange market, this was reflected in the movement of the US Dollar Index (DXY), which historically declined from above 103 at the beginning of the year and moved within the range of Rp16.200 - Rp16.480 per USD at the beginning of the year, although in the second half of 2025, its movement experienced a weakening to the level of Rp16.200 - Rp16.780 per USD.

In response to the changes in monetary policy direction throughout 2025, the Company optimized its performance with the following strategies:

1. Reinvesting in securities that have matured and will mature to maintain the Company's liquidity ratio and capitalize on the momentum of declining securities yields.
2. Investing in monetary operation instruments with placements at optimal yields.
3. Increasing the volume and frequency of transactions with customers for both securities and foreign exchange (forex) products.
4. Managing foreign exchange positions prudently, by maintaining the net open position at a level of ≤9% of core capital, in accordance with internal risk appetite and regulatory requirements.

Spot Transactions and Derivative Transactions

Spot transactions and derivative transactions for the period 2024 - 2025 are as follows:

Table of Spot Transaction and DerivativeTransaction Report

(dalam jutaan Rupiah)

No	Transaction	BANK				
		2025				
		Notional Value	Tujuan		Receivables and Derivative Liabilities	
			Trading	Hedging	Bill	Obligation
A.	RELATED TO EXCHANGE RATES					
1.	Spot	-	-	-	-	-
2.	Forward	-	-	-	-	-
3.	Option a. Selll b. Buy	-	-	-	-	-
4.	Future	-	-	-	-	-
5.	Swap	-	-	-	-	-
6.	Others (CCS)	-	-	-	-	-
B.	RELATED TO INTEREST RATE					
1.	Forward	-	-	-	-	-
2.	Option a. Selll b. Buy	-	-	-	-	-
3.	Future	-	-	-	-	-
4.	Swap	-	-	-	-	-
5.	Others	-	-	-	-	-
C.	OTHERS					
	Total	-	-	-	-	-

No	Transaction	BANK				
		2024				
		Notional Value	Tujuan		Receivables and Derivative Liabilities	
			Trading	Hedging	Bill	Obligation
A.	RELATED TO EXCHANGE RATES					
1.	Spot	-	-	-	-	-
2.	Forward	-	-	-	-	-
3.	Option a. Sell b. Buy	-	-	-	-	-
4.	Future	-	-	-	-	-
5.	Swap	-	-	-	-	-
6.	Others (CCS)	1,963,590	-	-	102,843	-
B.	RELATED TO INTEREST RATE					
1.	Forward	-	-	-	-	-
2.	Option a. Sell b. Buy	-	-	-	-	-
3.	Future	-	-	-	-	-
4.	Swap	-	-	-	-	-
5.	Others	-	-	-	-	-
C.	OTHERS					
	Total	**1,963,590**	**-**	**-**	**102,843**	**-**

Report On Additional Use of State Capital Inclusion (PMN)

Based on the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/ MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Additional State Capital Participation (PMN) was the separation of state assets from the state revenue and expenditure budget used as capital of SOEs and/or Limited Liability Company and managed corporately. In accordance with the provisions in Article 110 PER-2/MBU/03/2023::

(1) Additional State Capital Participation was carried out with the aim o:
   a. Improving the capital structure of BUMN or Limited Liability Company; and/o
   b. Increasing the business capacity of SOEs or Limited Liability Companies.

(2) Additional State Capital Participation to SOEs as intended in paragraph (1) is used in the context of:
   a. Carrying out Government assignments to SOEs;
   b. Carry out restructuring and/or rescue of SOEs; and/or
   c. Carry out SOEs business development

Basis For Use Of Pmn Funds

All additional PMN funds amounting to IDR2,479,999,977,600 (two trillion four hundred seventynine billion nine hundred ninety-nine million nine hundred seventy-seven thousand six hundred Rupiah) plus the public portion of the rights issue proceeds used to strengthen the capital structure The Company in increasing the distribution of credit and/or loans.

Strengthening the Company's Capital

In order to support increasing business capacity and strengthening Bank BTN's role in the housing ecosystem, there are several regulations being considered, one of which is capital regulations, where under normal conditions Bank BTN needs to maintain a Capital Adequacy Ratio (CAR) of 15.40%.

Total Investment Required

Bank BTN projects the realization of housing unit financing (KPR) of 1.3 million units in 2021 to 2025, with a projected increase in credit disbursement (distribution) of an average of 21.32% per year (2021-2025), the realization of which will have an impact on the increase in Risk Weighted Assets (RWA) and BTN's capital requirements. By paying attention to the provisions regarding capital adequacy, it is necessary to increase State Capital Participation (PMN) to improve the capital structure while increasing business capacity through increasing core capital (Tier 1) so that the CAR ratio can be maintained in accordance with the provisions. Considering the things above, it is hoped that additional capital will amount to IDR4.13 trillion through a rights issue/privatization mechanism with PMN of IDR2.48 trillion and a public portion of IDR1.65 trillion. With this rights issue/privatization, BTN will be able to maintain capital requirements above 16% until 2025 (above the Minimum Capital Requirement (KPMM) required by OJK, was 15.40%) and prevent delusions of State ownership in below 60%.

Total Additional PMN Allocated

Based on Government Regulation (PP) Number 48 of 2022 concerning Addition of State Capital of the Republic of Indonesia to the Share Capital of the Company (Persero) PT Bank Tabungan Negara Tbk. The total PMN given to Bank BTN is a maximum of IDR2,480,000,000,000 (two trillion four hundred and eighty billion rupiah). In implementing the rights issue/privatization in 2022, taking into account that the Government's share ownership remains at 60%, the number of shares and the implementation price of the rights issue, the amount of PMN disbursed was IDR2,479,999,977,600,- (two trillion four hundred seventy nine billion nine hundred ninetynine million nine hundred seventy-seven thousand six hundred Rupiah).

Explanation of the Use Progress of the Funds

Additional PMN funds through a rights issue/ privatization mechanism with PMN amounting to IDR2,479,999,977,600,- (two trillion four hundred seventy-nine billion nine hundred ninety-nine million nine hundred seventy-seven thousand six hundred Rupiah) plus funds from the public amounting to IDR1,653,333,318,000 (one trillion six hundred fiftythree billion three hundred thirty-three million three hundred eighteen thousand Rupiah) was all deposited into BTN Bank Capital after deducting the emission costs. So that there is a change in the capital structure to be as follows:

Before Rights Issue

	Nominal Value IDR500,- per share		
	Number of Shares	Total Nominal Value (IDR)	
Authorized Capital	20,478,432,000	10,239,216,000,000	
Total of Issued and Paid-up Capital			
- Government of the Republic of Indonesia	6,354,000,000	3,177,000,000,000	60.00%
- Public	4,236,000,000	2,118,000,000,000	40.00%
	10,590,000,000	5,295,000,000,000	100.00%
Remaining shares in portfolio	**9,888,432,000**	**4,944,216,000,000**	

After Rights Issue

	Nominal Value IDR500,- per share		
	Number of Shares	Total Nominal Value (IDR)	
	20,478,432,000	10,239,216,000,000	
	8,420,666,648	4,210,333,324,000	60.00%
	5,613,777,765	2,806,888,882,500	40.00%
	14,034,444,413	7,017,222,206,500	100.00%
	6,443,987,587	**3,221,993,793,500**	

*) Based on Amendment to Articles of Association Number 08, dated April 8 2021

The shares to be issued are the remaining shares in the portfolio, where there are **9,888,432,000** billion shares.

The results of the implementation of the BBTN Rights Issue which were fully absorbed brought the remaining shares in the portfolio to **6,443,987,587** shares

PLANNING AND FOLLOW-UP CONSTRAINTS

Several obstacles to the implementation of the rights issue/ privatization are as follows:

- The implementation process is quite strict for approximately 3 (three) months, since the kick off meeting of supporting institutions and/or professions on October 3 2022. Considering that PMN uses the 2022 APBN Budget, the rights issue process must be carried out in 2022.
- The trading period runs from December 28, 2023 to January 5, 2023. The trading period process which runs at the end of 2022, causes BBTN rights issue transactions to be quite quiet on the first 3 (three) trading days. This is because many foreign investors and several fund managers have completed all transactions for trading corporate actions in 2022.

However, this can be resolved with several follow-up actions from the privatization team, namely:

- Carry out strict monitoring of the implementation of the rights issue/privatization progress on a weekly basis and ensure that the implementation is carried out on time.
- Intense coordination with the securities sales team regarding the interest of foreign investors who will exercise BBTN's rights issue from the start.