Avian
BRANDS



Annual Report **Avian Brands 2025**

Leading with Color,
Inspiring with Sustainability



Disclaimer and Limitation of Liability

PT Avia Avian Tbk (hereinafter referred to as "Avian Brands" or "AVIA" or "we") 2025 Annual Report is prepared to comply with reporting requirements regarding Avian Brands' performance for the period of January 1, 2025 to December 31, 2025 to the regulators and stakeholders. This Annual Report, among others, is prepared based on Financial Services Authority Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies with contents in accordance with Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 concerning Forms and Contents of an Annual Report of Issuers or Public Companies.

This Annual Report contains statements related to objectives, policies, plans, strategies, as well as operational and financial results prepared based on accountable factual data. In addition, this Annual Report also presents information related to our forecasts for the following year that are prepared based on prospective statements and various assumptions regarding the future conditions of our Company, as well as the related business environment, therefore, actual results may materially differ from those stated in this report. Therefore, we urge the stakeholders to use the information contained in this report wisely when making decisions.

Leading with Color, Inspiring with Sustainability



2025 Annual Report



Amidst increasingly competitive industry dynamics and rising demands for sustainable practices, Avian Brands continues to affirm its position as a market leader capable of delivering positive impacts on the industry, the environment, and society. This leadership is reflected in Avian Brands' ability to present a range of colors that represent innovation, responsibility, and a long-term vision across every business practice.

The foundation of Avian Brands' strength is built upon an extensive distribution network, a comprehensive product portfolio, consistently maintained quality, and stable sales dominance from period to period. This reputation is further bolstered by various national awards, official certifications, and international recognition that place Avian Brands among the top percentile in various industry indicators. All these achievements reflect the synergy between excellent Research and Innovation ("RDI") capabilities, the modernization of production facilities, supply chain resilience, and the professionalism of a certified workforce.

Avian Brands' commitment to sustainability serves as the cornerstone of executing its strategy and operations. This principle drives Avian Brands to continuously create value for the environment, society, and stakeholders through a business approach rooted in integrity, innovation, and consistency toward long-term goals. By emphasizing creativity and continuous innovation, Avian Brands inspires the industry ecosystem to transform towards a more responsible and sustainable future.

Theme Continuity

TOWARDS A SUSTAINABLE AND COLORFUL FUTURE



2024 Annual Report

Avian Brands continuously integrates its achievements with its long-term aspiration to create innovative and sustainable products. By providing high-quality, environmentally friendly-certified products, Avian Brands solidifies its position as a paint industry leader committed to sustainability and environmental responsibility. This year, Avian Brands also managed to record a strategic achievement of securing new international patents, further reinforcing its competitive edge in the industry. This move reflects Avian Brands' focus on sustainable innovation that provides added value not only for customers but also for the environment and society at large. These patents are tangible evidence of Avian Brands' dedication to developing products relevant to market needs while simultaneously contributing to its long-term sustainability objectives.

This commitment to sustainability is evident not only from product innovation but also from various strategic efforts to deliver sustainable positive impacts. With a holistic approach, Avian Brands is not only oriented towards achieving business targets, but also on making tangible contributions to the social and environmental ecosystem. Avian Brands believes that true success means providing long-term benefits to all stakeholders, including the community, customers, business partners, and the environment. Through these strategic initiatives, Avian Brands continues to move forward to realize its vision of becoming an industry player that gives colors to people's lives and maintains harmony with nature and the future. By doing so, Avian Brands will always be part of the solution to create a more sustainable, innovative, and colorful world.

PAINTING A BEAUTIFUL PICTURE OF INDONESIA

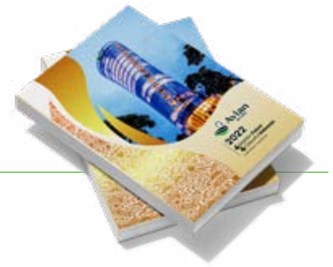


2023 Annual Report

For over 4 decades, Avian Brands has been bringing beautiful colors to the lives of millions of families in Indonesia by providing a diverse range of high-quality and eco-friendly paint products. As a pioneer in the paint manufacturing industry, Avian Brands recognizes the paramount importance of positively contributing to the environment and the community. Thus, since its inception, Avian Brands has not only brought colors through its products, but also through continuous commitment to responsible business practices.

As part of this ongoing commitment, Avian Brands continues to conduct research and development to introduce more environmentally friendly paint solutions. By consistently exploring the potential for innovation in paint formulations that are both more efficient and ecological, Avian Brands aspires to continue painting Indonesia with colors that are not only beautiful but also sustainable. Moreover, Avian Brands steadfastly strengthens partnerships with local communities, supports social initiatives, and invests in educational programs to shape a brighter and more colorful future for the next generation.

4 BRIGHTER FUTURE 4 COLOURFUL INDONESIA



2022 Annual Report

The business continuity of Avian Brands for more than 44 years has been achieved through prudent business management and continuous innovation. During our journey, Avian Brands continues to move forward in accordance with our Vision "to become an integrated, environmentally friendly, leading, and trusted paint company in Indonesia". Each of our policies and strategies is geared towards adding value to various groups of stakeholders. This commitment is evident in product innovations that prioritize environmental sustainability and customer health.

A total of 24 of Avian Brands' paint products have earned Singapore Green Label certifications. Most of Avian Brands' paints are made with water-based materials and environmentally friendly raw materials to support the green building concept. In addition, Avian Brands manufactures paints with green active technology that can lower room temperature, as well as paints that protect against viruses and bacteria, so they do not stick to walls. All these innovations aim to support a healthier and brighter future for Indonesia through the colorful array of our products.

Avian Brands' innovations have earned positive appreciation from external parties. From the operational aspect, Avian Brands has obtained the Green Industry Certificate (*Sertifikat Industri Hijau*) for operational activities that prioritize efficiency and effectiveness in the utilization of resources in a sustainable manner to encourage environmental sustainability. Furthermore, Avian Brands has also obtained Green PROPER (PROPER *Hijau*) for optimizing its environmental impact management beyond the necessary requirements. These achievements also make Avian Brands the first paint company in Indonesia to achieve Green PROPER.

Competitive Strengths

In an increasingly competitive and dynamic business environment, it takes more than a single aspect of strength to maintain a competitive edge. This necessitates an integrated approach where elements mutually reinforce one another, creating a sustainable cycle that drives performance and long-term growth. Thus, Avian Brands continues to demonstrate consistency and excellence through integrated, innovative, and long-term-oriented business strategies.



Avian Brands prioritizes six primary pillars of competitive advantage that serve as the foundation for maintaining sustainable growth and strengthening competitiveness within the national paint industry. From robust brand recognition to a strategic position in the national industrial ecosystem, extensive and efficient distribution network, reliable integrated production systems, excellent research and innovation capabilities, and a visionary management structure, these pillars drive Avian Brands to stand not only as a paint manufacturer, but also as a leading solutions provider for construction, decoration, and industrial needs in Indonesia.

2025 Performance

"The year 2025 delivered sustainable growth for Avian Brands, ranging from enhanced operational and financial performance to the launch of innovative products and the expansion of national distribution, as well as a steadfast commitment to creating added value for all stakeholders."

Production Performance

Avian Brands' production in 2025 increased by 15.16% to 227,266 metric tons. This achievement was driven by the dominant contribution from the Sidoarjo Plant and stable production levels at the Serang Plant.

Research and Development Performance

Continuous innovation served as the foundation of Avian Brands' excellence in 2025, marked by the launch of 12 new products that expanded its portfolio and addressed dynamic market demands.

Profitability Performance

By recording a profit for the year of IDR1,744.02 billion, an increase of 4.83% from the previous year, Avian Brands demonstrated profitability resilience amidst market dynamics. This solid financial performance underlies the continuity of dividend distributions to Shareholders, which in 2025 totaled IDR1,320.02 billion through both cash and interim dividends.

Distribution Network Performance

Avian Brands continues to expand its distribution reach across various cities in Indonesia through 129 wholly-owned distribution centers and 15 wholly-owned mini distribution centers, as well as 38 independent distribution centers. This expansion reinforces Avian Brands' commitment to ensuring product availability is closer and easier to reach for all customers nationwide.



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Performance Highlights

"The year 2025 affirms the resilience and perseverance of Avian Brands as a national paint industry leader that continues to deliver consistent, innovative, and valuable performance for all stakeholders."

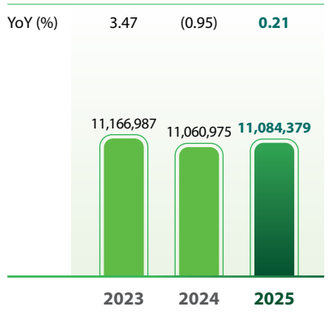


Key Financial Data Overview

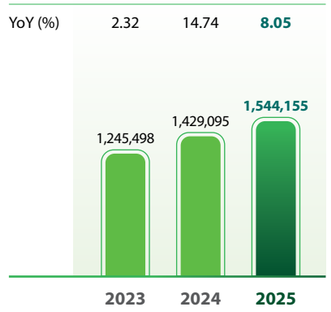
(in million Rupiah, unless otherwise stated)

Description	2025	2024	2023
Consolidated Statement of Financial Position			
Total Assets	**11,084,379**	**11,060,975**	**11,166,987**
Total Current Assets	**7,821,844**	8,493,362	8,910,802
Total Non-Current Assets	**3,262,535**	2,567,613	2,256,185
Total Liabilities	**1,544,155**	**1,429,095**	**1,245,498**
Total Current Liabilities	**1,457,408**	1,351,585	1,175,130
Total Non-Current Liabilities	**86,747**	77,510	70,368
Total Equity	**9,540,224**	**9,631,880**	**9,921,489**
Total Liabilities and Equity	**11,084,379**	**11,060,975**	**11,166,987**
Consolidated Statement of Profit or Loss and Other Comprehensive Income			
Net Revenues	**8,123,685**	7,471,356	7,016,882
Cost of Goods Sold	**(4,545,429)**	(4,130,606)	(3,833,546)
Gross Profit	**3,578,256**	3,340,750	3,183,336
Profit Before Income Tax Expense	**2,175,816**	2,068,594	1,992,143
Income Tax Expense	**(431,796)**	(404,895)	(349,047)
Profit for the Year	**1,744,020**	1,663,699	1,643,096
Other Comprehensive Income (Loss)	**129,690**	(46,983)	81,403
Total Comprehensive Income for the Year	**1,873,710**	1,616,716	1,724,499
Profit for the Year Attributable to:			
Equity Holders of the Parent Company	**1,747,462**	1,664,341	1,642,166
Non-Controlling Interests	**(3,442)**	(642)	930
Total Comprehensive Income for the Year Attributable to:			
Equity Holders of the Parent Company	**1,877,154**	1,617,351	1,723,608
Non-Controlling Interests	**(3,444)**	(635)	891
Basic and Diluted Earnings per Share Attributable to the Owners of the Parent (Full Rupiah)	**29.11**	27.16	26.51
Consolidated Statement of Cash Flows			
Net Cash Provided by Operating Activities	**1,738,165**	1,766,128	1,640,834
Net Cash Provided by (Used in) Investing Activities	**(372,862)**	1,262,474	(1,138,195)
Net Cash Used in Financing Activities	**(2,037,982)**	(1,933,622)	(1,440,808)
Consolidated Financial Ratio			
Profitability Ratio (%)			
Consolidated Profit for the Year to Consolidated Net Revenues	**21.47**	22.27	23.42
Consolidated Profit for the Year to Consolidated Total Assets	**15.73**	15.04	14.71
Consolidated Profit for the Year to Consolidated Total Equity	**18.28**	17.27	16.56
Liquidity Ratio (x)			
Consolidated Total Current Assets to Consolidated Total Current Liabilities	**5.37**	6.28	7.58
Solvency Ratio (x)			
Consolidated Total Liabilities to Consolidated Total Assets	**0.14**	0.13	0.11
Consolidated Total Liabilities to Consolidated Total Equity	**0.16**	0.15	0.13

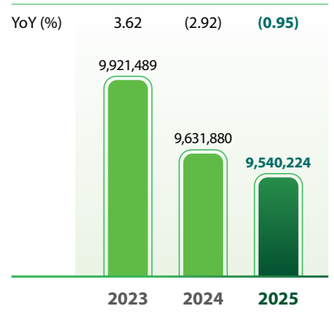
Total Assets
(in million Rupiah)



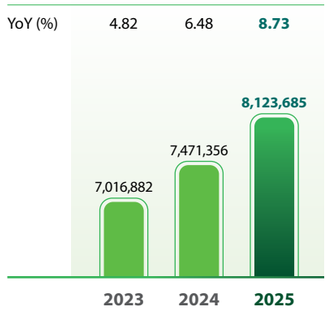
Total Liabilities
(in million Rupiah)



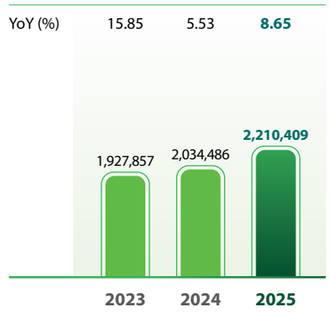
Total Equity
(in million Rupiah)



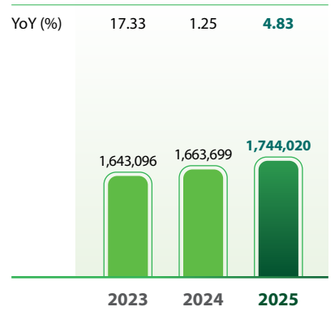
Net Revenues
(in million Rupiah)



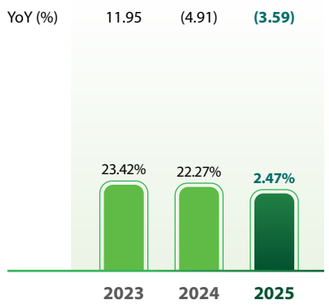
Profit Before Interest, Tax, Depreciation, and Amortization
(in million Rupiah)



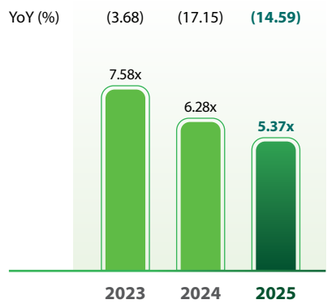
Profit for the Year
(in million Rupiah)



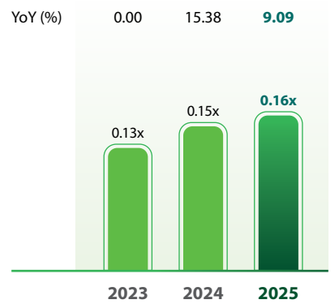
Consolidated Profit for the Year to Consolidated Net Revenues



Consolidated Total Current Assets to Consolidated Total Current Liabilities



Consolidated Total Liabilities to Consolidated Total Equity

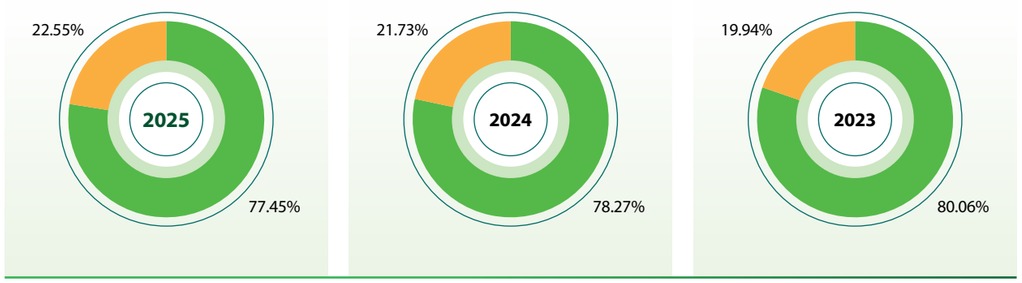


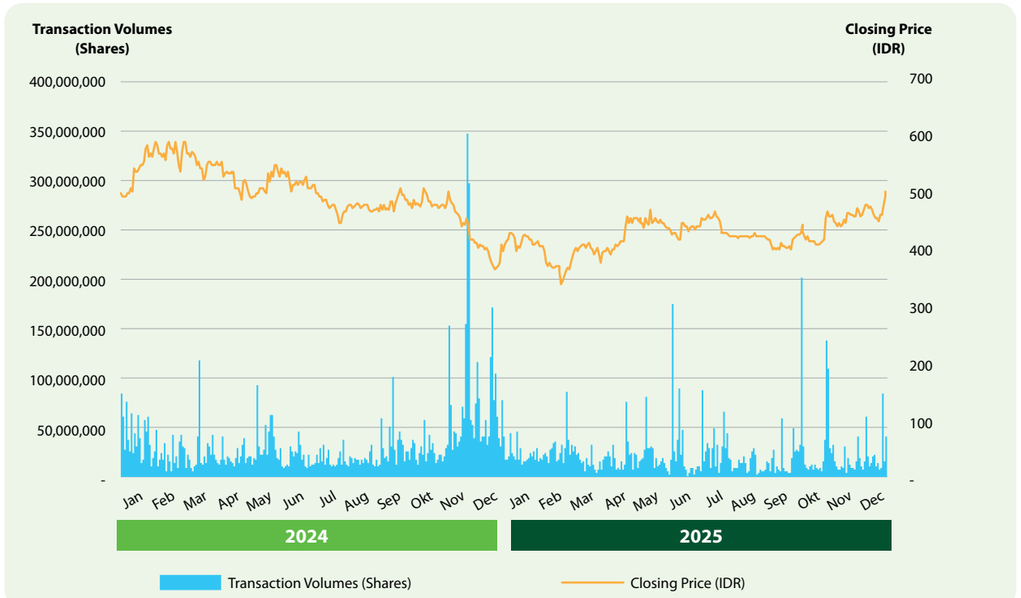
Operational Overview

(in million Rupiah, unless otherwise stated)

Description	2025	2024	2023
Architectural Solutions (Wall, Wood and Metal, Waterproofing, Wood Care, and Others)	**6,291,901**	5,847,703	5,618,025
Trading Goods (Pipes, Furniture, and Supporting Products)	**1,831,784**	1,623,653	1,398,857
Total Net Revenues	**8,123,685**	**7,471,356**	**7,016,882**

Net Sales Performance Percentage by Operating Segment





Share Overview

Period	Shares Price			Transaction Volumes (Shares)	Number of Outstanding Shares (Shares)	Market Capitalization (IDR)
	Lowest (IDR)	Highest (IDR)	Closing (IDR)			
2025						
Quarter 1	**336**	**432**	**406**	**1,355,705,900**	**60,528,555,600**	**25,153,143,573,600**
Quarter 2	**372**	**482**	**420**	**1,310,331,300**	**60,173,630,500**	**26,020,493,352,000**
Quarter 3	**398**	**476**	**408**	**1,182,602,900**	**59,615,578,800**	**25,277,050,684,800**
Quarter 4	**402**	**505**	**505**	**1,595,554,100**	**59,312,728,400**	**31,286,545,578,000**
2024						
Quarter 1	488	610	550	1,814,180,700	61,556,537,600	34,074,455,580,000
Quarter 2	488	570	515	1,353,097,300	61,256,923,300	31,906,081,134,000
Quarter 3	444	535	498	1,469,498,600	61,195,158,500	30,852,870,688,800
Quarter 4	358	520	400	3,563,375,400	60,790,106,400	24,781,422,240,000

Corporate Action

Avian Brands continued its share buyback program throughout 2025 as part of its strategy to enhance Shareholder value. This corporate action refers to the approval of the Extraordinary General Meeting of Shareholders (EGMS) dated April 10, 2025, which approved the purchase of a maximum of 1,425,000,000 shares, or approximately 2.3% of the total paid-up shares. This program is a continuation of a similar action based on the resolution of the EGMS held on December 7, 2023. By the end of 2025, the total number of shares successfully repurchased increased to 2,640,827,200 shares, consisting of 1,425,000,000 shares from the first buyback period and 1,215,827,200 shares from the second buyback period, thereby reducing the total outstanding shares to 59,312,728,400 shares. This action did not affect the nominal value of the shares and was carried out in accordance with market conditions, prevailing regulations, and good corporate governance principles.

Apart from the share buyback, in 2025 Avian Brands did not conduct any other corporate actions, including stock splits, reverse stock splits, stock dividend distribution, bonus shares distribution, changes in the nominal value of shares, issuance of convertible securities, or capital injections and reductions.

Share Trading Information

During 2025, Avian Brands did not experience any temporary suspension of share trading or delisting.

Information regarding Bonds, Sukuk, or Convertible Bonds

Until the end of 2025, Avian Brands has never issued bonds, sukuk, or convertible bonds.

Significant Events

January 2025

01 Boyo Wood Stain 2 in 1 Product Launch

Avian Brands launched Boyo Wood Stain 2 in 1, an eco-friendly water-based wood stain with dual functions: protecting and beautifying both interior and exterior wood. Utilizing high-quality acrylic resin, this product is non-yellowing, UV-resistant, and available in a variety of popular colors. An elegant finish combined with maximum protection and an economical price point makes Boyo Wood Stain 2 in 1 a practical solution for maintaining the long-term beauty and durability of wood.



February 2025

01 No Drop Spray Product Launch

Avian Brands launched No Drop Spray, a product that provides an instant solution for addressing cracks and leaks in a practical, fast, and easy-to-use manner. Packaged in a modern spray format, this product is designed for direct application without additional equipment, providing a waterproof seal while effectively sealing small cracks. Featuring No Drop's trusted leak-proof technology, this product delivers maximum convenience to customers.



February 2025

17 Avitex TOP Product Launch

Avian Brands launched Avitex TOP, a wall paint that offers the ultimate solution for the painting needs of modern homes and buildings. Featuring a crisp white color and a deep matte finish that conceals wall imperfections, Avitex TOP offers superior quality with maximum opacity, high coverage, and best-in-class adhesion. Specifically designed for various interior surfaces including walls, ceilings, gypsum, GRC, concrete, and plaster, Avitex TOP is the ideal choice for customers who prioritize both aesthetics and paint durability.



March 2025

13 Avian Brands' Strategic Investment in PT Dextone Lemindo

On March 13, 2025, Avian Brands made a strategic investment of IDR275.8 billion by acquiring 16.67% of new shares in PT Dextone Lemindo, the manufacturer of "Dextone" adhesives, a brand trusted for over three decades in Indonesia. Through this step, Avian Brands reinforces its organic and inorganic growth strategies while strengthening its position as the market leader in decorative paints. The synergy with Dextone is expected to drive operational growth for both companies and create sustainable value for Shareholders and all stakeholders.



April 2025

30 Avian Brands Officially Joins the United Nations Global Compact

Avian Brands has officially become a member of the United Nations Global Compact ("UNGC"), a global initiative that promotes responsible business practices in accordance with United Nations ("UN") principles. This step affirms Avian Brands' commitment to focusing not only on business performance but also on creating sustainable value for society and the environment. As a member of the UNGC, Avian Brands is committed to submitting an annual Communication on Progress ("CoP") report, which details achievements, challenges, and continuous improvements in the implementation of sustainability principles.



May 2025

30

Avian Brands Once Again Secures the "2024 Market Leader in the Indonesian Paint & Coating Industry" Award from Frost & Sullivan

Avian Brands has once again secured international recognition as the "2024 Market Leader in the Indonesian Paint & Coating Industry" from Frost & Sullivan, marking its third following wins in 2020 and 2023. This award affirms Avian Brands' position as a consistent and innovative market leader, driven by sustainable growth strategies through product innovation, distribution network expansion, superior customer service, and a steadfast commitment to ESG principles.



June 2025

01

Avian Epoxy Filler Product Launch

Avian Brands launched Avian Epoxy Filler, a two-component anti-corrosive epoxy primer specifically formulated for auto refinish needs and total automotive body applications. This product serves a dual purpose as both a primer and a filler, featuring optimal adhesion to both metal and plastic putty. With robust anti-corrosive properties and superior adhesion, Avian Epoxy Filler is an innovative solution that provides maximum protection and the finest finish for the automotive industry.



01

No Drop Cat Dasar Anti Bocor Product Launch

Avian Brands launched No Drop Cat Dasar Anti Bocor, a primer with negative waterproofing technology designed to prevent wall dampness while enhancing the opacity of the topcoat. This product offers superior waterproofing, alkali resistance, and efflorescence resistance, making it ideal for both exterior and interior use. Specifically formulated for new walls with moisture levels below 30% after three days of drying, No Drop Cat Dasar Anti Bocor provides optimal protection starting from the very first coat.



July 2025

01

Avian Platinum Product Launch

Avian Brands launched Avian Platinum, a premium ultra-glossy paint formulated with 100% acrylic resin to provide an impeccable glossy finish resistant to yellowing. Compatible with various types of thinners, this product allows for high flexibility in its application. Utilizing high-quality special pigments, Avian Platinum offers optimal opacity and maximum resistance to extreme weather conditions. These qualities make it an ideal solution for various surfaces, including wood, metal, walls, and GRC, both indoors and outdoors.



August 2025

01

Giant Mortar 225 Plamir Instan Ekonomis Product Launch

Avian Brands launched Giant Mortar 225 Plamir Instan Ekonomis, a ready-to-use wall putty designed to level and smooth wall and ceiling surfaces for both interior and exterior applications. This product is an instant cement composed of a homogeneously mixed blend of cement, fillers, additives, and special polymers, resulting in stable application consistency and ease of use. With its practical and economical formulation, Giant Mortar 225 Plamir Instan Ekonomis provides an efficient solution for surface preparation while supporting a tidier, higher-quality final paint finish.



August 2025

22

Avian Brands Listed in the Prestigious FTSE Russell Index and Launched Sustainability Strategy

Avian Brands is officially listed in the Financial Times Stock Exchange ("FTSE") Russell global index, one of the world's most prestigious financial market indices that evaluates company performance based on ESG standards. This milestone serves as international recognition of Avian Brands' commitment to building a responsible, transparent, and sustainable business. This achievement is further reinforced by the launch of the Avian Brands Sustainability Strategy, which is built upon four sustainability pillars: the Product Pillar, Environment Pillar, People & Community Pillar, and Governance Pillar.



September 2025

01

No Drop Kolam Ikan 2 Komponen Product Launch

Avian Brands launched No Drop Kolam Ikan 2 Komponen, a two-component, cement-based coating specifically formulated for fish pond requirements. This product is safe for use as it is non-toxic and provides maximum protection against leaks and water seepage. Using a two-component system, No Drop Kolam Ikan 2 Komponen creates a strong, durable waterproof layer that bonds perfectly to the pond surface. This solution is designed to meet the needs of customers seeking a pond coating that is effective and eco-friendly, capable of maintaining the health of the fish and the ecosystem of the pond.



September 2025

04 Avian Carbon Reduction Initiative ("ACRI"), Avian Brands' Commitment Toward Net Zero Emissions 2050

Avian Brands established ACRI as a strategic step to systematically manage and reduce GHG emissions in line with its commitment to Net Zero Emissions by 2050. ACRI is built upon four main pillars: Technology, Utility, Heat Transfer, and Combustion Reduction Initiatives. The program encompasses the transitioning to low-emission technologies, utilizing renewable energy, improving industrial utility efficiency, optimizing cooling systems, and enhancing combustion efficiency in production processes. Supported by global-standard governance, international certifications, and independent verification, ACRI is more than just a technical program, but a transformation toward a carbon-conscious culture across all of Avian Brands' operational lines.



15 Avian Brands Once Again Receives Two Awards from the Indonesian Institute for Corporate Directorship ("IICD")

Avian Brands has once again achieved distinguished results in governance and sustainability by winning two prestigious awards from the IICD: Top 50 Big Capitalization Public Listed Company and Best Sustainability and Resilience (Big Cap). These awards recognize Avian Brands' consistency in implementing Good Corporate Governance (GCG) principles and its commitment to long-term sustainability amidst a competitive industrial landscape. By implementing comprehensive sustainability strategies, Avian Brands maintains a balance among economic performance, social responsibility, and environmental preservation, while simultaneously strengthening the company's resilience against global challenges.



18 Avian Brands Earns Two Prestigious ESG Awards

Avian Brands has reaffirmed its commitment to sustainability by winning two prestigious national awards in 2025. At the Katadata ESG Awards 2025, Avian Brands was named the Governance Winner for the Chemicals sector, in recognition of its consistency in implementing transparent and accountable governance aligned with global standards. Additionally, at the Environmental and Social Innovation Awards 2025 organized by Sucofindo, Avian Brands received recognition in the Environmental Innovation Category for its emission reduction program, which was deemed both innovative and measurable. These two awards further strengthen Avian Brands' position as a national paint company that excels in product innovation and serves as a pioneer in implementing ESG principles.



October 2025

1 Avitex Wizz Cat Dasar Product Launch

Avian Brands launched Avitex Wizz Cat Dasar, an interior primer formulated to be twice as thick, allowing for up to 40% dilution for more economical use without compromising quality. This product is ideal for both new and old walls as it enhances the adhesion and opacity of the topcoat, while helping to prevent chalking, alkali attacks, and efflorescence. This delivers a more optimal finish in terms of coverage, color retention, and durability, all in one practical step.



13 No Drop Plamir Anti Bocor Product Launch

Avian Brands launched No Drop Plamir Anti Bocor, an innovative wall putty formulated with negative waterproofing technology to prevent wall dampness or seepage from the opposite side of the structure while sealing hairline cracks on wall surfaces. This product is waterproof, anti-fungal, and anti-algae, as well as alkali-resistant and efflorescence-resistant, providing comprehensive protection against wall damage.



November 2025

1 Avian Brands Earns Another International Recognition by Its Inclusion in the Fortune Southeast Asia 500

Avian Brands has once again earned international recognition by successfully entering the 2025 Fortune Southeast Asia 500 list, a prestigious ranking featuring the 500 largest companies in Southeast Asia based on financial performance in the 2024 fiscal year. This achievement reaffirms Avian Brands' position as the national leader in the decorative paint market, demonstrating its ability to maintain solid performance amid global economic dynamics. Furthermore, this recognition strengthens Avian Brands' commitment to continued sustainable growth and to maintaining its leadership in the Indonesian decorative paint industry.



1 Sunguard Basic Product Launch

Avian Brands launched Sunguard Basic, a premium exterior paint that offers maximum protection for up to 6 years at an affordable price point in its class. Designed with UV Shield features, Sunguard Basic is capable of maintaining color durability, ensuring it does not fade easily even when exposed to extreme weather. Additionally, Super-Cover Technology makes the painting process easier and faster by allowing the paint to spread more evenly, providing a neat, smooth, and long-lasting finish.



November 2025

1 **No Drop Butyl Tape Anti Bocor Product Launch**

Avian Brands launched No Drop Butyl Tape Anti Bocor, a butyl-based waterproofing tape designed to provide maximum protection against seepage and leaks. This product features excellent adhesion, is waterproof, and possesses high elasticity, allowing it to adapt to various surfaces and temperature fluctuations. Unlike bitumen-based waterproofing tapes, No Drop Butyl Tape Anti Bocor can be applied to wet surfaces.



December 2025

4 **Avian Brands Maintains Paint Market Leadership with Frost & Sullivan's "2025 Indonesian Architectural Paints and Coatings Market Leadership" Award**

Avian Brands has once again secured international recognition by winning the "2025 Indonesian Architectural Paints and Coatings Market Leadership" award from Frost & Sullivan. This achievement marks the fourth time Avian Brands has received this accolade from the institution. Frost & Sullivan recognizes Avian Brands' excellence in continuous innovation, the development of a cross-segment product portfolio ranging from economical to premium categories, and the ability to respond to the evolving dynamics of the architectural coatings market while maintaining a primary focus on quality, material safety, and sustainability principles.



December 2025

4 **Avian Brands Recognized as a Strong Performer – Asia Top 30 in the Paints & Coatings Category by the Asian Coatings & Ink Federation ("ACIF") and the Singapore Paints & Coatings Association ("SPACA")**

Avian Brands earned recognition as a Strong Performer – Asia Top 30 in the Paints & Coatings category from ACIF and SPACA at an awards ceremony in Singapore. This award reflects the strengthening of Avian Brands' position in the Indonesian paint market in recent years through customer-oriented innovation, operational excellence, and the development of more sustainable coating technologies. Continuous investment in water-based solutions and climate-adaptive, eco-friendly formulations underscores Avian Brands' ability to deliver high-performance products while supporting the transition toward a sustainable coatings industry.



Awards and Certifications

Awards



1 **2024 Market Leader in the Indonesian Paint & Coating Industry**

Organizer:
Frost & Sullivan

Recipient:
PT Avia Avian Tbk

Period:
2024



2 **Katadata ESG Awards 2025**
Chemicals Sector for the Governance Category

Organizer:
Katadata

Recipient:
PT Avia Avian Tbk

Period:
2025



3 **Environmental and Social Innovation Awards ("ENSIA") 2025**
The Environmental Innovation Category Thanks to Its Emission Reduction Program

Organizer:
Sucofindo

Recipient:
PT Avia Avian Tbk

Period:
2025



4 **Top 50 Big Capitalization Public Listed Company**

Organizer:
Indonesian Institute for Corporate Directorship ("IICD")

Recipient:
PT Avia Avian Tbk

Period:
2025



5 **Best Sustainability and Resilience (Big Cap)**

Organizer:
Indonesian Institute for Corporate Directorship ("IICD")

Recipient:
PT Avia Avian Tbk

Period:
2025



6 **Fortune Southeast Asia 500**

Organizer:
Fortune

Recipient:
PT Avia Avian Tbk

Period:
2025



7 **2025 Indonesian Architectural Paints and Coatings Market Leadership**

Organizer:
Frost & Sullivan

Recipient:
PT Avia Avian Tbk

Period:
2025



8 **Strong Performer – Asia Top 30**
Paints & Coatings Category

Organizer:
Asian Coatings & Ink Federation ("ACIF") and Singapore Paints & Coatings Association ("SPACA")

Recipient:
PT Avia Avian Tbk

Period:
2025

Certification

International Standardization Organization

Avian Brands continues to demonstrate its commitment to operational excellence by implementing management systems that comply with international standards. The International Organization for Standardization ("ISO") certifications obtained across various fields serve as tangible evidence of Avian Brands' efforts to uphold principles of quality, environment, energy, information security, and occupational safety. Through these certifications, Avian Brands not only ensures compliance with global standards but also strengthens the implementation of best practices that support a safe, productive, and sustainable work environment. As of the end of 2025, Avian Brands has successfully attained five ISO certifications in various strategic areas as outlined below:

	Name of Certification	Organizer	Validity Period
1	ISO/IEC 27001:2022 on Information Security Management System	Intertek Certification Limited	**Until February 16, 2026**
2	ISO 9001:2015 on Quality Management System	LRQA Limited	**Until February 27 2027**
3	ISO 45001:2018 on Occupational Health and Safety Management System		**Until October 26, 2027**
4	ISO 14001:2015 on Environmental Management System		**Until February 18, 2028**
5	ISO 50001:2018 on Energy Management System		**Until March 2, 2028**



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5

Indonesian National Standard

Avian Brands consistently implements the Indonesian National Standard (*Standar Nasional Indonesia*/"SNI") across every stage of the production process as a manifestation of its commitment to product quality and safety. SNI certification serves as a vital indicator that Avian Brands' products meet the requirements for grade, quality, safety, and performance in accordance with applicable national regulations. Successfully obtaining SNI certification not only reflects Avian Brands' dedication to maintaining quality standards but also strengthens the competitiveness of its products in both domestic and regional markets. As of the end of 2025, Avian Brands has secured two SNI certifications covering three flagship products in the exterior and interior segments, as detailed below:

	Name of Certification	Product	Type	Organizer	Validity Period
1	SNI 3564:2014	Sunguard	Eksterior	Chempack Product Certification Agency, Center for Standardization and Services In the Chemical, Pharmaceutical, and Packaging Industry, the Ministry of Industry of the Republic of Indonesia	**Until November 3, 2026**
2	SNI 3564:2014	Supersilk and Avitex	Interior		



1



2

Certification

Green Label Singapura

Avian Brands continues to demonstrate its commitment to sustainability and environmental responsibility through the development of eco-friendly products that meet international certification standards. The Singapore Green Label ("GLS") certification is awarded by the Singapore Environment Council to Avian Brands' products that have undergone a comprehensive evaluation process, covering aspects from consumer safety to environmental impact throughout the product's life cycle (life cycle analysis). Achieving GLS certification serves as concrete evidence that Avian Brands consistently delivers products that are not only safe to use but also contribute to reducing the environmental footprint. This internationally recognized certification provides added value in the form of enhanced credibility, production efficiency, cost savings, and green market expansion opportunities. One of the flagship products to have obtained GLS certification is the Supersilk Semi Kilap series. As of the end of 2025, a total of 40 Avian Brands products have successfully earned GLS certification.



Domestic Component Level (Tingkat Komponen Dalam Negeri)

Avian Brands continues to prioritize the use of local raw materials and components in its production processes as part of its sustainability strategy and contribution to national economic independence. This commitment is realized through the fulfillment of the Domestic Component Level (*Tingkat Komponen Dalam Negeri*/"TKDN"), a certification from the Ministry of Industry of the Republic of Indonesia that signifies Avian Brands' active role in strengthening the domestic supply chain and supporting national industrial growth. One of the flagship products to have obtained TKDN certification is Supersilk Semi Kilap, which combines premium quality with a predominant local content composition. As of the end of 2025, a total of 55 Avian Brands products have successfully earned TKDN certification.



Other Certifications

Avian Brands has also secured the Green Industry Certificate from the Green Industry Certification Agency, of the Center for Standardization and Services in the Chemical, Pharmaceutical, and Packaging Industry, the Ministry of Industry of the Republic of Indonesia. This certification is awarded as recognition of Avian Brands' success in implementing principles of energy efficiency, resource optimization, and environmental impact reduction across its production processes. Valid until September 7, 2026, this certificate reaffirms Avian Brands' consistency in driving eco-friendly innovation and sustainable industrial performance improvement. This initiative aligns with national goals to build a greener and more responsible industry for the future.





Management Report

"Resilient performance, market leadership, and continuous innovation form the foundation of Avian Brands in creating long-term value amid the ever-evolving dynamics of the industry."



The Board of Commissioners Report

Hermanto Tanoko

President Commissioner of PT Avia Avian Tbk



Dear Valued Shareholders and Stakeholders,

We offer our praise and gratitude to God Almighty for His grace, which has enabled Avian Brands to conduct its business activities throughout 2025 in a focused and controlled manner amidst a continually evolving business environment. We believe that 2025 was a period that demanded sharp decision-making and prudence in business management, amid increasing global uncertainty, intensified industrial competition, and stakeholder demands for sustainable performance.

In exercising our oversight function, we actively evaluated the adequacy of strategies, the effectiveness of their implementation, and the Board of Directors' consistency in maintaining a balance between business growth and Good Corporate Governance ("GCG") principles. Based on our monitoring and assessment conducted throughout 2025, the Board of Directors has demonstrated adequate adaptability and managerial discipline, allowing Avian Brands to maintain stable operational and financial performance and safeguard its competitive position within the national paint industry.

We also view the theme "Leading with Color, Inspiring with Sustainability" as a reflection of Avian Brands' leadership direction in facing the future industrial landscape. This theme not only reflects excellence in generating growth but also underscores the importance of integrating sustainability aspects into every strategic decision. We believe that this approach serves as a vital foundation for creating long-term value, strengthening stakeholder trust, and ensuring the business continuity of Avian Brands. Furthermore, we present our further views and evaluation of the performance, governance, and business prospects of Avian Brands, as follows:

Economic and Industrial Conditions in 2025

We observed that throughout 2025, the global economy remained in an adjustment phase characterized by increasing economic fragmentation, trade policy uncertainty, and a slowdown in medium-term growth. Projections of slowing global economic growth, accompanied by uneven inflation dynamics across countries, required business players to manage external risks in a more meticulous and adaptive manner. In this context, we view the global macroeconomic stability, which has not yet fully recovered, as a significant factor that needs to be anticipated constantly, in the formulation and evaluation of Avian Brands' future strategies.

At the national level, we assess that the Indonesian economy demonstrated relatively strong resilience amidst global pressures. Maintained economic growth, supported by domestic demand, government spending, and accommodative fiscal and monetary policies, provided space for the business landscape to remain productively active. Inflation within a controlled range and interest rate cuts by Bank Indonesia further strengthened the business climate throughout 2025. Nevertheless, we emphasize the importance of remaining vigilant toward potential future volatility, particularly concerning changes in global policy and financial market dynamics, to ensure the continued performance of Avian Brands.

Within this framework, we observe that although the national macroeconomy has demonstrated relatively strong resilience, its impact on sectoral performance has not been fully uniform. In the paint and coatings industry, production activities have generally returned to an expansionary phase; however, the recovery of market demand remains gradual amidst ongoing external pressures and increasing customer caution. Furthermore, global geopolitical dynamics and fluctuations in raw material prices continue to exert pressure on industrial cost structures, thereby necessitating more disciplined and adaptive business management.

Supervision on Formulation and Implementation of Avian Brands' Strategies

We believe that the strategies formulated and implemented by the Board of Directors throughout 2025 adequately considered industrial dynamics, market conditions, and the operational challenges faced by Avian Brands. Through our continuous oversight function, we reviewed the adequacy of strategic directions, consistency in their implementation, and the alignment between work plans and performance realization. This approach was taken to ensure that the strategies implemented are capable of maintaining Avian Brands' competitiveness while supporting business sustainability in the medium and long term.

Throughout 2025, we noted the implementation of various strategic initiatives focused on strengthening distribution networks, developing product portfolios and quality, increasing operational efficiency, and expanding market segments. We assess that these steps were executed in a structured and measured manner, supported by relatively effective resource management. Furthermore, improvements in research and development capabilities, the adoption of information technology, and the enhancement of customer service quality are viewed as vital factors in maintaining market dominance and the stability of Avian Brands' performance amidst tightening industrial competition.

In exercising our oversight function, we also paid close attention to execution discipline, risk control, and the application of GCG principles in every strategic initiative. We assess that the Board of Directors has demonstrated a commitment to managing business growth prudently, by consistently paying attention to efficiency, quality, and performance continuity. Moving forward, we will continue to encourage the refinement of Avian Brands' strategies and their implementation, so that Avian Brands remains adaptive to changes in the business environment and capable of maintaining sustainable performance.

Frequency and Method of Providing Advice to Avian Brands' Board of Directors

In conjunction with the foregoing, we performed our advisory function to the Board of Directors continuously throughout 2025. Advice was provided through various media, including joint meetings of the Board of Commissioners and the Board of Directors, as well as meetings with supporting committees, with frequency adjusted to the needs and dynamics of business management. Through these forums, we provided strategic input, independent views, and constructive direction regarding Avian Brands' management policies and steps.

Beyond formal mechanisms, we also conveyed advice and views to the Board of Directors through incidental and thematic communications, particularly in response to strategic issues, industrial developments, and potential risks requiring immediate attention. This approach allowed us to provide timely and relevant input without compromising GCG principles. Every advice provided was aimed at strengthening the quality of decision-making, increasing the effectiveness of strategy implementation, and maintaining a balance between performance achievement and risk management.

Through this structured and adaptive frequency and mechanism of providing advice, we assess that the working relationship with the Board of Directors has been effective and professional. The established synergy allows for a healthy process of checks and balances while ensuring that the management of Avian Brands consistently remains within the corridors of GCG principles and is oriented toward long-term interests.

Assessment of the Performance of Avian Brands' Board of Directors

We have assessed the performance of the Board of Directors of Avian Brands throughout 2025 based on operational achievements, financial performance, and the execution of strategic initiatives established in the work plan. This assessment was conducted by considering the challenging business environment, competitive industrial dynamics, and stakeholder expectations regarding the long-term sustainable performance of Avian Brands. Based on these evaluation results, we assess that the Board of Directors has performed its management function of Avian Brands effectively and responsibly, thereby maintaining performance stability while safeguarding Avian Brands' competitive position in the national paint industry.

From an operational perspective, we note that the Board of Directors managed production capacity and manufacturing activities in a measured manner, optimizing the role of existing production facilities and supporting sustainable product innovation. Efforts to strengthen the product portfolio through new product launches, reinforcing portfolios with SNI, TKDN, and GLS certifications, and maintaining consistent product quality and standards are viewed as relevant steps in responding to market needs and strengthening Avian Brands' competitiveness. We assess that this approach reflects a balance between volume growth, product quality, and operational efficiency.

Regarding financial performance, we assess that the Board of Directors demonstrated adequate financial management discipline, reflected in Avian Brands' ability to maintain growth in sales performance, manage cost structures, and sustain profitability levels amidst market dynamics. We view the contribution of business segments as having been managed proportionately, with a focus on segments with higher growth potential and added value. We also note that Avian Brands' financial management remains prudent, prioritizing the principles of caution and business viability.

In addition to operational and financial achievements, we welcome the steps taken by the Board of Directors in realizing strategic initiatives that support the medium and long-term growth of Avian Brands, including strategic investments aimed at strengthening portfolio synergy and expanding business capabilities. External recognition and awards received by Avian Brands throughout 2025 are also viewed as indicators of consistent performance, high-quality governance, and a commitment to innovation and sustainability. Overall, we assess that the performance of the Board of Directors throughout 2025 was aligned with the interests of Avian Brands and its stakeholders, while acknowledging areas for refinement that will be prioritized in future oversight.

Views on Avian Brands' Business Prospects

We view Avian Brands' future business prospects as remaining in a positive direction, despite ongoing global challenges. The increasingly fragmented international economic landscape, with projected slowing global growth and medium-term structural pressures, demands adaptive and prudent business management. In this context, we assess that the stabilization of global inflation and the continued adjustment of monetary policies in various countries may provide space for a gradual improvement in the business climate, although external risks must be continuously monitored.

At the national level, we assess that the resilience of the Indonesian economy serves as a vital supporting factor for Avian Brands' business prospects. The government's optimism regarding 2026 economic growth, supported by domestic demand, fiscal and monetary policy support, and the strengthening of international trade agenda, provides a relatively conducive foundation for the business world. These conditions are seen as capable of maintaining momentum in the property and construction sectors, which are closely linked to the demand for paint and coating products.

In line with these developments, we believe the national paint and coatings industry still possesses long-term growth potential, as reflected in per capita consumption levels that are relatively lower than regional peers. Although the industry growth rate in the short term may be influenced by the potential weakening of purchasing power, we assess that the structural potential of the industry remains intact.

In facing these conditions, we view Avian Brands' focus on strengthening operational segments, operational efficiency, product innovation, and disciplined risk management as key factors in ensuring performance sustainability and reinforcing Avian Brands' position amidst future industrial dynamics.

Views on the Implementation of Good Corporate Governance

We believe that the implementation of GCG at Avian Brands throughout 2025 was carried out consistently and integrated into business management. GCG implementation focuses not only on regulatory compliance but is also directed toward supporting accountable, transparent, and responsible decision-making. We assess that the implemented governance structure has provided clarity of roles and authority between the General Meeting of Shareholders ("GMS"), the Board of Commissioners, the Board of Directors, and supporting committees and units, ensuring that the mechanisms of checks and balances operate effectively.

In exercising our oversight function, we note that Avian Brands' internal control and risk management systems have been designed and implemented to support the achievement of operational objectives, the reliability of financial reporting, and compliance with laws and regulations. The roles of the Audit Committee and the Internal Audit Unit in conducting independent and continuous evaluations are deemed to have provided reasonable assurance regarding the effectiveness of internal controls. We also assess that risk management has been integrated into the strategy planning and implementation process, enabling Avian Brands to manage risks proactively and in a measured manner.

Furthermore, we view that the Whistleblowing System ("WBS"), as a means of reporting violations, has contributed to the creation of a culture of integrity and compliance within Avian Brands. The reporting mechanism, which guarantees confidentiality and protection for whistleblowers, is considered an essential element in strengthening governance and stakeholder trust. Overall, we assess that the implementation of GCG at Avian Brands throughout 2025 has been successful and serves as a strong foundation for supporting business sustainability and Avian Brands' resilience in facing future business environment dynamics.

Views on the Implementation of Sustainability Principles

We believe that the implementation of sustainability principles at Avian Brands throughout 2025 was consistently integrated into strategy and operations through a 4-pillars sustainability approach: Product, Environment, People & Community, and Governance. Through our oversight, we assess that this sustainability framework has provided clear direction for the Board of Directors in balancing business performance with responsible management of economic, social, environmental, and governance impacts.

From the evaluations conducted, we note that the sustainability initiatives implemented have covered the strengthening of product quality and safety, more efficient and measured environmental management, enhancing the welfare and development of human resources, and reinforcing integrity through sustainable governance and supply chain practices. Overall, we assess that the application of sustainability principles has become an essential foundation in supporting Avian Brands' resilience and long-term value, while continuing to encourage continuous refinement in line with the evolution of the business environment and stakeholder expectations.

Changes in the Composition of the Board of Commissioners

In 2025, there was a change in the composition of Avian Brands' Board of Commissioners following the appointment of Mr. Oscar Christian Maria Jozef Wezenbeek as a new Independent Commissioner, based on the resolution of Avian Brands' Extraordinary General Meeting of Shareholders dated April 10, 2025. Thus, the composition of Avian Brands' Board of Commissioners is as follows:

Name	Position
Hermanto Tanoko	President Commissioner
Mohammad Noor Rachman Soejoeti	Independent Commissioner
Oscar Christian Maria Jozef Wezenbeek	Independent Commissioner

Closing

In closing, we express our appreciation and gratitude to the Board of Directors of Avian Brands for their leadership, dedication, and management efforts demonstrated throughout 2025. Appreciation is also extended to all Avian Brands employees for their contribution, professionalism, and hard work, which serve as the primary foundation for sustainability and growth. We also convey our thanks to the Shareholders for their continued trust and support, as well as to all stakeholders, including customers, business partners, suppliers, and regulators, for their constructive cooperation and relationships. With the maintained synergy of all parties, we are optimistic that Avian Brands can continue to strengthen its business resilience and create sustainable long-term value.

On behalf of the Board of Commissioners

PT Avia Avian Tbk,

Hermanto Tanoko

President Commissioner



The Board of Directors Report

Wijono Tanoko
President Director of PT Avia Avian Tbk



Dear Valued Shareholders and Stakeholders,

We offer our praise and gratitude to God Almighty for His grace and guidance, which enabled Avian Brands to navigate 2025 with resilient performance amidst a challenging business environment. Throughout 2025, Avian Brands closely monitored the dynamic global and domestic macroeconomic conditions, characterized by market uncertainty, commodity price fluctuations, and shifting customer preferences that increasingly demand innovation and implementation of sustainability principles.

Despite these challenges, Avian Brands maintained solid operational and financial performance while further strengthening its position as the market leader in the national paint industry. This year, Avian Brands adopted the theme "Leading with Color, Inspiring with Sustainability," reaffirming its strategic direction to focus not only on business growth but also on leadership in delivering positive impacts for the industry, the environment, and society at large. We believe that leadership rooted in sustainability is the primary foundation for creating long-term value for all stakeholders. Further details regarding Avian Brands' challenges, opportunities, strategies, and performance achievements throughout 2025 are outlined below.

Economic and Industrial Conditions in 2025

Throughout 2025, the global economy underwent a transition phase marked by policy shifts and heightened uncertainty. Changes in trade policies, including the implementation of higher tariffs by the United States and subsequent adjustment measures, reflected a growing trend toward protectionism and global economic fragmentation. Conversely, several developed nations implemented more expansive fiscal policies to sustain growth, despite concerns regarding fiscal sustainability and potential cross-border impacts. In this context, global economic growth is projected to slow from 3.3% in 2024 to 3.2% in 2025. Concurrently, the global inflation trend is expected to decline to 4.2% in 2025, while world trade growth remains limited due to the continued fragmentation of supply chains and international trade.

At the national level, the Indonesian economy demonstrated relatively strong resilience amidst these global dynamics. Economic growth in 2025 was recorded at 5.11%, an increase from the previous year's 5.03%, driven by robust domestic demand, solid export performance, resilient investment, and support from government spending through the State Budget (APBN). Household consumption, the largest pillar of the national economy, grew by 4.98%, aligned with increased public mobility, the strengthening of digital transactions, and heightened activity in the transportation, communication, hospitality, and restaurant sectors. Government consumption also grew by 2.50%, reflecting the active role of fiscal policy in maintaining purchasing power and economic growth momentum. In terms of stability, inflation as of December 2025 was recorded at 2.92%, remaining within a manageable range. Monetary policy implemented by Bank Indonesia trended towards being accommodative, marked by a 125 basis point reduction in the BI-Rate throughout 2025 to 4.75% by year-end, further supporting the liquidity climate and stimulating national economic activity.

While national macroeconomic indicators showed relatively strong resilience, these dynamics were not uniformly transmitted across all industrial sectors. At the sectoral level, particularly in the paint and coatings industry, external pressures stemming from global economic uncertainty and geopolitical tensions continued to influence consumption behavior and production cost structures. This condition was reflected in more cautious customer demand and rising raw material costs, which impacted the cost of goods sold. These challenges prompted business players to strengthen efficiency and supply chain resilience to maintain operational stability amid challenging market dynamics.

Challenges and Obstacles Faced and Main Strategies to Drive Avian Brands' Business Growth

Amid macroeconomic dynamics, the business climate faced by Avian Brands was characterized by various challenges and opportunities inherent to the manufacturing and building materials industries. These challenges included intensifying competition in the paint industry due to the entry of new players and aggressive pricing strategies, raw material price fluctuations influenced by global conditions, and changing customer preferences for high-quality, innovative, and eco-friendly products. Additionally, logistics and distribution challenges across Indonesia's vast geography, the need for service speed, and operational cost efficiency demands remained critical factors that must be meticulously managed. In facing these conditions, Avian Brands continues to strengthen its business foundation to remain adaptive, competitive, and sustainable.

Avian Brands' strength in maintaining business growth is built upon an extensive distribution network, a comprehensive product portfolio, consistently maintained product quality, and sustained sales leadership from period to period. In terms of distribution, Avian Brands continuously expands its reach to various cities across Indonesia through the expansion of wholly-owned distribution centers and partnerships with independent parties. Distribution success is determined not only by geographical coverage but also by the ability to quickly and efficiently reach the market. Therefore, the establishment of new distribution centers continues as part of the strategy to accelerate product flow, enhance operational efficiency, and ensure optimal product availability and service quality for customers nationwide.

In terms of portfolio and product quality, Avian Brands continues to strengthen its innovation capabilities through the Avian Innovation Center ("AIC"), the largest innovation hub in Indonesia for paint and building material products. AIC plays a vital role in developing high-quality products, driving sustainable innovation, and enhancing manufacturing processes through digitalization, supported by the Laboratory Information Management System ("LIMS") integrated with the Enterprise Resource Planning ("ERP") system. Avian Brands also utilizes cutting-edge research and testing instruments, such as Rheology Profiling and Gas Chromatography, and applies international standards to ensure the highest and most consistent product quality. In line with rising sustainability awareness, Avian Brands is actively strengthening its product portfolio, which has obtained SNI, GLS (Green Label Singapore), and TKDN (Domestic Component Level) certifications.

Meanwhile, sustained sales leadership from period to period reflects Avian Brands' commitment to expanding its business scale measurably while strengthening long-term competitiveness. This growth strategy is supported by competent, dedicated human resources, which are meticulously managed in accordance with labor regulations and industry best practices. Information technology reliability is also an inseparable strategic component in supporting overall business activities. Concurrently, Avian Brands continues to enhance brand awareness through continued marketing programs and strengthens customer loyalty through the Avian Brands Priority Customer and Avian Brands Partner Programs. Avian Brands also expands its market into non-retail segments, such as projects, new builds, and business-to-business (B2B).

Roles of the Board of Directors in the Formulation and Implementation of the Avian Brands' Strategies

The Board of Directors plays a central role in shaping Avian Brands' strategic direction, ensuring that every business decision is grounded in a deep understanding of industry trends, market dynamics, and customer needs and expectations. The strategy formulation process is conducted comprehensively, considering the business environment, Avian Brands' internal conditions, and inherent opportunities and risks. This ensures that the established strategies are not only responsive to short-term changes but also aligned with the long-term goals of creating sustainable value for all stakeholders.

In strategy implementation, the Board of Directors is responsible for ensuring that every operational step is executed in accordance with GCG principles, oriented toward efficiency, and focused on achieving measurable results. The Board of Directors actively supervises the execution of various strategic initiatives through cross-functional coordination mechanisms, monitoring key performance indicators, and periodic evaluations of achievements. This approach allows Avian Brands to ensure that all initiatives proceed according to plan, deliver positive impacts on operational and financial performance, and support the long-term business viability of Avian Brands.

Performance Achievements and Business Targets of Avian Brands

Avian Brands continues to demonstrate excellence and resilience in its performance, with operational and financial achievements aligned with its sustainable growth strategy, despite increasingly complex challenges in industrial dynamics and the broader business environment. On the production side, Avian Brands recorded a production realization of 227,266 metric tons or 99.00% of the established target, a 15.16% increase compared to the 2024 realization of 197,339 metric tons. Of this total production, the Sidoarjo Plant remained the primary pillar with a contribution of 153,672 metric tons or 67.62% of total production, while the remainder was produced by the Serang Plant with an achievement of 73,594 metric tons or 32.38% of total production. This operational performance was further supported by the launch of up to 12 new products throughout 2025, designed to meet diverse market needs and strengthen the product portfolio. Additionally, Avian Brands successfully increased the number of its TKDN-certified products to 55 and maintained GLS certification for 40 products, as part of its commitment to enhancing competitiveness and product sustainability.

In terms of its financial performance, Avian Brands recorded net sales of IDR8,123.69 billion, or 99.85% of the 2025 target, an 8.73% increase from the 2024 realization of IDR7,471.36 billion. This achievement was supported by the architectural solutions segment, which booked net sales of IDR6,291.90 billion or 77.45% of total net sales. Meanwhile, the trading goods segment contributed net sales of IDR1,831.78 billion or 22.55% of total net sales. The cost of goods sold was recorded at IDR4,545.43 billion, a 10.04% increase compared to 2024's IDR4,130.61 billion. Accordingly, Avian Brands' profit for the year was recorded at IDR1,744.02 billion or 102.89% of the target, a 4.83% increase compared to the 2024 figure of IDR1,663.70 billion.

Beyond operational and financial milestones, Avian Brands also recorded significant strategic achievements throughout 2025. On March 13, 2025, Avian Brands made a strategic investment of IDR275.8 billion by acquiring 16.67% of new shares in PT Dextone Lemindo, the manufacturer of "Dextone" adhesives. This step is part of Avian Brands' growth strategy, both organic and inorganic, while strengthening product portfolio synergies and solidifying its position as the decorative paint market leader in Indonesia.

Furthermore, Avian Brands received recognition as the 2024 Market Leader in the Indonesian Paint & Coating Industry award from Frost & Sullivan, the 2025 Katadata ESG Awards for the Chemicals Sector in the Governance Category from Katadata, the 2025 ENSIA in the Environmental Innovation Category for the Emission Reduction Program from Sucofindo, Top 50 Big Capitalization Public Listed Company and Best Sustainability and Resilience (Big Cap) from the Indonesian Institute for Corporate Directorship ("IICD"), inclusion in the Fortune Southeast Asia 500 by Fortune, recognition for the 2025 Indonesian Architectural Paints and Coatings Market Leadership from Frost & Sullivan and being named a Strong Performer – Asia Top 30 ranking in the Paints & Coatings Category by the Asian Coatings & Ink Federation ("ACIF") and the Singapore Paints & Coatings Association ("SPACA").

Avian Brands' Future Business Prospects

Looking ahead, Avian Brands' business prospects will continue to be affected by global economic dynamics, which remain in an adjustment phase. An increasingly fragmented international economic landscape, accompanied by structural challenges such as aging populations and moderate productivity growth, is expected to constrain medium-term growth acceleration. Under these conditions, global economic growth in 2026 is projected to slow down from 2025, with global inflation expected to continue its decline to 3.7% in 2026. Nevertheless, easing inflationary pressures and stabilization of monetary policies in several countries are expected to provide room for a gradual recovery in global demand.

Amidst ongoing global challenges, the national economy is projected to demonstrate relatively strong resilience and positive recovery momentum. For 2026, upside risks are expected to outweigh downside risks, supported by maintained macroeconomic stability, continued fiscal and monetary policy support, and the strengthening of international trade agendas. The Indonesian Government is optimistic that Indonesia's economic growth in 2026 can reach a target of 5.4%, driven by solid domestic consumption, sustainable investment, and efforts to diversify export markets. This condition serves as a vital foundation for the business world, including the manufacturing and building materials industries, to pursue continuous growth.

In line with these developments, the Indonesian paint and coatings industry is projected to grow at approximately 6.5% annually over the 2025–2032 period. This prospect is primarily driven by an increase in domestic consumption, which currently reaches approximately 1.3 million metric tons, equivalent to 4.2 kilograms per capita. However, Indonesia's per capita consumption remains relatively lower than that of regional peers such as Thailand and Malaysia, which range between 8–12 kilograms per capita, suggesting significant room for long-term growth. While a potential weakening of purchasing power may hinder short-term consumption growth, it does not diminish the industry's overall structural prospects in the medium to long term.

To optimize this growth momentum, Avian Brands has set a strategic focus to drive double-digit sales growth, particularly through expansion in the architectural solutions segment, which continues to show potential in line with increasing activity in the architecture and construction sectors. To support this objective, Avian Brands will prioritize the use of cutting-edge technology to enhance production efficiency, the development of modern laboratories staffed by expert chemists to strengthen product innovation, and improvements in supply chain quality and reliability. Furthermore, Avian Brands will continue to optimize the implementation of ESG principles as an operational foundation, sustainably develop human resource competencies, expand distribution networks to reach wider markets, and strengthen integrated information technology systems. With this strategy, Avian Brands is optimistic about maintaining sustainable business growth while solidifying its position as the market leader in the national paint industry.

Implementation of Good Corporate Governance

Avian Brands places GCG implementation as the primary foundation for all business activities and strategic decision-making. GCG implementation is not only oriented toward regulatory compliance but also directed at building a sustainable culture of integrity, transparency, and accountability across all levels of the organization. To support this, Avian Brands implements an integrated internal control system to ensure operational effectiveness, reliable financial reporting, asset protection, and regulatory compliance, supported by the Internal Audit Unit, which provides independent and continuous oversight.

In line with these efforts, Avian Brands implements a structured risk management system as part of the strategy planning and execution process, through proactive risk identification, evaluation, and control. Avian Brands also optimizes the Whistleblowing System (WBS) as a reporting mechanism that ensures whistleblowers' confidentiality and protection while fostering an ethical and responsible work environment. With a clear governance structure, effective checks and balances, and strengthened oversight and control, Avian Brands is optimistic that it can maintain stakeholder trust while supporting sustainable business growth.

Implementation of Sustainability Principles

Consistent with GCG principles implementation, Avian Brands integrates sustainability into its strategy and operations through a 4-pillars approach: Product, Environment, People & Community, and Governance. Through the Product Pillar, Avian Brands strengthens its commitment to quality, product safety, and information transparency, while driving innovation in low-carbon and low-Volatile Organic Compound (VOC) formulations. Avian Brands actively listens to customer feedback, enhances quality standards, and ensures a better and more consistent customer experience at every service point. Within the Environment Pillar, Avian Brands focuses on increasing energy efficiency, wiser management of water and raw materials, and strengthening circular-economy initiatives across all business processes. Avian Brands is also developing a decarbonization roadmap that includes renewable energy, more measurable emissions management, and the development of low-carbon products. These efforts are aimed not only at achieving operational targets but also as a tangible contribution to addressing climate change challenges and preserving the environment.

Through the People & Community Pillar, Avian Brands ensures that business growth goes hand in hand with improved welfare for people. Consequently, Avian Brands continues to expand its Corporate Social Responsibility programs; solidifies its commitment to respecting human rights; implements principles of diversity, equity, and inclusion; and enhances occupational health and safety. Competence development through continuous training and employee welfare enhancement remain key pillars in building a resilient and sustainable organization. Meanwhile, the Governance Pillar serves as the basis for maintaining Avian Brands' integrity and accountability through transparent governance, strengthening the WBS, and compliance with prevailing laws and regulations. Avian Brands also implements sustainable procurement and supply chain management practices, including supplier assessments, the use of renewable raw materials, and logistics optimization to increase efficiency and reduce environmental impact. Through these four pillars, Avian Brands is committed to creating balanced long-term value for Avian Brands, its stakeholders, the environment, and society at large.

Changes in the Composition of the Board of Directors

There was no change to the composition of the Board of Directors of Avian Brands throughout 2025. The composition of the current Board of Directors is described as follows:

Name	Position
Wijono Tanoko	President Director
Ruslan Tanoko	Vice President Director
Robert Christian Tanoko	Director
Kurnia Hadi Sinanto	Director
Angelica Tanisia Jozar	Director

Closing

In closing this report, we would like to express our gratitude to all Avian Brands employees for the dedication, professionalism, and commitment demonstrated in fulfilling every role and responsibility. Concrete contributions of all individuals are the primary force that enables Avian Brands to keep growing, innovating, and maintaining sustainable performance. We also extend our highest appreciation and gratitude to the Board of Commissioners for their consistent guidance, advice, and oversight functions provided throughout 2025. Strong support and synergy between the Board of Commissioners and the Board of Directors have served as a key foundation for maintaining governance discipline, ensuring accurate decision-making, and sustaining the implementation of Avian Brands' strategies amid evolving business environment dynamics.

Appreciation is also extended to the Shareholders for their continued trust and support, as well as to all stakeholders, including customers, business partners, suppliers, and regulators, for the excellent cooperation established. With the support of all parties, the Board of Directors is optimistic that Avian Brands can step into the future in a stronger, more competitive, and sustainable manner.

On behalf of the Board of Directors of
PT Avia Avian Tbk,



Wijono Tanoko
President Director

Company Profile

"Avian Brands has grown into a pioneer of transformation within the national paint industry through a combination of product excellence, an extensive distribution network, a dedication to quality, and reliability within a single integrated ecosystem. With more than 2,600 SKUs reaching over 60,000 retail outlets across Indonesia, Avian Brands ensures that every color created is delivered timely, with excellent product quality."



Company Identity

PT Avia Avian Tbk*)

Stock Code

AVIA

Business Sector

Manufacture and trade of paints and printing inks, varnishes, lacquers, adhesives or glues, mortar or ready-mixed concrete.

Listing of Shares on the Stock Exchange

December 8, 2021
on the Indonesia Stock Exchange

Date of Establishment

March 1, 1983

Authorized Capital

IDR2,000,000,000,000.-

Issued and Paid-up Capital

IDR619,535,556,000.-

Legal Basis of Establishment

PT Avia Avian was established based on the Deed of Establishment of Limited Liability Company No. 06 dated March 1, 1983, as amended by Deed No. 63 dated May 23, 1983, both drawn up before Indrawati Setiabudhi, S.H., a Notary in Malang. The deed has been ratified by the Minister of Justice of the Republic of Indonesia, by the Decree of the Ministry of Justice of the Republic of Indonesia No. C2-4948.HT01.01 Th83 dated July 5, 1983 and has been registered with the Malang District Court No. 016/PP/PI/VIII/1983 dated August 8, 1983.

Latest Deed Amendment

The latest amendment to Avian Brands' deed is Deed No. 3 dated April 10, 2025 drawn up before Dr. Susanti S.H., M.Kn., a Notary in Surabaya City regarding Changes to the Composition of the Board of Directors and/or the Board of Commissioners of PT Avia Avian Tbk. This change has been notified to the Ministry of Law of the Republic of Indonesia based on the Letter of Acceptance for the Notification of Changes to the Company's Data No. AHU-AH.01.09-0182183 dated April 11, 2025.

Total Employees

(Including Employees of Subsidiaries and Outsourced Employees)

Male:
7,221 employees

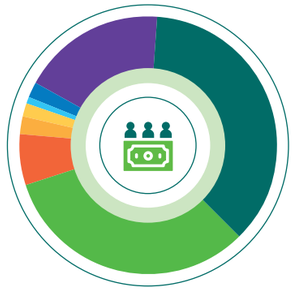
Female:
2,176 employees

*) Throughout 2025, Avian Brands did not undergo any name changes.



Shareholding

PT Tancorp Surya Sentosa	:	**36.60%**
PT Wahana Lancar Rejeki	:	**32.49%**
Archipelago Investment Pte Ltd	:	**6.30%**
Robert Christian Tanoko	:	**2.30%**
Rudi Tanoko	:	**1.68%**
Rony Tanoko	:	**0.04%**
Treasury shares	:	**4.26%**
Public (each below 5%)	:	**16.33%**



Social Media

Avian Brands

avian.brands

@avianbrands

Headquarter

Jl. Raya Surabaya – Sidoarjo KM. 19
Desa Wadungasih, Kec. Buduran, Sidoarjo 61252
Jawa Timur, Indonesia

(62-31) 8968000

corsec@avianbrands.com
investor.relations@avianbrands.com

www.avianbrands.com

Branch Office

Avian Brands Building
Jl. Ahmad Yani No. 317
Surabaya 60234
Jawa Timur, Indonesia
(62-31) 99850500/99850600

Address of Manufacturing Facilities

Sidoarjo
Jl. Raya Surabaya – Sidoarjo KM. 19
Desa Wadungasih, Kec. Buduran
Sidoarjo 61252
Jawa Timur, Indonesia
(62-31) 8968000

Serang
Jl. Raya Serang KM. 60
Kawasan Pancatama 5 Kav. 50,
Leuwilimus, Leuwi Limus, Cikande
Kabupaten Serang 42186
Banten, Indonesia
(62-254) 402655

Milestones

1978

Avian Brands' business was initiated in 1978 by Mr. Soetikno Tanoko in Sidoarjo, East Java, focusing on the production of wood and metal paint products.

1981

Avian Brands launched its first venture into wall paint products under the "Avitex" brand.

1983

Avian Brands was established in 1983 as an integrated paint manufacturing company. The second generation of Mr. Soetikno Tanoko's family became involved in Avian Brands' business, and his eldest son, Mr. Wijono Tanoko, serving as President Director, and his youngest son, Mr. Hermanto Tanoko, serving as President Commissioner, joined Avian Brands in 1983.

1985

Avian Brands continued to expand its product range in the paint category to automotive refinish paint, including top coats, primers, and spray paints.

1986

Avian Brands strategically focused on vertical integration and commenced the manufacturing of resin as a raw material following the purchase of three reactors from Korea.

1987

Avian Brands purchased 60,000 m2 of land near its manufacturing facility in Sidoarjo to expand the manufacturing facility and build additional warehouses.

1992

Avian Brands invested in a metal can factory located at the manufacturing facility in Sidoarjo to address the shortage of metal cans from suppliers.

1996

Avian Brands established a second manufacturing facility in Serang, West Java, Indonesia, to strengthen its product penetration and distribution capabilities in the western region of Indonesia.

2000

- The third generation of Mr. Soetikno Tanoko's family became involved in Avian Brands' business, and Mr. Soetikno Tanoko's eldest grandson, Vice President Director of Avian Brands, Mr. Ruslan Tanoko, who is the son of Mr. Wijono Tanoko, President Director of Avian Brands, became involved in the sales and marketing department of Avian Brands; and
- Avian Brands established PT Tirtakencana Tatawarna, a Subsidiary, as a distribution company that focuses on setting up distribution centers across Indonesia.

2005

Avian Brands expanded its paint product offerings into waterproofing paint under the "No Drop" brand. By the end of 2005, Avian Brands had also successfully expanded its presence across 20 locations in Indonesia through its distribution company, PT Tirtakencana Tatawarna.

2006

Avian Brands was awarded the certification of ISO 9001:2000 on Quality Management System.

2009

- Mr. Robert Christian Tanoko, another third-generation family member of Mr. Soetikno Tanoko, became involved in Avian Brands' operations. Mr. Robert Christian Tanoko served as Avian Brands' Director and is the son of the President Commissioner, Mr. Hermanto Tanoko;
- Avian Brands successfully attained the certification of OHSAS 18001:2007 on Occupational Health and Safety Management System; and
- Through its Subsidiary, PT Tirtakencana Tatawarna, Avian Brands expanded its distribution reach to 48 distribution centers across Indonesia.

2010

- Avian Brands adopted a point-of-sale tinting model and deployed tinting machines for retail customers, providing thousands of color options;
- Avian Brands upgraded its quality management certification to ISO 9001:2008 on Quality Management System; and
- Avian Brands established PT Tirtakencana Batamindo, a Subsidiary, as a distribution company focused on establishing distribution centers in Batam.

2011

Avian Brands expanded its product offerings into the instant cement product category. Avian Brands completed the construction of an instant cement plant located at the manufacturing facility in Sidoarjo and commenced the sales of instant cement products in the market under its "Giant Mortar" brand.

2012

- Avian Brands was awarded the certification of ISO 14001:2005 on Environmental Management System, as part of its efforts to improve environmental performance and reduce waste; and
- Through a Subsidiary, PT Tirtakencana Tatawarna, Avian Brands continued to expand its distribution network to 55 distribution centers across Indonesia.

2014

Avian Brands increased production capacity for wall paints and waterproofings by 80,000 metric tons.

2016

Avian Brands continued to expand its distribution network to 62 distribution centers across Indonesia through a Subsidiary, PT Tirtakencana Tatawarna.

2017

- Avian Brands further increased its production capacity by 50,000 metric tons; and
- GIC (Ventures) Pte Ltd became a shareholder of 10.00% of Avian Brands' shares through its wholly-owned Subsidiary, Archipelago Pte Ltd. The proceeds from the cash injection from GIC (Ventures) Pte Ltd were used to repay all of Avian Brands' outstanding bank loans.

2018

- Avian Brands acquired land located in Cirebon, West Java, Indonesia, with a total land area of 110,211m2, from its affiliate PT Bira Industri Rejeki Agung, which is reserved as the future site of the third manufacturing facility;
- Avian Brands further expanded its distribution network to 78 distribution centers across Indonesia through a Subsidiary, PT Tirtakencana Tatawarna; and
- To commemorate its 40th anniversary, Avian Brands moved into the newly constructed twenty-story headquarters in Surabaya. As a testament to its passion for innovation, the new headquarters is uniquely designed with curves and twists, where each floor rotates and twists by 60 degrees from the ground floor to the top of the tower.

2019

- Avian Brands developed and launched "Avitex One Coat" paint and was awarded the first patent for Avitex's one coat paint technology, which requires only one coat of paint instead of the usual two coats;
- Avian Brands successfully increased its distribution network to 90 distribution centers across Indonesia through a Subsidiary, PT Tirtakencana Tatawarna; and
- Avian Brands entered into a non-exclusive license agreement with PT Walt Disney Indonesia to use certain Disney logos, characters, and trademarks for its wall paint products such as interior wall paint and special effects wall paint products in Indonesia.

2020

- Avian Brands built the Avian Innovation Center dedicated to research, development, and innovation, with an approximate area of 5,000 m^2;
- As a testament to its ongoing commitment to providing quality health and safety standards that are in line with international standards, Avian Brands implemented the ISO 45001:2018 on Occupational Health and Safety Management System Standard;
- Avian Brands successfully received the Indonesia Decorative Coating Company of The Year 2020 from Frost & Sullivan; and
- Avian Brands continued the expansion of its distribution network in Indonesia to 95 distribution centers through a Subsidiary, PT Tirtakencana Tatawarna.

2021

- Avian Brands established PT Bangun Bersama Solusindo as a joint venture entity, with 50.00% shareholding each by Avian Brands and PT Cipta Mortar Utama, a wholly-owned subsidiary of the Saint-Gobain Group, which is a leading player in the manufacturing of mortars for construction. The establishment of PT Bangun Bersama Solusindo was aimed at developing Avian Brands' business in entering the two-component cement-based waterproofing paint market in Indonesia;
- In October 2021, Avian Brands acquired a 67.00% shareholding in PT Multipro Paint Indonesia, which is engaged in the manufacture of protective paint and marine paint;
- Avian Brands listed its shares on the Indonesia Stock Exchange on December 8, 2021, with the stock code AVIA; and
- Avian Brands continued its expansion plan by increasing the number of wholly-owned distribution centers to 101 through a Subsidiary, PT Tirtakencana Tatawarna.

Milestones (continued)

2022

- Avian Brands continued to expand its marketing reach by increasing the number of wholly-owned distribution centers to 109, and establishing 4 wholly-owned mini distribution centers through a Subsidiary, PT Tirtakencana Tatawarna;
- Avian Brands appointed a new member of the Board of Directors, Mrs. Angelica Tanisia Jozar, in order to increase the proportion of women in the top management and realize its commitment to gender equality;
- Avian Brands was successfully awarded the certification of ISO 50001:2018 on Energy Management System for the manufacturing facilities in Serang and Sidoarjo; and
- Avian Brands launched new products, i.e., Woodcare Series, Avitex Anti Viruz, No Drop Anti Panas, Avitex Gold, VIP Pengupas Cat Tembok (Water-Based), and several other products to meet market needs.

2023

- Avian Brands increased its total wholly-owned distribution centers to 118, and total wholly-owned mini-distribution centers to 14 through PT Tirtakencana Tatawarna, Avian Brands' Subsidiary;
- Avian Brands commenced construction of a new manufacturing facility in Cirebon with a land area of 11 hectares and an annual production capacity of up to 225,000 tons, as a strategy to increase Avian Brands' production capacity to respond to future market opportunities and potential;
- Avian Brands successfully earned ISO/IEC 27001:2013 certification on Information Security Management System;
- Avian Brands successfully received the Overall Winner award in the 2023 Katadata Corporate Sustainability Awards ("KCSA") for the Chemicals Sector category from Katadata, the Green Industry Pioneer in Accelerating Sustainable Development in East Java award from the Governor of East Java, Going Green is Good for Your Business award from Xurya Daya Indonesia, Prevention and Mitigation of Covid-19 in the Workplace award from the Minister of Manpower of the Republic of Indonesia, Zero Accident Award from the Governor of East Jawa, and Indonesia Architectural Paints and Coatings Market Leadership Award from Frost & Sullivan;
- Avian Brands launched a range of new products, namely Admiral Thinner Serbaguna and Admiral Anti Fouling, Brilliant Cat Tembok Interior and Brilliant Cat Tembok Eksterior, Boyo Politur Melamine, Avian Cling Zinc Chromate, Admiral Wood Filler Epoxy, Admiral Cat Kapal, Aries Bling, Avitex Wizz, No Drop Plus 3 in 1, No Drop Basic, Avian Glue Epoxy Hemat, and Cat Besi Anti Karat Avian 3 in 1; and
- Avian Brands initiated a corporate action of shares buyback of its shares that have been issued and listed on the Indonesia Stock Exchange in a maximum amount of 1,425,000,000 shares or approximately 2.3% of the total issued and paid-up capital.

2025

- **Avian Brands increased its total wholly-owned distribution centers to 129 and total wholly-owned mini-distribution centers to 15 through Avian Brands' subsidiary, PT Tirtakencana Tatawarna;**
- **Avian Brands carried out a strategic investment totaling IDR275.8 billion by acquiring 16.67% of new shares in PT Dextone Lemindo, as a strategy for organic and inorganic growth;**
- **Avian Brands officially became a member of the UNGC, reflecting its demonstrated commitment to adopting responsible business practices.**
- **Avian Brands received the 2024 Market Leader in the Indonesian Paint & Coating Industry award from Frost & Sullivan, the 2025 Katadata ESG Awards for the Chemicals Sector in the Governance Category from Katadata, the 2025 ENSIA in the Environmental Innovation Category for the Emission Reduction Program from Sucofindo, Top 50 Big Capitalization Public Listed Company and Best Sustainability and Resilience (Big Cap) from the Indonesian Institute for Corporate Directorship ("IICD"), Fortune Southeast Asia 500 by Fortune, the 2025 Indonesian Architectural Paints and Coatings Market Leadership from Frost & Sullivan and Strong Performer – Asia Top 30 ranking in the Paints & Coatings Category by the Asian Coatings & Ink Federation ("ACIF") and the Singapore Paints & Coatings Association ("SPACA").**
- **Avian Brands launched several new products, namely Sunguard Basic, Avian Platinum, No Drop Spray, No Drop Cat Dasar Anti Bocor, No Drop Kolam Ikan 2 Komponen, No Drop Plamir Anti Bocor, No Drop Butyl Tape Anti Bocor, Boyo Wood Stain 2in1, Avian Epoxy Filler, Avitex Wizz Cat Dasar, Avitex TOP, and Giant Mortar 225 – Plamir Instan Ekonomis.**

2024

- Avian Brands increased its total wholly-owned distribution centers to 124, and total wholly-owned mini-distribution centers to 15 through PT Tirtakencana Tatawarna, Avian Brands' Subsidiary;
- Avian Brands secured two global patents, namely the Magnetite Paint (Fe_3O_4) applied to HomeDeco Magnetic product and the Additive for Accelerating the Hardening and Reinforcement of Enhanced Concrete, applied to No Drop Plaston product;
- Avian Brands received the ESG Award 2024 as the Best Issuer in the Capital Market Sector from Yayasan Keanekaragaman Hayati Indonesia ("KEHATI"), ESG Award 2024 in the Chemicals Sector for Environment Category from Katadata, Recognition for its Initiative in Organizing Blood Donation in 2023 from the Indonesian Red Cross of Sidoarjo Regency, Annual Report Award 2023 from the National Committee on Governance Policy (Komite Nasional Kebijakan Governansi or "KNKG"), inclusion in Forbes' "200 Best Under A Billion 2024" list, PROPER National Green Rating from the Ministry of Environment and Forestry of the Republic of Indonesia, Top 50 Big Capitalization Public Listed Company from the Indonesian Institute for Corporate Directorship ("IICD"), as well as Green Industry Leader in the Green Future Summit 2024 Ceremony from Sun Energy; and
- Avian Brands launched new products, namely Avian Cling Water Based, Boyo Politur Spray, No Drop Tile Grout, No Drop Dempul Instan, No Drop Serat Fiber, GM 385 Perekat Bata Ringan Ekonomis, Pro-X 208, No Drop Beton dan Batu Alam, Avian Non-Sag Epoxy Hemat, Supersilk Semi Kilap, No Drop Kolam Ikan, GM 265 Acian Abu-Abu Ekonomis, GM 275 Acian Putih Ekonomis, Supersilk Basic, as well as Avian Cat Lapangan.

Brief History

Avian Brands possesses a distinguished track record as a pioneer in the national paint industry. Founded in 1978 by Mr. Soetikno Tanoko, father of the current President Director, Mr. Wijono Tanoko, and the President Commissioner, Mr. Hermanto Tanoko, Avian Brands has continuously evolved as a multi-generational family business. Today, it is managed by the third generation, represented by Mr. Ruslan Tanoko (Vice President Director) and Mr. Robert Christian Tanoko (Director). Since its inception, Avian Brands has demonstrated a long-term vision by developing an integrated manufacturing facility in Sidoarjo, East Java, that consolidates raw material and packaging production into a single modern system. Investments in cutting-edge machinery served as the initial cornerstone of Avian Brands' commitment to becoming a market leader in the Indonesian paint industry.

The success of this early foundation instilled the confidence for Avian Brands to continue expanding and broadening its business reach. Expansion efforts commenced in 1996 with the establishment of a second production facility in Serang, West Java. This decision reinforced Avian Brands' strategy to increase production capacity and broaden distribution coverage in response to rapid market growth. Recognizing the vital importance of a robust distribution system, PT Tirtakencana Tatawarna was established in 2000 as a Subsidiary focused on developing distribution and marketing networks. This initiative was further expanded through the establishment of PT Tirtakencana Batamindo in Batam in 2010 to strengthen market penetration in the strategic regions of Western Indonesia.

As part of its business diversification strategy, Avian Brands expanded its business portfolio in 2018 by establishing PT Solusi Rumah Praktis with a 99.99% ownership stake. This expansion continued with a strategic step involving an investment in a joint venture, PT Bangun Bersama Solusindo, with a 50.00% ownership stake. Subsequently, in 2021, Avian Brands bolstered its inorganic expansion through the acquisition of a 67.00% stake in PT Multipro Paint Indonesia. This series of initiatives reflects Avian Brands' sustained commitment to solidifying its business position, expanding market reach, and integrating cross-entity synergies to drive long-term growth and sustainable added value.

Another significant milestone in Avian Brands' journey was achieved in 2021 with its Initial Public Offering, marking Avian Brands' transformation into a public company. This momentum drove the enhancement of more transparent and accountable corporate governance, in line with the spirit of continuous innovation. This commitment bore fruit with the acquisition of two international patents in 2024: Magnetite (Fe_3O_4) paint technology for the HomeDeco Magnetic product, and an innovative additive that accelerates the hardening and strengthening of concrete for the No Drop Platon product. These achievements underscore Avian Brands' position as a pioneer of innovation in the paint and building materials industry, while simultaneously strengthening the foundation for more sustainable future growth.

Consistent with its commitment to innovation, Avian Brands also continues to strengthen its sustainability approach through the implementation of Environmental, Social, and Governance ("ESG") principles across all operational aspects. By the end of 2025, 40 Avian Brands products had obtained GLS certification, serving as tangible evidence of the Company's environmental contribution through products with low Volatile Organic Compounds ("VOC") emissions, heavy metal-free formulations, and the use of bio-based or eco-friendly alternative raw materials. Avian Brands' reputation as a sustainable company was further reinforced by various prestigious awards received throughout 2025.

Collectively, these achievements demonstrate that Avian Brands has not only successfully scaled its business and strengthened its competitiveness but has also proven itself as a national company with a solid foundation in innovation, sustainability, and long-term industrial leadership.



Company Vision, Mission, and Values



VISION

"To provide added value to stakeholders through the development of various quality paints. "



MISSION

" To become an integrated, environmentally friendly, leading, and trusted paint company in Indonesia."

The Board of Commissioners and the Board of Directors periodically review the Vision and Mission of Avian Brands to ensure their alignment with the strategic direction, industry dynamics, and internal developments. The results of the 2025 evaluation indicate that the Vision to be an integrated, environmentally friendly, leading, and trusted paint manufacturer remains relevant and consistent with the founding purposes of Avian Brands. Furthermore, the Mission to provide added value through the development of high-quality paint products is deemed to have successfully supported the strengthening of Avian Brands' position amidst industrial competition. This review confirms that the implemented strategies and policies are fully aligned with the Vision and Mission and are capable of driving sustainable growth.

CORPORATE VALUES

Corporate Values serve as the primary foundation in shaping a strong and sustainable work culture. At Avian Brands, these values are not merely guidelines for individual behavior but also the cornerstone for strategic and operational decision-making across all business lines. By prioritizing the CInTA values (Customer Focus, Integrity, Teamwork, and Agility), Avian Brands instills a spirit of high collaboration, trust, and adaptability. These core values support the creation of a productive working relationship and a competitive business environment that is steadfastly oriented toward customer satisfaction. The detailed explanation of the Avian Brands Corporate Values is as follows:

C
Customer Focus

Able to make (internal and external) customers and their needs as the main focus in a positive and productive working relationship.

IN
Integrity

Be honest in words, and have the commitment and consistency in acting according to rules, norms, and morality.

T
Teamwork

Ability to be part of a group, work with the group members, and contribute to achieving the group's goals.

A
Agility

Ability to be agile, flexible, and assertive in anticipating, initiating, and taking advantage of any opportunity as well as to avoid negative consequences from the changes.

Meaning of Avian Logo

The determination of a logo is not merely a visual symbol, but a reflection of the company's values, philosophy, and identity. The Avian Brands logo is designed with profound meaning, representing the spirit of growth, professionalism, and good governance in conducting business sustainably. Every element within this logo, from its shape and orientation to its typography, embodies a philosophy that reflects Avian Brands' long-standing journey, its future direction, and steadfast commitment to its stakeholders. The detailed explanation of the meaning behind the Avian Brands logo is as follows:

3 Strands of Feathers



The lines depicting "3 Strands of Feathers" symbolize the 3 generations of Avian Brands' management, namely the past, present, and future. The 3 Strands of Feathers unite to form the body of a duck with a figure symbolizing Avian Brands that is managed professionally, transparently, and guided by Good Corporate Governance so that Avian Brands may continue to grow positively and remain strong, while providing added value to stakeholders, Shareholders, and investors.

Duck Figure



The head of the duck represents gentleness, kindness, honesty, and humanity. The duck figure facing right, symbolizes Avian Brands' constant forward motion, strength, perseverance and ability to seize opportunities from any upcoming challenges to further its mission of sustainable corporate development.

Logotype

The logotype is divided into 2 hierarchical parts, namely:

- The word "Avian" uses a bold Serif font that symbolizes Avian Brands' identity; and
- The word "Brands" describes various types of decorative paint products, wood and metal paints, waterproofing, adhesives, instant cement, and other supporting building materials. It also uses a more straightforward Sans Serif font.

Philosophy of Avian Logo Color

The philosophy of the logo is further reinforced and represented by the following color selection:

Emerald Green

Represents the PAST, protects its successors with vast discretion, experience, and maturity.

Turquoise

Represents the PRESENT, bridges generational relationships, provides balance, stability, and knowledge accumulation.

Lime Green

Represents the FUTURE, and brings fresh ideas and unrelenting passion, regeneration, and growth.

- The choice of the gradation of green also represents the harmonious relationship between the three generations.
- GREEN itself symbolizes the "sense of art".

Business Activities

Avian Brands focuses its business operations on the manufacturing and wholesale trade sectors, with its primary product lines consisting of paint and various complementary products. This is affirmed under Article 3 of the Avian Brands' Articles of Association, pursuant to Deed No. 3 dated August 4, 2021, made before Liestiani Wang, S.H., M.Kn., Notary in the South Jakarta Administrative City, regarding Amendments to the Articles of Association of PT Avia Avian Tbk. Pursuant to the Articles of Association, it is declared that the purpose and objective of the establishment of Avian Brands are to engage in business activities within the manufacturing and wholesale trade. To achieve these objectives, Avian Brands is authorized to carry out various business activities that support sustainable growth in alignment with the prevailing laws and regulations, as detailed below:

Paint and Printing Ink Industry

This group encompasses the manufacture of various paints, such as base paint, metal paint, wood paint, wall paint, boat paint, epoxy and enamel paint, and lacquer, including the industries of processed pigments and dyes, dyes and opacifiers, enamel polish and coatings, and other preparatives, printing inks, and art paints.

Varnish Industry (Including Mastics)

This group encompasses the manufacture of various types of varnishes, such as organic composite solvents and thinners, as well as paint or varnish removers, including mastics.

Lacquer Industry

This group encompasses the manufacture of lacquer, including the industries of putty and plaster or putty compounds and non-refractory putty or similar surface-covering materials.

Adhesive/Glue Industry

This group encompasses the manufacture of adhesives/glues for industrial or household purposes, derived from plants, animals, or plastics, such as starch, bone adhesives, cellulose esters and ethers, phenol formaldehyde, urea formaldehyde, melamine formaldehyde, and epoxy adhesives.

Ready-mixed and Dry-mixed Concrete and Mortar Industry

This group encompasses the manufacture of ready-mixed and dry-mixed concrete and mortar.

In addition to the main business activities in the manufacturing industry and wholesale trade, Avian Brands may also conduct supporting business activities as described below:

Industry of Artificial Resin (Synthetic Resin) and Plastic Raw Materials

This group encompasses the manufacture of artificial resins and plastic raw materials (pure plastic ore), such as alkyds, polyesters, aminos, polyamides, epoxides, silicones, polyurethanes, polyethylene ("PE"), polypropylene ("PP"), polystyrene, polyvinyl chloride, cellulose acetate, and cellulose nitrate. Further processing of artificial resins and purchased plastic materials to produce goods from these raw materials, such as plastic articles and films and film sheets that are not yet sensitive to light are included in 26800.

Industry of Organic-based Chemical for Raw Materials of Dyes and Pigments, Dyes, and Pigments

This group encompasses basic chemical industry businesses that produce organic chemicals, dyes, and pigments, along with their cyclical intermediates, such as phenol intermediates and their derivatives, textile dyes, and dyes for food and medicine.

Industry of Buckets, Cans, Drums, and Other Metal Containers

This group encompasses the manufacture of metal or canned containers, such as food or beverage cans, paint or other chemical cans, barrels, drums, buckets, boxes, jerrycans, and others. Including the metallic closure industry.

Wholesale Trade of Paints

This group encompasses large trading businesses of various kinds of paints for construction materials, such as base paints, metal paints, wood paints, and wall paints. Including the retail trade of enamel, putty, and plaster.

Business Activities Conducted in 2025

Business Activities based on Articles of Association	Has Been/Has Not Been Conducted
Main Business Activities	
Paint and Printing Ink Industry	✓
Varnish Industry (Including Mastics)	✓
Lacquer Industry	✓
Adhesive/Glue Industry	✓
Ready-mixed and Dry-mixed Concrete and Mortar Industry	✓
Supporting Business Activities	
Industry of Artificial Resin (Synthetic Resin) and Plastic Raw Materials	✓
Industry of Organic Basic Chemical Industry for Raw Materials of Dyes and Pigments, Dyes, and Pigments	✓
Industry of Buckets, Cans, Drums, and Other Metal Containers	✓
Wholesale Trade of Paints	✓

Products and Services

Avian Brands consistently builds and reinforces its reputation as a leading solution provider in the field of architectural paints and equipment by providing high-quality products and services. This commitment is realized by delivering an extensive portfolio divided into two primary categories. The first category is Architectural Solutions, which encompasses a range of coating products and building materials designed to support construction, renovation, and property finishing for both residential and commercial sectors. The second category is Trading Goods, consisting of complementary products that enhance architectural solutions to be more comprehensive and functional. Through these categories, Avian Brands ensures that customers can fulfill all their needs for coating and supporting equipment within a single, integrated service ecosystem.

More detailed information about Avian Brands' products and services is described as follows:

Architectural Solutions

The architectural solutions products are the main products produced by Avian Brands, comprising wall paint, wood and metal paint, waterproofing paint, wood care, as well as other architectural solutions, including roof paint, instant cement, and automotive refinish paint. As of December 31, 2025, Avian Brands has a diversified portfolio of approximately more than 2,600 SKUs for architecture solution products that are marketed and distributed, reaching 124 brands. Some of Avian Brands' major household brands include Avian, Avitex, and No Drop.

Trading Goods

Avian Brands' trading goods are mainly the supporting products of architectural solutions comprising sales of pipes, furniture, and supporting products required in the painting processes, such as paint rollers, paint brushes, sealing tape, and sandpaper. Such trading goods are not manufactured by Avian Brands but are procured from its affiliates. Trading of these goods is performed by a Subsidiary, PT Tirtakencana Tatawarna.

Architectural Solutions

Wall



Wood and Metal



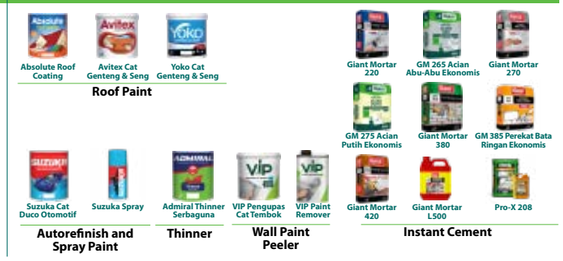
Waterproofing



Wood Care and Glue



Others



Trading Goods

Pipes



Furniture



Supporting Products



Category	Product Name		
Wall Paint	• Sunguard All-In-One; • Sunguard; • Sunguard Basic; • Supersilk Semi Kilap; • Supersilk Anti Noda; • Supersilk; • Supersilk Basic; • Brilliant Cat Tembok Interior; • Brilliant Cat Tembok Eksterior;	• Avitex Gold; • Avitex Anti Viruz; • Avitex Eksterior; • Avitex Cat Tembok; • Avitex Wizz; • Avitex 4kids; • Avitex One Coat; • Avitex Cat Tembok Dapur & Kamar Mandi; • Avitex TOP;	• Aries Bling; • Aries Gold; • Aries Cat Tembok; • Aquamatt; • Everglo Kids Care; • No Odor Medicare; • No Odor; • Jasmine; and • Fres.
Special Effect and Texture Paint	• HomeDeco Glow In The Dark; • HomeDeco Magnetic;	• HomeDeco Glitz; and	• HomeDeco Metallic.
Waterproofing	• No Drop Anti Panas; • No Drop Beton dan Batu Alam; • No Drop; • No Drop Basic; • No Drop Bitumen; • No Drop Kolam Ikan; • No Drop Membran;	• No Drop Serat Fiber; • No Drop Mortar Anti Bocor; • No Drop Tape; • No Drop Dempul Instan; • No Drop Plus 3in1; • No Drop 100; • PRO-X 207;	• No Drop Spray; • No Drop Kolam Ikan 2 Komponen; • No Drop Plamir Anti Bocor; • No Drop Butyl Tape Anti Bocor; and • No Drop Acian Anti Bocor.
Wood and Metal Paint	• Admiral Cat Kapal; • Avian Cling Synthetic;	• Avian Cat Kayu dan Besi; • Glovin Cat Kayu dan Besi; • Yoko Cat Kayu dan Besi;	• Avian Cat Alumunium; • Cat Besi Anti Karat Avian 3 in 1; • Avian Cling Water Based; and • Avian Platinum.
Wood Care	• Wood-Eco Woodstain Water-Based; • Wood-Eco Woodstain Solvent-Based; • Wood-Eco Politur Eksterior P03; • Wood-Eco Politur Interior P01;	• Boyo Wood Stain Solvent-Based; • Boyo Politur Vernis Water-Based; • Boyo Politur Vernis Solvent-Based; • Boyo Wood Filler Solvent-Based; • Boyo Sanding Sealer NC Solvent-Based;	• Boyo Clear Coat NC Solvent-Based; • Boyo Politur Melamin; • Boyo Politur Spray; and • Boyo Wood Stain 2 in 1.
Primer	• Avian Cling Zinc Chromate; • Avian Zinc Chromate; • Avitex Alkali Resisting Primer; • No Drop Cat Dasar Anti Bocor;	• Lenkote Alkali Resisting Primer; • Lenkote Wall Sealer; • Yoko Cat Dasar Kayu dan Besi;	• Belmas Zinc Chromate; • Suzuka Epoxy Filler; • Avian Epoxy Filler; and • Avitex Wizz Cat Dasar.
Putty	• Lenkote Plamir Tembok (Wall Putty); • No Odor Wall Putty;	• Avitex Plamir Tembok; and • Aries Gold Wall Putty.	
Roof Paint	• Absolute Roof Coating;	• Avitex Cat Genteng & Seng; and	• Yoko Cat Genteng & Seng.
Instant Cement	• Giant Mortar 220 - Plamir Instan; • Giant Mortar 260 - Acian Abu-abu; • Giant Mortar 265 - Acian Abu-abu Ekonomis; • Giant Mortar 270 - Acian Putih;	• Giant Mortar 275 - Acian Putih Ekonomis; • Giant Mortar 380 - Perekat Bata Ringan; • Giant Mortar 385 - Perekat Bata Ringan Ekonomis; • Giant Mortar 420 - Perekat Keramik Ekonomis;	• Giant Mortar 480 - Perekat Keramik Dinding & Lantai; • Giant Mortar L500 - Bonding Adhesive; • Giant Mortar 510 - Tile Grout; and • GM Mortar 225 - Plamir Instan Ekonomis.
Glue	• Avian Lem Epoxy Super; • Avian Lem Epoxy Hemat; • Avian Non-Sag Epoxy Super; • Avian Non-Sag Epoxy Hemat; • Lem Putih VIP PVAc; • Lem Putih MAX PVAc;	• Viplas; • Admiral Wood Filler Epoxy; • Epoxy Steel 5 Menit; • Epoxy Rapid 5 Menit; • Epoxy Steel 2 Jam; • Epoxy Adhesive No Filler;	• Non-Sag Epoxy; • Lem Pipa PVC; • Instant Glue; • Super Glue 808; • Lem Kuning Serbaguna; serta • Lem Putih PVAc.
Stone Coating	• No Lumut Solvent-Based; and	• No Lumut Water-Based.	
Grout Filler	• No Drop Tile Grout.		
Autorefinish and Spray Paint	• Suzuka Spray; • Suzuka Cat Duco Otomotif;	• Suzuka 2:1 PU Clear Coat; and	• Suzuka 4:1 PU Clear Coat.
Floor Coating	• Avian Roadline Paint;	• Avian Cat Paving; and	• Avian Cat Lapangan.

Category	Product Name		
Thinner	• Admiral Thinner Serbaguna; • Avian Thinner Enamel; • Avian Thinner B Asli; • Avia Thinner Lacquer A; • Avia Thinner Lacquer A Special;	• Avia Thinner Lacquer Super; • Aries Thinner Lacquer A; • Aries Thinner Lacquer A Special; • Thinner 16213; • Thinner 1660;	• Thinner 1633; • Thinner 1634; • Thinner 1601; and • Thinner 1602.
Concrete Additive	• No Drop Obat Cor Anti Bocor.		
Constructive Adhesive	• Epoxy Bond Super Steel; • Epoxy Bond Super Strong; • Grease Off;	• No Cracks; • Rapid Bond; • Rocket Bond;	• Rust Off; and • Ultimate Bond.
Others	• VIP Pengupas Cat Tembok; • VIP Paint Remover; • Avitex Biocidal Wash; and	• Pro-X-208.	
Supporting Products	• Basic Paint Roller; • Green Brush; • Yellow Brush; • Plastic Scrapper; • Mini Refill; • Mini Roller; • Paint Tray; • White Brush; • Synthetic Brush; • Budget Paint Roller;	• All Paints Paint Roller; • Budget Roller Cover; • Regular Roller Cover; • All Paints Roller Cover; • Abrasive Paper; • Abrasive Cloth Roll; • Masking Tape; • Seal Tape; • Drywall Tape; • Fiberglass Tape;	• Roof Drain; • Kran Air Taman; • Seal Tape Ekonomis; • Basic Paint Tray Set; • Paint Tray Set; • Eco Paint Roller; • Amplas Bulat Velcro; • Cloth Tape; • Kran Air Besi; • Honeycomb Paint Roller; and • Kran Air Ekonomis.
Sealant	• Silicone Sealant Multi Purpose; • Silicone Sealant Sanitary; • Silicone Sealant Glass & Metal;	• Silicone Sealant Tube; • PRO-X 111; • PRO-X-222; and • PRO-X-110.	

Product Development in 2025

Product development serves as one of Avian Brands' strategic pillars for delivering continuous innovation and enriching a competitive portfolio. By prioritizing an approach rooted in in-depth research and keen market insights, Avian Brands proactively responds to the evolving dynamics of customer needs and industrial trends. Several products developed and marketed throughout 2025 are detailed as follows:



Sunguard Basic

- Anti-Mold and Anti-Mildew
- Best Opacity
- Super Cover Technology



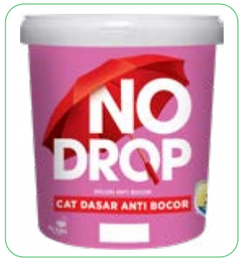
Avian Platinum

- High Gloss
- No Yellowing
- Extreme weather-resistant



No Drop Spray

- Waterproof
- Elastic
- Can be painted



No Drop Cat Dasar Anti Bocor

- Waterproof
- Prevents Damp Walls
- Alkali and Efflorescence Resistant



No Drop Kolam Ikan 2 Komponen

- Easy to Apply
- Non-toxic
- Waterproof



No Drop Plamir Anti Bocor

- Anti-Mold and Anti-Mildew
- Can be painted
- Elastic



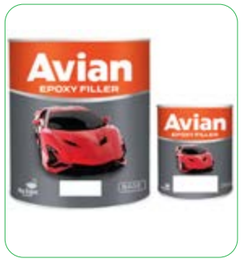
No Drop Butyl Tape Anti Bocor

- Elastic
- Waterproof
- Can be painted



Boyo Wood Stain 2 in 1

- Environmentally Friendly
- For Exterior and Interior Use
- Anti-Mold and Insects



Avian Epoxy Filler

- Easy to Sand
- Superior Adhesion
- Perfect Pore Filling



Avitex Wizz Cat Dasar

- 2x thicker
- Quick Drying
- Best Opacity



Avitex TOP

- Crisp White Color
- Best Opacity
- Best Coverage



Giant Mortar 225 – Plamir Instan Ekonomis

- Practical
- Economical
- Perfectly Seal Hair Cracks

Manufacturing Facilities

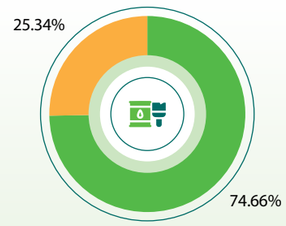
Avian Brands operates two large-scale integrated manufacturing facilities, positioning the Company among the largest and most technologically advanced paint manufacturers in Indonesia. These facilities are supported by sophisticated high-tech systems, including Enterprise Resource Planning ("ERP") and Warehouse Management System ("WMS"), as well as various automation systems such as the Automatic Weighing System ("AWS"), Distributed Control System ("DCS"), Computerized Monitoring Board ("CMB"), Yard Management System ("YMS"), and Computerized Maintenance Management System ("CMMS") to ensure efficiency, precision, and quality control across the entire production value chain. Digitalization of work processes is also implemented to reduce the use of physical documents and support environmentally friendly practices.

Avian Brands' commitment to sustainability is reflected through the utilization of renewable energy with the installation of solar panels and the use of transparent roofing that optimizes natural lighting. Its manufacturing facilities have been certified ISO 9001, ISO 14001, ISO 45001, ISO 50001, and ISO/IEC 27001:2013, demonstrating high standards of quality, environment, safety, energy, and information security. Furthermore, Avian Brands is also equipped with a professional workforce and an Emergency Response Team ("ERT") certified by the Ministry of Manpower of the Republic of Indonesia to ensure preparedness in facing emergency situations and maintaining the safety of all employees.

Further information regarding the profile of Avian Brands' manufacturing facilities is outlined as follows:

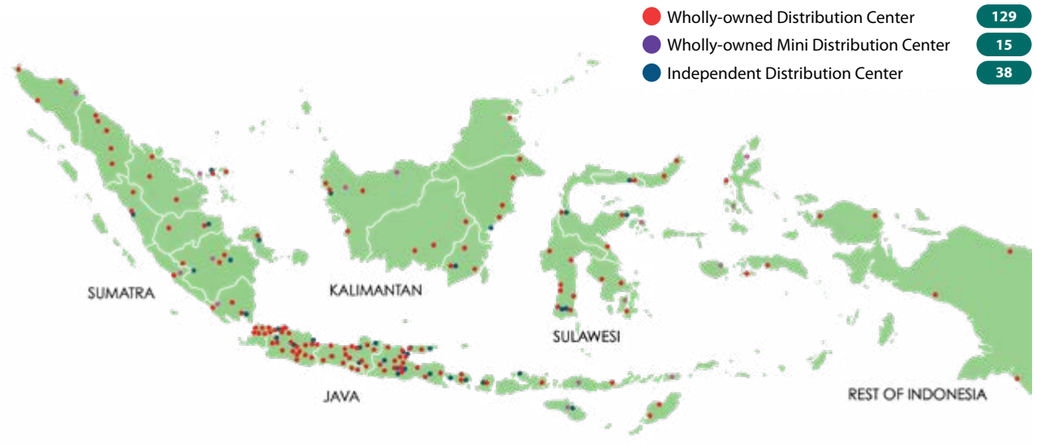
No.	Owner	Location	Land Area (m^2)	Year	Main Products	Ownership	Production Shift	Production Capacity (in metric tons/year)
1.	Avian Brands	Sidoarjo	105,121	1978	No Drop, Avitex, Avian Cat Kayu dan Besi, Supersilk, Sunguard, Aries Gold, Boyo, Jasmine, Avian Thinner, Avian Epoxy, Suzuka, dan Giant Mortar.	Right to Build Certificate (under the name of Avian Brands).	Operates 1 - 2 shifts per day, 5 days/week.	213,840
2.	Avian Brands	Serang	36,880	1996	No Drop, Avitex, Avian Cat Kayu dan Besi, Aries Gold, dan Giant Mortar.	Right to Build Certificate (under the name of Avian Brands).	Operates 1 - 2 shifts per day, 5 days/week.	72,576
Total								**286,416**

Percentage of Avian Brands' Manufacturing Capacity Based on Manufacturing Facilities Owned



Sidoarjo Plant
Serang Plant

Operational Areas



Product Distribution Areas

Wholly-owned Distribution Center

Sumatra	Java	Kalimantan	Sulawesi	Other Areas in Indonesia	Total
26	57	15	16	15	129

Wholly-owned Mini Distribution Center

Sumatra	Java	Kalimantan	Sulawesi	Other Areas in Indonesia	Total
5	0	2	2	6	15

Independent Distribution Center

Sumatra	Java	Kalimantan	Sulawesi	Other Areas in Indonesia	Total
8	17	3	5	5	38

Number of Retail Outlets Supplied

Sumatra	Java	Kalimantan	Sulawesi	Other Areas in Indonesia	Total
11,782	32,530	5,808	5,594	4,341	60,055

Organizational Structure

GENERAL MEETING OF SHAREHOLDERS

The Board of Commissioners
- President Commissioner : **Hermanto Tanoko**
- Independent Commissioner : **Mohammad Noor Rachman Soejoeti**
- Independent Commissioner : **Oscar Christian Maria Jozef Wezenbeek**

The Good Corporate Governance Committee
- Chairman : **Robert Christian Tanoko**
- Member : **Kurnia Hadi Sinanto**
- Member : **Iwan Sigit**

The Nomination and Remuneration Committe
- Chairman : **Mohammad Noor Rachman Soejoeti**
- Member : **Hermanto Tanoko**
- Member : **Iwan Sigit**

Audit Committe
- Chairman : **Mohammad Noor Rachman Soejoeti**
- Member : **Sammy TS Lalamentik**
- Member : **Wardiman**

President Director
Wijono Tanoko

Director of Research, Development, and Innovation
Angelica Tanisia Jozar

Director of Operations and Development
Robert Christian Tanoko

Vice President Director
Ruslan Tanoko

Director of Finance and Investor Relations
Kurnia Hadi Sinanto

The Related Party Transaction Committee
- Chairman : **Kurnia Hadi Sinanto**
- Member : **Wardiman**
- Member : **Kristanto Nagatan**

Operational
Iwan Sigit
- Procurement
- Strategic Management System
- Sustainability

Sales
Dede Maryadi

Marketing
Novi Christiana

Information Technology
Hendrik Antonius

Investor Relations
Andreas Timothy Hadikrisno
- Finance
- Accounting and Tax

The Corporate Secretary
Hera Septi Astuti

The Audit Internal Unit
Kristanto Nagatan

Membership in Associations

Avian Brands consistently maintains active involvement in various industrial associations and business groups as part of its commitment to continuous collaborative and adaptive growth. These memberships provide strategic value by expanding business networks, fostering stronger relationships among industry peers, and unlocking cross-sector collaboration opportunities that support Avian Brands' sustainable growth. Through these forums, Avian Brands gains access to the latest insights regarding policy developments, technological advancements, and market dynamics relevant to the paint industry and other related sectors.

Furthermore, active participation in associations drives the enhancement of internal capabilities through the adoption of best practices and benchmarking against widely recognized industry standards. Consequently, this involvement serves not only as a platform for knowledge exchange and the strengthening of industrial roles but also as an integral component in establishing excellent and high-standard corporate governance. As of the end of 2025, Avian Brands is a member of the following associations:



Indonesian Paint Producers Association

Scale : National
Status of Avian Brands : Member



Indonesian Public Listed Companies Association

Scale : National
Status of Avian Brands : Member



Indonesian Synthetic Resin Association

Scale : National
Status of Avian Brands : Member



United Nations Global Compact ("UNGC")

Scale : International
Status of Avian Brands : Member



The Indonesian Employers' Association

Scale : National
Status of Avian Brands : Member

Profile of the Board of Commissioners



Notes: From left to right.

THE BOARD OF COMMISSIONERS:

Hermanto Tanoko (President Commissioner), **Mohammad Noor Rachman Soejoeti** (Independent Commissioner), **Oscar Christian Maria Jozef Wezenbeek**[*)] (Independent Commissioner)

*) Effectively served as an Independent Commissioner based on the Resolution of the Extraordinary General Meeting of Shareholders of Avian Brands dated April 10, 2025.



Hermanto Tanoko

President Commissioner

Indonesian, 63 years old.

Term of Office and Basis of Appointment

2021 – 2026:
The Deed of Restatement of Shareholders' Resolutions in Lieu of Extraordinary General Meeting of Shareholders of Avian Brands No. 19 dated June 22, 2021, drawn up before Anwar, S.H., M.Kn., a Notary in Gresik Regency.

Educational Background and Certifications

Master of Management from IBMT School of Management in 2001.

Work Experiences

- Commissioner of PT Sariguna Primatirta (2001 – 2009);
- Vice President Director of PT Solusi Rumah Praktis (2018 – 2024); and
- President Director of PT Tancorp Global Sentosa (2010 – 2025).

Dual Appointments

- Commissioner of PT Tirtakencana Tatawarna (2000 – present);
- President Commissioner of PT Jaya Sukses Makmur Sentosa Tbk (2003 – present);
- President Commissioner of PT Sariguna Primatirta Tbk (2009 – present);
- Commissioner of PT Tirtakencana Batamindo (2010 – present);
- President Commissioner of PT Avia Avian Industri Pipa (2014 – present);
- President Director of PT Tancorp Surya Sentosa (2015 – present);
- President Commissioner of PT Caturkarda Depo Bangunan Tbk (2020 – present);
- President Commissioner of PT Multipro Paint Indonesia (2021 – present);
- Member of the Nomination and Remuneration Committee of Avian Brands (2021 – present);
- President Commissioner of PT Penta Valent Tbk (2022 – present);
- President Commissioner of PT Solusi Rumah Praktis (2024 – present); and
- Director of PT Tancorp Global Sentosa (2025 - present).

Education/Training in 2025

- Business Dialogue Summit by the Indonesia Tionghoa Culture Centre; and
- Regional Working Meeting by the Regional Governing Board of Real Estat Indonesia.

Affiliation

Mr. Hermanto Tanoko is Avian Brands' ultimate beneficial owner, who shares a familial relationship with Mr. Wijono Tanoko as President Director, Mr. Ruslan Tanoko as Vice President Director, and Mr. Robert Christian Tanoko as Director. He is also affiliated with the Main and Controlling Shareholder of Avian Brands, namely PT Tancorp Surya Sentosa, where he serves as President Director. However, he has no familial relationship with any other members of the Board of Commissioners or the Board of Directors.



Mohammad Noor Rachman Soejoeti

Independent Commissioner

Indonesian, 68 years old.

Term of Office and Basis of Appointment

2021 – 2026:
The Deed of Restatement of Shareholders' Resolutions in Lieu of the Extraordinary General Meeting of Shareholders of Avian Brands No. 19 dated June 22, 2021, drawn up before Anwar, S.H., M.Kn., a Notary in Gresik Regency.

Educational Background and Certifications

- Bachelor of Economics from Gadjah Mada University, Yogyakarta, in 1982; and
- Master of Arts in Economics from Colorado State University, Colorado, United States of America, in 1991.

Work Experiences

- Head of Inspection and Investigation Bureau, Capital Market Supervisory Agency, Ministry of Finance of the Republic of Indonesia (1999 - 2000);
- Member of the Supervisory Board of the Republic of Indonesia Money Printing Corporation (2000 – 2007);
- Head of Service Sector Company Financial Assessment Bureau, Capital Market Supervisory Agency, Ministry of Finance of the Republic of Indonesia (2000 - 2011);
- Head of Securities Transactions and Institutions Bureau, Capital Market and Financial Institutions Supervisory Agency, Ministry of Finance of the Republic of Indonesia (2012 - 2013);
- Deputy Commissioner for Capital Market Supervision II of the Financial Services Authority (2013 – 2017);
- President Commissioner of PT Maybank Asset Management (2017 – 2020);
- President Commissioner of PT Ristia Bintang Mahkota Sejati Tbk (2018 – 2020); and
- Commissioner of PT Bursa Efek Indonesia (2018 – 2024).

Dual Appointments

- Chairman of the Audit Committee of PT Bursa Efek Indonesia (2018 – present);
- Chairman of the Audit Committee of Avian Brands (2021 – present);
- Chairman of the Nomination and Remuneration Committee of Avian Brands (2021 – present);
- Independent Commissioner of PT Nusantara Sejahtera Raya Tbk (2023 – present);
- Independent Commissioner of PT Champ Resto Indonesia Tbk (2025 – present); and
- Independent Commissioner of PT Sillo Maritim Perdana Tbk (2025 – present).

Education/Training in 2025

-

Affiliation

Mr. Mohammad Noor Rachman Soejoeti has no family relationship with any other members of the Board of Commissioners, members of the Board of Directors, or the Main and Controlling Shareholders, either directly or indirectly, up to the level of Individual Owner.

Statement on Independence of Independent Commissioners

The currently appointed Independent Commissioner is serving his first term, and therefore, Avian Brands does not provide information regarding the statement on the independence of an Independent Commissioner having served for more than two terms.



Oscar Christian
Maria Jozef Wezenbeek*)

Independent Commissioner

Dutch citizen, 61 years old.

Term of Office and Basis of Appointment

2025 – 2026:

The Deed of Restatement of Shareholders' Resolutions in Lieu of the Extraordinary General Meeting of Shareholders of Avian Brands No. 3 dated April 10, 2025, drawn up before Dr. Susanti, S.H., M.Kn., a Notary in Surabaya City.

Educational Background and Certifications

- Industrial Engineer degree and Master of Business Administration from the Technical University, Eindhoven, The Netherlands, in 1988; and
- Accredited Executive Coach at Practitioner Level by the European Mentoring and Coaching Council ("EMCC").

Work Experiences

- Deputy Chairman of the Board of Directors of International Paint of Shanghai Co., Ltd. (2012 – 2018);
- Chairman of the Board of Directors of International Paint Ltd. (2013 - 2018);
- Chairman and Chief Executive Officer of AkzoNobel Paints Pte Ltd. (2018- 2023);
- Chairman of the Board of Directors of AkzoNobel Sri Lanka (PVT) Ltd. (2018-2023);
- President of the Board of Commissioners of PT ICI Paints Indonesia Ltd. (2018-2023);
- Chairman of the Board of Directors of AkzoNobel Pakistan Ltd. (2019-2023);
- Chairman of the Board of Directors of AkzoNobel India Ltd. (2019-2023); and
- Chairman of the Members Council of AkzoNobel Vietnam Ltd. (2020-2023).

Dual Appointments

- Member of the Board of Directors of DutchCham (2024 – present);
- Managing Partner of Sage Boardroom Consulting Pte. Ltd. (2024 – present);
- Senior Consultant of Mercuri Urval (2025 – present); and
- Faculty Lecturer of Singapore Management University (2025 – present).

Education/Training in 2025

Accredited Assessor in Hogan Assessment Systems by Optimal in Singapore.

Affiliation

Mr. Oscar Christian Maria Jozef Wezenbeek has no family relationship with any other members of the Board of Commissioners, members of the Board of Directors, or the Main and Controlling Shareholders, either directly or indirectly, up to the level of Individual Owner.

Statement on Independence of Independent Commissioners

The currently appointed Independent Commissioner is serving his first term, and therefore, Avian Brands does not provide information regarding the statement on the independence of an Independent Commissioner having served for more than two terms.

*) Effectively in office as an Independent Commissioner, based on the resolution of Avian Brands' Extraordinary General Meeting of Shareholders dated April 10, 2025.

Change in the Composition of Members of the Board of Commissioners and Reason for the Change

In 2025, there was a change in the composition of Avian Brands' Board of Commissioners following the appointment of Mr. Oscar Christian Maria Jozef Wezenbeek as a new Independent Commissioner, based on the resolution of Avian Brands' Extraordinary General Meeting of Shareholders dated April 10, 2025. Thus, the composition of Avian Brands' Board of Commissioners is as follows:

President Commissioner : Hermanto Tanoko
Independent Commissioner : Mohammad Noor Rachman Soejoeti
Independent Commissioner : Oscar Christian Maria Jozef Wezenbeek

The composition of the current Board of Commissioners is in accordance with the relevant regulations related to Avian Brands' business activities.

Profile of the Board of Directors



Notes: From left to right.

THE BOARD OF DIRECTORS:

Ruslan Tanoko (Vice President Director), **Kurnia Hadi Sinanto** (Director), **Wijono Tanoko** (President Director), **Angelica Tanisia Jozar** (Director), and **Robert Christian Tanoko** (Director).



Wijono Tanoko

President Director

Indonesian, 73 years old.

Term of Office and Basis of Appointment

2021 – 2026:
The Deed of Restatement of Shareholders' Resolutions in Lieu of the Extraordinary General Meeting of Shareholders of Avian Brands No. 19 dated June 22, 2021, drawn up before Anwar, S.H., M.Kn., a Notary in Gresik Regency.

Educational Background and Certifications

Graduated from Kolese Santo Yusuf High School, Malang, in 1972.

Work Experiences

- President Director of PT Tirtakencana Batamindo (2010 – 2016); and
- President Commissioner of PT Wahana Lancar Rejeki (2013 – 2015).

Dual Appointments

- President Director of PT Avia Avian Industri Pipa (2014 – present);
- President Commissioner of PT Tirtakencana Tatawarna (2014 – present);
- Director of PT Wahana Lancar Rejeki (2015 – present);
- President Commissioner of PT Tirtakencana Batamindo (2016 – present);
- Commissioner of PT Solusi Rumah Praktis (2018 – present); and
- President Director of PT Multipro Paint Indonesia (2021 – present).

Education/Training in 2025

-

Affiliation

Mr. Wijono Tanoko is Avian Brands' ultimate beneficial owner, who shares a familial relationship with Mr. Hermanto Tanoko as President Commissioner, Mr. Ruslan Tanoko as Vice President Director, and Mr. Robert Christian Tanoko as Director. He is also affiliated with the Main and Controlling Shareholder of Avian Brands, namely PT Wahana Lancar Rejeki, in which he serves as a Director. However, he has no familial relationship with any other members of the Board of Commissioners or the Board of Directors.



Ruslan Tanoko

Vice President Director

Indonesian, 50 years old.

Term of Office and Basis of Appointment

2021 – 2026:
The Deed of Restatement of Shareholders' Resolutions in Lieu of the Extraordinary General Meeting of Shareholders of Avian Brands No. 19 dated June 22, 2021, drawn up before Anwar, S.H., M.Kn., a Notary in Gresik Regency.

Educational Background and Certifications

- Bachelor of Science in Chemistry and Bachelor of Science in Chemical Engineering from the University of Southern California, Los Angeles, United States of America, in 1996; and
- Master of Engineering in Chemical Engineering from Cornell University, New York, United States of America, in 1997.

Work Experiences

- Marketing Director of Avian Brands (2000 – 2016);
- Director of PT Tirtakencana Tatawarna (2006 – 2014);
- Director of PT Tirtakencana Batamindo (2010 – 2016);
- Director of PT Wahana Lancar Rejeki (2013 – 2015); and
- Commissioner of PT Avia Avian Industri Pipa (2014 – 2017).

Dual Appointments

- President Director of PT Tirtakencana Tatawarna (2014 – present);
- President Director of PT Wahana Lancar Rejeki (2015 – present);
- President Director of PT Tirtakencana Batamindo (2016 – present);
- Vice President Director of PT Avia Avian Industri Pipa (2017 – present);
- President Director of PT Solusi Rumah Praktis (2018 – present);
- President Commissioner of PT Bangun Bersama Solusindo (2021 – present); and
- Commissioner of PT Multipro Paint Indonesia (2021 – present).

Education/Training in 2025

-

Affiliation

Mr. Ruslan Tanoko is Avian Brands' ultimate beneficial owner, who shares a familial relationship with Mr. Hermanto Tanoko as President Commissioner, Mr. Wijono Tanoko as President Director, and Mr. Robert Christian Tanoko as Director. He is also affiliated with the Main and Controlling Shareholder of Avian Brands, namely PT Wahana Lancar Rejeki, in which he serves as President Director. However, he has no familial relationship with any other members of the Board of Commissioners or the Board of Directors.



Robert Christian Tanoko

Director

Indonesian, 40 years old.

Term of Office and Basis of Appointment

2021 – 2026:
The Deed of Restatement of Shareholders' Resolutions in Lieu of the Extraordinary General Meeting of Shareholders of Avian Brands No. 19 dated June 22, 2021, drawn up before Anwar, S.H., M.Kn., a Notary in Gresik Regency.

Educational Background and Certifications

Bachelor of Commerce in Information Technology from Curtin University, Bentley, Australia, in 2006.

Work Experiences

- Vice Director of Operations of Avian Brands (2009 – 2015);
- Director of PT Tirtakencana Tatawarna (2014 – 2017);
- President Commissioner of PT Solusi Rumah Praktis (2018 – 2024); and
- Director of PT Tancorp Surya Sentosa (2015 – 2025).

Dual Appointments

- Director of PT Avia Avian Industri Pipa (2014 – present);
- Vice President Director of PT Tirtakencana Tatawarna (2017 – present);
- Vice President Director of PT Tirtakencana Batamindo (2017 – present);
- Director of PT Bangun Bersama Solusindo (2021 – present);
- Director of PT Multipro Paint Indonesia (2021 – present);
- Chairman of the Good Corporate Governance Committee of Avian Brands (2021 – present);
- Vice President Director of PT Solusi Rumah Praktis (2024 – present); and
- Commissioner of PT Tancorp Surya Sentosa (2025 - present).

Education/Training in 2025

- Benchmarking with PT Astra International Tbk;
- Business Acumen by NuPMK Consulting; and
- Benchmarking with PT Bank Central Asia Tbk.

Affiliation

Mr. Robert Christian Tanoko is Avian Brands' Shareholder, who shares a familial relationship with Mr. Hermanto Tanoko as President Commissioner, Mr. Wijono Tanoko as President Director, and Mr. Ruslan Tanoko as Vice President Director. He is also affiliated with the Main and Controlling Shareholder of Avian Brands, namely PT Tancorp Surya Sentosa, where he serves as a Commissioner. However, he has no familial relationship with any other members of the Board of Commissioners or the Board of Directors.



Kurnia Hadi Sinanto

Director

Indonesian, 56 years old.

Term of Office and Basis of Appointment

2021 – 2026:
The Deed of Restatement of Shareholders' Resolutions in Lieu of the Extraordinary General Meeting of Shareholders of Avian Brands No. 19 dated June 22, 2021, drawn up before Anwar, S.H., M.Kn., a Notary in Gresik Regency.

Educational Background and Certifications

Bachelor of Accounting from Airlangga University, Surabaya, in 1992.

Work Experiences

- Financial Accounting Manager of Avian Brands (2006 – 2010);
- Vice Director of Finance and Accounting of Avian Brands (2010 – 2016); and
- Corporate Secretary of Avian Brands (2021 – 2022).

Dual Appointments

- Director of PT Avia Avian Industri Pipa (2017 – present);
- Director of PT Multipro Paint Indonesia (2021 – present);
- Member of the Good Corporate Governance Committee of Avian Brands (2021 – present); and
- Chairman of the Related Party Transaction Committee of Avian Brands (2022 – present).

Education/Training in 2025

-

Affiliation

Mr. Kurnia Hadi Sinanto has no family relationship with any members of the Board of Commissioners, other members of the Board of Directors, or the Main and Controlling Shareholders, either directly or indirectly, up to the level of Individual Owner.



Angelica Tanisia Jozar

Director

Indonesian, 44 years old.

Term of Office and Basis of Appointment

2022 – 2026:
The Deed of Restatement of Avian Brands' Meeting Resolution No. 2 dated September 7, 2022, drawn up before Dr. Susanti, S.H., M.Kn., a Notary in Surabaya City.

Educational Background and Certifications

- Bachelor of Engineering from Parahyangan Catholic University, Bandung, in 2003; and
- Professional Engineer from Parahyangan Catholic University, Bandung in 2021.

Work Experiences

- Head of Production of PT Tiga Arga (2003 – 2010);
- Research & Development Manager, Trade Unit Division of PT Nipsea Paint & Chemicals (2010 – 2018); and
- Research, Development & Innovation Director of Avian Brands (2018 – 2022).

Dual Appointments

-

Education/Training in 2025

- Sealant Line Product by Saint Gobain;
- Benchmarking with PT Astra International Tbk;
- CEO of Chaos by Maxwell Leadership;
- Marine by Mr. Pritesh Vinodkumar Pate;
- Benchmarking with PT Bank Central Asia Tbk; and
- Emulsion Polymerization by Syensqo.

Affiliation

Mrs. Angelica Tanisia Jozar has no family relationship with any members of the Board of Commissioners, other members of the Board of Directors, or the Main and Controlling Shareholders, either directly or indirectly, up to the level of Individual Owner.

Change in the Composition of Members of the Board of Directors and Reason for the Change

In 2025, there was no change in the composition of Avian Brands' Board of Directors. The composition of the current Board of Directors is in accordance with the relevant regulations related to Avian Brands' business activities. This steady composition reflects the continuity of strong leadership as well as Avian Brands' commitment to maintaining stability and continuity in strategic decision-making.

Shareholder Information

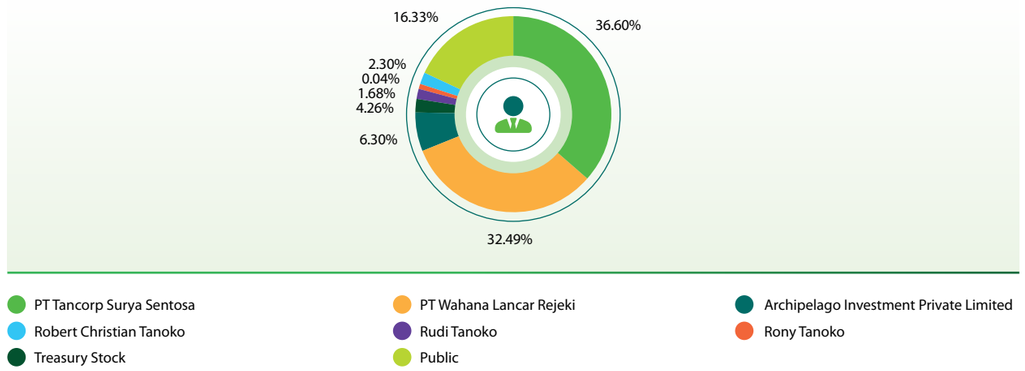
Avian Brands presents the latest information regarding its shareholder structure and composition as part of its commitment to information disclosure. The presentation of this data reflects Avian Brands' transparency in strengthening investor confidence and demonstrates a foundation of ownership that supports Avian Brands' long-term growth trajectory.

Shareholder Register

Description	December 31, 2025 (End of Closing of Stock Trading)			January 1, 2025 (Initial Opening of Stock Trading)		
	Number of Shares (Shares)	Total Nominal Value (IDR)	Share Ownership (%)	Number of Shares (Shares)	Total Nominal Value (IDR)	Share Ownership (%)
5% or more						
PT Tancorp Surya Sentosa	**22,674,971,000**	**226,749,710,000**	**36.60**	22,674,971,000	226,749,710,000	36.60
PT Wahana Lancar Rejeki	**20,129,652,900**	**201,296,529,000**	**32.49**	20,129,652,900	201,296,529,000	32.49
Archipelago Investment Private Limited	**3,902,748,900**	**39,027,489,000**	**6.30**	3,902,748,900	39,027,489,000	6.30
Under 5%						
Robert Christian Tanoko	**1,425,406,300**	**14,254,063,000**	**2.30**	1,425,406,300	14,254,063,000	2.30
Rudi Tanoko	**1,041,265,000**	**10,412,650,000**	**1.68**	1,041,265,000	10,412,650,000	1.68
Rony Tanoko	**21,999,500**	**219,995,000**	**0.04**	497,829,300	4,978,293,000	0.80
Treasury Stock	**2,640,827,200**	**26,408,272,000**	**4.26**	1,163,449,200	11,634,492,000	1.88
Public *)	**10,116,684,800**	**101,166,848,000**	**16.33**	11,118,233,000	111,182,330,000	17.95
Total Issued and Paid-Up Capital	**61,953,555,600**	**619,535,556,000**	**100.00**	**61,953,555,600**	**619,535,556,000**	**100.00**

*) Including shares owned by Mr. Wijono Tanoko, Mr. Kurnia Hadi Sinanto, and Mrs. Angelica Tanisia Jozar.

Avian Brands' Shareholding Structure
As of December 31, 2025



Composition of Share Ownership by Members of the Board of Commissioners and the Board of Directors

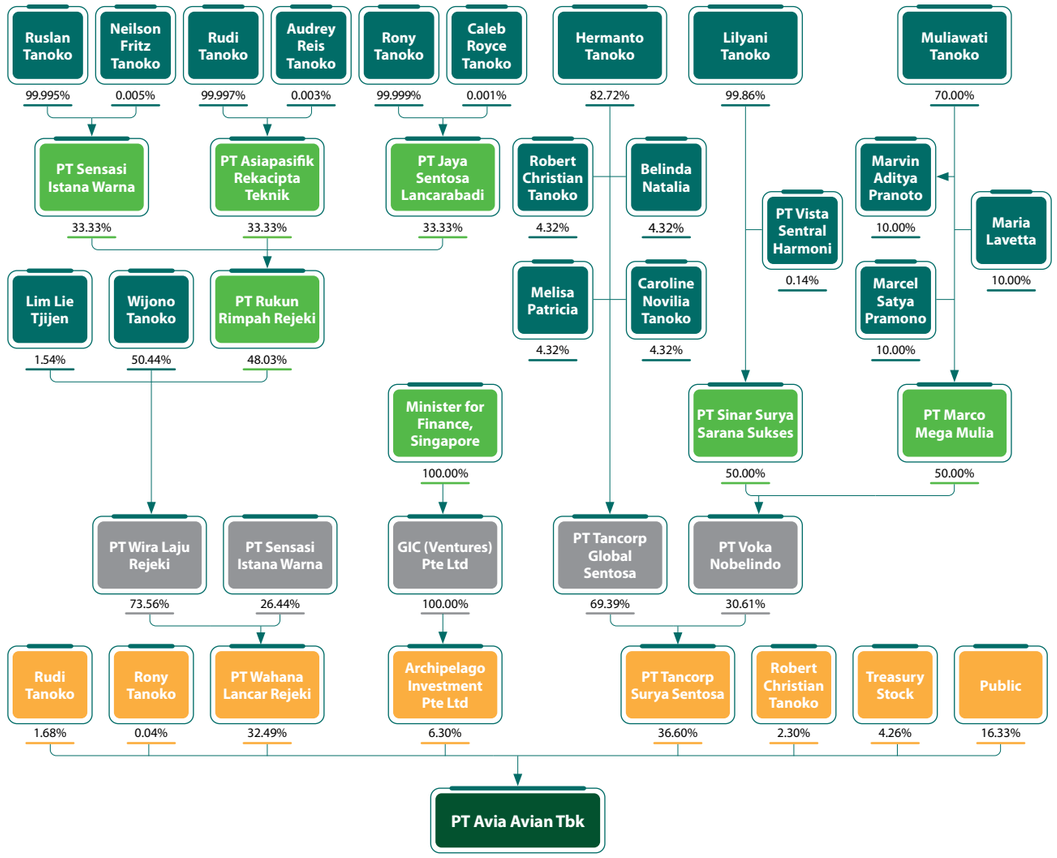
Name	Position	December 31, 2025 (End of Closing of Stock Trading)		January 1, 2025 (Initial Opening of Stock Trading)		Ownership Status
		Number of Shares (Shares)	Share Ownership (%)	Number of Shares (Shares)	Share Ownership (%)	
The Board of Commissioners						
Hermanto Tanoko	President Commissioner	**0**	**0**	0	0	-
Mohammad Noor Rachman Soejoeti	Independent Commissioner	**0**	**0**	0	0	-
Oscar Christian Maria Jozef Wezenbeek*)	Independent Commissioner	**0**	**0**	0	0	-
The Board of Directors						
Wijono Tanoko	President Director	**2,504,200**	**0.00**	2,504,200	0.00	Direct
Ruslan Tanoko	Vice President Director	**153,251,300**	**0.25**	37,724,500	0.06	Indirectly through PT Sensasi Istana Warna
Robert Christian Tanoko	Director	**1,425,406,300**	**2.30**	1,425,406,300	2.30	Direct
Kurnia Hadi Sinanto	Director	**782,500**	**0.00**	651,600	0.00	Direct
Angelica Tanisia Jozar	Director	**311,300**	**0.00**	222,400	0.00	Direct

*) Effectively in office as an Independent Commissioner, based on the resolution of Avian Brands' Extraordinary General Meeting of Shareholders dated April 10, 2025

Share Ownership by Classifications

Description	December 31, 2025 (End of Closing of Stock Trading)			January 1, 2025 (Initial Opening of Stock Trading)		
	Total Investor	Number of Shares (Shares)	Share Ownership (%)	Total Investor	Number of Shares (Shares)	Share Ownership (%)
National Investor						
Indonesian Individual	**13,262**	**3,249,275,772**	**5.24**	15,371	4,115,116,372	6.64
Limited Company	**50**	**46,953,476,375**	**75.79**	83	45,640,469,594	73.67
Mutual Fund	**39**	**255,983,595**	**0.41**	0	0	0
Insurance	**33**	**111,748,900**	**0.18**	12	120,484,900	0.20
Foundation	**19**	**52,158,600**	**0.08**	11	53,999,000	0.09
Cooperative	**2**	**711,300**	**0.00**	0	0	0
Others	**0**	**0**	**0**	1	353,100	0.00
Foreign Investor						
Foreign Individual	**11**	**179,200**	**0.00**	12	2,879,200	0.00
Foreign Corporation	**175**	**11,330,021,858**	**18.29**	149	12,020,253,434	19.40
Total	**13,591**	**61,953,555,600**	**100.00**	**15,639**	**61,953,555,600**	**100.00**

Main and Controlling Shareholders



Based on the share ownership structure of Avian Brands as mentioned above, the Main and Controlling Shareholders of Avian Brands are PT Wahana Lancar Rejeki and PT Tancorp Surya Sentosa. Meanwhile, the ultimate beneficial owners of Avian Brands are Wijono Tanoko, Hermanto Tanoko, and Ruslan Tanoko.

Chronology of Share Listing

On December 8, 2021, Avian Brands officially listed its shares on the Indonesia Stock Exchange ("IDX") with stock code AVIA after obtaining an effective statement from the Board of Commissioners of the Financial Services Authority pursuant to Letter No. S-223/D.04/2021 dated November 30, 2021. In connection with the Initial Public Offering ("IPO"), Avian Brands issued 6,200,000,000 new shares, representing approximately 10.0075% of the total issued and fully paid-up capital, with a nominal value of IDR10 per share and an offering price of IDR930 per share. In alignment with this corporate action, Avian Brands also allocated 3,099,300 shares, or approximately 0.05% of the total shares offered, to implement the Employee Stock Allocation ("ESA") program. This initiative reflects Avian Brands' efforts to provide appreciation and encourage active employee participation in the Company's future growth and success.

In addition to the IPO, on the same day, a Limited Offering was conducted by the Selling Shareholders in the form of a Private Placement of 5,575,355,600 registered common shares, or approximately 10.00% of the total issued and fully paid-up capital. This offering was executed at the same price as the IPO and was simultaneously listed on the Indonesia Stock Exchange. Consequently, the total shares of Avian Brands listed on the IDX at that time reached 61,953,555,600 shares with a nominal value of IDR10 per share. This strategic move strengthened Avian Brands' investor base and enhanced share liquidity in the market, while simultaneously reflecting investor confidence in the Company's fundamentals and long-term growth prospects.

As part of its capital management strategy and commitment to enhancing Shareholder value, on December 7, 2023, Avian Brands announced a share buyback program for shares issued and listed on the IDX, for a maximum of 1,425,000,000 shares, or approximately 2.3% of the issued and fully paid-up capital. Furthermore, on April 10, 2025, Avian Brands announced a subsequent buyback action, involving the buyback of 1,425,000,000 shares issued and listed on the IDX, or approximately 2.3% of the issued and fully paid-up capital. As of December 31, 2025, Avian Brands has realized the buyback of 2,640,827,200 shares through the Indonesia Stock Exchange. With the execution of these corporate actions, the number of outstanding shares of Avian Brands decreased to 59,312,728,400 shares from 61,953,555,600 shares prior to the buyback implementation.

Corporate Action	Exercise Date	Total Shares Subject to Corporate Actions (Shares)	Nominal Value (IDR)	Offer Price (IDR)	Total Shares Outstanding (Shares)	Stock Exchange
Initial Public Offering	December 8, 2021	**6,200,000,000**	10	930	61,953,555,600	Indonesia Stock Exchange
ESA Program		**3,099,300**				
Private Placement		**5,575,355,600**				
Share Buyback	December 31, 2024	**1,163,449,200**	0	0	60,790,106,400	
Share Buyback	December 31, 2025	**2,640,827,200**	0	0	59,312,728,400	

Sharia Securities

Since the end of 2021, Avian Brands' shares listed and traded on the IDX have been declared to meet the criteria for Sharia-compliant equity securities, pursuant to the determination by the OJK With this achievement, Avian Brands' shares are officially included in the List of Sharia Securities (*Daftar Efek Syariah* or "DES"), a list of securities that have undergone review and are declared to be consistent with Sharia principles in the capital market.

The inclusion of Avian Brands in the DES reflects its commitment to implementing business practices aligned with ethical values and compliance with Sharia principles across its business activities, financial structure, and risk management. This status not only expands Avian Brands' access to a broader investor base, particularly those focused on Sharia-compliant financial instruments, but also reinforces its reputation for upholding integrity and responsible governance.

The determination of Avian Brands' shares registered in the DES is done by the OJK, i.e., inclusion in the category of securities in the form of shares issued by Avian Brands that does not set out the activities and types of business, administration processes, and/or the services it provides based on Sharia Principles in the Capital Market, as long as Avian Brands:

1. does not conduct any activities or types of business that are contrary to Sharia Principles in the Capital Market, including:
   a. gambling and games considered as gambling;
   b. ribawi financial services;
   c. buying and selling of risks that involve speculation (gharar) and/or gambling (maisir);
   d. producing, distributing, trading, and/or providing:
      - products or services that are forbidden because of its contents (haram li-dzatihi);
      - products or services that are forbidden not because of its contents (haram li-ghairi), determined by the National Sharia Board – Indonesian Ulema Council;
      - products or services that can deprave one's morals and are harmful (mudarat); and/or
      - other products or services that conflict with sharia principles based on the stipulation of the National Sharia Board – Indonesian Ulema Council; and
   e. conducting other activities that are contrary to sharia principles based on the stipulation of the National Sharia Board – Indonesian Ulema Council;
2. does not conduct any transactions that are contrary to Sharia Principles in the Capital Market; and
3. fulfils the following financial ratios:
   a. the ratio of interest-based liabilities to total assets is not more than 45%; and
   b. the ratio of interest income and other non-islamic income to total operating income and other income is not more than 10%.

The inclusion of Avian Brands' shares in the DES provides ease for investors, as the investments made can be guaranteed halal and free of *riba*. In addition, investors are also given the freedom to conduct transactions in Avian Brands' shares, as they may be undertaken on conventional exchanges and sharia exchanges.

Company's Stock Index

A stock index serves as a statistical indicator used to represent the performance of a selected group of stocks within the capital market. These indices may comprise stocks across various sectors or those sharing specific characteristics, such as liquidity levels, market capitalization, or sustainability criteria. The primary function of a stock index is to provide a comprehensive overview of market dynamics and trends, whether general or within specific sectors and themes, thereby serving as a vital benchmark for investors and market participants in making investment decisions.

As of the end of 2025, Avian Brands' shares are listed as constituents in various prestigious indices on the IDX, including ESGQKEHATI, ESGSKEHATI, IDXBASIC, IDXESGL, IDXQ30, IDXSMC–COM, IDXSMC–LIQ, IDX80, ISSI, JII70, KOMPAS 100, MBX, MNC36, PEFINDO25, and SRI-KEHATI. Beyond the Indonesia Stock Exchange indices, Avian Brands is also included in the MSCI Small Cap Index and FTSE Russell, two leading global indices that evaluate company performance based on fundamental aspects, governance, and the implementation of sustainability (ESG) principles.

Avian Brands' inclusion in the ESGQKEHATI, SRI-KEHATI, and ESGSKEHATI indices reflects its commitment to implementing ESG principles as part of a sustainable business strategy. Meanwhile, its listing in the JII70 and ISSI indices underscores Avian Brands' status as a Sharia-compliant security that meets Islamic financial principles and is categorized among the most liquid in its segment.

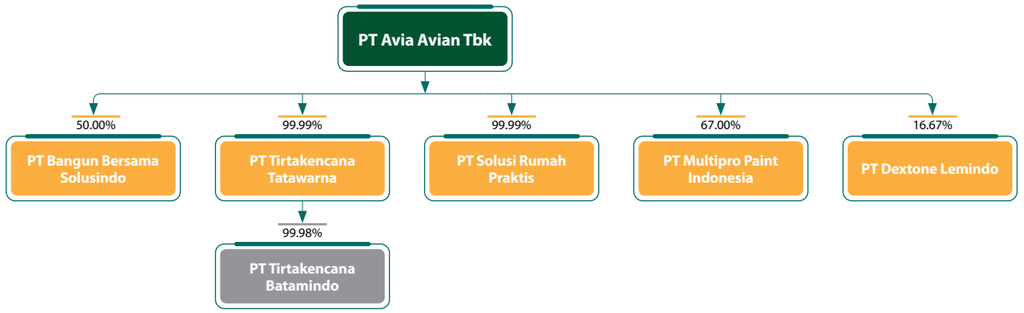
Furthermore, the inclusion of Avian Brands in the IDX80 and KOMPAS100 indices signifies recognition of its fundamental strength, solid market capitalization, and high trading liquidity. Membership in the IDXQ30 reinforces Avian Brands' image as an issuer with superior financial performance, evidenced by high profitability, healthy solvency levels, and consistent earnings growth. Additionally, the IDXSMC-LIQ index reflects Avian Brands' position as an actively traded small-to-medium cap issuer, while its presence in the PEFINDO25 and IDXESGL indices highlights its reputation as a high-prospect issuer with credible governance.

Through these achievements, Avian Brands not only demonstrates its competitiveness in the capital market but also showcases its consistency in maintaining quality, governance, and sustainable performance as part of its long-term commitment to stakeholders.

Chronology of the Other Securities Listing

Until the end of 2025, Avian Brands has not issued any other securities, such as bonds, sukuk, convertible bonds, or other securities that are justified in accordance with the laws and regulations.

Corporate Structure



Avian Brands' corporate structure reflects an integrative strategy aimed at strengthening the business ecosystem. Through ownership in numerous Subsidiaries, joint venture companies, and other investments, Avian Brands fosters cross-sector synergies that are mutually reinforcing—ranging from distribution and complementary products to home solution services. This structure supports operational efficiency while simultaneously expanding market reach, thereby reinforcing Avian Brands' position as a leader in the national paint industry.

Subsidiaries, Associates, and Joint Ventures

As of the end of 2025, Avian Brands holds 3 direct Subsidiaries, 1 indirect Subsidiary, 1 joint venture company, and other participations in the form of equity investments. This structure reflects a focused expansion strategy aimed at strengthening business diversification, enhancing operational synergies, and broadening market reach. Further information regarding Avian Brands' Subsidiaries, joint venture companies, and other investments is outlined as follows:

Direct Ownership

PT Tirtakencana Tatawarna		
Legal Basis of Establishment	**Business Sector**	**Operational Status**
Deed of Establishment No. 27, dated July 14, 2000, drawn up before Dyah Ambarwaty Setyoso, S.H., a Notary in Surabaya.	Wholesale trade of paints, warehousing and storage, and self-owned or leased real estate.	Operating
Address	**Share Ownership**	**Total Assets Before Elimination**
Jl. Raya Surabaya – Sidoarjo KM. 19, Desa Wadungasih, Kec. Buduran, Kab. Sidoarjo, Jawa Timur.	99.99%	IDR4,671,581 million

PT Solusi Rumah Praktis		
Legal Basis of Establishment	**Business Sector**	**Operational Status**
Deed of Establishment No. 17, dated November 22, 2018, drawn up before Anwar, S.H., M.Kn., a Notary in Gresik Regency.	Retail trade of paints, varnishes, and Lacquers, as well as painting.	Operating
Address	**Share Ownership**	**Total Assets Before Elimination**
Avian Brands Building Jl. Ahmad Yani No. 317, Kel. Dukuh Menanggal, Kec. Gayungan, Kota Surabaya, Jawa Timur.	99.99%	IDR678 million

PT Multipro Paint Indonesia		
Legal Basis of Establishment	**Business Sector**	**Operational Status**
Deed of Establishment No. 80, dated August 27, 2008, drawn up before David, S.H., M.Kn., a Notary in Jakarta.	Paint and printing ink industry, varnish industry (including mastics), wholesale trade of paints, and wholesale trade of various building materials.	Not operating since December 22, 2025
Address	**Share Ownership**	**Total Assets Before Elimination**
Menara Satu Sentra Kelapa Gading 7th Floor, Room 6, Jl. Boulevard Kelapa Gading LA 3 No. 1, Kel. Kelapa Gading Timur, Kec. Kelapa Gading, Jakarta Utara, DKI Jakarta, Indonesia.	67.00%	IDR16,910 million

Indirect Ownership

PT Tirtakencana Batamindo (through PT Tirtakencana Tatawarna)		
Legal Basis of Establishment	**Business Sector**	**Operational Status**
Deed of Establishment No. 58, dated September 30, 2010, drawn up before Rusdi Mulyono, S.H., M.Kn., a Notary in Surabaya.	Wholesale trade of various building materials, wholesale trade of other construction materials, and retail trade of furniture.	Operating
Address	**Share Ownership**	**Total Assets Before Elimination**
Komplek Executive Industrial Park Blok D2 No. 8, Kel. Belian, Kec. Batam Kota, Kota Batam, Kepulauan Riau, Indonesia.	99.98%	IDR39.074 million

Joint-Venture

PT Bangun Bersama Solusindo		
Legal Basis of Establishment	**Business Sector**	**Operational Status**
Deed of Establishment No. 1, dated February 1, 2021, drawn up before Emmyra Fauzia Kariana, S.H., M.Kn., a Notary in Jakarta.	Wholesale trade of cement, lime, sand, and stone as construction materials, building materials, as well as basic or industrial chemical materials and goods.	Operating
Address	**Share Ownership**	**Total Assets**
Sequis Tower Level 15, Jl. Jenderal Sudirman Kav. 71, Kel. Senayan, Kec. Kebayoran Baru, Kota Adm. Jakarta Selatan, DKI Jakarta, Indonesia.	50.00%	IDR51,115 million

Other Equity Investments

PT Dextone Lemindo		
Legal Basis of Establishment	**Business Sector**	**Operational Status**
Deed of Establishment No. 30, dated February 20, 2002, drawn up before Raden Johanes Sarwono, S.H., a Notary in Jakarta.	Adhesive/glue industry.	Operating
Address	**Share Ownership**	**Total Assets**
Ko. Pergudangan Nusa Indah No. 37 B, Kel. Jurumudi, Kec. Benda, Kota Tangerang, Banten, Indonesia.	16.67%	IDR490.628 million

Capital Market Supporting Institutions and Professions

Avian Brands engages various capital market supporting institutions and professionals to support regulatory compliance and ensure transparency and accountability as a public company. This collaboration includes the services of independent auditors, notaries, and securities administration bureaus, all of which play a vital role in maintaining the integrity and seamless execution of Avian Brands' corporate activities within the capital market.

Public Accounting Firm	
Public Accounting Firm Teramihardja, Pradhono & Chandra (a member firm of Crowe Global) AXA Tower 27th Floor, Suite 03 Jl. Prof. Dr. Satrio Kav. 18 Jakarta, 12940, Indonesia T: (62-21) 3005 6267 F: (62-21) 3005 6269	**Services Provided:** **Audit Services :** Performed an audit of Avian Brands' Consolidated Annual Financial Statements for the financial year ended December 31, 2025, based on auditing standards established by the Indonesian Institute of Certified Public Accountants. **Non-Audit Services :** None **Assignment Period:** 2025 **Cost (IDR):** Audit Services : IDR770,000,000,- Non-Audit Services : None

Notary	
Dr. Susanti, S.H., M.Kn. Ruko Office Park 1 Jl. Bukit Darmo Golf Blok B1 No. 19 Kel. Pradahkalikendal, Kec. Dukuh Pakis Surabaya, 60226, Indonesia T: (62-31) 9914 6264	**Services Provided:** Prepared the deed of Minutes of the Annual and Extraordinary General Meeting of Shareholders ("GMS") for the financial year of 2025. **Assignment Period:** 2025

Biro Administrasi Efek	
PT Bima Registra Satrio Tower, 9 A2 Floor Jl. Prof. DR. Satrio Blok C4 Kuningan, Setiabudi Jakarta Selatan, Indonesia T: (62-21) 2598 4818 F: (62-21) 2598 4819	**Services Provided:** 1. Performed data maintenance, prepared presentation of the Shareholders Register (*Daftar Pemegang Saham* or "DPS"), and monthly reports; 2. Assisted in the organization of the Annual and Extraordinary GMS in the context of the presentation of DPS per recording date, attendance list, and assisted in the vote count at the GMS; and 3. Assisted in the implementation of final dividend payments in the context of the presentation of DPS per recording date, as well as calculating the amounts of dividends and taxes for each Shareholder **Assignment Period:** January 1, 2025 – August 22, 2025
PT Raya Saham Registra Plaza Sentral Building, 2nd Floor Jl. Jend. Sudirman Kav. 47 – 48 Jakarta Selatan 12930, Indonesia T: (62-21) 2525 666 F: (62-21) 2525 028	**Services Provided:** 1. Performed data maintenance, prepared presentation of DPS, and monthly reports; and 2. Assisted in the implementation of interim dividend payments in the context of the presentation of DPS per recording date, as well as calculating the amounts of dividends and taxes for each Shareholder. **Assignment Period:** August 23, 2025 – December 31, 2025

Information Access

Avian Brands consistently affirms its commitment to providing transparent, accurate, and timely access to information for all Shareholders and other stakeholders. To ensure information disclosure, the functions of managing and updating this information are executed in a synergic copperation between the Corporate Secretary and the Investor Relations Department, in accordance with the dynamics of the prevailing communication and regulatory requirements. This approach aims not only to fulfill the principles of transparency but also to build trust and strengthen constructive long-term relationships between Avian Brands and its stakeholders. Information regarding Avian Brands can be accessed through the following channels:



Human Resources

Human Resources (“HR”) constitutes the strategic foundation for Avian Brands in driving sustainable performance and realizing its long-term vision. Avian Brands understands that organizational success is not solely determined by strategies and systems, but is underpinned by the quality, competence, and dedication of every individual within the Company. Consequently, Human Resources management is conducted in a planned and comprehensive manner, guided by prevailing labor regulations and industry best practices.

As part of its commitment to fostering a healthy, productive, and inclusive work environment, Avian Brands develops various strategic initiatives encompassing continuous training and competence development programs, employee welfare policies, and support for work-life balance. These programs are meticulously designed to empower employees to achieve their full potential and provide maximum contribution toward the growth of Avian Brands.

Furthermore, Avian Brands consistently upholds the principles of equality and non-discrimination, ensuring that all employees receive fair treatment regardless of background, gender, religion, or social status. Avian Brands believes that diversity is a strength that fosters a high level of innovation, critical thinking, and team synergy. Therefore, an inclusive work culture is continually cultivated to create a collaborative space that encourages mutual respect and active engagement.

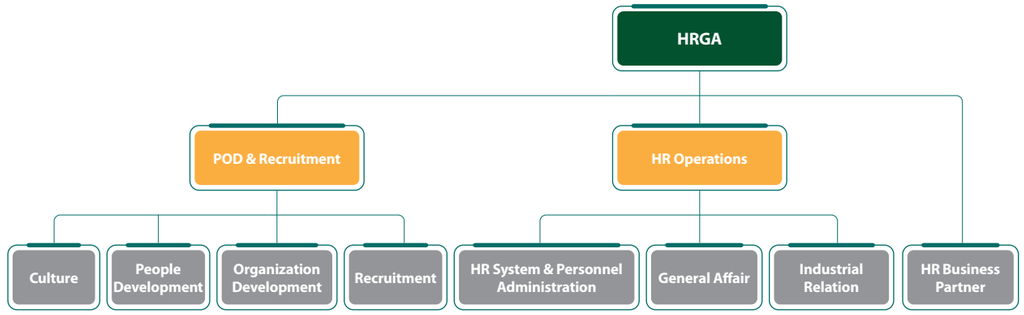
By placing Human Resources development as a top priority, Avian Brands is optimistic that its competitiveness and resilience will be further strengthened, while simultaneously preparing the organization to grow and face future challenges in an adaptive and sustainable manner.

Organizational Structure of HR Management

The organizational structure governing human resources at Avian Brands is coordinated under the Human Resources and General Affairs (“HRGA”) Division. This division plays a strategic role in ensuring that Human Resources management is conducted efficiently, adaptively, and in alignment with the Vision and Mission of Avian Brands. HRGA performs more than just administrative functions; it actively shapes a work culture that supports sustainable performance and organizational growth.

To support these functions, HRGA comprises several integrated functional sub-units. The People Development sub-unit is responsible for enhancing employee capacity and competence through various training and development programs. Organization Development plays a role in structuring an organization that is adaptive to business dynamics. Recruitment ensures that employee selection processes are objective and targeted, while Personnel Administration handles the administrative aspects of employment.

Additionally, the General Affairs unit manages operational needs and work facilities, Industrial Relations fosters harmonious industrial relations, and the Human Resource Information System (“HRIS”) supports digital transformation in Human Resources data management. The Human Resource Business Partner unit further serves to bridge business requirements with Human Resources management strategies across all working units. Detailed information regarding Avian Brands’ Human Resources management organizational structure is outlined as follows:



HR Development

Avian Brands consistently positions Human Resources development as a strategic pillar to support long-term growth and create a sustainable competitive advantage. This commitment is reflected in the consistent allocation of resources aimed at strengthening internal capabilities through various training programs, professional development, and skills enhancement tailored to the requirements of each job level. These initiatives are executed through several mechanisms, such as classroom training, workshops, online training and webinars, on-the-job training, and corporate benchmarking.

The focus of development is not limited to enhancing technical competencies but also encompasses the strengthening of non-technical capacities to foster a team that is adaptive, collaborative, and performance-oriented. Through this approach, Avian Brands builds a more resilient organizational foundation prepared to address industry dynamics, while simultaneously creating a work environment that encourages holistic individual and organizational growth. In general, the Human Resources development realized by Avian Brands for the year 2025 is outlined as follows:

Talent Management and Planning System

A process designed by Avian Brands to manage, develop, and maximize HR potential, both for present and future needs. With a carefully planned approach, this system ensures optimal contributions from each employee while preparing for upcoming challenges, thereby supporting the sustainable achievement of Avian Brands' objectives.

Corporate Culture Infiltration and Campaigns

Corporate culture infiltration and campaigns are designed to reinforce the implementation of core values and shared practices across operations. A strong corporate culture lays the foundation for employees' mindset and behavior, while simultaneously solidifying Avian Brands' image in the public eye. Through a systematic approach and continuous campaigns, these values are integrated into every aspect of operations, creating harmony between Avian Brands' Vision, employee conduct, and external perceptions.

Employer Branding Program

A strategy to build and maintain Avian Brands' reputation as an excellent employer. This program aims to attract potential job seekers, retain existing employees' loyalty, and reinforce positive perceptions among key stakeholders. Through a well-planned and sustainable approach, Avian Brands is able to showcase its values, work culture, and competitive advantages, thereby strengthening its image as an ideal and reliable workplace.

HR Recruitment

Human Resources recruitment serves as the primary foundation for ensuring organizational continuity and regeneration. As an initial step in building a long-term competitive advantage, the recruitment process at Avian Brands is strategically designed to attract top talent who not only meet Avian Brands' specific requirements, but are also aligned with the core values upheld by Avian Brands. Through a rigorous and structured selection process, Avian Brands ensures that every individual joining the organization possesses the potential to contribute sustainably to its growth.

As part of a measurable planning process, Avian Brands establishes manpower planning at the end of each year to map out labor requirements for the following year. In its implementation, Avian Brands adopts two approaches: internal and external recruitment. Through internal recruitment, Avian Brands provides career development opportunities for employees through promotions, rotations, and cross-functional transfers. This process involves mapping competency fit against the requirements of the position to be filled. Internal selection is generally focused on fulfilling higher-level roles while ensuring the continuity of the internal talent pipeline. Throughout 2025, a total of 22 positions were successfully filled through this internal selection process. Meanwhile, external recruitment is conducted to reach candidates from outside the organization who possess fresh expertise and perspectives needed to enrich the team's diversity of competencies. External recruitment is conducted through various channels, such as job fairs, collaborations with higher education institutions, and the utilization of online recruitment portals.

To support efficiency and integration of the recruitment process, Avian Brands optimally leverages digital technology. Its online-based recruitment system enables end-to-end recruitment management, from vacancy publication and applicant database management to initial screening, online testing, and virtual interviews. Furthermore, during the filtering, analysis, and reporting stages of selection results, Avian Brands has utilized Artificial Intelligence ("AI") technology to accelerate the selection process based on Indi 4.0. This digital and AI-driven recruitment approach not only expedites the process but also expands candidate access across various regions without geographical barriers. Avian Brands conducts the entire recruitment process transparently, free of charge, and without discrimination based on ethnicity, religion, race, gender, or political background. This commitment is an essential part of Avian Brands' efforts to build an inclusive and accountable selection process.

Throughout 2025, Avian Brands and its Subsidiaries recruited a total of 146 new employees placed in various strategic positions. Of this total, Avian Brands recruited 103 employees and TKTW recruited 43 employees. These figures reflect Avian Brands' commitment to strengthening organizational capabilities by acquiring competent talent aligned with evolving business needs.

HR Composition

By the end of 2025, the number of employees of Avian Brands and its Subsidiaries (including outsourced employees) totaled 9,397 individuals, an increase of 0.12% compared to 9,386 individuals in 2024. Detailed composition of employees of Avian Brands and the Subsidiaries is presented below:

Category	2025						2024					
	Avian Brands	Subsidiary					Avian Brands	Subsidiary				
		TKTW	TKBI	SRP	BBS	MPI		TKTW	TKBI	SRP	BBS*)	MPI
Number of Employees by Gender												
Male	**1,588**	**5,589**	**36**	**0**	**5**	**3**	1,583	5,593	37	1	5	44
Female	**237**	**1,924**	**9**	**0**	**3**	**3**	239	1,860	10	0	3	11
Total	**1,825**	**7,513**	**45**	**0**	**8**	**6**	**1,822**	**7,453**	**47**	**1**	**8**	**55**
Number of Employees by Position												
Board of Directors**)	**5**	**1**	**0**	**0**	**1**	**0**	5	1	0	1	1	1
Deputy Director	**5**	**12**	**0**	**0**	**1**	**3**	5	12	0	0	1	1
Manager	**65**	**189**	**1**	**0**	**4**	**1**	68	188	1	0	4	6
Supervisor	**142**	**575**	**3**	**0**	**1**	**1**	131	588	3	0	1	5
Staff	**404**	**233**	**0**	**0**	**1**	**1**	424	237	0	0	1	32
Outsourcing	**1,204**	**6,503**	**41**	**0**	**0**	**0**	1,189	6,427	43	0	0	10
Total	**1,825**	**7,513**	**45**	**0**	**8**	**6**	**1,822**	**7,453**	**47**	**1**	**8**	**55**
Number of Employees by Age												
18 – 24 Years Old	**306**	**1,119**	**7**	**0**	**0**	**0**	348	1,246	8	0	0	2
25 – 34 Years Old	**947**	**3,975**	**19**	**0**	**1**	**1**	943	3,884	22	0	1	30
35 – 44 Years Old	**316**	**1,992**	**13**	**0**	**2**	**2**	301	1,933	12	1	2	8
45 – 54 Years Old	**221**	**387**	**6**	**0**	**4**	**2**	198	355	5	0	4	12
> 55 Years Old	**35**	**40**	**0**	**0**	**1**	**1**	32	35	0	0	1	3
Total	**1,825**	**7,513**	**45**	**0**	**8**	**6**	**1,822**	**7,453**	**47**	**1**	**8**	**55**
Number of Employees by Education												
Master Degree	**30**	**11**	**0**	**0**	**2**	**0**	20	13	0	0	2	0
Bachelor Degree	**344**	**1,641**	**7**	**0**	**5**	**1**	329	1,595	6	1	5	25
Diploma (D3)	**25**	**297**	**0**	**0**	**0**	**5**	22	300	0	0	0	6
≤High School and Equivalent	**1,426**	**5,564**	**38**	**0**	**1**	**0**	1,451	5,545	41	0	1	24
Total	**1,825**	**7,513**	**45**	**0**	**8**	**6**	**1,822**	**7,453**	**47**	**1**	**8**	**55**
Number of Employees by Employment Status												
Permanent Employee	**506**	**779**	**4**	**0**	**7**	**2**	537	842	4	1	7	33
Non-Permanent Employee	**115**	**231**	**0**	**0**	**1**	**4**	96	184	0	0	1	12
Outsourcing	**1,204**	**6,503**	**41**	**0**	**0**	**0**	1,189	6,427	43	0	0	10
Total	**1,825**	**7,513**	**45**	**0**	**8**	**6**	**1,822**	**7,453**	**47**	**1**	**8**	**55**

*) Data restated.
**) Calculation on the number of members of the Board of Directors of the Subsidiaries is not done separately, in order to avoid double-counting. Members of the Board of Directors serving in Avian Brands are not double counted for their dual positions in the Subsidiaries, therefore, this table contains members of the Board of Directors of the Subsidiaries that are recorded as "0" or "1". This reflects the existence of the members of the Board of Directors in the Subsidiaries, but administratively the calculation is being done at Avian Brands as the Parent Entity.

Notes:
TKTW : PT Tirtakencana Tatawarna
TKBI : PT Tirtakencana Batamindo
SRP : PT Solusi Rumah Praktis
BBS : PT Bangun Bersama Solusindo
MPI : PT Multipro Paint Indonesia

Competence Development

Competence development serves as the strategic foundation for HR management at Avian Brands. Amidst business expansion and evolving industry dynamics, enhancing individual capabilities has become a crucial aspect of ensuring that every employee is equipped to contribute optimally toward the achievement of Avian Brands' Vision, Mission, and targets. Consequently, Avian Brands, along with all its Subsidiaries, consistently executes comprehensive and sustainable competence development programs. These programs encompass basic, technical, and functional competence improvements designed to meet the specific requirements of each business unit, thereby fostering operational effectiveness and organizational resilience in facing industrial challenges.

The implementation of competence development programs at Avian Brands is not solely focused on productivity, but also directed toward fostering a culture of continuous learning. This enables employees to adapt to technological advancements, regulatory shifts, and global best practices. Through this approach, Avian Brands strives to build a workforce that not only excels operationally, but also innovative and resilient in responding to complex and rapidly changing business dynamics.

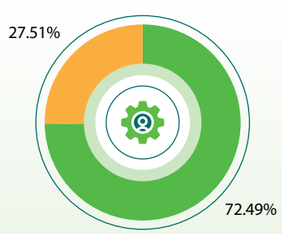
To ensure training quality and relevance, Avian Brands conducts a measurement process for competence development by implementing minimum training hour standards for every employee, alongside specific assignments to ensure the practical implementation of each completed training session. Avian Brands integrates the use of internal resources with collaborations involving external partners who possess established credibility and expertise in their respective fields. This cooperation provides employees with access to training based on the latest industry standards and relevant global practices. Furthermore, all programs are designed with inclusivity principles, ensuring that every employee receives equal opportunities for competence development in accordance with their career paths and professional needs.

Throughout 2025, Avian Brands and its Subsidiaries enrolled a total of 58,889 participants in 384 competence development programs. Further details are described as follows:

Type of Competence Development Program	Target of Competence Development	Appointment of Participants	Number of Participants*)	Number of Competence Development (Program)	Number of Competence Development Hours (Hours)
Basic Competence	To polish skills and teach norms to support employees in implementing of their duties and responsibilities.	Staff – Deputy Director	13,391	162	22,120.50
Technical Competence	To certify and improve skills that can support the work of employees.	Staff – Deputy Director	45,498	222	58,294.00

*) Each employee may participate in more than one competence development program.

Total Hours of Avian Brands' Employee Competence Development Based on Program Type



Standardization of HR Management



Avian Brands regards Human Resources management as a fundamental aspect in supporting its sustainability and excellence This commitment is reflected not only through employee competence development programs but also through ongoing initiatives to refine the Human Resources management system holistically. Avian Brands proactively conducts in-depth analyses and periodic evaluations of implemented Human Resources policies, processes, and practices to ensure alignment with the evolving needs of the organization and increasingly complex industry dynamics.

Updates and refinements to the system are carried out systematically, taking into account changes in the business environment, labor regulations, and emerging best practices in talent management. Through this approach, Avian Brands strives to build a Human Resources management system that is adaptive, measurable, and integrated with its long-term business strategy. All such efforts are directed toward creating a work ecosystem that supports sustainable organizational growth and individual development, ensuring that the role of Human Resources as the primary driver in achieving Avian Brands' Vision and Mission is optimally realized.

Throughout 2025, Avian Brands conducted a review of the effectiveness of its Standard Operating Procedures ("SOP"), covering a total of 5 SOPs and 17 forms.

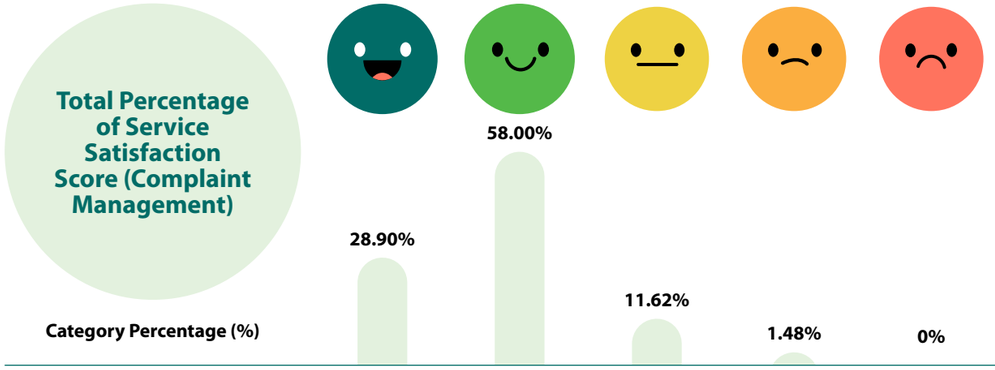
Complaint Management

Avian Brands positions healthy, open, and mutually respectful working relationships as a primary pillar in creating a productive and sustainable work environment. This commitment is reflected in Avian Brands' efforts to foster constructive communication between management and all employees, as well as promote a harmonious working climate among individuals within the organization. To strengthen these industrial relations, Avian Brands has established a structured, transparent, and responsive employee complaint management system to serve as a medium for channeling aspirations, criticisms, and issues faced by employees in their daily work.

This system provides two flexible reporting channels: direct verbal dialogue with supervisors or the completion of survey forms available both online and offline, including suggestion boxes placed in strategic areas. Every incoming complaint is processed seriously, beginning with handling by the immediate supervisor and, if necessary, followed up by a Special Complaint Team established to address more complex and cross-functional issues.

If a complaint remains unresolved at the initial stage, an escalation process is conducted through the Bipartite Cooperation Institution (*Lembaga Kerja Sama* or "LKS") and involves Top Management to formulate fair and constructive solutions. This approach is designed to ensure that every employee's voice is valued, every issue is resolved fairly, and every corrective action is taken with careful consideration. Through this mechanism, Avian Brands reinforces the foundation of healthy industrial relations and builds mutual trust, representing a tangible manifestation of its concern for employee welfare and the creation of a safe, inclusive, and collaborative work atmosphere.

Throughout 2025, Avian Brands conducted one employee complaint survey, with 69 respondents participating in the survey. In addition to the complaint survey, Avian Brands also conducted employee satisfaction surveys regarding the services of the Human Resources Department twice during 2025, with the following results:



Employee Turnover

Avian Brands places employee well-being and development as an integral part of its long-term oriented Human Resources management strategy. This effort is implemented as a proactive measure to minimize employee turnover while strengthening individual loyalty and a sense of ownership. Avian Brands believes that building a strong bond between the Company and its employees begins with sustainable investment in career development, competence enhancement, and the creation of an inclusive, collaborative, and supportive work environment.

Various initiatives have been executed, ranging from providing access to training tailored to industry dynamics and developing clear career paths to fostering a work culture that values every individual's contribution. These steps not only enhance job satisfaction and employee motivation but also strengthen organizational stability by retaining the best talent.

Through this holistic approach, Avian Brands strives to create a work ecosystem that encourages balanced personal and professional growth. Avian Brands believes that a healthy and supportive work environment will produce employees who are productive, innovative, and highly competitive. Consequently, managing employee turnover serves not only as an operational indicator but also as a reflection of Avian Brands' commitment to sustainability, Human Resources excellence, and the achievement of solid long-term performance. Information regarding the permanent employee turnover rate of Avian Brands and its Subsidiaries is outlined as follows:

Source	2025*)		2024*)	
	Total	Percentage (%)	Total	Percentage (%)
Retirement	0	0.00	5	2.25
Resignation	135	60.81	97	43.69
Termination of Employment	61	27.48	82	36.94
Employment Status Change	26	11.71	38	17.12
Deceased	0	0.00	0	0
Total Employee Turnover	222	100.00	**222**	**100.00**

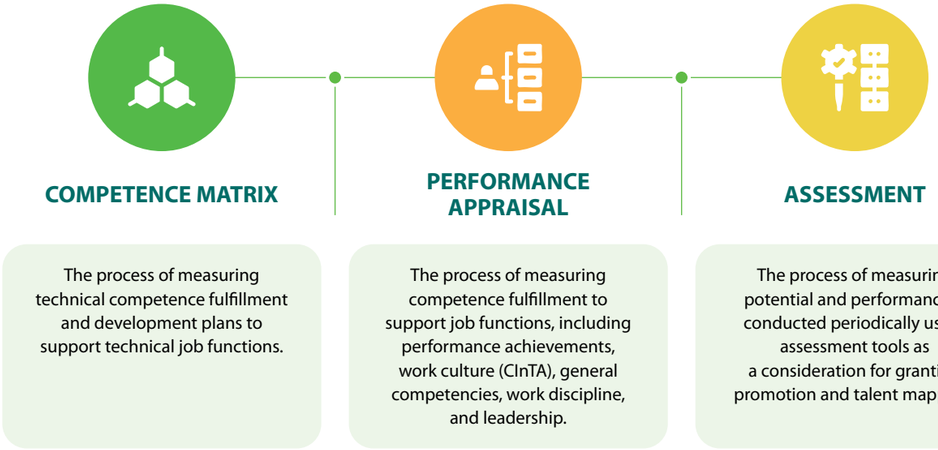
*) The measurement of the employee turnover rate above includes permanent employees of Avian Brands and its Subsidiaries. Avian Brands does not measure the turnover rate for outsourced employees, given the high fluctuation of outsourced employees depending on the increase or decrease in total production.

Employee Performance Evaluation

Employee performance evaluation is a fundamental component of Avian Brands' human capital management system, designed to ensure that every individual fulfills their roles and responsibilities optimally and professionally. Performance assessments are conducted based on the achievement of predefined targets, considering the relevance between performance indicators and the competencies required for each respective position. This assessment does not solely focus on quantitative outputs but also accounts for the quality of contribution, team collaboration, and effectiveness in executing daily responsibilities.

The evaluation process is carried out periodically and in a structured manner, serving as a medium to reflect on work achievements while charting future development steps. Within this process, constructive feedback is provided transparently to assist employees in understanding the strengths to be optimized and the areas requiring improvement. By facilitating open two-way dialogue, Avian Brands not only fosters an accountable work culture but also encourages a spirit of continuous improvement.

Through this fair and development-oriented evaluation system, Avian Brands is committed to creating an empowering work environment that supports individual growth and aligns with the strategic direction of Avian Brands. This approach reinforces Avian Brands' resolve to become a competitive learning organization, as well as a workplace that enables every employee to grow alongside Avian Brands and deliver their best contributions toward the attainment of the long-term Vision and Mission. The indicators used for performance evaluation are described as follows:



HR Development Strategy in 2026

Entering 2026, Avian Brands continues to position Human Resources development as a primary pillar of its sustainable growth strategy. In alignment with increasingly complex and competitive industry dynamics, Avian Brands has designed various strategic initiatives focused on enhancing both individual and collective capacities. These include strengthening technical skills relevant to operational needs, fostering leadership development across all organizational levels, and creating progressive and inclusive career paths.

These measures aim not only to bolster internal readiness in responding to market challenges but also to ensure that Avian Brands consistently maintains a resilient, adaptive, and result-oriented team. With a competent and continuously evolving workforce, Avian Brands believes that a sustainable competitive advantage can be maintained, while further solidifying the foundation to achieve long-term visions and deliver added value to all stakeholders.

In general, the human resources development realized by Avian Brands for the year 2026 is outlined as follows:

1. Optimizing the utilization of AI across the entire Human Capital Information System ("HCIS");
2. Implementing individual performance measurement systems across all job levels;
3. Optimizing a more equitable and integrated talent management system;
4. Integrating HCIS features and functions into the MyAvian Development application;
5. Conducting a comprehensive evaluation of the performance of outsourcing providers; and
6. Promoting a healthy work culture through Employee Wellness programs to create a safe, comfortable, healthy, and "homey" work environment as part of the efforts to support work-life balance and a "work feels like home" atmosphere.



Information Technology

Avian Brands regards Information Technology ("IT") as an indispensable strategic component in supporting its overall business and operational activities. The role of IT is not merely limited to a technical support tool, but has become the primary foundation for achieving long-term objectives and realizing Avian Brands' vision. Through reliable IT systems, Avian Brands is able to integrate business processes more efficiently and accurately, accelerate workflows, and strengthen the quality of decision-making based on valid, real-time, and structured data.

As a large-scale manufacturing company that relies on speed and precision at every stage of production, IT optimization is key to maintaining operational continuity and productivity. Consequently, Avian Brands continues to enhance its IT capabilities to ensure rapid information transmission, precise data processing, as well as the stability and reliability of its internal communication systems. This endeavor is implemented through a gradual and sustainable approach, including business process automation, cross-functional system integration, and digital infrastructure upgrades.

With a structured approach that is adaptive to technological advancements, Avian Brands reaffirms its commitment to building an information system that is agile, resilient, and proactive toward market dynamics. This not only bolsters Avian Brands' competitiveness amidst digital-based industrial transformation but also reflects its orientation toward creating added value through continuous innovation and superior operational efficiency.

IT Governance

Avian Brands consistently implements robust IT governance aligned with international standards as part of its efforts to protect information assets and maintain system integrity. This commitment is realized through implementing the ISO 27001 standard for Information Security Management Systems, which serves as the benchmark in establishing a comprehensive and sustainable information security framework.

As a part of continuous evaluation and improvement, Avian Brands' IT Department routinely conducts an annual management review. This forum engages all relevant stakeholders, including Top Management and Representative Managers, to assess the effectiveness of system implementation and align IT management targets with Avian Brands' strategic direction. During this forum, Key Performance Indicators ("KPIs") are established as benchmarks, alongside discussions on achieved milestones and future action plans.

A primary focus within Avian Brands' IT management is the strengthening of cybersecurity aspects, particularly in efforts to prevent potential disruptions to operational continuity and to minimize the risk of viruses, malware, and other digital threats. This approach reflects Avian Brands' commitment to maintaining operational sustainability and stakeholder trust through IT management that is professional, adaptive, and resilient against risks. As an anticipatory measure against security threats, Avian Brands has formulated detailed mitigation procedures in accordance with the requirements of ISO 27001. Some of the strategic measures implemented by Avian Brands are described as follows:

1. **Access Control Management**, where Avian Brands ensures IT access security by implementing encryption standardization, conducting annual user access reviews, and managing super user access to maintain data confidentiality and integrity;
2. **Annual IT Internal Audit**, where this regular audit works to identify potential risks and ensure the conformity of security procedures with established standards;
3. **Business Continuity**, where Avian Brands ensures operational continuity through device redundancy, maintenance, periodic monitoring of data centers, and implementing technology that supports business continuity;
4. **Disaster Recovery Plan ("DRP")**, which serves as an anticipatory measure for disasters or major disruptions, prepared by Avian Brands by establishing a disaster recovery center at Avian Innovation Center and preparing a recovery plan to ensure that operations can return to normal as soon as possible;
5. **Backup and Data Restore**, which becomes Avian Brands' regular daily agenda to maintain data availability, followed by a restore simulation to ensure data integrity and reliability; and
6. **Periodic Incidents Simulation**, where Avian Brands conducts simulations of periodic incidents and failover scenarios to test system preparedness in emergencies.

These measures are part of the various mitigation procedures that Avian Brands has in place, in accordance with the ISO 27001 standard, designed to minimize the risk of disruption and ensure safe and reliable business continuity.

Information Security Management System

Avian Brands understands that information security is more than just a necessity, but also an essential foundation for maintaining business sustainability and stakeholders' confidence. Avian Brands realizes this commitment by implementing the PT Avia Avian Tbk Information Security Management System Policy. Based on this policy, Avian Brands constantly carries out a continuous improvement process of the information security management system, by:

1. Maintaining data confidentiality, integrity, and availability by responsibly managing all information assets (including personal data) and taking all precautions against unauthorized disclosure, loss, and corruption of data;
2. Taking corrective actions to handle and prevent information security incidents and ensuring continuous improvement of the information security management system;
3. Improving employee competence by providing information security training, providing infrastructure, and raising awareness of the value of responsible information asset management; and
4. Complying with applicable local, regional, and national laws and regulations related to information security.

Avian Brands constantly integrates this policy into its day-to-day business processes, ensuring that every operational activity is underpinned by a reliable, transparent and secure system. In addition, this policy has been communicated to all levels of management to ensure that all employees are aware of the need to document, maintain, implement, periodically review, and provide information on the information security management system to related parties. These efforts not only aim to protect Avian Brands' information assets, but also to promote customer satisfaction, ensure excellent service quality, and create added value for all stakeholders.

IT Development in 2025

Entering 2025, Avian Brands reinforced its commitment to positioning IT as a primary driver of operational efficiency and strategic excellence across all business lines. Amid the acceleration of digital transformation and the increasing complexity of the manufacturing industry, the role of IT has evolved beyond a mere supporting function into a vital foundation for creating work systems that are more adaptive, precise, and connected in real-time. The development of IT infrastructure and systems was established as a strategic priority to accelerate automation processes, expand inter-departmental integration, and enhance the reliability of communication and information flow. With a cutting-edge technology-based approach and meticulous data utilization, Avian Brands continues to drive decision-making that is more accurate, rapid, and insight-driven. This initiative is an integral part of Avian Brands' long-term vision to build an organization that is responsive, resilient to change, and superior in an increasingly digital industry competition.

The IT development that Avian Brands successfully realized throughout 2025 is described as follows:

1. **Vulnerability Management**
   Vulnerability Management is a process carried out by Avian Brands to analyze, identify, and classify the levels of risk associated with system vulnerabilities, enabling Avian Brands to minimize the risks associated with information system vulnerabilities. Avian Brands will implement the following measures related to Vulnerability Management:
   a. Identifying all existing information assets, such as hardware, software, data, and networks, allowing Avian Brands to assess and identify weaknesses in the system;
   b. Categorizing vulnerabilities based on risk levels to determine response priorities;
   c. Formulating a clear policy for vulnerability management, including procedures to report and address identified vulnerabilities;
   d. Conducting ongoing monitoring to detect new vulnerabilities, as well as reviewing and updating policies and procedures as necessary;
   e. Recording all findings, corrective actions, and policies for future reference; and
   f. Conducting periodic penetration testing to test the system's resistance to attacks.



2. **Backup System Management**
   To effectively manage all backup system activities across Avian Brands, it necessary to conduct strict monitoring of the backup schedule, as well as continuous maintenance to ensure that each backup process runs smoothly and successfully. A good Backup System Management not only serves as a data protection tool, but is also a critical element in maintaining Avian Brands' operational continuity. The benefits of implementing Backup System Management are described as follows:
   a. Maintaining backup data properly, to ensure complete data recovery in the event of data corruption or loss;
   b. Faster recovery of damaged or lost data by minimizing factors of data loss; and
   c. Maintaining a smooth process of Avian Brands' operations to support the availability of the required data.
3. **User Awareness of Cyber Threats**
   Avian Brands is committed to raising user awareness as a vital part of information system security in order to respond to the increasing cyber threats. The program will focus on continuous education and implementation of stricter safety procedures. By raising awareness among all employees, Avian Brands aims to build a strong cybersecurity culture to minimize the risk of attacks and protect the integrity of Avian Brands' data. The benefits related to increasing employees' user awareness are described as follows:
   a. Employees are more aware of cyber threats, such as phishing, malware, and ransomware, and are more cautious in their online activities, thereby reducing their chances of falling victim to a cyberattack;
   b. Trained employees can recognize and report threats faster, enabling a more effective response to mitigate the impact of an attack;
   c. Companies with effective cybersecurity awareness programs can build confidence among their customers and business partners, thereby reinforcing their reputation as security-conscious entities; and
   d. Raising employee awareness will help create a strong security culture within Avian Brands, where every employee feels responsible for protecting Avian Brands' assets and data.

IT Development in 2026

Amidst the rapid and inevitable wave of digital transformation, Avian Brands looks toward 2026 with a firm resolve to establish IT as the core engine of innovation and operational excellence. Driven by the spirit of continuous advancement, Avian Brands prioritizes IT development through various targeted initiatives, ranging from strengthening digital infrastructure and modernizing information security systems to integrating data-driven solutions that support real-time decision-making. This step reaffirms Avian Brands' commitment to building an organization that is resilient, adaptive, and prepared to face the complex industrial challenges of the future.

Several IT development plans that will be realized by Avian Brands in 2026, are described as follows:

1. **Personal Data Protection ("PDP")**
   Personal data protection policies are not merely a matter of legal compliance and preventing data breaches; they constitute a business strategy with a significant impact on Avian Brands' trust, efficiency, and reputation. Furthermore, the PDP policy provides several other benefits as follows:
   a. Ensuring legal compliance in accordance with Law No. 27 of 2022 concerning Personal Data Protection ("PDP"), thereby avoiding administrative and criminal sanctions, such as fines, suspension of activities, or legal lawsuits;
   b. Enhancing the trust of customers and business partners, whereby customers feel more secure in providing personal data, such as email addresses, phone numbers, or transaction data;
   c. Strengthening Avian Brands' reputation as a transparent and accountable company;
   d. Minimizing the risk of data breaches and security incidents through access control, encryption, backups, and incident reporting, which reduces the risk of cyberattacks, data theft, or misuse of personal information; and
   e. Increasing employee awareness and responsibility regarding the importance of maintaining the confidentiality of both customer and internal data through PDP training and policies.
2. **Server Virtualization**
   Server virtualization is a technology that enables a single physical server (hardware) to run multiple virtual servers (Virtual Machines/"VM") with various distinct functions. The optimization of these VMs provides several advantages as follows:
   a. Enhancing resource utilization efficiency, where server resources can be utilized more optimally, thereby minimizing costs without compromising system performance;
   b. Utilizing isolation systems and maintaining inter-system security, where each VM operates on a separate system that is isolated from other VMs. Should one virtual server malfunction, be infected by a virus, or experience a crash, the other servers remain secure and continue to operate normally;
   c. Facilitating seamless backup, snapshot, and recovery, where VMs can be fully backed up as files, making disaster recovery significantly easier and faster; and
   d. Providing ease of centralized management, where all virtual servers can be managed from a single dashboard (e.g., VMware vCenter or Proxmox VE). Furthermore, real-time monitoring of server resources and performance can also be conducted.
3. **Network Security**
   Network security serves as the core foundation to ensure that all of Avian Brands' IT systems remain protected, stable, and reliable. This infrastructure security also provides several benefits as follows:
   a. Protecting data from unauthorized access through the utilization of appropriate technologies, thereby preventing theft, interception, or modification of data by unauthorized parties;
   b. Preventing cyberattacks through the implementation of Intrusion Detection and Prevention Systems (IDS/IPS) as well as endpoint protection, which safeguard the system from threats such as malware, ransomware, DDoS, and phishing; and
   c. Maintaining Service Availability. A secure network infrastructure ensures that systems remain online and stable despite attempted disruptions, while simultaneously avoiding downtime resulting from attacks or system failures.

Management Discussion and Analysis

"Amidst challenging external dynamics, Avian Brands continues to move forward with strategic discipline and the courage to seize opportunities. This resilience is reflected in our solid operational performance and quality growth, proving that perseverance, adaptation, and visionary leadership are the core foundations for Avian Brands in maintaining the momentum of progress."



Economic Overview

The global economy in 2025 was characterized by increasing policy uncertainty and economic fragmentation, following shifts in trade policies, tightening immigration, and the implementation of more expansive fiscal policies in several developed nations. These dynamics pressured economic growth prospects and prompted global macroeconomic policy adjustments. The International Monetary Fund ("IMF") projected global economic growth for 2025 at approximately 3.2%, a decline from the 3.3% achieved in 2024. This downward projection was influenced by heightened policy uncertainty, a rising trend toward protectionism, and global trade fragmentation, with growth risks still leaning toward the downside. Conversely, global inflationary pressures were expected to continue easing, albeit with variances between countries, following monetary policy adjustments that remained tight and cautious across major jurisdictions.

Amidst these global challenges, the Indonesian economy demonstrated solid resilience. In 2025, Indonesia's economic growth reached 5.11%, an increase compared to 5.03% in the previous year. This achievement was driven by strong domestic demand, consistently solid export performance, resilient investment, and the effective role of the State Budget (*Anggaran Pendapatan dan Belanja Negara*/"APBN") in maintaining public purchasing power and supporting the business world. Macroeconomic stability was also maintained with inflation kept within the government's target, supported by close coordination between fiscal policy and Bank Indonesia's monetary policy in safeguarding exchange rate stability, liquidity, and the financial system. Prudent fiscal support, including the placement of state treasury funds and the acceleration of regulatory debottlenecking, further strengthened economic liquidity and the investment climate.

From the expenditure side, household consumption remained the primary pillar of economic growth, growing by 4.98%. This performance was supported by increased public mobility, the growth of digital transactions, and the recovery of tourism and services sectors. Government consumption also grew by 2.50%, reflecting the government's commitment to maintaining growth momentum through targeted and effective spending. Meanwhile, investment or gross fixed capital formation showed strengthening with a growth of 5.09%, driven by capital expenditure from the government and State-Owned Enterprises (SOEs), as well as modernization of production capacities within the business sector. Export performance remained a key driver, with exports of goods and services growing by 7.03%, while imports grew by 4.77% in line with domestic production needs.

Source:
- World Economic Outlook October 2025 edition, International Monetary Fund;
- Official Statistics News (Berita Resmi Statistik), from Statistics Indonesia (Badan Pusat Statistik); and
- Economic, Financial, and Fiscal Review, IV Edition 2025, Directorate General of Economic and Fiscal Strategy, Ministry of Finance of the Republic of Indonesia.



Industry Overview

In line with national macroeconomic resilience, the manufacturing industry's performance continued to show strong resilience through the end of 2025, despite ongoing global economic pressures. The Purchasing Managers' Index ("PMI") of the manufacturing sector in December 2025 was recorded at 51.2, marking an expansionary phase that has lasted for 5 consecutive months. This condition was supported by robust domestic demand, increased labor absorption, and rising raw material purchasing activities. Concurrently, business optimism strengthened to its highest level in the last 3 months, reflecting confidence in future demand prospects and economic stability.

Aligned with this positive trend, the national paint industry began to show performance improvement and increasingly conducive growth prospects. Rising construction activity, improvements in the property sector, and the continuity of national development programs drove demand for paint products in both residential and non-residential segments. On the demand side, domestic paint consumption, currently at approximately 1.3 million metric tons or about 4.2 kilograms per capita, reflects significant room for long-term growth, alongside rising purchasing power and ongoing development activities across various regions.

Source:
- Public Information from the Directorate General of Economic and Fiscal Strategy of the Ministry of Finance of the Republic of Indonesia, accessible via the link https://fiskal. kemenkeu.go.id/baca/2026/01/06/4575-ekonomi-indonesia-tetap-tangguh-di-akhir-2025-manufaktur-menguat-dan-inflasi-terkendali; as well as
- Public Information of the Advisory Council to the President of the Republic of Indonesia, accessible via the link https://wantimpres.go.id/id/newsflows/industri-cat-lesu-produsen-minta-pemerintah-batasi-impor-produk-jadi/

Operational Overview

The operational review details Avian Brands' operational performance throughout 2025 compared to the previous year. It also reflects Avian Brands' ability to conduct its core business activities efficiently, adaptively, and sustainably. Through this review, Avian Brands highlights various dynamics within each operating segment, including the strategies implemented, operational achievements, challenges encountered, and the adjustment measures adopted in order to maintain stability and support performance growth.

Strategic Policies 2025

The year 2025 served as an important momentum for Avian Brands to solidify the foundation for sustainable growth amidst increasingly competitive market dynamics. Adhering to the principles of innovation, efficiency, and operational resilience, Avian Brands' strategic policies this year focused on expanding market reach, improving product portfolio, and enhancing customer service and loyalty. The strategic policies realized by Avian Brands throughout 2025 are as follows:

1. Increasing the number of distribution centers in accordance with the growing market;
2. Complementing product portfolios in each category and price point to meet market needs;
3. Increasing brand awareness through various marketing programs;
4. Improving customer service with new approaches, such as express delivery;
5. Increasing customer loyalty with various programs, such as the Avian Brands Priority Customer and Avian Brands Partner Program;
6. Expanding the market by reaching out to segments outside retail and modern shops, such as project, new build, and business to business;
7. Strengthening innovation and development, both for existing products (cost saving) and new products; and
8. Constantly upgrading manufacturing facilities and other supporting facilities, including the Enterprise Resource Planning ("ERP") System in use with appropriate new technology to improve efficiency.

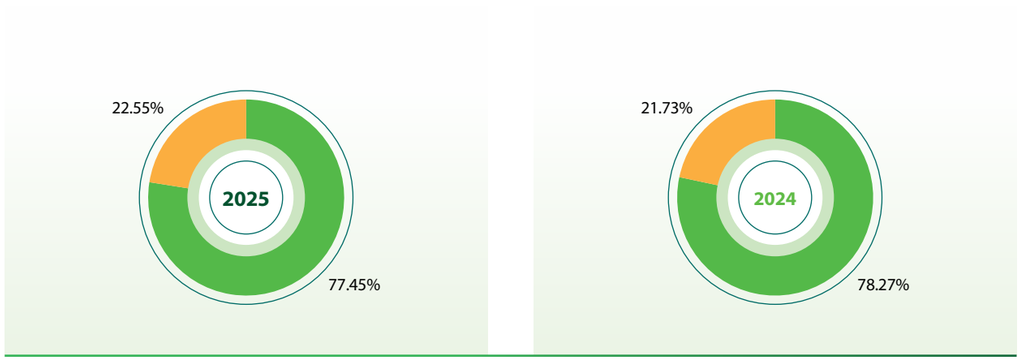
All of these strategic steps are designed not only to achieve business targets, but also to maintain a competitive position in the industry.

Operational Overview by Operating Segments

Avian Brands classifies its operating segments based on the provisions in the Statement of Financial Accounting Standards (*Pernyataan Standar Akuntansi Keuangan* "PSAK") No. 5 regarding Operating Segments, as disclosed in the Consolidated Financial Statements of PT Avia Avian Tbk and its Subsidiaries for the financial years ended December 31, 2025, and 2024. These reports have been audited by the Public Accounting Firm Teramihardja, Pradhono & Chandra (a member firm of Crowe Global), with operating segment disclosures found in Note No. 3 letter bb and Note No. 36 regarding Segment Information. Based on these Financial Statements, Avian Brands divides its business activities into two main segments: Architectural Solutions segment and Trading Goods segment.

This segmentation serves as the basis for the financial reporting process and managerial decision-making. Through separate segment reporting, Management can objectively assess the performance of each business line, analyze their contributions to the consolidated financial performance, and establish appropriate strategies tailored to the characteristics and prospects of each segment. This approach reflects Avian Brands' commitment to transparency, accountability, and data-driven business management in supporting sustainable growth.

The performance of each operating segment in relation to Avian Brands' consolidated net sales is described as follows:



In 2025, the Architectural Solutions operating segment remained the primary contributor to Avian Brands' net revenue, accounting for 77.45%, compared to the Trading Goods operating segment at 22.55%. This achievement represents an adjustments from the previous year, where the Architectural Solutions segment contributed 78.27% to Avian Brands' net sales and the Trading Goods segment contributed 21.73%.

Architectural Solutions Segment

The Architectural Solutions segment is one of the core pillars of Avian Brands' operational structure, encompassing the production, distribution, and trade of various building coating products. Products within this segment include wall paints, wood and metal paints, waterproofing coatings, wood care products, adhesives, roof paints, and instant cement products, commonly known as decorative paints. Within this segment's value chain, Avian Brands serves as the manufacturer, developing and producing a range of product variants with innovative formulations and high-quality standards. Meanwhile, the distribution process to the retail market is managed by PT Tirtakencana Tatawarna as the primary distributor, alongside a network of third-party distributors to ensure widespread and balanced product availability across all marketing regions.

Profitability and Contribution of Architectural Solutions Segments

(in million Rupiah, unless otherwise stated)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Net Revenues	**6,291,901**	5,847,703	444,198	7.60
Cost of Goods Sold	**(3,042,484)**	(2,852,891)	189,593	6.65
Gross Profit	**3,249,417**	2,994,812	254,605	8.50

Net sales for the architectural solutions segment in 2025 reached IDR 6,291.90 billion, an increase of 7.60% compared to IDR 5,847.70 billion in 2024. Meanwhile, the cost of goods sold recorded by the architectural solutions segment in 2025 reached IDR 3,042.48 billion, an increase of 6.65% compared to IDR 2,852.89 billion in 2024. Consequently, the gross profit for the architectural solutions segment in 2025 increased by 8.50% to IDR 3,249.42 billion from IDR 2,994.81 billion in 2024.

Trading Goods Segment

The trading goods segment is a component of Avian Brands' operations focused on distributing and selling a range of complementary products, including pipes, furniture, and painting accessories such as paint rollers, brushes, masking tape, and sandpaper. Unlike the architectural solutions segment, which involves internal production processes, the products in this segment are sourced from third-party suppliers outside of Avian Brands. Nevertheless, distribution and sales activities remain to be managed by PT Tirtakencana Tatawarna, supported by a network of third-party distributors. This segment benefits from strong synergies with Avian Brands' customer base; data shows that 86.62% of Avian Brands' total customers also market products from the trading goods segment. This indicates that the implemented cross-segment strategy has successfully strengthened market penetration and expanded the scope of services provided to retail customers.

Profitability and Contribution of Trading Goods Segments

(in million Rupiah, unless otherwise stated)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Net Revenues	**1,831,784**	1,623,653	208,131	12.82
Cost of Goods Sold	**(1,502,945)**	(1,277,715)	225,230	17.63
Gross Profit	**328,839**	345,938	(17,099)	(4.94)

Net sales for the trading goods segment in 2025 reached IDR 1,831.78 billion, an increase of 12.82% compared to IDR 1,623.65 billion in 2024. Meanwhile, the cost of goods sold recorded by the trading goods segment in 2025 reached IDR 1,502.95 billion, an increase of 17.63% compared to IDR 1,277.72 billion in 2024. Nevertheless, the gross profit for the trading goods segment in 2025 decreased by 4.94% to IDR 328.84 billion from IDR 345.94 billion in 2024.

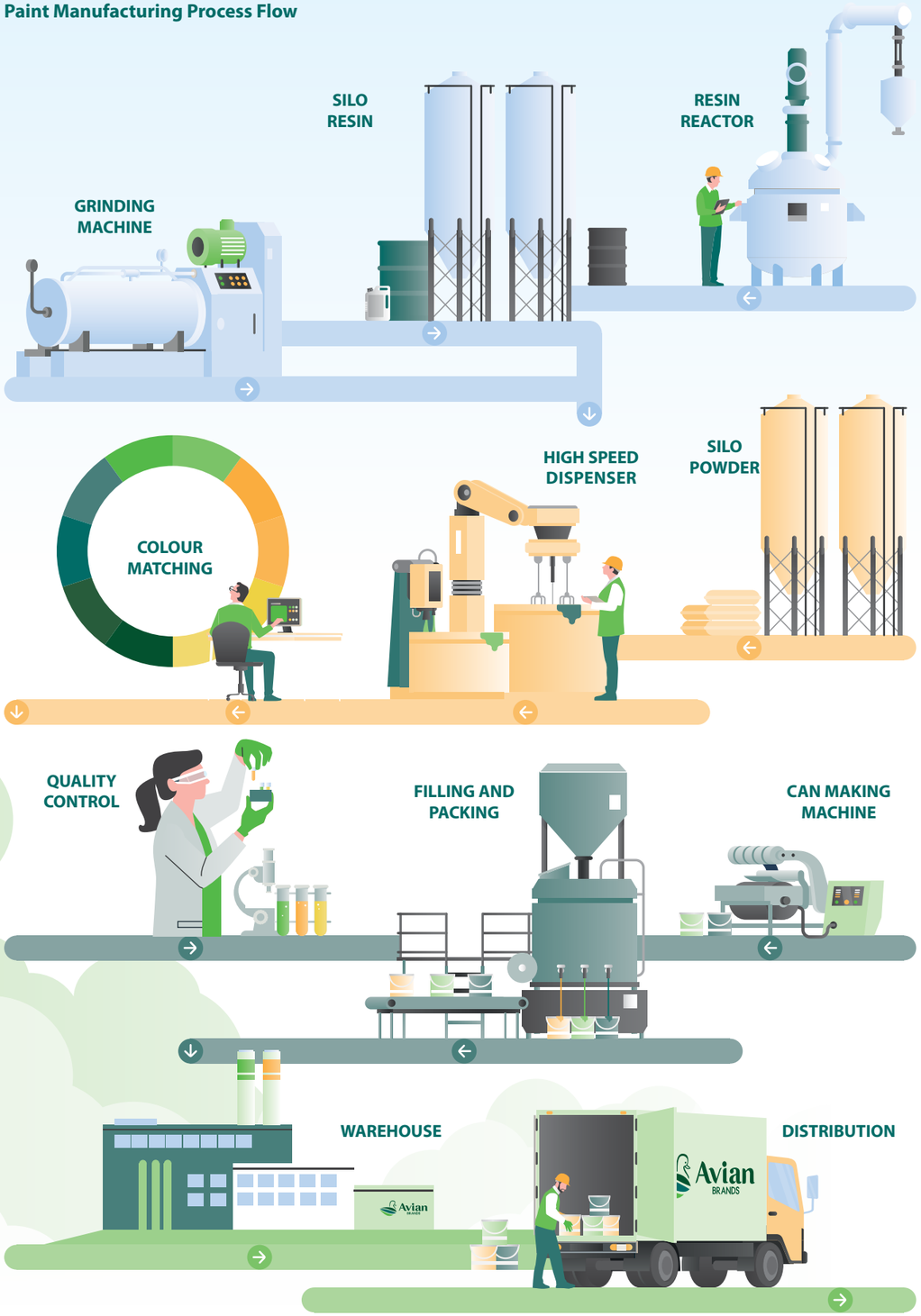
Paint Manufacture Performance

Paint serves as the core product of Avian Brands, manufactured through 2 cutting-edge manufacturing facilities owned by Avian Brands. Avian Brands consistently delivers high-quality paint products maintained under rigorous quality standards. The production process is supported by a highly skilled workforce, automation systems, and the application of advanced technology, enabling the creation of product innovations that not only excel in terms of performance but are also sustainability-oriented and environmentally friendly.

A combination of technical expertise, continuous innovation, and integrated production processes serves as the primary foundation for meeting dynamic market demands and maintaining consistent product quality. Through ongoing investment in research and development, Avian Brands has produced various flagship paint products that serve as industry benchmarks, characterized by better durability, safety for health, and alignment with the demands of modern customers.

The positive market reception of these products serves as a testament to the success of the innovative approach implemented by Avian Brands. With a focused production strategy and strong execution discipline, Avian Brands is optimistic about its ability to continuously enhance productivity, expand market share, and cement its position as the leader in the national paint market.

Paint Manufacturing Process Flow



Avian Brands' paint manufacturing process involves using raw materials purchased from external parties and raw materials produced in-house by Avian Brands. Among the raw materials produced in-house by Avian Brands are resins and pigments. Avian Brands also produces calcium raw materials, through its sister company, PT Panca Kalsiumindo Perkasa.

Avian Brands' paint manufacturing process begins with the processing of the base material in the resin reactor, in which resin is processed into the main components of paint. The processed resin is then stored in resin silos, while other powdered materials are stored in powder silos. The next process involves mixing the resin and powder using a High-Speed Dispenser ("HSD") machine to produce a homogeneous mixture of based paint in accordance with the specified paint formula. Meanwhile, the pigments are processed using grinding machines to achieve smooth and uniform texture, which results in paste. Next comes the mixing of primer and paste through the mixing process to achieve the desired paint and color specifications. The mixed product then undergoes testing in the quality control laboratory to ensure that all standards and quality parameters are met. This is followed by a color-matching process to ensure that the paint color aligns with the predetermined specifications.

Once all quality and color criteria are fulfilled, the paint is packaged using can-making machines. At this stage, Avian Brands also ensures that the packaging is always neat and secure, in line with the specifications. Each can is labeled with product information, including the paint code, color, and batch number. Additionally, details regarding product health and safety, as well as its environmental impacts, are also provided. Once the filling and packaging processes are complete, the products are sealed and prepared for storage in the warehouse. Finished products are then stored before distribution.

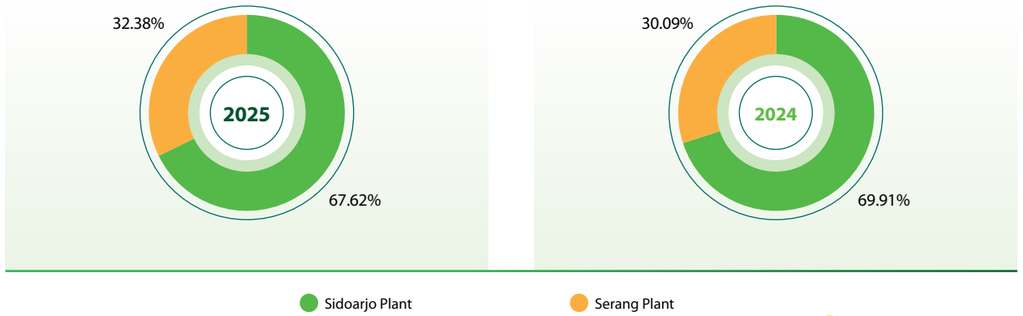
The distribution process is carried out using Avian Brands' fleet of vehicles, ensuring that high-quality paint products reach various sales points safely and on time. With a structured and integrated production flow, Avian Brands ensures that every paint product meets the needs and expectations of its customers.

With a skilled and experienced production team, Avian Brands has been able to optimize every stage of production, from the selection of quality raw materials to meticulous final packaging. In addition, effective implementation of efficiency programs successfully lowered production costs without compromising on quality, which consequently improves the profitability and competitiveness of Avian Brands' paint products in the market.

Paint Manufacturing Realization

Avian Brands has 2 manufacturing facilities located in Sidoarjo and Serang with respective production capacities of 213,840 and 72,576 metric tons per year. Information regarding the total paint production from both production facilities over the past 2 years is described as follows:

Description	2025		2024		Increase (Decrease)	
	Metric Tons	Contribution (%)	Metric Tons	Contribution (%)	Metric Tons	Contribution (%)
Sidoarjo Plant	**153,672**	**67.62**	137,950	69.91	15,722	11.40
Serang Plant	**73,594**	**32.38**	59,389	30.09	14,205	23.92
Total Production	**227,266**	**100.00**	**197,339**	**100.00**	**29,927**	**15.16**



Throughout 2025, Avian Brands successfully produced 227,266 metric tons of paint, a 15.16% increase compared to 197,339 metric tons in 2024. This was mainly influenced by growing market demand, optimization of production capacity, an increase in the number of customers, and expansion of the distribution network, which further improved the Company's market reach.

Innovation and Development of Paint Production Process

Avian Brands continuously pursues innovation and development within its paint production processes as part of a continuous effort to maintain a competitive advantage and meet dynamic market demands. Avian Brands focuses not only on enhancing capacity and efficiency but also on implementing environmentally friendly technologies that uphold sustainability principles. This initiative serves as a vital foundation in ensuring that every product is not only manufactured to high-quality standards but is also produced through socially and environmentally responsible processes. The innovations and developments in paint production successfully realized by Avian Brands throughout 2025 are outlined as follows:

1. Implementing a packaging efficiency program through reducing weight, eliminating certain plastic materials, and optimizing packaging design;
2. Optimizing renewable material mix in manufacturing processes;
3. Reusing waste materials from manufacturing processes, including sludge from water-based paints, subject to quality screening and testing processes;
4. Implementing the Sustainable Product Framework principles as a guide in developing, and transitioning to, a more environmentally friendly product portfolio;
5. Implementing operational energy efficiency programs and optimizing manufacturing processes to improve operational performance;
6. Increasing the use of environmentally friendly energy in manufacturing activities by using solar panels and electricity generated by hydropower plants; and
7. Adopting cleaner, low-emission manufacturing technology to minimize the environmental impact of manufacturing processes.

Profitability

Profitability ratios serve as a key parameter in evaluating Avian Brands' financial performance. These ratios reflect the extent of Avian Brands' effectiveness in managing resources to generate profit from its operating activities. Through these ratios, stakeholders can assess Management's efficiency in creating added value, while simultaneously measuring Avian Brands' financial health and sustainability. Higher profitability ratios indicate a greater ability for Avian Brands to generate profit, strengthen its financial structure, and support sustainable business growth. Information regarding the Avian Brands' profitability level for the last 2 years is described as follows:

(in %)

Description	2025	2024
Consolidated Profit Before Income Tax Expense to Consolidated Net Revenues	**26.78**	27.69
Consolidated Profit Before Income Tax Expense to Consolidated Total Assets	**19.63**	18.70
Consolidated Profit Before Income Tax Expense to Consolidated Total Equity	**22.81**	21.48
Consolidated Profit for the Year to Consolidated Net Revenues	**21.47**	22.27
Consolidated Profit for the Year to Consolidated Total Assets	**15.73**	15.04
Consolidated Profit for the Year to Consolidated Total Equity	**18.28**	17.27

Avian Brands measures its profitability performance through several key indicators, such as the ratios of profit before tax and profit for the year relative to net sales, total assets, and total equity. Throughout 2025, most profitability ratios showed an increase compared to the previous year. This condition was primarily driven by a 5.18% increase in profit before income tax expense and a 4.83% increase in profit for the year.

Marketing and Distribution Aspect

Marketing aspects play a strategic role in supporting business growth and strengthening Avian Brands' competitive position amidst increasingly complex industry competition. Through an integrated, adaptive, and customer-oriented marketing strategy, Avian Brands continuously develops innovative approaches to gain a deep understanding of customer needs, behaviors, and preferences. This approach focuses not only on increasing sales volume but is also directed toward building long-term customer loyalty and creating sustainable added value.

In its implementation, Avian Brands' marketing strategy is executed through two primary approaches. First, the below-the-line ("BTL") approach, which involves loyalty programs, direct promotional activities, and brand activations aimed at strengthening personal customer engagement. Second, the above-the-line ("ATL") approach, which utilizes mass media such as television, radio, and digital platforms to expand brand communication reach and enhance awareness in the broader sense. The synergy between these two approaches allows Avian Brands to respond more effectively to market dynamics while reinforcing its brand image in the minds of customers. Information on the two strategies is further described as follows:

BTL Marketing Strategy

As part of a marketing approach focused directly on customers and sales partners, Avian Brands consistently executes various below-the-line (BTL) marketing strategies to strengthen market penetration, drive loyalty, and enhance direct interaction with the distribution ecosystem. These strategies are designed not only to boost sales volume but also to build strong, sustainable relationships with retailers, painters, and shop assistants as the frontline of product distribution. The BTL marketing strategies realized by Avian Brands are outlined as follows:

1 Targeting Traditional and Modern Retail Shops

Avian Brands establishes strategic partnerships with building material stores, spanning both traditional outlets and modern retail chains, as the primary distribution channels to end customers. To strengthen these relationships, Avian Brands offers various attractive reward schemes, such as point-based loyalty programs redeemable for shopping vouchers, gold coins, special discounts, and other incentives designed to increase the motivation and engagement of retail partners.

2 Product Launch Through In-Store Activations

Avian Brands conducts product launch at selected retail stores to directly showcase new products to the market. These events are held selectively for particular products and stores that are the focus of marketing efforts. Through these activations, Avian Brands creates a more compelling customer experience while effectively increasing product exposure at the point of sale.

3 Avian Brands Partner Program

Avian Brands implements a loyalty program based on point coupons found within paint cans as a form of appreciation for painters and direct product users, namely Avian Brands Partner Program. These points can be redeemed for electronic money, such as OVO, GoPay, and others, by scanning the QR Code via mobile devices. To streamline the process, Avian Brands also collaborates with retail stores that act as facilitators to scan coupons and provide cash incentives to painters, in exchange for which the stores also receive incentives in the form of points.

4 Avian Brands Priority Customers Program

Avian Brands develops a specialized program called Avian Brands Priority Customers to reinforce the loyalty of distribution partners, particularly for stores that consistently prioritize the sale of Avian Brands products in specified volumes. As a token of appreciation, stores participating in this program are entitled to priority services and additional incentives to strengthen long-term collaboration.

5 Incentives for Store Assistants on New Product Sales

Avian Brands provides specific incentives for store assistants who successfully sell previously unsold products. This strategy aims to motivate the sales force to actively and measurably expand product reach. Furthermore, this initiative serves as a strategy to drive the penetration of products less known to the market, including the tinting product line.

6 Gathering and Training Programs for Store Assistants

Avian Brands organizes gathering programs as a form of support for the capacity building of store assistants. These programs include product training, education on proper application, and socialization of various marketing and reward programs. Through these forums, store assistants are also encouraged to share testimonials regarding the benefits and positive experiences gained from the incentive programs to boost the motivation and morale of their colleagues.

ATL Marketing Strategy

Avian Brands implements Above-the-Line (ATL) marketing strategies as part of a broad-scale communication approach aimed at strengthening brand exposure, building a consistent brand image, and extending communication reach to the general public. This strategy focuses on the structured utilization of mass media and promotional campaigns to enhance awareness, preference, and loyalty toward Avian Brands' products across various market segments. The ATL marketing strategies realized by Avian Brands are outlined as follows:

1 Utilization of Digital Media for Wide Audience Reach

Avian Brands actively places advertisements through various media channels to reach a wide audience at the national level. In 2025, Avian Brands' marketing communication strategy focused more on utilizing digital media and platforms to increase the effectiveness of its reach, as well as its relevance to the public's increasingly digitized media consumption behavior. This approach was designed to boost top-of-mind awareness while expanding brand exposure to potential customers in various regions and demographic segments.

2 In-Store Engagement Programs

At the retail level, Avian Brands develops various in-store programs to enhance the visual and educational experience for customers. These programs include the installation of product displays and educational information boards, store decorations with strong branding elements, product grouping systems based on categories, and the placement of product consultants serving as brand representatives to provide customers with direct information and recommendations.

3 Out-of-Store Engagement Programs

Avian Brands organizes out-of-store programs to extend its direct communication approach to communities of users. These include product launches and application training for segmented customer groups, such as builders, contractors, and store owners. These programs aim not only to introduce product advantages but also to foster more personal and educational interactions with customers.

In response to the evolving digital marketing landscape, Avian Brands proactively integrates digital technology and social media as part of its communication and market expansion strategy. The utilization of various digital platforms, such as Google, YouTube, LinkedIn, Facebook, Instagram, TikTok, and the official website, serves as a means to strengthen brand presence and expand the scope of customer interaction. Search engine optimization on Google is utilized to enhance brand visibility, while YouTube is used to deliver educational and inspiring video content. LinkedIn serves as a medium for professional networking and corporate communication, whereas Facebook and Instagram are focused on reaching a broader audience through creative and interactive visual campaigns. Meanwhile, TikTok is used to engage the younger generation with a fresh and relevant content approach. Avian Brands' official website acts as the primary channel for product information, customer service, corporate news, and an easily accessible educational hub for all stakeholders.

Implementation of this digital strategy is reinforced by the presence of more than 1,600 product consultants specifically assigned to various customer retail outlets. These consultants serve as the frontline in directly providing product information, addressing customer inquiries, and facilitating an enhanced customer experience at the point of sale. Their presence is a vital component in directly building customer trust and strengthening brand engagement.

In addition to a solid digital approach and sales personnel, Avian Brands is committed to delivering excellent and responsive distribution services. As of the end of 2025, Avian Brands' distribution network spans all provinces in Indonesia, reaching 99 cities through 129 wholly-owned distribution centers, 15 mini distribution centers, and collaborations with 38 independent distribution centers. With this infrastructure, Avian Brands successfully achieved a one-day delivery service target of up to 90%, creating high efficiency in meeting demands. Furthermore, the express delivery service, which enables delivery within a maximum of 2 hours for specific products, is optimized to swiftly meet the needs of customers, particularly for new products, thereby ensuring customers do not need to carry additional inventory burdens.

The synergy between digital strength, competent human resource support, and an extensive distribution network has enabled Avian Brands to reach the market more effectively, accelerate times of product delivery, and ensure that customer satisfaction remains at an optimal level. These efforts are designed not only to drive sales growth but also to solidify Avian Brands' position as an adaptive and innovative leader within the national building materials industry.

Market Share

Market share is a vital indicator that reflects the extent of Avian Brands' sales contribution relative to the total sales within the national paint industry. This indicator serves not only as a measure of commercial success but also as a benchmark for Avian Brands' competitive position in earning customer trust compared to other industry players. As of the end of 2025, based on internal management evaluations, Avian Brands has successfully captured 26% of the national market share. Avian Brands continuously strengthens its position and market share at the national level through disciplined strategy execution, consistent expansion of distribution, and strengthening of its product portfolio to meet the needs of the market. This achievement reflects the effectiveness of the Company's strategy in maintaining competitiveness amid increasingly fierce industry dynamics. This achievement solidifies Avian Brands' position as the market leader in a highly dynamic and competitive national paint industry.

This leadership is inseparable from the strength of Avian Brands' extensive and integrated distribution system. Avian Brands has consistently expanded its distribution reach, and by the end of 2025, it had partnered with more than 60,000 building material stores spanning from Sabang to Merauke. This strategic collaboration ensures the availability of Avian Brands' products across various regions, including remote areas, thereby guaranteeing easy access for customers to the high-quality products offered.

Furthermore, Avian Brands has become the preferred choice for various national contractors for small to large-scale projects, ranging from residential developments and commercial buildings to industrial facilities. This trust is a reflection of consistent product quality, a strong brand reputation, and Avian Brands' commitment to sustainability and timely delivery. This also demonstrates that Avian Brands' presence is not only dominant in the retail market but also within the strategic segment of project business.

With a solid foundation in market share, an extensive distribution network, and a high level of trust from both retail and institutional customers, Avian Brands continues to innovate to strengthen its competitive edge. Avian Brands actively develops adaptive market penetration strategies based on customer needs to ensure that every single one of its products remains the primary choice amidst the ever-evolving dynamics of the building materials industry.



Financial Overview

The discussion in this financial review is based on information derived from the Consolidated Financial Statements of PT Avia Avian Tbk and its Subsidiaries for the financial years ended December 31, 2025, and 2024, which have been audited by the Public Accounting Firm of Teramihardja, Pradhono & Chandra (a member firm of Crowe Global) and received an unmodified opinion.

Consolidated Statement of Financial Position

Assets

(in million Rupiah, unless otherwise stated)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Current Assets				
Cash and Cash Equivalents	**1,654,810**	2,329,491	(674,681)	(28.96)
Restricted Cash in Bank and Time Deposits	**0**	3,000	(3,000)	(100.00)
Short-Term Investments	**2,570,080**	2,952,900	(382,820)	(12.96)
Trade Receivables				
Related Parties	**8,047**	16,319	(8,272)	(50.69)
Third Parties	**1,622,216**	1,445,418	176,798	12.23
Other Receivables				
Related Parties	**104,759**	83,283	21,476	25.79
Third Parties	**48,314**	45,420	2,894	6.37
Inventories	**1,679,578**	1,558,203	121,375	7.79
Right of Return Assets	**22,118**	19,333	2,785	14.41
Advance to Suppliers	**5,505**	5,791	(286)	(4.94)
Prepaid Expenses	**11,009**	14,456	(3,447)	(23.84)
Prepaid Taxes	**95,408**	19,748	75,660	383.13
Total Current Assets	**7,821,844**	**8,493,362**	**(671,518)**	**(7.91)**
Non-Current Assets				
Investment Properties	**289,864**	290,510	(646)	(0.22)
Fixed Assets	**2,255,297**	1,930,297	325,000	16.84
Right-of-Use Assets	**185,630**	180,949	4,681	2.59
Intangible Assets	**31,235**	28,734	2,501	8.70
Long-Term Investments	**371,958**	0	371,958	100.00
Investment in Joint Venture	**20,558**	19,976	582	2.91
Deferred Tax Assets	**59,222**	36,144	23,078	63.85
Estimated Claims for Income Tax Refund	**11,382**	29,432	(18,050)	(61.33)
Other Non-Current Assets	**37,389**	51,571	(14,182)	(27.50)
Total Non-Current Assets	**3,262,535**	**2,567,613**	**694,922**	**27.06**
Total Assets	**11,084,379**	**11,060,975**	**23,404**	**0.21**

Total Assets

Avian Brands' total assets in 2025 reached IDR 11,084.38 billion, an increase of 0.21% compared to IDR 11,060.97 billion in 2024. This was mainly influenced by an increase in total non-current assets.

Total Current Assets

Avian Brands' total current assets in 2025 reached IDR 7,821.84 billion, a decrease of 7.91% compared to IDR 8,493.36 billion in 2024. This was mainly influenced by a 28.96% decrease in cash and cash equivalents, a 12.96% decrease in short-term investment, and an 50.69% decrease in trade receivables from related parties.

Total Non-Current Assets

Avian Brands' total non-current assets in 2025 reached IDR 3,262.54 billion, an increase of 27.06% compared to IDR 2,567.61 billion in 2024. This was mainly influenced by a 16.84% increase in fixed assets, a 100.00% increase in long-term investments, and a 63.85% increase in deferred tax assets.

Liabilities

(in million Rupiah, unless otherwise stated)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Current Liabilities				
Short-Term Bank Loans	**7,187**	9,189	(2,002)	(21.79)
Trade Payables				
Related Parties	**355,641**	362,941	(7,300)	(2.01)
Third Parties	**428,566**	424,760	3,806	0.90
Other Payables				
Related Parties	**710**	487	223	45.79
Third Parties	**29,869**	24,136	5,733	23.75
Unearned Revenue				
Related Parties	**1,606**	1,611	(5)	(0.31)
Third Parties	**545**	599	(54)	(9.02)
Accrued Expenses	**293,400**	252,661	40,739	16.12
Short-Term Employee Benefits	**115,086**	108,618	6,468	5.95
Taxes Payables	**130,885**	72,123	58,762	81.47
Customer Guarantee	**0**	3,000	(3,000)	(100.00)
Provision for Sales Return	**29,514**	26,683	2,831	10.61
Lease Liabilities – Current Portion	**64,399**	64,777	(378)	(0.58)
Total Current Liabilities	**1,457,408**	**1,351,585**	**105,823**	**7.83**
Non-Current Liabilities				
Lease Liabilities – Non-Current Portion	**14,622**	19,416	(4,794)	(24.69)
Employee Benefit Liabilities	**72,125**	58,094	14,031	24.15
Total Non-Current Liabilities	**86,747**	**77,510**	**9,237**	**11.92**
Total Liabilities	**1,544,155**	**1,429,095**	**115,060**	**8.05**

Total Liabilities

Avian Brands' total liabilities in 2025 reached IDR 1,544.16 billion, an increase of 8.05% compared to IDR 1,429.09 billion in 2024. This was mainly influenced by the increase in total current liabilities and total non-current liabilities.

Total Current Liabilities

Avian Brands' total current liabilities in 2025 reached IDR 1,457.41 billion, an increase of 7.83% compared to IDR 1,351.59 billion in 2024. This was mainly influenced by an 81.47% increase in taxes payable, an 16.12% increase in accrued expenses, and an 5.95% increase in short-term employee benefits.

Total Non-Current Liabilities

Avian Brands' total non-current liabilities in 2025 reached IDR 86.75 billion, an increase of 11.92% compared to IDR 77.51 billion in 2024. This was mainly influenced by a 24.15% increase in employee benefits liabilities.

Equity

(in million Rupiah, unless otherwise stated)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Equity Attributable to the Owners of the Parent				
Share Capital	**619,536**	619,536	0	0
Additional Paid-in Capital	**7,793,218**	7,793,218	0	0
Treasury Shares	**(1,219,894)**	(574,552)	(645,342)	112.32
Revaluation Surplus of Fixed Assets	**240,755**	229,406	11,349	4.95
Share of Other Comprehensive Income of Joint Venture	**85**	85	0	0
Changes in Fair Value of Investment in Government Bonds	**17,624**	(103,357)	120,981	117.05
Remeasurement Gain on Employee Benefit Liabilities	**7,242**	9,880	(2,638)	(26.70)
Retained Earnings				
Appropriated	**124,000**	124,000	0	0
Unappropriated	**1,954,615**	1,527,177	427,438	27.99
Sub-Total	**9,537,181**	**9,625,393**	**(88,212)**	**(0.92)**
Non-Controlling Interests	**3,043**	6,487	(3,444)	(53.09)
Total Equity	**9,540,224**	**9,631,880**	**(91,656)**	**(0.95)**

Avian Brands' total equity in 2025 reached IDR 9,540.22 billion, a decrease of 0.95% compared to IDR 9,631.88 billion in 2024. This was mainly influenced by a 112.32% increase in treasury shares.

Consolidated Statement of Profit or Loss and Other Comprehensive Income

(in million Rupiah, unless otherwise stated)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Net Revenues	**8,123,685**	**7,471,356**	**652,329**	**8.73**
Cost of Goods Sold	**(4,545,429)**	**(4,130,606)**	**414,823**	**10.04**
Gross Profit	**3,578,256**	**3,340,750**	**237,506**	**7.11**
Operating Expenses				
Selling Expenses	**(1,378,266)**	(1,318,417)	59,849	4.54
General and Administrative Expenses	**(277,680)**	(253,243)	24,437	9.65
Total Operating Expenses	**(1,655,946)**	(1,571,660)	84,286	5.36
Operating Profit	**1,922,310**	**1,769,090**	**153,220**	**8.66**
Other Income (Expenses)				
Finance Income	**239,934**	285,105	(45,171)	(15.84)
Finance Charges	**(2,526)**	(2,539)	(13)	(0.51)
Share of Net Profit of a Joint Venture	**582**	2,678	(2,096)	(78.27)
Net Impairment Gains (Losses) On Financial Assets	**(1,549)**	158	(1,707)	(1,080.38)
Other Income (Expenses) – Net	**17,065**	14,102	2,963	21.01
Profit Before Income Tax Expense	**2,175,816**	**2,068,594**	**107,222**	**5.18**
Income Tax Expense	**(431,796)**	(404,895)	26,901	6.64

(in million Rupiah, unless otherwise stated)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Profit for the Year	**1,744,020**	**1,663,699**	**80,321**	**4.83**
Total Other Comprehensive Income (Loss)	**129,690**	**(46,983)**	**176,673**	**376.04**
Total Comprehensive Income for the Year	**1,873,710**	**1,616,716**	**256,994**	**15.90**
Profit for the Year Attributable to:				
Equity Holders of the Parent Company	**1,747,462**	1,664,341	83,121	4.99
Non-Controlling Interests	**(3,442)**	(642)	2,800	436.14
Total Comprehensive Income for the Year Attributable to:				
Equity Holders of the Parent Company	**1,877,154**	1,617,351	259,803	16.06
Non-Controlling Interests	**(3,444)**	(635)	2,809	442.36
Basic and Diluted Earnings per Share Attributable to the Equity Holders of the Parent Company (Full Rupiah)	**29,11**	27,16	1,95	7.18

Net Sales

Avian Brands' net sales in 2025 reached IDR 8,123.68 billion, an increase of 8.73% compared to IDR 7,471.36 billion in 2024. This was mainly influenced an increase in sales in the architectural solutions and trading goods segments.

Cost of Goods Sold

Avian Brands' cost of goods sold in 2025 reached IDR 4,545.43 billion, an increase of 10.04% compared to IDR 4,130.61 billion in 2024. This was mainly influenced by an increase in the use of raw materials, which led to higher production costs.

Gross Profit

Avian Brands' gross profit in 2025 reached IDR 3,578.26 billion, an increase of 7.11% compared to IDR 3,340.75 billion in 2024. This was mainly influenced by higher net sales recorded by Avian Brands.

Profit Before Income Tax Expense

Avian Brands' profit before income tax expense in 2025 reached IDR 2,175.82 billion, an increase of 5.18% compared to IDR 2,068.59 billion in 2024. This was mainly influenced by an increase in Avian Brands' business profit.

Profit for the Year

Avian Brands' profit for the year in 2025 reached IDR 1,744.02 billion, an increase of 4.83% compared to IDR 1,663.70 billion in 2024. This was mainly influenced by the increase in business profit and other income.

Other Comprehensive Income (Loss)

Avian Brands' total other comprehensive loss in 2025 reached IDR 129.69 billion, an increase of 376,04% compared to 2024, which recorded other comprehensive loss of IDR 46,98 billion. This was mainly influenced by an increase in changes in fair value of investment in government bonds.

Total Comprehensive Income for the Year

Avian Brands' total comprehensive income for the year in 2025 reached IDR 1,873.71 billion, an increase of 15.90% compared to IDR 1,616.72 billion in 2024. This was mainly influenced by an increase in other comprehensive income compared to the previous year, which recorded other comprehensive losses.

Consolidated Statement of Cash Flows

(in million Rupiah, unless otherwise stated)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Net Cash Provided by Operating Activities	**1,738,165**	1,766,128	(27,963)	(1.58)
Net Cash Provided by (Used in) Investing Activities	**(372,862)**	1,262,474	(1,635,336)	(129.53)
Net Cash Used in Financing Activities	**(2,037,982)**	(1,933,622)	104,360	5.40
Net Increase (Decrease) in Cash and Cash Equivalents	**(672,679)**	1,094,980	(1,767,659)	(161.43)
Cash and Cash Equivalents and Bank Overdraft at the Beginning of the Year	**2,320,302**	1,225,322	1,094,980	89.36
Cash and Cash Equivalents and Bank Overdraft at End of Year	**1,647,623**	2,320,302	(672,679)	(28.99)

Net Cash Generated from Operating Activities

Net cash generated by the Avian Brands from operating activities in 2025 reached IDR 1,738.17 billion, a decrease of 1.58% compared to IDR 1,766.13 billion in 2024. This was mainly influenced by an increase in payments to suppliers, employees, as well as payments of corporate income tax.

Net Cash Provided from/(Used for) Investing Activities

Net cash used by the Avian Brands in investing activities in 2025 reached IDR 372.86 billion, a decrease of 129.53% compared to IDR 1,262.47 billion in 2024. This was mainly influenced by a decrease in receipts from short-term investments.

Net Cash Used in Financing Activities

Net cash used by the Avian Brands in financing activities in 2025 reached IDR 2,037.98 billion, an increase of 5.40% compared to IDR 1,933.62 billion in 2024. This was mainly influenced by an increase in treasury share acquisitions, lease liability payments, and bank loan payments.

Solvency

Avian Brands consistently prioritizes its commitment to meeting obligations toward creditors and suppliers by ensuring the timely payment of maturing debts. This practice is not only vital for maintaining trust and harmonious business relationships but also reflects financial discipline and integrity in Avian Brands' operations. Consistency in fulfilling these obligations is part of Avian Brands' ongoing effort to maintain its reputation as a reliable and responsible business partner.

Avian Brands' ability to meet its financial obligations also serves as a critical indicator of its financial health and operational sustainability. To ensure optimal debt management, Avian Brands implements a strategic approach by monitoring key financial indicators, such as liquidity and solvency ratios. Liquidity ratios are utilized to assess Avian Brands' ability to meet short-term obligations, while solvency ratios reflect its capacity to manage long-term liabilities. Information regarding the performance of these ratios for the last 2 years is described below:

(in X)

Description	2025	2024
Liquidity Ratio		
Consolidated Total Current Assets to Consolidated Total Current Liabilities	**5.37**	6.28
Solvency Ratio		
Consolidated Total Non-Current Liabilities to Consolidated Total Equity	**0.01**	0.01
Consolidated Total Liabilities to Consolidated Total Equity	**0.16**	0.15
Consolidated Total Liabilities to Consolidated Total Assets	**0.14**	0.13

Liquidity Ratio

Liquidity ratios are vital indicators used to assess Avian Brands' ability to meet its short-term financial obligations in a timely manner. These ratios reflect how effectively Avian Brands manages current assets to generate the cash or cash equivalents necessary to settle debts maturing in the near term. A high level of liquidity demonstrates Avian Brands' financial strength in maintaining healthy cash flow and anticipating short-term funding needs without relying on external financing sources.

In measuring liquidity, Avian Brands utilizes the current ratio, which is the comparison between total current assets and total current liabilities. This ratio provides a clear overview of Avian Brands' safety margin in fulfilling short-term financial obligations using readily convertible assets. Liquidity ratios are monitored periodically as part of the financial risk management strategy to ensure operational stability and maintain the trust of all stakeholders.

In 2025, Avian Brands' current ratio decreased to 5.37X, compared to 6.28X in 2024. This was mainly influenced by a 7.91% decrease in total current assets and a 7.83% increase in current liabilities.

Solvency Ratio

Solvency ratios serve as a primary indicator to assess Avian Brands' capacity to meet all financial obligations, both short-term and long-term. These ratios provide a comprehensive overview of the capital structure and Avian Brands' financial resilience in managing debt burdens sustainably. A strong solvency level reflects that Avian Brands has sufficient assets to cover all liabilities, while indicating a stable and healthy financial foundation. By maintaining solvency ratios at an optimal level, Avian Brands ensures that operational activities and long-term growth strategies can be executed without excessive financial pressure.

In 2025, the Avian Brands' solvency ratios, measured by comparing total non-current liabilities to total equity, total liabilities to total equity, and total liabilities to total assets, showed increases to reach 0.01x, 0.16x, and 0.14x, respectively, compared to 0.01x, 0.15x, and 0.13x in 2024. This was mainly influenced by an 8.05% increase in liabilities.

Collectability of Accounts Receivable

The level of collectability of accounts receivable is a fundamental indicator in assessing Avian Brands' financial management effectiveness, particularly in converting net sales into actual cash flow. This indicator reflects not only the efficiency of the collection process but also serves as a benchmark for maintaining Avian Brands' liquidity and operational continuity. By measuring the accounts receivable turnover ratio and the average collection period, Avian Brands can systematically monitor its receivables management performance while identifying potential risks of payment delays that could impact financial stability.

The accounts receivable turnover ratio is measured by dividing net sales by the balance of accounts receivable. This ratio indicates how frequently receivables are converted into cash within a year and reflects the efficiency of receivables management. Meanwhile, the average collection period measures the average time Avian Brands takes to receive payments from customers after a sales transaction occurs. This indicator is calculated by dividing the trade receivables balance by the average daily net sales, i.e., annual net sales divided by 365 days. Through this approach, Avian Brands can more accurately identify trends in customer payment behavior and design adaptive collection strategies to maintain healthy cash flow.

Information regarding the collectability of the accounts receivable of Avian Brands for the last 2 years is described as follows:

Description	2025	2024
Receivables Turnover Ratio (X)	**5.25**	5.52
Average Collection Period (days)	**69**	66

In 2025, the collectability of accounts receivable of Avian Brands based on the accounts receivable turnover ratio was recorded at 5.25X, an increase compared to 5.52X in 2024. Meanwhile, the average collection period of Avian Brands' receivables increased to 69 days, compared to 66 days in 2024. This was mainly influenced by an increase in receivables from third parties in line with increased sales.

Capital Structure

Capital structure means the composition of debt and equity utilized by Avian Brands to finance its operational and investment activities. This structure's balance reflects the Management's strategy in managing risk and ensuring sustainable growth, serving as critical foundation to evaluate Avian Brands' financial capacity and long-term stability.

Policy and Basis for Determining Capital Structure

The policies and basis for determining Avian Brands' capital structure are designed to maintain financial stability and ensure availability of adequate capital to support operational continuity and long-term business growth. To achieve these objectives, Management actively evaluates and adjusts the capital structure in alignment with macroeconomic dynamics, market conditions, and Avian Brands' strategic requirements.

Capital structure management is conducted through a strategic and adaptive approach, which includes balancing dividend distribution policies against internal funding requirements and the establishment of reserves as a risk mitigation measure and support for future expansion plans. Furthermore, Management considers various alternative financing sources, whether through the issuance of new shares to strengthen equity or the selective utilization of loans to pursue value-added investment opportunities. In every decision-making process, Management carefully considers risk levels, the cost of capital, and the resulting impact on achieving an optimal capital structure.

By implementing a disciplined and long-term oriented capital structure policy, Avian Brands strives to maintain financial credibility, enhance investor confidence, and strengthen its resilience and competitiveness in facing evolving market challenges and dynamics.

Capital Structure

Information regarding Avian Brands' capital structure over the past 2 years is described below:

(in million Rupiah, unless otherwise stated)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Total Liabilities	**1,544,155**	1,429,095	115,060	8.05
Less: Cash and Cash Equivalents	**1,654,810**	2,329,491	(674,681)	(28.96)
Net Payables	**(110,655)**	(900,396)	789,741	87.71
Total Equity	**9,540,224**	9,631,880	(91,656)	(0.95)
Net Debt to Equity Ratio (%)	**N/A*)**	**N/A*)**	**0**	**0**

*) Not relevant due to cash and cash equivalents surplus position.

Capital Goods Investment

Avian Brands consistently realizes investments in capital goods each year as part of its long-term strategy to strengthen its business foundation and support sustainable growth. Through capital goods investment, Avian Brands ensures the availability of reliable facilities and technology to support product quality, accelerate innovation, and enhance productivity and competitiveness amidst industry dynamics. Every procurement process is conducted with careful consideration of the asset's relevance to operational needs and growth projections, ensuring that these investments provide maximum and sustainable benefits for Avian Brands.

Capital Goods Investment Strategy and Objectives

The realization of capital goods investment by Avian Brands is a strategic step aimed at improving operational efficiency, accelerating product innovation, and improving competitiveness in an ever-evolving market. These investments are aimed not only at short-term requirements but also to serve as a vital foundation for creating sustainable advantages by reinforcing production capabilities, adopting new technologies, and improving service quality.

Investment Type and Value

Avian Brands' capital goods investment includes the development of manufacturing facilities, purchase of fixed assets, and development of technology infrastructure. The value of capital goods investment realized in 2025 reached IDR 483.77 billion, an increase of 18.99% compared to IDR406.55 billion in 2024. Details of the Avian Brands' capital goods investment in the last 2 years are described below:

(in million Rupiah, unless otherwise stated)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Direct Acquisition				
Land	**6,709**	0	6,709	100.00
Building and Improvements	**308**	2,586	(2,278)	(88.09)
Machinery and Equipment	**5,441**	8,448	(3,007)	(35.59)
Installations	**328**	420	(92)	(21.90)
Vehicles	**49,861**	62,388	(12,527)	(20.08)
Office Equipment	**44,209**	39,684	4,525	11.40
Assets Under Construction	**376,916**	293,025	83,891	28.63
Total	**483,772**	**406,551**	**77,221**	**18.99**

Material Commitments related to Capital Goods Investment

Throughout 2025, we did not have any material commitments related to capital goods investment, so we have not presented information on the name of the counterparty, the purpose of the commitments, the expected source of funds to fulfill the commitments, the currency in which the commitment is denominated, and the measures we plan to hedge the risk of the related foreign currency position.

Realization on Use of Proceeds from Public Offering

Avian Brands presents the report on the realization of the use of proceeds from the public offering as part of its obligation to maintain transparency toward the public and Shareholders. All proceeds obtained have been, and will be, allocated prudently, measurably, and transparently in accordance with the utilization plan formulated and disclosed in the prospectus. Management of these funds not only reflects Avian Brands' commitment to GCG pillars but also supports the execution of various strategic initiatives designed to strengthen capital structure, enhance operational capabilities, and create sustainable added value for all stakeholders. Reports on the realization of the use of proceeds from Avian Brands' public offering as of December 31, 2025 is described below:

(in million Rupiah, unless otherwise stated)

Description	Effective Date	Realized Value of Public Offering			Proposed Use of Proceeds as per the Prospectus					Realization of Use of Proceeds as per the Prospectus				Remaining Proceeds from Public Offering
		Total Proceeds from Public Offering	Costs of Public Offering	Net Value of Public Offering		Working Capital	Capital Expenditures	Principal Payment of Bank Debt	Total	Working Capital	Capital Expenditures	Principal Payment of Bank Debt	Total	
Initial Public Offering	November 30, 2021	5,766,000	119,356	5,646,644	Avian Brands	2,979,500	702,144	550,000	4,231,644	**2,979,500**	**451,577**	**550,000**	**3,981,077**	250,567
					PT Tirtakencana Tatawarna	950,000	85,000	380,000	1,415,000	**950,000**	**85,000**	**380,000**	**1,415,000**	0

Dividend Policy and Distribution

Dividends represent a form of appreciation from Avian Brands to its Shareholders for their continued support and trust. Thus, dividend policy determination is conducted prudently, taking into account various strategic and financial aspects. This not only reflects Avian Brands' commitment to providing value to Shareholders, but also serves to maintain a balance between profit distribution and internal funding requirements to support long-term sustainable growth.

Dividend Policy

Avian Brands' dividend distribution policy is formulated based on the provisions in the Articles of Association and is determined through approval at the General Meeting of Shareholders ("GMS"). Avian Brands stipulates that the dividend payout to Shareholders shall be at least 50.00% of distributable net profit, while consistently considering cash flow capacity and future investment needs. Furthermore, dividend distributions are subject to prevailing Indonesian laws and regulations, and other financial requirements.

The decision regarding the amount and timing of dividend payments is based on the recommendations of the Board of Directors, after considering several strategic factors, such as net profit levels, operational performance, financial condition, liquidity, capital expenditure requirements, expansion and acquisition plans, business prospects, and compliance with legal and regulatory requirements. This approach aims to strike a balance between delivering added value to Shareholders and ensuring sufficient funds to support long-term business growth.

Final dividends may be declared in Rupiah if Avian Brands records a positive retained earnings balance in the current year. As stipulated in the Articles of Association and resolved in the Annual GMS, a portion of net profit after tax must be allocated to a reserve fund until it reaches at least 20.00% of the total issued and fully paid-up capital, unless decided otherwise in the Annual GMS. In addition to final dividends, Avian Brands maintains the flexibility to distribute interim dividends before the end of the financial year, provided that such distribution does not reduce net assets below the total of issued and fully paid-up capital plus the required reserve.

Dividend Announcement and Distribution

Pursuant to the resolution of the Annual GMS dated April 10, 2025, the Shareholders approved the distribution of a cash dividend for the financial year of 2024 in the amount of IDR22.- per share or in the amount of IDR 1,337,792,285,500.-, with the condition that such cash dividend shall be set off with the interim dividend for the financial year of 2024 in the amount of IDR11.- per share or in the amount of IDR 671,978,173,900.- which had been paid by the Avian Brands to the Shareholders on November 21, 2024, such that the remaining cash dividend for the financial year 2024 payable on April 30, 2025, by the Avian Brands was IDR11.- per share or in the amount of IDR 665,814,111,600.-. Information regarding the Avian Brands' dividend distribution for the last 2 years is described below:

(in million Rupiah, unless otherwise stated)

Description	2025	2024
Declared Dividend		
Final Dividend	N/A*)	665,814
Interim Dividends	654,210	671,979
Total	654,210	**1,337,792**
Dividend per Share (Full Rupiah)	11	**22**
Dividend Payout Ratio (%)	N/A*)	**80,41**
Total Dividend Paid per Financial Year		
Final Dividend	665,814	676,163
Interim Dividends	654,210	671,979
Total	1,320,024	**1,348,142**

*) The value of Final dividends and dividend payout ratio for 2025 is not yet available pending the resolution of the Annual GMS for the financial year of 2025 which will be convened in 2026.

Material Information Concerning Investment, Expansion, Divestment, Merger/Consolidation, Acquisition, and/or Debt/Capital Restructuring

In 2025, Avian Brands conducted the following investments:

Parties to the Transaction	Avian Brands and PT Dextone Lemindo
Transaction Date	March 13, 2025
Transaction Value	IDR275.84 billion
Transaction Object	Investment through Avian Brands' subscription of new shares in PT Dextone Lemindo, amounting to 16.67%.
Nature of Affiliation	Transaction with a third party.
Rationale for the Transaction	To create synergies capable of delivering substantial operational performance growth for both Avian Brands and Dextone. Furthermore, this transaction represents the realization of Avian Brands' commitment to sustainable growth, both organically and inorganically (through strategic partnerships), to solidify its position as the national leader in the decorative paint market and to strengthen its overall business ecosystem.
Explanation Regarding Fairness of Transaction	This transaction was conducted on an arm's length basis, taking into account market prices and the best interests of Avian Brands, without causing harm to any party.
Compliance with Relevant Regulations	Compliance with all relevant rules and regulations, i.e., POJK No. 31/POJK.04/2015 concerning the Disclosure of Information or Material Facts by Issuers or Public Companies.
Statement from the Board of Commissioners, Board of Directors, and Audit Committee	The Board of Directors states that this transaction has undergone adequate procedures to ensure its execution in accordance with generally accepted business practices, including the application of the arm's length principle. This process was also overseen by the Board of Commissioners and the Audit Committee, which performed their oversight and review functions to ensure the transaction was conducted transparently, objectively, and in alignment with good corporate governance standards.

Apart from the above transaction, in 2025, neither Avian Brands nor its Subsidiaries conducted any expansion, divestment, merger, acquisition, and/or debt/capital restructuring.

Material Transactions Containing Conflicts of Interest or Transactions with Affiliated Parties

Information on Material Transactions Containing Conflict of Interest

Throughout 2025, Avian Brands did not conduct any transactions with conflicts of interest.

Information on Affiliated Party Transactions

In 2025, Avian Brands entered into several affiliated transactions that constitute business activities conducted to generate operating revenue and are carried out on a regular, recurring, and/or continuous basis, in accordance with the explanation of balances and transactions with related parties set out in the Consolidated Financial Statements of PT Avia Avian Tbk and its Subsidiaries for the financial years ended December 31, 2025 and 2024, as follows:

Related Parties	Nature of Relationship	Type of Transaction
PT Avia Avian Industri Pipa	Have the same key management personnel and under common control entity.	Sales of goods, purchase of tools and building materials, office building rent income, and expense reimbursement.
PT Bangun Bersama Solusindo	Investment in joint venture.	Sales of goods, office building rental income, and purchases of building materials.
PT Caturkarda Depo Bangunan Tbk	Have the same key management personnel and under common control entity.	Sales of goods.
PT CMN Indonesia	Have the same key management personnel and under common control entity.	Purchase of merchandise.
PT Kencana Lintasindo Internasional	Have the same key management personnel and under common control entity.	Sales of goods, purchase of tools and building materials, and expense reimbursement.

Related Parties	Nature of Relationship	Type of Transaction
PT Megadepo Indonesia	Have the same key management personnel and under common control entity.	Sales of goods and purchases of tools and building materials.
PT Mitra Mulia Makmur	Have the same key management personnel and under common control entity.	Sales of goods, purchase of supplies and building materials, and factory building rent income.
PT Panca Kalsiumindo Perkasa	Have the same key management personnel and under common control entity.	Sales of goods, purchases of tools and building materials, and production services.
PT Sarana Depo Kencana	Have the same key management personnel and under common control entity.	Sales of goods and building rent.
PT Wahana Lentera Raya	Have the same key management personnel and under common control entity.	Sales of goods, purchase of tools and building materials, office building rent income and expense reimbursement.
PT Kasakata Kimia	Have the same key management personnel and under common control entity.	Sales of goods, office building rent income, and expense reimbursement.
PT Sarana Daya Hutama	Under common control entity.	Office building rent income and expense reimbursement.
PT Umaq Tukung Mandiri Utama	Under common control entity.	Sales of goods, office building rent income, and expense reimbursement.
The Board of Commissioners and the Board of Directors	Key management personnel.	Salaries and other short-term compensation benefits

Realization of Related Party Transactions and Balances

The realization of related party transactions and balances on our financial performance is described as follows:

(in million Rupiah, unless otherwise stated)

Related Party Balance in Assets	2025	2024	Percentage of Total Assets (%)	
			2025	2024
Trade Receivables	**8,047**	16,319	**0.07**	0.15
Other Receivables	**104,759**	83,283	**0.95**	0.75
Prepaid Expenses	**25**	25	**0.00**	0.00
Right of Use Assets	**55,841**	52,622	**0.50**	0.48
Total	**168,672**	**152,249**	**1.52**	**1.38**

(in million Rupiah, unless otherwise stated)

Related Party Balance in Liabilities	2025	2024	Percentage of Total Liabilities (%)	
			2025	2024
Trade Payables	**355,641**	362,941	**23.03**	25.40
Other Payables	**710**	487	**0.05**	0.03
Unearned Revenue	**1,606**	1,611	**0.10**	0.11
Lease Liabilities	**55,841**	52,622	**3.62**	3.68
Total	**413,798**	**417,661**	**26.80**	**29.22**

(in million Rupiah, unless otherwise stated)

Related Party Balance in Net Revenues	2025	2024	Percentage of Net Revenues (%)	
			2025	2024
Revenue	**50,259**	60,083	**0.62**	0.80

(in million Rupiah, unless otherwise stated)

Related Party Balance in Cost of Goods Sold	2025	2024	Percentage of Cost of Goods Sold (%)	
			2025	2024
Purchase of Inventories	**2,033,095**	1,825,367	**44.73**	44.19

(in million Rupiah, unless otherwise stated)

Related Party Balance in General and Administrative Expense	2025	2024	Percentage to General and Administrative Expense (%)	
			2025	2024
Apartment Rent Expense	**285**	282	**0.10**	0.11

(in million Rupiah, unless otherwise stated)

Related Party Balance in Other Income (Expenses) – Net	2025	2024	Percentage to Total Other Income (Expenses) – Net (%)	
			2025	2024
Factory and Office Building Rental Income	**4,508**	3,936	**26.42**	27.91

Fairness of Transactions

In the transactions, we do not have any special purpose that potentially violates the applicable regulations, including not resulting in conflicts of interest for us or the majority or minority Shareholders.

Compliance with Related Rules and Regulations

We have complied with the relevant rules and regulations:

1. Financial Services Authority Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions; and
2. Financial Services Authority Regulation No. 17/POJK.04/2020 concerning Material Transaction and Change of Business Activities.

Statement from the Board of Commissioners and Board of Directors on Related Party and Affiliated Party Transactions

Through the mechanism of transaction and disclosure of reports, the Board of Directors declares that related party transactions and affiliated party transactions conducted by Avian Brands have undergone adequate procedures and are conducted in accordance with generally accepted business practices with arm's-length principles. In addition, the Board of Commissioners, assisted by the Audit Committee, has reviewed and approved the related party transactions and affiliated party transactions above, and has ensured that the transactions were conducted in accordance with generally accepted business practices with arm's-length principles.

Related Party and Affiliated Party Transactions Requiring Approval from Independent Shareholders

There were no related party transactions and affiliated party transactions conducted by Avian Brands that required the approval of Independent Shareholders.

Comparison of Target and Realization in 2025

Information related to the business growth target and realization that we aimed to achieve in 2025 is described below:

Description	Unit	2025 Target	2025 Realization	Achievement (%)
Total Production	Metric Tons	229.550	**227.266**	99,00
Net Revenues	Million Rupiah	8.136.000	**8.123.685**	99,85

Description	Unit	2025 Target	2025 Realization	Achievement (%)
Profit for the Year	Million Rupiah	1.695.000	**1.744.020**	102,89
Capital Structure				
Net Debt to Equity Ratio	%	N/A*)	**N/A*)**	-

*) Not relevant due to cash and cash equivalents surplus position.

Business Prospects

Moving forward, the global economic outlook is projected to remain in a moderation phase, in line with continued policy adjustments and international trade dynamics. Global economic growth is projected to slow to approximately 3.1% in 2026, with pressures still stemming from policy uncertainty and protectionist tendencies, although the impact of tariff policies appears relatively more controlled than initially estimated. Conversely, global inflation is expected to continue its decline to around 3.7% in 2026, creating room for monetary policy stabilization, despite global trade fragmentation still limiting the growth rate of international trade volumes.

In the national context, the government maintains positive views on Indonesia's economic prospects in 2026, with upside risks dominating over downside risks. In line with this optimism, Indonesia's economic growth in 2026 is targeted to reach 5.4%, supported by strengthening domestic demand, increased investment, continued structural reforms, and significant achievements in the international trade agenda. Maintained macroeconomic stability, controlled inflation, and close coordination between fiscal and monetary policies serve as primary foundation in sustaining growth momentum.

As the economic outlook improves, the industrial sector, including the paint industry, is expected to see expanding growth opportunities. Increased construction activity, a strengthening property sector, and continued infrastructure and housing development are key drivers for paint product demand. Furthermore, the room for domestic consumption growth remains relatively large, considering that national paint consumption is currently around 1.3 million metric tons, or approximately 4.2 kilograms per capita, lower than regional peers such as Thailand and Malaysia with 8–12 kilograms per capita. With the support of conducive policies, higher public purchasing power, and industrial focus on product innovation and quality improvement, the national paint industry is in an increasingly strategic position to capitalize on growth opportunities in 2026.

Source:
- World Economic Outlook October 2025 edition, International Monetary Fund;
- Public Information of the Advisory Council to the President of the Republic of Indonesia, accessible via the link https://wantimpres.go.id/id/newsflows/industri-cat-lesu-produsen-minta-pemerintah-batasi-impor-produk-jadi/; and
- Public Information of the Coordinating Ministry of the Econominc Affairs of the Republic of Indonesia, accessible via the link https://www.ekon.go.id/publikasi/detail/6730/stabilitas-terjaga-prospek-pertumbuhan-ekonomi-2026-semakin-menguat.

2026 Projection

Entering 2026, Avian Brands has developed performance projections as a strategic guideline to drive sustainable growth and strengthen business fundamentals amidst evolving market dynamics. These projections are based on a comprehensive analysis of industry trends, macroeconomic conditions, internal strengths, and external opportunities of Avian Brands. A primary focus for Avian Brands is to achieve double-digit sales growth, driven by expansion within the architectural solutions segment. This operating segment continues to demonstrate significant potential in line with increasing demand in the national architecture and construction sectors.

In tandem with sales growth, Avian Brands targets an increase in production capacity to meet expanding market needs. The double-digit production growth target reflects Avian Brands' operational readiness to fulfill demand while maintaining a competitive edge in the industry. Meanwhile, sustained profitability remains a top priority, realized through improving operating margins via comprehensive cross-functional efficiency programs and business process optimization.

In terms of capital, Avian Brands maintains a conservative and resilient approach by relying on internal funding. A capital structure strategy that prioritizes internal funding allows Avian Brands to maintain financial flexibility, minimize financing risks, and anchor long-term stability. Nonetheless, Avian Brands remains open to utilizing external funding on a selective and prudent basis, taking into account healthy financial ratios and rigorous risk assessments to support strategic expansion plans.

Furthermore, Avian Brands is committed to consistently delivering added value to Shareholders. For 2026, Avian Brands maintains its commitment to a dividend payout plan of at least 50% of net profit, consistent with its established dividend policy This approach strikes a balance between providing competitive returns to Shareholders and maintaining adequate internal capital as a foundation for sustainable growth in the future.

Target Achievement Strategy

In anticipation of the 2026 projections, Avian Brands has formulated a comprehensive and adaptive target achievement strategy in response to the evolving business landscape. This strategy considers various external challenges and growth opportunities arising from changing market trends, customer needs, and an increasingly competitive paint industry landscape.

The core focus of this strategy includes strengthening competitiveness through product and process innovation, optimizing operational efficiency, and enhancing integrated distribution and marketing capabilities. Additionally, Avian Brands positions sustainability and digital transformation as key pillars for long-term growth. Detailed information on the target achievement strategy of Avian Brands for 2026 is outlined as follows:

1. Maximizing the role of distribution centers to increase market penetration and establishing new centers in regions with less-than-optimal product distribution;
2. Completing product portfolios in each category and price point to meet market needs;
3. Enhancing brand awareness through various marketing programs tailored to the characteristics of specific products, regions, and customer segments;
4. Improving customer service levels by continuously strengthening "one-day delivery" and "express delivery" services;
5. Monitoring, evaluating, and enhancing customer loyalty programs, such as Avian Brands Priority Customer and Avian Brands Partner Program for contractors and retail stores;
6. Continuing market expansion by reaching out to segments outside retail and modern shops, such as project, new build, and business-to-business segments;
7. Strengthening innovation and development, both for existing products (cost saving) and new products; and
8. Constantly upgrading manufacturing facilities and other supporting facilities, including the Enterprise Resource Planning ("ERP") System in use with appropriate new technology to improve efficiency.

Avian Brands' Strategic Plans

As part of its efforts to bolster competitiveness and create sustainable growth, Avian Brands has formulated comprehensive, long-term strategic plans. These plans are designed not only to ensure the achievement of annual targets but also to build a robust foundation for long-term business viability. In defining its strategic direction, Avian Brands considers fundamental aspects such as operational restructuring, product diversification, digital transformation, environmental sustainability, and stakeholder value enhancement.

With an adaptive approach to market dynamics and shifting customer needs, Avian Brands continues to place innovation, efficiency, and business resilience as its primary strategic pillars. Information concerning Avian Brands' short-term and long-term strategic plans are described as follows:

Short-term Strategic Plans

Avian Brands has formulated focused and adaptive short-term strategic plans to ensure the achievement of operational and financial targets in the near term. This strategy encompasses production process optimization, distribution strengthening, efficiency enhancement, as well as the utilization of technology and human resources development to support sustainable growth in the coming year. Avian Brands' short-term strategic plans are further described as follows:

1. Production Development via the Cirebon Plant

Avian Brands has designated the optimization of its water-based paint plant in Cirebon as a primary focus of its short-term strategy. This step is taken as the utilization rates of the Sidoarjo and Serang plants have reached approximately 76%, nearing the ideal maximum capacity threshold of 80%. By operating the water-based facility in Cirebon with an initial capacity of 100,000 metric tons in its first year of operation in 2026, Avian Brands will significantly strengthen its production infrastructure. This strategy is aimed at ensuring capacity readiness to respond to growing market demand, while simultaneously enhancing operational resilience and flexibility, bringing Avian Brands' total national production capacity to approximately 225,000 metric tons.

2. Addition of Green Label Products

Avian Brands continues to expand its portfolio of environmentally friendly products. In 2025, Avian Brands has added 5 new GLS certified products, including:

a. Avitex TOP;
b. No Drop Cat Dasar Anti Bocor;
c. Avitex Wizz Cat Dasar;
d. No Drop Plamir Anti Bocor; and
e. Sunguard Basic.

3. Launch of New Products

To complement its product portfolio and address the needs of the communities, Avian Brands launched several new products in 2025. These products are designed to expand Avian Brands market segmentation. The new products successfully launched by Avian Brands throughout 2025 are:

a. Sunguard Basic;
b. Avian Platinum;
c. No Drop Spray;
d. No Drop Cat Dasar Anti Bocor;
e. No Drop Kolam Ikan 2 Komponen;
f. No Drop Plamir Anti Bocor;
g. No Drop Butyl Tape Anti Bocor;
h. Boyo Wood Stain 2in1;
i. Avian Epoxy Filler;
j. Avitex Wizz Cat Dasar;
k. Avitex TOP; and
l. Giant Mortar 225 – Plamir Instan Ekonomis.

4. Addition of Distribution Center ("DC")

Avian Brands continues to expand its distribution network to support growth in the domestic market. In 2025, Avian Brands has opened new distribution centers, including:

a. DC Kotamobagu;
b. DC Malang Selatan;
c. DC Tangerang Selatan;
d. DC Morowali; and
e. DC Bekasi Utara.

5. Plant Development

Avian Brands continues to develop the manufacturing infrastructure at its existing plants to support operational efficiency and sustainability. This development includes upgrading manufacturing technology, strengthening operational systems, and taking concrete steps to maintain product quality while minimizing environmental impact. Some of Avian Brands' strategic steps related to the development of manufacturing facilities are described below:

a. Emissions and Energy Efficiency
- Modifying cooling tower pumps to optimize energy use, resulting in more efficient energy consumption;
- Repositioning pipelines and optimizing air compressor systems through hydraulic system substitutions, successfully reducing electricity consumption and contributing to greenhouse gas emission reductions;
- Installing solar-powered street lighting in the plant area as part of the initiative to reduce carbon emissions and use renewable energy;
- Utilizing solar panels at manufacturing facilities and headquarters, thereby supporting the use of clean energy;
- Partnering with renewable energy providers through Renewable Energy Certificates ("RECs") sourced from the Cirata and Saguling hydropower plants, supporting the supply of electricity from renewable energy;
- Improving gas usage efficiency by modifying the thermo oil line in the resin product reactor and using reactor temperature through condensate tank for boiler temperature feedback; and
- Undertaking various initiatives to improve production efficiency, by optimizing production processes, increasing the use of more modern machinery with low-emission technology, improving packaging efficiency, operational energy efficiency, and transitioning to renewable energy.

b. Manufacturing
- Increased productivity at the Merapi plant for water-based paint products by 9%, thanks to a number of initiatives and more efficient production process automation; and
- Construction of mortar production facilities at the Tuban site, to increase mortar production capacity by 23%.

c. Water Usage and Waste Management
- Adopting a cooling system designed to significantly reduce water consumption;
- Implementing rainwater harvesting programs to support operational needs and reduce dependence on conventional sources of clean water;
- Avian Brands operates a Sewage Treatment Plant ("STP") to manage domestic waste and an Industrial Wastewater Treatment Plant ("IPAL") using filtration and ozonation technologies, to ensure that the industrial wastewater discharged meets the quality standards in accordance with regulations; and
- Implementing various efficiency and reuse strategies through the Reduce, Reuse, and Recycle ("3R") programs.

6. Employee Development

Human Resources (HR) development remains a top priority that Avian Brands implements in its short-term strategic plan. Avian Brands implements various programs to support the improvement of HR quality through the following strategies;

a. Talent Planning and Management Systems;
b. Corporate Culture Infiltration and Campaigns; and
c. Employer Branding Program.

In addition to improving employee quality, Human Resources development also seeks to improve their skills to face the challenges of a dynamic market.

7. IT System Development

Avian Brands continues to improve its IT system implementation to strengthen operational reliability, information security, and system integration in supporting business activities. Avian Brands implements Vulnerability Management to analyze, identify, and categorize the level of vulnerability risk in information systems, so that potential threats are mitigated in a more structured manner. In addition, Backup System Management is reinforced through stricter monitoring of backup schedules and continuous system maintenance to ensure data availability and security as part of efforts to maintain operational continuity. On the other hand, Avian Brands also raises user awareness of cyber threats through education programs and the implementation of more disciplined security procedures, thereby fostering a strong cyber security culture to protect Avian Brands' data systems and integrity.

8. ESG Development

In an effort to reinforce its sustainability commitment, Avian Brands continues to prioritize the development of environmentally friendly products and the improvement of ESG performance as part of its short-term strategy. Avian Brands strives to increase the number of products with environmental certification, including GLS certification, which has been obtained for 40 products, as a form of strengthening sustainability standards in its product portfolio. In addition, Avian Brands also targets to improve the quality of sustainability governance by strengthening ESG practices in line with the assessment methodologies of international rating agencies, such as EcoVadis and Sustainalytics. This measure is expected to reinforce Avian Brands' reputation in sustainable business practices while increasing stakeholder confidence in Avian Brands' sustainability performance.

Long-term Strategic Plans

Avian Brands has established comprehensive and visionary long-term strategic measures to ensure business sustainability and bolster competitiveness amidst evolving industry dynamics. These strategies are designed not only to drive sustainable growth but also to reinforce the operational foundation, expand market share, and enhance Avian Brands' value over an extended time horizon. With an adaptive and innovation-based approach, Avian Brands is committed to creating robust and meaningful growth for all stakeholders. Avian Brands' long-term strategic plans are further described as follows:

1. Optimization of the Cirebon Plant Development

Avian Brands has commenced the construction of a new manufacturing facility in Cirebon, specifically designed to optimize production capacity readiness to meet projected demand growth over the next 10 years. The development of this plant serves as a strategic move to strengthen Avian Brands' operational foundation, enhance production flexibility and efficiency, and maintain supply chain reliability amidst industry shifts. The optimization of the Cirebon plant development is expected to ensure the continuous availability of adequate capacity while supporting Avian Brands' ability to consistently fulfill market needs in alignment with its long-term growth trajectory.

2. Utilization of Advanced Technology for Production Efficiency

Avian Brands will continue to utilize the most advanced technology by upgrading manufacturing machinery and equipment to improve operational efficiency. This includes:

a. Reduction of raw material consumption by utilizing more precise technology;
b. Energy saving with more energy-efficient engines;
c. Waste reduction to support more environmentally friendly operations;
d. Improving machine utilization to optimize manufacturing capacity; and
e. Utilizing reuse and recycling to maximize the value of production waste.

This not only reduces operational costs but also increases product competitiveness in the market, with maintained quality at a more competitive price.

3. Development of Modern Laboratories and Expert Chemists for Product Innovation

Continuous investment in the development of modern laboratories is a priority to support RDI activities, allowing Avian Brands to stay updated with the latest technology and innovation requirements related to its products. With its facilities that are equipped with the latest technology and competent chemists, Avian Brands will be able to:

a. Develop innovative new products according to market needs;
b. Ensure product quality remains consistent and in line with international standards; and
c. Accelerate the timing of product launches to the market to outpace competitors.

4. Improving Supply Chain Quality

Strengthening of supply chain is a key pillar to support operational resilience. The efforts that will be undertaken include:

a. Establishing strategic partnerships with suppliers of high-quality raw materials to maintain a stable supply;
b. Optimizing cooperation with freight forwarding vendors to ensure efficient product delivery; and
c. Implementing a digital-based supply chain management system to improve visibility and operational efficiency.

Long-term Strategic Plans

5. **Integrating the ESG as the Foundation of Avian Brands' Operations**
   Avian Brands will ensure that ESG principles become the foundation of all business activities. Some of the main steps that will be realized include:
   a. Expanding the variety of environmentally friendly products and processes, thereby opening up opportunities for access to green finance, such as green bond issuance, as well as improving appeal to sustainability-focused investors;
   b. Ensuring regulatory compliance, including information disclosure and implementation of business ethics; and
   c. Improving Avian Brands' reputation in the international market by taking part in sustainability certifications and ESG assessments.
6. **Human Resources Development**
   Avian Brands realizes that HR is a key asset that serves as the foundation and driving force for its business development and sustainability going forward. Therefore, Avian Brands will implement various strategies for HR development, including:
   a. Increasing employee engagement through programs that encourage employee participation;
   b. Improving productivity through skills training and development; and
   c. Attracting and retaining top talents to support the future growth of Avian Brands.
7. **Inorganic Business Development**
   Avian Brands will adopt business development strategies through inorganic measures, among others:
   a. Adding new business lines that complement Avian Brands' ecosystem as a paint manufacturer; and
   b. Acquiring or collaborating with other companies with strategic value to strengthen core business.
8. **Integrated IT System**
   Development of IT systems will serve as the backbone for more integrated operations. Therefore, Avian Brands has set several focuses that will be realized in the framework of IT development, among others:
   a. IT system upgrade to support seamless and digital-based business;
   b. Improvement of customer data security and personal data protection in accordance with applicable regulations; and
   c. Implementation of data analytics for faster and more accurate decision-making.
9. **Distribution Network Expansion**
   To reach all parts of Indonesia, Avian Brands will continue to expand its distribution network. This strategy includes opening new DCs in strategic locations, allowing products to reach customers more quickly and efficiently.
10. **Support from Company Value: CinTA**
    The strategic initiatives undertaken by Avian Brands will be supported by the implementation of its core values, namely the CinTA.

All strategic initiatives executed by Avian Brands represent its commitment to fostering sustainable growth, both in terms of revenue (top line) and net profit (bottom line), to generate optimal value and returns for all stakeholders. This is achieved through comprehensive strengthening of financial performance, including revenue enhancement supported by effective cost control and the maintenance of healthy balance sheet through working capital optimization, prudent debt management, and equity reinforcement.

As the primary driver of revenue growth, Avian Brands relies on its RDI capabilities to develop innovative and adaptive products that align with dynamic market needs. Furthermore, Avian Brands continues to explore collaboration opportunities and strategic partnerships while expanding its market reach by targeting potential segments, such as construction and architectural projects, to complement its established strengths in the retail market. This holistic and targeted approach is expected to strengthen Avian Brands' competitive edge while ensuring sustainable long-term value creation for all stakeholders.

Changes in Accounting Policies

The Consolidated Financial Statements of PT Avia Avian Tbk and its Subsidiaries have been prepared based on the Financial Accounting Standards (Standar Akuntansi Keuangan or "SAK") issued by the Indonesian Institute of Accountants (Ikatan Akuntan Indonesia or "IAI"). To maintain the relevance and quality of financial reporting amidst regulatory dynamics, the IAI periodically updates the standards through the issuance of new standards, as well as amendments, revisions, and interpretations of existing standards. All such changes aim to enhance the accuracy, transparency, and comparability of the Financial Statements. Information regarding the new accounting policies and changes in standards that became effective for the financial year beginning on or after January 1, 2025, is outlined as follows:

ISAK/Amendments to PSAK	Impacts on Avian Brands
PSAK 221 (Amendment), "The Effects of Changes in Foreign Exchange Rates": Lack of Exchangeability.	Does not result in substantial changes to Avian Brands' accounting policies and no material effects on the amounts reported for the current or prior financial years.

Reason for Change in Accounting Policy

Changes in accounting policies in the Consolidated Financial Statements of PT Avia Avian Tbk and its Subsidiaries for the financial years ended December 31, 2025 and 2024 are made to ensure that Avian Brands follow the accounting practices that are in accordance with the applicable standards in the current year.

Changes in Laws and Regulations with Significant Impacts on Avian Brands

Avian Brands proactively monitors, reviews, and adapts to every change in laws and regulations that potentially impact business aspects or legal compliance. This step forms a part of its commitment to maintaining governance integrity and ensuring that all business activities remain consistently aligned with prevailing regulations. This adaptive approach not only strengthens timely compliance but also enhances Avian Brands' ability to anticipate the dynamics of an evolving legal environment, thereby supporting long-term business continuity and resilience. Laws and regulations that were amended and/or recently enacted by regulators throughout 2025 that significantly affect Avian Brands are described below:

Regulations	Impacts on Avian Brands	Adjustments Made
Government Regulation No. 28 of 2025 regarding the Implementation of Risk-Based Business Licensing.	Changes to the licensing system, formerly known as *Online Single Submission Risk-Based Approach* ("OSS RBA"), which has become *Online Single Submission - Perizinan Berusaha Berbasis Risiko* ("OSS PBBR") under this Government Regulation. While in general system remains the same, the licensing application processes therein have changed.	For licenses already issued, no adjustments are required as they are automatically migrated by the system. However, new license applications must be adjusted in accordance with the prevailing procedures.
Minister of Environment/Environmental Protection Agency Regulation No. 22 of 2025 regarding the Jurisdiction to Issue Environmental Approvals.	A shift in the jurisdiction for environmental license processing, previously under the Central Government (Ministry of Environment), is now under the Provincial Government (Environmental Office).	Currently, no immediate adjustments are required. However, any future amendments to Environmental Documents shall fall under the jurisdiction of the Provincial authority.
Statistics Indonesia (BPS) Regulation No. 7 of 2025 regarding the Indonesian Standard Industrial Classification ("KBLI").	Updates to the KBLI, i.e., the business sector classification code in Indonesia. The impact on Avian Brands includes changes to, and the splitting of, certain KBLI codes.	KBLI adjustments must be implemented by: amending Avian Brands's Deeds of Articles of Association, followed by adjustments within OSS system.

Material Information After the Financial Statements Date

There is no material information that occurred in Avian Brands following the publication date of the PT Avia Avian Tbk and Subsidiaries' Consolidated Financial Statements for the financial year ended December 31, 2025 and 2024.

Business Continuity Information

Matters That Have a Significant Influence on Business Continuity

Throughout 2025, there were no negative events that had major impacts on our operational activities, both internal and external. This is inseparable from the better risk management that has been performed by us.

Management Assessment to Manage Potentially Significant Influences

Supported by the business plan that has been presented in the business development strategy for 2025, the Management has assessed our ability to continue business activities in the future. The Management believes that there are no material uncertainties that may affect our ability to continue business activities.

Assumptions Used by Management in Assessment

In conducting the assessment, the Management uses a number of assumptions, including:

1. Financial performance;
2. Operational performance;
3. Capital structure;
4. Regulation; and
5. Various risks, such as:
   a. Business risk;
   b. Operational risk;
   c. Resource risk;
   d. Compliance/legal risk;
   e. Financial risk; and
   f. Other risks caused by external factors.

Good Corporate Governance

"Good Corporate Governance is not merely about regulatory compliance, but about fostering a culture of integrity and accountability across every level of the organization. Through the principles of transparency and responsible oversight, Avian Brands consistently instills trust, protects stakeholder interests, and ensures sustainable growth amidst industry dynamics."



Commitment to Implementing Good Corporate Governance

Avian Brands positions the principles of Good Corporate Governance ("GCG") as the essential foundation for all of its business activities. The implementation of GCG is not merely grounded in compliance, but also serves as a core strategy to establish a management system that is transparent, accountable, ethical, and long-term oriented. Through robust GCG implementation, Avian Brands fosters high-quality decision-making, operational efficiency, and the reinforcement of integrity in maintaining the trust of stakeholders.

In alignment with evolving business dynamics and risks, Avian Brands continuously evaluates and refines its GCG policies, systems, and procedures to ensure they remain relevant and adaptive to industry challenges. This commitment is realized through the application of the four GCG pillars, i.e., Ethical Conduct, Accountability, Transparency, and Sustainability, which are developed from the core TARIF values (Transparency, Accountability, Responsibility, Independency, and Fairness). These four pillars serve as the primary guidelines in strengthening a governance structure that is resilient, competitive, and sustainable. Detailed information regarding the implementation of each GCG pillar is outlined as follows:

Ethical Conduct

1

In carrying out each business activity, Avian Brands always emphasizes honesty, respects all parties, fulfills commitments, and consistently builds and maintains moral values and trust. Furthermore, Avian Brands, at all times, takes into account the interests of Shareholders and other stakeholders on the basis of fairness and equality, as well as ensuring independence in management to ensure that no organ of Avian Brands dominates the others and that no other party can intervene.

Accountability

2

Avian Brands can be held accountable for its performance transparently and reasonably. Therefore, Avian Brands' management is always carried out in a correct and calculated manner, in accordance with Avian Brands' interests while taking into account the Shareholders' and other stakeholders' interests. Accountability is one of the pillars that form the main foundation for achieving sustainable performance.

Transparency

3

To maintain objectivity in business management, Avian Brands consistently provides material and relevant information in an easily accessible, understandable manner to Shareholders and other stakeholders. Avian Brands has taken the initiative to disclose not only information required by regulations but also other crucial information that supports the decision-making processes of Shareholders, creditors, and other stakeholders.

Sustainability

4

Avian Brands remains compliant with all applicable laws and regulations and is committed to carrying out its responsibilities towards the community and the environment in order to contribute to the Sustainable Development Goals through cooperation with all relevant stakeholders. This represents Avian Brands' strategic initiative to improve our quality of life in a way that is aligned with Avian Brands' business interests and the sustainable development agenda.

Integrated Good Corporate Governance Implementation Policy

As a parent company overseeing various Subsidiaries, Avian Brands reaffirms its commitment to implementing GCG principles in an integrated manner across all business lines. This commitment is explicitly articulated in the GCG Guidelines, which serve not only as a manual but also as a strategic framework for managing the group in a unified, aligned, and ethical manner. Through a comprehensive GCG policy, Avian Brands ensures that every entity within the group upholds transparent and accountable practices while remaining compliant with prevailing regulations and ethical standards. The consistent application of GCG throughout all business processes fosters governance alignment between the Parent Entity and its Subsidiaries.

To maintain its effectiveness, Avian Brands periodically conducts evaluations and monitoring to ensure the relevance of GCG practices in response to regulatory changes and stakeholder expectations. This approach strengthens inter-entity synergy and drives the creation of sustainable added value for all stakeholders.

Basis of Good Corporate Governance Implementation

The implementation of GCG within Avian Brands is grounded in a number of provisions and regulations that serve as the primary benchmarks in building a robust and high-integrity governance system, as outlined below:

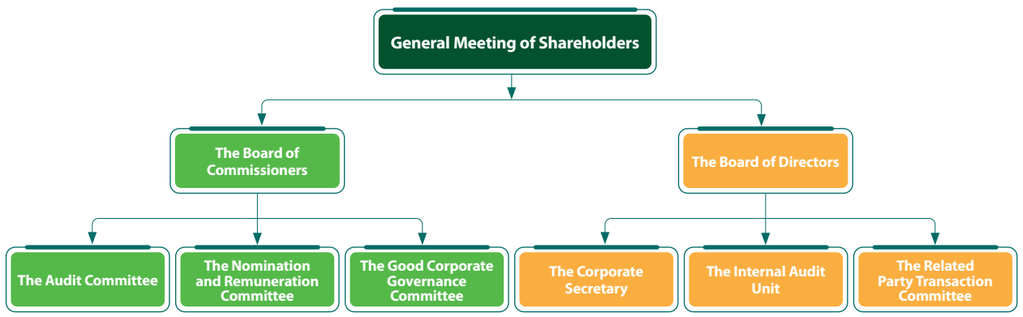
1. The 1945 Constitution of the Republic of Indonesia;
2. Law No. 8 of 1995 concerning the Capital Market;
3. Law No. 40 of 2007 concerning Limited Liability Companies;
4. Financial Services Authority (*Otoritas Jasa Keuangan* or "OJK") Regulations;
5. Indonesian Stock Exchange Regulations;
6. OJK Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Corporate Governance of Public Companies;
7. Indonesian GCG General Guidelines issued by the National Committee on Governance Policy (*Komite Nasional Kebijakan Governansi* or "KNKG") with due observance to the ASEAN Corporate Governance Scorecard ("ACGS");
8. Avian Brands' Articles of Association; and
9. Avian Brands' other guidelines and policies.

Avian Brands has also established GCG Guidelines as its corporate framework since June 25, 2021, which were most recently updated on March 24, 2022, to ensure regulatory relevance and comprehensiveness. This document governs the company's governance structures and mechanisms, including the allocation of roles, authorities, and responsibilities for the Shareholders, the Board of Commissioners, and the Board of Directors. With these guidelines in place, all management and oversight processes within Avian Brands are executed with high consistency and accountability. A clear segregation of duties and authorities ensures that each party performs its functions decisively and measurably. Consequently, the implementation of GCG transcends mere formality, serving instead as the primary engine in achieving sustainable performance with integrity.

Structure of Good Corporate Governance

Avian Brands has designed its GCG structure as a holistic system to ensure regulatory compliance while simultaneously enhancing the quality of sustainable governance implementation. As a Limited Liability Company, Avian Brands establishes its GCG structure based on Law No. 40 of 2007 concerning Limited Liability Companies, which mandates three primary organs: the General Meeting of Shareholders ("GMS"), the Board of Commissioners, and the Board of Directors. Avian Brands adopts a two-tier system, which the Board of Commissioners and the Board of Directors hold separate yet complementary authorities and responsibilities to maintain a balance between oversight and execution functions.

Both organs are supported by Supporting Committees and Units that bolster the effectiveness of supervision and decision-making. Reporting to the Board of Commissioners are the Audit Committee, the Nomination and Remuneration Committee, and the Good Corporate Governance Committee. Meanwhile, the Board of Directors is supported by the Related Party Transaction Committee, the Corporate Secretary, and the Internal Audit Unit. This structure reflects Avian Brands' commitment to implementing effective, integrated, and sustainable governance.



With a structure that is clear, functional, and aligned with GCG pillars, Avian Brands is committed to conducting its corporate operations efficiently, ethically, and responsibly. This robust governance structure not only strengthens compliance with prevailing regulations but also serves as a vital foundation for the creation of a corporate culture that is healthy, competitive, and sustainable.

Mechanism of Good Corporate Governance

To ensure the effectiveness of GCG implementation, Avian Brands employs structured governance mechanisms with clear and proportional allocation of responsibilities among corporate organs. These mechanisms reinforce the relationship between oversight and execution functions, while simultaneously establishing a balanced system of checks and balances in strategic decision-making. Within the GCG structure, the GMS serves as the organ with the highest authority, determining Avian Brands' strategic policy direction. The Board of Directors executes GMS resolutions under the active and independent oversight of the Board of Commissioners.

The effectiveness of the Board of Commissioners' oversight function is bolstered by the support of committees that provide reviews and recommendations on various critical aspects, such as legal compliance, governance, internal controls, and management performance and remuneration policies. Meanwhile, the Board of Directors manages operational activities, business strategy, risk management, and operational efficiency, supported by relevant work units to ensure consistent governance implementation across all organizational levels. As a manifestation of transparency and reporting accuracy, Avian Brands also engages independent external auditors to perform audits of the Financial Statements. This provides additional assurance to stakeholders that the Financial Statements are prepared reliably, accurately, and in accordance with generally accepted accounting principles.

General Meeting of Shareholders

The GMS is the organ with the highest authority in Avian Brands' strategic decision-making, as mandated by Law No. 40 of 2007 concerning Limited Liability Companies, and the Avian Brands' Articles of Association. The GMS holds full authority to determine long-term strategic directions, ratify key policies, and assess the performance and accountability of the corporate organs. The implementation of GMS resolutions is carried out by the Board of Directors, under the oversight of the Board of Commissioners.

Rights of Shareholders

Avian Brands consistently ensures that the rights of all shareholders, both majority and public, are protected and exercised fairly. Respect for shareholders' rights is not only the primary foundation for building investor trust but also a manifestation of Avian Brands' commitment to creating long-term value and sustainable growth. Information regarding the rights of Avian Brands' shareholders is detailed as follows:

1. Attend the GMS and cast 1 vote per 1 share owned;
2. Grant power of attorney to other parties in the event that the Shareholder is unable to attend the GMS;
3. Receive and examine the GMS materials at the latest 21 days prior to the GMS convention in order to allow Shareholders to vote during the proposed decision on the GMS agenda;
4. Have the opportunity to raise questions in each discussion and decision of the GMS agenda;
5. Have the opportunity to vote for, against, or abstain on each proposed decision of the GMS agenda;
6. Receive equal treatment from Avian Brands; and
7. Other rights based on the Articles of Association and other applicable regulations.

Type of General Meeting of Shareholders

Referring to the provisions of OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Implementation of General Meeting of Shareholders of Public Companies, as well as the provisions stipulated in Avian Brands' Articles of Association, GMS is categorized into two types, as detailed below:

1. **Annual GMS**
   The Annual GMS is a General Meeting of Shareholders convened every year. In accordance with the prevailing regulations, the Annual GMS must be convened no later than 6 months after the end of Avian Brands' financial year. The Annual GMS includes the following agendas:
   a. Ratification of the Annual Report, descriptions of the state and affairs of Avian Brands, including Annual Financial Statements;
   b. Determination of the use of net profit;
   c. Appointment of an external auditor registered with the OJK; and
   d. Other agendas proposed by the Board of Directors in the interest of Avian Brands or proposed by one or more Shareholders in accordance with the provisions of the Law and Avian Brands' Articles of Association.
2. **Extraordinary GMS**
   The Extraordinary GMS is a General Meeting of Shareholders that is convened at any time based on urgent matters in the interest of Avian Brands. Unlike the regularly scheduled Annual GMS, an Extraordinary GMS may be convened at any time to address urgent resolutions that must be decided immediately and may not wait until the next Annual GMS.

Authority of the General Meeting of Shareholders

The GMS holds a highly strategic position in ensuring accountability and transparency in the management of Avian Brands. Through the GMS forum, Shareholders are provided with a platform to exercise their rights proportionally, including the determination of fundamental policies that have a significant impact on the business direction, capital structure, and long-term performance of Avian Brands. In carrying out this role, the GMS holds several authorities as described below:

1. Exercise its rights to express opinions and obtain information relating to Avian Brands from the Board of Directors and the Board of Commissioners to the extent that it concerns the agenda of the meeting and does not conflict with the interests of Avian Brands;
2. Hold the Board of Commissioners and the Board of Directors accountable for the management of Avian Brands;
3. Amend the Articles of Association; and
4. Appoint and dismiss the Board of Commissioners and the Board of Directors.

Procedures for Convening General Meeting of Shareholders

Avian Brands' GMS is conducted with reference to the prevailing legal and regulatory frameworks to guarantee an orderly decision-making process. These provisions include Law No. 40 of 2007 concerning Limited Liability Companies, OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Implementation of General Meeting of Shareholders of Public Companies, and OJK Regulation No. 16/POJK.04/2020 concerning the Implementation of General Meeting of Shareholders Through Electronic Means by Public Companies, as amended by OJK Regulation No. 14 of 2025 concerning the Implementation of General Meeting of Shareholders, General Meeting of Bondholders, and General Meeting of Sukukholders Through Electronic Means. Furthermore, the implementation procedures are aligned with the provisions in Avian Brands' Articles of Association, ensuring that the entire GMS process is carried out within a valid and lawful legal framework.

By adhering to the implementation procedures established in these regulations, Avian Brands ensures that the GMS is conducted in a structured, transparent, participatory, and accountable manner, enabling all Shareholders, both majority and public, to exercise their rights fairly. This procedure simultaneously reinforces stakeholder trust in the strategic decision-making mechanisms that directly impact Avian Brands' direction, sustainability, and long-term growth.

Voting Mechanism

The voting mechanism in Avian Brands' GMS is designed to ensure a participatory, open decision-making process while upholding the principles of transparency. In any GMS agenda, the Chairperson of the Meeting will provide an opportunity for the Shareholders to ask questions and give opinions or comments before any resolution is adopted. This facilitation of open discussion fosters a space for constructive dialogue, ensuring that every submitted proposal is considered thoroughly and objectively.

Referring to Article 12, paragraph (13) of Avian Brands' Articles of Association, decision-making in the GMS is, in principle, sought through a mechanism of deliberation to reach a consensus, reflecting collective values, democracy, and equality among Shareholders. This approach emphasizes the importance of consensus as a form of mutual understanding in determining Avian Brands' strategic policies. However, should deliberation fail to reach an agreement, resolutions shall be adopted through voting as a valid alternative mechanism. The voting process is conducted fairly and accountably, wherein each Shareholder holds voting rights proportional to the number of shares owned. All voting results are accurately calculated and openly announced within the GMS forum, ensuring that the resolutions adopted fully reflect the aspirations and preferences of the majority of Shareholders.

Conventions of the General Meeting of Shareholders in 2025

Throughout 2025, Avian Brands convened 1 Annual GMS and 1 Extraordinary GMS. Further information regarding the GMS convention is described as follows:

2025 Annual GMS

Convention Stages of the 2025 Annual GMS				
Notification	**Announcement**	**Invitation**	**Implementation**	**GMS Resolutions**
Notified the Financial Services Authority on February 20, 2025 through Letter No. 014/AA/CORSEC/II/2025	Announced on February 28, 2025 through the websites of Avian Brands, the Indonesia Stock Exchange, and the Indonesia Central Securities Depository.	Announced on March 19, 2025 through the websites of Avian Brands, the Indonesia Stock Exchange, and the Indonesia Central Securities Depository.	Convened on April 10, 2025 at 10.00 – 11.44 (GMT+7) in Avian Brands Building Meeting Room, Jl. Ahmad Yani No. 317, Surabaya, 60234, Jawa Timur, Indonesia.	The Meeting Summary was published on April 11, 2025 on the websites of Avian Brands, the Indonesia Stock Exchange, and the Indonesia Central Securities Depository.

Participants of the 2025 Annual GMS		
The Shareholders	The 2025 Annual GMS was attended by 56,494,708,218 shares or 93.3356%, which is more than ½ of the total shares with voting rights that have been issued by the Avian Brands in the amount of 60,528,555,600 shares, where these shares do not include treasury stock totaling 1,425,000,000 shares, by considering the List of Shareholders as of March 18, 2025.	
The Board of Commissioners	President Commissioner	Hermanto Tanoko
	Independent Commissioner	Mohammad Noor Rachman Soejoeti
The Board of Directors	President Director	Wijono Tanoko
	Vice President Director	Ruslan Tanoko
	Director	Robert Christian Tanoko
	Director	Kurnia Hadi Sinanto
	Director	Angelica Tanisia Jozar
Independent Parties in the Convention of the 2025 Annual GMS	Avian Brands appointed PT Bima Registra, as the Securities Administration Bureau, to count the votes and/or validate the votes and appointed Dr. Susanti, S.H., M.Kn., a Notary in Surabaya City, as the Public Notary, to verify the vote count in the 2025 Annual GMS.	

Resolutions of the 2025 Annual GMS

Agenda 1

Agenda

Approval on Avian Brands' Annual Report, including Avian Brands' Audited Consolidated Financial Statements and the Board of Commissioners' Supervisory Duty Report for the financial year ended on December 31, 2024 and grant of release and discharge of liability (acquit et de charge) to all members of Avian Brands' Board of Directors for their management actions and to all members of Avian Brands' Board of Commissioners for their supervisory actions during the financial year ended on December 31, 2024.

Resolutions

1. Accepted and approved the Annual Report of Avian Brands for the financial year ended on December 31, 2024 and ratified the Audited Consolidated Financial Statements of Avian Brands and the Subsidiaries for financial year ended on December 31, 2024 which has been audited by Public Accounting of Teramihardja, Pradhono & Chandra (a member firm of Crowe global) with an unmodified opinion as stated in its report No. 00032/2.0851/AU.1/04/0453-1/1/II/2025 dated February 24, 2025; and
2. Accepted and approved the Report of Supervisory Duties of the Board of Commissioners for the financial year ended on December 31, 2024, and grant of full release and discharge of liability (acquit et de charge) to all members of the Board of Directors and the Board of Commissioners of Avian Brands, for the management and supervisory actions during the 2024 financial year provided that those actions are reflected in the Annual Report, and the Financial Statements of Avian Brands for financial year ended on December 31, 2024, except for fraudulent, embezzlement, or other criminal acts.

Voting Results			Realization
Agree	:	56,434,326,218	Fully realized. Avian Brands' Financial Statements and Annual Report for the financial year ended December 31, 2024, have been submitted to the regulator on February 26, 2025 and March 12, 2025, and have been posted on the website, and have not been amended following the GMS.
Abstain	:	60,382,000	
Disagree	:	0	

Resolutions of the 2025 Annual GMS

Agenda 2

Agenda

Determination of the use of Avian Brands'net profit for the financial year ended on December 31, 2024.

Resolutions

1. Determining that according to Avian Brands' Audited Consolidated Financial Statements as of December 31, 2024, Avian Brands' net profit amounted to IDR1,663,699,154,610.- ("2024 Net Profit");
2. Appropriating Avian Brands' 2024 Net Profit as follows:
   a. an amount of IDR22.- per share will be distributed as cash dividends for the financial year ended on December 31, 2024 to the shareholders entitled to receive cash dividends, where the amount of cash dividends includes the interim dividends, with the following explanation:
      1) to ratify the distribution of interim dividends for the 2024 financial year from the 2024 Net Profit of IDR11.- per share or IDR671,978,173,900.- and the payment has been made on November 21, 2024 to the holders/owners of 61,088,924,900 shares of Avian Brands; and
      2) to distribute cash dividends for the 2024 financial year from the 2024 Net Profit of IDR11.- per share to holders/owners of Avian Brands' shares who are entitled to dividend distribution, whereas treasury stock is not entitled to dividend distribution;

      with due observance of the prevailing laws and regulations, including the applicable tax regulations;

      As regards such dividend payments, the following terms and conditions shall apply:
      a) the remaining dividends for the 2024 financial year will be paid out for each share issued by Avian Brands as recorded in Avian Brands' Register of Shareholders as at the record date, which will be determined by the Board of Directors;
      b) as regards the payments of the remaining dividends for the 2024 financial year, the Board of Directors shall withhold tax on such dividends in accordance with the tax regulations in force; and
      c) the Board of Directors is granted the power and attorney to stipulate any matters concerning the payment of the remaining dividends for the 2024 financial year, including (but not limited to):
         (1) stipulating the record date as referred to in letter a to determine the shareholders of Avian Brands eligible to receive payments on the remaining dividends for the 2024 financial year; and
         (2) stipulating the date of payment of the remaining dividends for the 2024 financial year and any other technical matters with due observance of the regulations of the Stock Exchange where Avian Brands' shares are listed;
   b. the remaining of 2024 Net Profit is recorded as retained earnings that have not yet been determined.
3. Approved to give full authority and power to the Board of Directors of Avian Brands with the right of substitution to take all necessary actions in connection with the resolution, one and another thing, without any exceptions.

Voting Results			Realization
Agree	:	56,437,343,418	Fully realized. The cash dividend was distributed on April 30, 2025 to the Shareholders of Avian Brands whose names are recorded in Avian Brands' Shareholder List on April 23, 2025.
Abstain	:	54,015,400	
Disagree	:	3,349,400	

Agenda 3

Agenda

Appointment of the Registered Public Accountant and/or Registered Public Accounting Firm that will Audit Avian Brands' Consolidated Financial Statements for the financial year ended on December 31, 2025.

Resolutions

1. To delegate authority to Avian Brands' Board of Commissioners to appoint a Registered Public Accountant and/or Registered Public Accounting Firm in Indonesia that will conduct an audit of Avian Brands' Consolidated Financial Statements for the financial year ending December 31, 2025, by taking into account the recommendation of the Audit Committee, provided that the Public Accountant and/or the Public Accounting Firm is registered in the Financial Services Authority, has a good reputation and has no conflict of interest with Avian Brands and its affiliates; and
2. To grant authority to Avian Brands' Board of Directors to determine the honorarium of the Registered Public Accountant and/or Registered Public Accounting Firm and its appointment terms.

Voting Results			Realization
Agree	:	55,438,284,121	Fully realized. The Board of Commissioners has appointed Public Accounting Firm Teramihardja, Pradhono & Chandra to audit Avian Brands' Consolidated Financial Statements for the financial year ended December 31, 2025 based on the Minutes of the Board of Commissioners Meeting No. 006/AA/BAR/KOM/IX/2025 dated September 15, 2025.
Abstain	:	54,015,400	
Disagree	:	1,002,408,697	

Resolutions of the 2025 Annual GMS

Agenda 4

Agenda

Determination of the salary/honorarium and other allowances for members of Avian Brands' Board of Commissioners and the Board of Directors for the year 2025.

Resolutions

To grant power and authority to Avian Brands' Board of Commissioners:
1. to determine the salary/honorarium and other allowances for members of the Board of Commissioners and Board of Directors of Avian Brands for the year 2025 through the Meeting of the Board of Commissioners; and
2. to determine the amount of distribution among members of the Board of Commissioners and members of the Board of Directors;

by taking into account the recommendations from the Nomination and Remuneration Committee, the provisions of the Articles of Association, and the applicable rules and regulations.

Voting Results			Realization
Agree	:	55,813,356,158	Fully realized. The Board of Commissioners has determined the salary/honorarium and other allowances for members of the Board of Commissioners and members of the Board of Directors for the year 2025 through the Board of Commissioners Meeting based on the Minutes of the Board of Commissioners Meeting No. 004/AA/BAR/KOM/IV/2025 dated April 30, 2025.
Abstain	:	54,015,400	
Disagree	:	627,336,660	

Agenda 5

Agenda

Submission of an Accountability Report on the Realization of the Use of Proceeds from the Initial Public Offering.

Resolutions

The Fifth Agenda is only a Report in connection with the Realization of the Use of Proceeds from the Initial Public Offering, therefore, there is no voting/approval from the Meeting is conducted.

Voting Results			Realization
Agree	:	-	-
Abstain	:	-	
Disagree	:	-	

2025 Extraordinary GMS

Convention Stages of the 2025 Extraordinary GMS

Notification	Announcement	Invitation	Implementation	GMS Resolutions
Notified the Financial Services Authority on February 20, 2025 through Letter No. 014/AA/CORSEC/II/2025.	Announced on February 28, 2025 through the websites of Avian Brands, the Indonesia Stock Exchange, and the Indonesia Central Securities Depository.	Announced on March 19, 2025 through the websites of Avian Brands, the Indonesia Stock Exchange, and the Indonesia Central Securities Depository.	Convened on April 10, 2025 at 12.07 – 12.36 (GMT+7) in Avian Brands Building Meeting Room, Jl. Ahmad Yani No. 317, Surabaya, 60234, Jawa Timur, Indonesia.	The Meeting Summary was published on April 11, 2025 on the websites of Avian Brands, the Indonesia Stock Exchange, and the Indonesia Central Securities Depository.

Participants of the 2025 Extraordinary GMS		
The Shareholders	The 2025 Extraordinary GMS was attended by 56,496,257,672 shares or 93.3382%, which is more than ½ of the total shares with voting rights that have been issued by Avian Brands out of 60,528,555,600 shares, where these shares do not include treasury stock totaling 1,425,000,000 shares, by considering the List of Shareholders as of March 18, 2025.	
The Board of Commissioners	President Commissioner	Hermanto Tanoko
	Independent Commissioner	Mohammad Noor Rachman Soejoeti
The Board of Directors	President Director	Wijono Tanoko
	Vice President Director	Ruslan Tanoko
	Director	Robert Christian Tanoko
	Director	Kurnia Hadi Sinanto
	Director	Angelica Tanisia Jozar
Independent Parties in the Convention of the 2025 Extraordinary GMS	Avian Brands appointed PT Bima Registra, as the Securities Administration Bureau, to count the votes and/or validate the votes and appointed Dr. Susanti, S.H., M.Kn., a Notary in Surabaya City as the Public Notary, to verify the vote count in the 2025 Extraordinary GMS.	

Resolutions of the 2025 Extraordinary GMS

Agenda 1

Agenda

Approval of changes in the composition of the members of the Avian Brands' Board of Commissioners.

Resolutions

1. Appointed Mr. Oscar Christian Maria Jozef Wezenbeek as an Independent Commissioner of the Avian Brands as of the closing of this Meeting with the end of the term of office being the same as the current members of the Board of Directors and Board of Commissioners, which is until the closing of the Annual General Meeting of Shareholders in 2026, therefore the composition of the members of the Avian Brands' Board of Commissioners and Board of Directors to be as follows:

   The Board of Commissioners
   President Commissioner : Hermanto Tanoko
   Independent Commissioner : Mohammad Noor Rachman Soejoeti
   Independent Commissioner : Oscar Christian Maria Jozef Wezenbeek
   The Board of Directors
   President Director : Wijono Tanoko
   Vice President Director : Ruslan Tanoko
   Director : Robert Christian Tanoko
   Director : Kurnia Hadi Sinanto
   Director : Angelica Tanisia Jozar
2. To give authority and power with substitution rights to the Board of Directors of the Avian Brands to take all actions in connection with the changes and determination of the composition of the members of the Board of Commissioners and Board of Directors of the Avian Brands mentioned above, including but not limited to making or requesting to be made and signing all deeds made before Notary in connection to the composition of the members of the Board of Commissioners and Board of Directors of the Avian Brands, to submit notification to the Minister of Law of the Republic of Indonesia and report to other competent authorities, register and announce it and do everything needed and required by the applicable laws and regulations.

Voting Results			Realization
Agree	:	56,478,943,072	Fully realized based on the Deed of Restatement of Meeting Resolutions No. 3 dated April 10, 2025, drawn up before Dr. Susanti, S.H., M.Kn., a Notary in Surabaya City.
Abstain	:	2,219,400	
Disagree	:	15,095,200	

Agenda 2

Agenda

Approval for the Avian Brands' share buyback.

Resolutions

1. Approving shares buyback of the Avian Brands' shares that have been issued and listed on the Indonesia Stock Exchange of up to 1,425,000,000 shares of the Avian Brands or approximately 2.3% of the entire issued and paid up capital of the Avian Brands, with funds allocation of up to IDR1,000,000,000,000.- including transaction costs, trading costs, and other costs in connection with the buyback of the Avian Brands' shares, to be conducted in stages within a maximum period of 12 months since the share buyback is approved by the Meeting. The share buyback will be conducted in accordance with applicable regulations; and
2. Approving to grant authority and/or power of attorney to the Board of Directors of the Avian Brands to take all necessary actions in connection with the implementation of the resolution of the Meeting as referred to in point I above, including but not limited to determining the terms and conditions on the implementation of the buyback of the Avian Brands' shares and/or stating a separate resolution in a separate deed before a Notary, with due observance of the prevailing laws and regulations.

Resolutions of the 2025 Extraordinary GMS

Voting Results			Realization
Agree	:	56,494,038,272	Resolutions of this Extraordinary GMS agenda may not be fully realized in 2025, given that the shares buyback period is ongoing and at the latest will end on April 9, 2026.
Abstain	:	2,219,400	
Disagree	:	0	

Conventions of the General Meeting of Shareholders in 2024

Throughout 2024, Avian Brands convened 1 Annual GMS and did not convene any Extraordinary GMS. Further information regarding the GMS convention is described as follows:

2024 Annual GMS

Convention Stages of the 2024 Annual GMS

Notification	Announcement	Invitation	Implementation	GMS Resolutions
Notified the Financial Services Authority on February 20, 2024 through Letter No. 014/AA/CORSEC/II/2024.	Announced on February 27, 2024 through the websites of Avian Brands, the Indonesia Stock Exchange, and the Indonesia Central Securities Depository.	Announced on March 13, 2024 through the websites of Avian Brands, the Indonesia Stock Exchange, and the Indonesia Central Securities Depository.	Convened on April 4, 2024 at 09.49 – 11.20 (GMT+7) in Avian Brands Building Meeting Room, Jl. Ahmad Yani No. 317, Surabaya, 60234, Jawa Timur, Indonesia.	The Meeting Summary was published on April 5, 2024 on the websites of Avian Brands, the Indonesia Stock Exchange, and on April 6, 2024 on the website of the Indonesia Central Securities Depository.

Participants of the 2024 Annual GMS		
Shareholders	The 2024 Annual GMS was attended by 59,595,151,446 shares or 96.6710%, which is more than ½ of the total shares with voting rights that have been issued by the Avian Brands out of 61,647,392,400,000 where these shares do not include treasury stock totaling 306,163,200 shares, by considering the List of Shareholders as of March 8, 2024.	
The Board of Commissioners	President Commissioner	Hermanto Tanoko
	Independent Commissioner	Mohammad Noor Rachman Soejoeti
The Board of Directors	Vice President Director	Ruslan Tanoko
	Director	Robert Christian Tanoko
	Director	Kurnia Hadi Sinanto
	Director	Angelica Tanisia Jozar
Independent Parties in the Convention of the 2024 Annual GMS	Avian Brands appointed PT Bima Registra, as the Securities Administration Bureau, to count the votes and/or validate the votes and appointed Dr. Susanti, S.H., M.Kn., a Notary in Surabaya City, as the Public Notary, to verify the vote count in the 2024 Annual GMS.	

Resolutions of the 2024 Annual GMS

Agenda 1

Agenda

Approval on Avian Brands' Annual Report, including Avian Brands' Audited Consolidated Financial Statements and the Board of Commissioners' Supervisory Duty Report for the financial year ended on December 31, 2023 and grant of release and discharge of liability (acquit et de charge) to all members of Avian Brands' Board of Directors for their management actions and to all members of Avian Brands' Board of Commissioners for their supervisory actions during the financial year ended on December 31, 2023.

Resolutions

1. Accepted and approved the Annual Report of Avian Brands for the financial year ended on December 31, 2023 and ratified the Audited Consolidated Financial Statements of Avian Brands and the Subsidiaries for financial year ended on December 31, 2023 which has been audited by Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) with an unmodified opinion as stated in its report No. 00202/2.1025/AU.1/04/1737-2/1/II/2024 dated February 27, 2024; and

Resolutions of the 2024 Annual GMS

2. Accepted and approved the Report of Supervisory Duties of the Board of Commissioners for the financial year ended on December 31, 2023, and grant of full release and discharge of liability (acquit et de charge) to all members of the Board of Directors and the Board of Commissioners of Avian Brands, for the management and supervisory actions during the 2023 financial year provided that those actions are reflected in the Annual Report, and the Financial Statements of Avian Brands for financial year ended on December 31, 2023, except for fraudulent, embezzlement, or other criminal acts.

Voting Results			Realization
Agree	:	59,595,151,046	Fully realized. Avian Brands' Financial Statements and Annual Report for the financial year ended December 31, 2023, have been submitted to the regulator on February 28, 2024 and March 12, 2024, and have been posted on the website, and have not been amended following the GMS.
Abstain	:	300	
Disagree	:	100	

Agenda 2

Agenda

Determination of the use of Avian Brands'net profit for the financial year ended on December 31, 2023.

Resolutions

1. Determining that according to Avian Brands' Audited Consolidated Financial Statements as of December 31, 2023, Avian Brands' net profit is amounted to IDR1,643,095,450,420.- ("2023 Net Profit");
2. Appropriating Avian Brands' 2023 Net Profit as follows:
   a. an amount of IDR22.- per share will be distributed as cash dividends for the financial year ended on December 31, 2023 to the shareholders entitled to receive cash dividends, where the amount of cash dividends includes the interim dividends, with the following explanation:
      1) to ratify the distribution of interim dividends for the 2023 financial year from the 2023 Net Profit of IDR11.- per share or IDR681,489,111,600.- and the payment has been made on October 31, 2023 to the holders/owners of 61,953,555,600 shares of Avian Brands; and
      2) to distribute cash dividends for the 2023 financial year from 2023 Net Profit of IDR11.- per share to holders/owners of Avian Brands' shares who are entitled to dividend distribution, whereas treasury stock is not entitled to dividend distribution;

      with due observance of the prevailing laws and regulations, including the applicable tax regulations;

      As regards such dividend payments, the following terms and conditions shall apply:
      a) the remaining dividends for the 2023 financial year will be paid out for each share issued by Avian Brands as recorded in Avian Brands' Register of Shareholders as at the record date, which will be determined by the Board of Directors;
      b) as regards the payments of the remaining dividends for the 2023 financial year, the Board of Directors shall withhold tax on such dividends in accordance with the tax regulations in force; and
      c) the Board of Directors is granted the power and attorney to stipulate any matters concerning the payment of the remaining dividends for the 2023 financial year, including (but not limited to):
         (1) stipulating the record date as referred to in letter a to determine the shareholders of Avian Brands eligible to receive payments on the remaining dividends for the 2023 financial year; and
         (2) stipulating the date of payment of the remaining dividends for the 2023 financial year and any other technical matters with due observance of the regulations of the Stock Exchange where Avian Brands' shares are listed;

   b. the remaining of 2023 Net Profit is recorded as retained earnings that have not yet been determined.
3. Approved to give full authority and power to the Board of Directors of Avian Brands with the right of substitution to take all necessary actions in connection with the resolution, one and another thing, without any exceptions.

Voting Results			Realization
Agree	:	59,595,151,046	Fully realized. The cash dividend was distributed on April 30, 2024 to the Shareholders of Avian Brands whose names are recorded in Avian Brands' Shareholder List on April 24, 2024.
Abstain	:	300	
Disagree	:	100	

Agenda 3

Agenda

Appointment of the Registered Public Accountant and/or Registered Public Accounting Firm that will Audit Avian Brands' Consolidated Financial Statements for the financial year ended on December 31, 2024.

Resolutions

1. To delegate authority to Avian Brands' Board of Commissioners to appoint a Registered Public Accountant and/or Registered Public Accounting Firm in Indonesia that will conduct an audit of Avian Brands' Consolidated Financial Statements for the financial year ending December 31, 2024, by taking into account the recommendation of the Audit Committee, provided that the Public Accountant and/or the Public Accounting Firm is registered in the Financial Services Authority, has a good reputation and has no conflict of interest with Avian Brands and its affiliates; and
2. To grant authority to Avian Brands' Board of Directors to determine the honorarium of the Registered Public Accountant and/or Registered Public Accounting Firm and its appointment terms.

Voting Results			Realization
Agree	:	58,886,680,431	Fully realized. The Board of Commissioners has appointed Public Accounting Firm Teramihardja, Pradhono & Chandra (a member firm of Crowe global) to audit Avian Brands' Consolidated Financial Statements for the financial year ended December 31, 2024 based on the Minutes of the Board of Commissioners Meeting No. 006/AA/BAR/KOM/X/2024 dated October 24, 2024.
Abstain	:	300	
Disagree	:	708,470,715	

Resolutions of the 2024 Annual GMS

Agenda 4

Agenda

Determination of the salary/honorarium and other allowances for members of Avian Brands' Board of Commissioners and the Board of Directors for the year 2024.

Resolutions

To grant power and authority to Avian Brands' Board of Commissioners:
1. to determine the salary/honorarium and other allowances for members of the Board of Commissioners and Board of Directors of Avian Brands for the year 2024 through the Meeting of the Board of Commissioners; and
2. to determine the amount of distribution among members of the Board of Commissioners and members of the Board of Directors;

by taking into account the recommendations from the Nomination and Remuneration Committee, the provisions of the Articles of Association, and the prevailing rules and regulations.

Voting Results			Realization
Agree	:	59,420,098,946	Fully realized. The Board of Commissioners has determined the salary/honorarium and other allowances for members of the Board of Commissioners and members of the Board of Directors for the year 2024 through the Board of Commissioners Meeting based on the Minutes of the Board of Commissioners Meeting No. 002/AA/BAR/KOM/IV/2024 dated April 29, 2024.
Abstain	:	2,800	
Disagree	:	175,049,700	

Agenda 5

Agenda

Submission of an Accountability Report on the Realization of the Use of Proceeds from the Initial Public Offering.

Resolutions

The Fifth Agenda is only a Report in connection with the Realization of the Use of Proceeds from the Initial Public Offering, therefore, there is no voting/approval from the Meeting is conducted.

Voting Results		Realization
Agree	: -	-
Abstain	: -	
Disagree	: -	

The Board of Commissioners

The Board of Commissioners is an organ of Avian Brands that holds collective responsibility for overseeing the policies and management of Avian Brands by the Board of Directors, as well as providing strategic direction and advice to ensure the sustainable achievement of the Company's objectives. Additionally, the Board of Commissioners is responsible for ensuring that GCG pillars are consistently implemented at all levels of Avian Brands.

Furthermore, the Board of Commissioners plays a role in monitoring the comprehensive implementation of GCG policies and practices, including aspects of transparency, accountability, and business ethics. In exercising its oversight function, the Board of Commissioners consistently maintains independence, objectivity, and integrity, ensuring that all evaluation and decision-making processes are conducted professionally, free from intervention, and devoid of potential conflicts of interest. This independence serves as a vital foundation for the creation of effective checks and balances between the oversight function and Avian Brands' operational execution.

The Board of Commissioners Charter

Avian Brands established the Board of Commissioners Charter on August 16, 2021 (the "Board of Commissioners Charter"), to serve as a guideline in performing oversight functions and providing advisory services to the Board of Directors. This Charter ensures that all management processes within Avian Brands align with GCG principles and clarifies the duties, responsibilities, and ethical standards of the Board of Commissioners. Developed based on the Articles of Association and prevailing laws and regulations, the Board of Commissioners Charter serves as the basis for the Board of Commissioners to perform its role professionally, accountably, and with integrity in supporting the sustainable achievement of Avian Brands' vision, mission, and values.

Composition of the Board of Commissioners

The composition of Avian Brands' Board of Commissioners is regulated under Article 16 paragraph (1) of the Articles of Association, which stipulates a minimum of two members, consisting of one President Commissioner and at least one Independent Commissioner. This structure is designed to maintain a balance of independent and professional oversight in accordance with GCG principles. Appointment and dismissal of members of the Board of Commissioners fall under the GMS's authority, with a term of office of five years and eligibility for reappointment in accordance with applicable provisions.

In forming the Board of Commissioners, Avian Brands prioritizes diversity in background, experience, expertise, and age range to enrich strategic perspectives in overseeing and advising the Board of Directors. In 2025, the composition of the Board of Commissioners underwent a change with the appointment of Mr. Oscar Christian Maria Jozef Wezenbeek as an Independent Commissioner, effective from the closing of the Extraordinary GMS on April 10, 2025, until the closing of the Annual GMS in 2026. Accordingly, the composition of Avian Brands' Board of Commissioners as of December 31, 2025, is detailed as follows:

Name	Position
Hermanto Tanoko	President Commissioner
Mohammad Noor Rachman Soejoeti	Independent Commissioner
Oscar Christian Maria Jozef Wezenbeek[*)]	Independent Commissioner

*) Effectively served as an Independent Commissioner based on the Resolution of the Extraordinary General Meeting of Shareholders of Avian Brands dated April 10, 2025.

Dual Appointment of the Board of Commissioners

Avian Brands consistently ensures that all members of the Board of Commissioners carry out their duties and responsibilities with full dedication and a high degree of independence. A key aspect in this regard is the disclosure of dual positions, which aims to ensure that each member of the Board of Commissioners can perform their functions optimally, free from conflicts of interest or excessive workloads. Based on the Board of Commissioners Charter, the provisions regarding the dual positions of Avian Brands' Board of Commissioners are outlined as follows:

1. The Board of Commissioners members may hold dual appointments as:
   a. The Board of Directors member in a maximum of 2 other Issuers or Public Companies; and
   b. The Board of Commissioners member in a maximum of 3 other Issuers or Public Companies;
2. If a Board of Commissioners member does not hold dual appointments as a Board of Directors member, he/she may hold dual appointments as a Board of Commissioners member in a maximum of 4 other Issuers or Public Companies;
3. A Board of Commissioners member may serve as a member of at most 5 committees in Avian Brands and other Public Companies in which he/she also serves as a member of the Board of Directors or Board of Commissioners; and
4. The dual appointment mentioned in point 3 above may only be carried out provided that it does not conflict with other laws and regulations.

Independent Commissioner

Independent Commissioners are a vital element within Avian Brands' Board of Commissioners, appointed based on specific criteria to ensure independence in exercising oversight functions. In accordance with regulatory provisions, Independent Commissioners must be free from financial, managerial, shareholding, or familial relationships with members of the Board of Commissioners, the Board of Directors, and/or the Controlling Shareholders to ensure they can act independently and objectively. The presence of Independent Commissioners plays a strategic role in maintaining integrity and fairness in decision-making, providing independent perspectives on management policies, and protecting the interests of all Shareholders and stakeholders.

Avian Brands has 2 (two) Independent Commissioners, representing 67% of the total members of the Board of Commissioners. This proportion exceeds the minimum requirement of 30% as stipulated in OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies ("POJK 33/2014"). The appointments of Mr. Mohammad Noor Rachman Soejoeti and Mr. Oscar Christian Maria Jozef Wezenbeek as Independent Commissioners have fully complied with the independence requirements in accordance with the aforementioned regulation, as detailed below:

Description of Criteria	Mohammad Noor Rachman Soejoeti	Oscar Christian Maria Jozef Wezenbeek[*)]
Not a person who works or has the authority and responsibility to plan, lead, control, or supervise activities of Avian Brands within the last 6 months, except for reappointment as Independent Commissioner for the next period.	✓	✓
Not holding any shares, either directly or indirectly, in Avian Brands.	✓	✓
Not having any affiliation with Avian Brands, members of the Board of Commissioners, members of the Board of Directors, Main Shareholders, or Controlling Shareholders of Avian Brands.	✓	✓
Not having any business relationship, either directly or indirectly, related to Avian Brands'business activities.	✓	✓

*) Effectively served as an Independent Commissioner based on the Resolution of the Extraordinary General Meeting of Shareholders of Avian Brands dated April 10, 2025.

Duties and Responsibilities of the Board of Commissioners

The Board of Commissioners holds a strategic role in ensuring that the management of Avian Brands aligns with GCG pillars, as well as the purposes and objectives set forth in the Avian Brands' Articles of Association. To perform this role optimally, the Board of Commissioners is equipped with a clear mandate encompassing oversight functions, advisory services, and the control and evaluation of strategic policies implemented by the Board of Directors. Throughout 2025, the Board of Commissioners reviewed, monitored, and supervised the execution of Avian Brands' strategies through Joint Meetings of the Board of Directors and the Board of Commissioners held on a monthly basis. The detailed duties and responsibilities of the Board of Commissioners are governed by the Board of Commissioners Charter. This Charter serves as the foundation for the Board of Commissioners to perform its functions independently, objectively, and professionally to maintain a balance of power, enhance management accountability, and ensure the long-term business sustainability of Avian Brands. Further information on the duties and responsibilities of the Board of Commissioners is described as follows:

1. Supervising the management of Avian Brands by the Board of Directors, both in regards to Avian Brands and its business, as well as providing advice to the Board of Directors;
2. Performing specifically-assigned tasks in accordance with the Articles of Association, applicable laws and regulations, and/or based on the resolutions of the GMS;
3. Performing duties, responsibilities, and authorities in accordance with the provisions of Avian Brands' Articles of Association and the resolutions of the GMS, including proposing the appointment of a Public Accountant and/or Public Accounting Firm that will conduct audit services on Avian Brands' Financial Statements;
4. Directing, monitoring, and evaluating the implementation of Avian Brands' strategic policies;
5. Implementing and ensuring the implementation of risk management and GCG principles in each of Avian Brands' business activities, at all organizational levels or stages;
6. Evaluating and approving Avian Brands' work plan;
7. Assisting and encouraging efforts in fostering and developing Avian Brands;
8. Forming the Audit Committee as well as other committees in accordance with the prevailing laws and regulations;
9. Ensuring that the supporting committees of the Board of Commissioners have effectively performed their duties and responsibilities;
10. Evaluating the performance of the committees assisting the Board of Commissioners in performing their duties and responsibilities at the end of each financial year; and
11. Convening the Annual GMS and other GMS in accordance with their authority as regulated by laws and regulations as well as the Articles of Association.

Division of Duties of the Board of Commissioners

The Board of Commissioners of Avian Brands has established the division of duties among its members through the Minutes of the Board of Commissioners Meeting No. 006/AA/BAR/KOM/IX/2023 dated September 19, 2023, as updated by the Minutes of the Board of Commissioners Meeting No. 008/AA/BAR/KOM/X/2025 dated October 13, 2025, to enhance the effectiveness and efficiency of its oversight functions. Each member of the Board of Commissioners is assigned a specific oversight mandate over Avian Brands' strategic areas, such as audit, risk management, governance, and other aspects relevant to business sustainability.

The implementation of this division of duties ensures that the quality of oversight is conducted comprehensively, thereby fostering more focused and accountable coordination in strategic decision-making. The duties and responsibilities of each member of the Board of Commissioners are described as follows:

Name	Position	Duties and Responsibilities
Hermanto Tanoko	President Commissioner	**Mr. Hermanto is responsible to:** • coordinate the activities of the Board Commissioners and ensure that each member of the Board of Commissioners can express their opinion based on sufficient information; • supervise and provide advice to the Board of Directors in carrying out the management of Avian Brands; • provide opinion and approval of Avian Brands' Annual Work Plan and Budget as well as other work plans prepared by the Board of Directors, in accordance with the provisions of Avian Brands' Articles of Association; and • provide a report on the supervisory duties that have been carried out during the last financial year to the GMS.
Mohammad Noor Rachman Soejoeti	Independent Commissioner	**Mr. Noor is responsible for:** • as Chairman of the Audit Committee; • as Chairman of the Nomination and Remuneration Committee; • carry out supervision in the field of capital market legal compliance; • examine and review periodic reports and the Annual Report prepared by the Board of Directors; and • carry out other obligations within the framework of supervisory duties and provide advice, as long as they do not conflict with statutory regulations, Articles of Association, and/or GMS decisions.
Oscar Christian Maria Jozef Wezenbeek[*)]	Independent Commissioner	**Mr. Oscar is responsible for** providing advice and supervision in the fields of operations, sales and marketing, including but not limited to, the development and implementation of business strategies, operations and production plans, marketing programs, new product development, and new market expansion.

*) Effectively served as an Independent Commissioner based on the Resolution of the Extraordinary General Meeting of Shareholders of Avian Brands dated April 10, 2025.

Decisions Requiring the Board of Commissioners' Approval

Avian Brands stipulates that every strategic decision with a significant impact on the sustainability and growth of Avian Brands must obtain approval from the Board of Commissioners, as mandated by the Articles of Association. This provision is part of the checks and balances mechanism to ensure the principle of prudence in strategic decision-making. This role not only reinforces the oversight function but also serves as a vital instrument in maintaining stability, mitigating strategic risks, and ensuring consistency in the direction of business transformation. Consequently, all major decisions reflect responsible and long-term oriented governance. Decisions that require the Board of Commissioners' approval are described as follows:

1. Selling, pledging, or otherwise disposing of rights to immovable property belonging to Avian Brands;
2. Binding Avian Brands as guarantor;
3. Establishing a new business or investing;
4. Transferring investment in other companies, both domestic and overseas;
5. Receiving loans from any party;
6. Giving loans to any party save for loans in business activities and loans to Avian Brands' employees and Subsidiaries; and
7. Opening branches or representative offices, both inside and outside the territory of the Republic of Indonesia.

The Board of Commissioners Meeting

Meeting Policy

The Board of Commissioners of Avian Brands conducts regular meetings in accordance with the provisions of OJK Regulation No. 33/POJK.04/2014 and Avian Brands' Articles of Association. Based on these provisions, internal meetings are held at least once every two months, while joint meetings with the Board of Directors are conducted at least once every four months. Both forums serve as strategic platforms to review performance, align policies, and ensure that all decisions and operational directions of Avian Brands remain consistent, while simultaneously strengthening overall coordination and governance effectiveness.

Meeting Convention

Throughout 2025, the Board of Commissioners has convened 6 internal meetings and 12 joint meetings with the Board of Directors. Information on the number of meetings and attendance rate of the Board of Commissioners, is outlined as follows:

Name	Position	Internal Meetings of the Board of Commissioners			Joint meetings with the Board of Directors			GMS	
		Number of Meeting	Total Attendance	Attendance (%)	Number of Meeting	Total Attendance	Attendance (%)	2025 Annual GMS	2025 Extraordinary GMS
Hermanto Tanoko	President Commissioner	6	6	100.00	12	9	75.00	✓	✓
Mohammad Noor Rachman Soejoeti	Independent Commissioner	6	6	100.00	12	12	100.00	✓	✓
Oscar Christian Maria Jozef Wezenbeek[*)]	Independent Commissioner	6	4	66.67	12	8	66.67	-[**)]	-[**)]

*) Effectively served as an Independent Commissioner based on the Resolution of the Extraordinary General Meeting of Shareholders of Avian Brands dated April 10, 2025.

**) Mr. Oscar Christian Maria Jozef Wezenbeek had not effectively taken office as Independent Commissioner of Avian Brands during the convention of 2025 Annual GMS and Extraordinary GMS.

Competence Development of the Board of Commissioners

Policy on Competence Development of the Board of Commissioners

The commitment to implementing continuous competence development programs for the Board of Commissioners is articulated in the Competence Development Policy. This policy aligns with the provisions of the Board of Commissioners Charter, which underscore the importance of ongoing capacity building to effectively respond to dynamics in economics, finance, industry, and regulation, as well as other strategic issues relevant to Avian Brands' business activities. To meet these role requirements, the Board of Commissioners is required to proactively update their knowledge and insights through participation in various development programs, including training and education programs, seminars, site visits, benchmarking, and brainstorming sessions. This approach not only fosters continuous learning but also serves as a strategic means to maintain the quality of decision-making and enhance added value for all stakeholders.

Implementation of the Board of Commissioners Competence Development Program

Information concerning on the competence development programs attended by members of the Board of Commissioners throughout 2025 has been disclosed in the Company Profile Chapter, particularly in the Profile section of each member of the Board of Commissioners.

Orientation Program for New Members of the Board of Commissioners

Avian Brands has implemented a policy concerning orientation program for newly appointed members of the Board of Commissioners. Through this program, new members are expected to swiftly grasp the strategic and operational context of Avian Brands, enabling them to perform their oversight and advisory functions proactively and constructively. The orientation programs for newly appointed Board of Commissioners members include, among others:

1. Knowledge of Avian Brands, among others:
   a. Avian Brands' Vision, Mission, purposes, and objectives;
   b. Avian Brands' strategy;
   c. Avian Brands' medium and long-term plans;
   d. Avian Brands' operational performance;
   e. Avian Brands' financial performance; and
   f. Avian Brands' risk management;
2. Knowledge concerning the designation of the Board of Commissioners, among others:
   a. Duties, responsibilities, and authorities of the Board of Commissioners;
   b. Working time;
   c. Relationship with members of the Board of Directors; and
   d. Relevant rules/provisions.

Implementation of Orientation Program for New Members of the Board of Commissioners

In 2025, Avian Brands conducted an orientation program for its Board of Commissioners following the appointment of Mr. Oscar Christian Maria Jozef Wezenbeek as the new Independent Commissioner. This program was designed to equip him with a comprehensive understanding of Avian Brands' organizational structure, vision and mission, core values, and business processes. Through the implementation of this orientation program, Avian Brands ensures that newly appointed members of the Board of Commissioners can immediately and effectively perform their oversight and advisory roles, supported by a thorough understanding of Avian Brands' strategic and operational context.

Performance Assessment of the Board of Commissioners

Policy, Procedure, and Implementation of Performance Assessment

Policy concerning performance assessment of the Board of Commissioners is based on the Performance Assessment Policy of the Board of Commissioners and the Board of Directors of Avian Brands, which was stipulated on December 27, 2021, and last updated on December 18, 2025, as well as other relevant regulations. With this policy, each member of the Board of Commissioners assesses the performance of the Board of Commissioners collegially, rather than individually. This assessment is designed to evaluate the effectiveness and cooperation of all members of the Board of Commissioners in carrying out their supervisory and advisory duties to the Board of Directors.

Assessor

The performance assessment of the Board of Commissioners is conducted periodically once a year by each member. This assessment process takes into consideration the achievement of the agreed assessment aspects.

Aspects of Performance Assessment

The Board of Commissioners' performance assessment involves various essential aspects. These aspects are designed to present a comprehensive picture of the Board of Commissioners' collegial contribution to achieving of Avian Brands' strategic objectives. The Board of Commissioners' performance assessment aspects are described as follows:

1. Supervising the management of Avian Brands performed by the Board of Directors;
2. Reviewing, examining, and approving Avian Brands' annual work plan;
3. Performing tasks specifically assigned to the Board of Commissioners in accordance with Avian Brands' Articles of Association, applicable laws and regulations, and/or GMS resolutions;
4. Performing duties and responsibilities in accordance with the provisions of Avian Brands' Articles of Association and the resolutions of the GMS;
5. Conforming to Avian Brands' Articles of Association as well as applicable laws and regulations, and the obligations to perform duties in accordance with the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness, including the convention of the Board of Commissioners Meetings in accordance with applicable regulations;
6. Evaluating performance during the financial year, assessed based on the effectiveness of supervision and contribution to achieving Avian Brands' strategic targets.
7. Measuring the Board of Commissioners' competence in carrying out its duties and responsibilities, including knowledge and expertise relevant to Avian Brands' industry; and
8. Measuring the level of attendance at Board of Commissioners meetings, both internal and joint meetings with the Board of Directors.

Assessment Results

Based on the 2025 performance assessment procedures and criteria applied, the Board of Commissioners is deemed to have performed its roles and responsibilities optimally. The evaluation results reflect the dedication, integrity, and competence of the Board of Commissioners in overseeing and providing strategic direction for the sustainability of Avian Brands. The solid performance of Avian Brands throughout 2025 serves as a tangible reflection of the effectiveness of the oversight function performed, while simultaneously demonstrating the Board of Commissioners' strong commitment to maintaining stability and supporting the sustainable growth of Avian Brands. Furthermore, the Board of Commissioners is assessed to have been active in exercising its oversight function through involvement in 6 (six) internal meetings and 12 (twelve) joint meetings with the Board of Directors throughout 2025. These meetings addressed strategic agendas in accordance with the work plan as well as critical issues of mutual concern. This high level of engagement reinforces a constructive and collaborative oversight role in ensuring the achievement of Avian Brands' long-term objectives.

Performance Assessment of Committees Under the Board of Commissioners

Policy, Procedure, and Implementation of Performance Assessment

The performance assessment policy of committees under the Board of Commissioners aims to ensure that each committee has carried out its duties and responsibilities effectively and efficiently. This assessment also aims to identify areas that require improvement and development. Results of the assessment are subsequently factored into the reappointment process of committee members, ensuring that only the most accomplished individuals may remain to support the Board of Commissioners in carrying out its supervisory and advisory functions towards the Board of Directors.

Assessor

Performance assessment of committees under the Board of Commissioners is conducted by the Board of Commissioners periodically at the end of each financial year.

Aspects of Performance Assessment

The performance assessment process for committees under the Board of Commissioners involves a careful evaluation of the assignment reports and annual reports on the performance of each committee's activities. Performance assessment aspects for committees under the Board of Commissioners are described as follows:

1. Realization of work plan;
2. Attendance in committee meetings;
3. Quality of supervision; and
4. Recommendations provided.

Results of Performance Assessment

The Audit Committee	Based on the 2025 performance assessment procedures and criteria, the Audit Committee is deemed to have performed its duties and responsibilities effectively, particularly in monitoring and evaluating the audit of the Financial Statements and the effectiveness of Avian Brands' internal control systems across all operational aspects. The Audit Committee also played an active role in ensuring compliance with applicable auditing standards and strengthening Avian Brands' transparency and risk management resilience. This contribution has further enhanced healthy accountability and corporate governance within the Avian Brands environment. Furthermore, the Audit Committee held 5 meetings throughout 2025, focusing on strategic agendas in accordance with the annual work plan and key issues concerning internal oversight and control.
The Nomination and Remuneration Committee	Based on the 2025 performance assessment procedures and criteria, the Nomination and Remuneration Committee is deemed to have performed its functions optimally by providing strategic recommendations regarding nomination and remuneration policies, as well as the development of human resources governance at the Board of Commissioners and Board of Directors levels. The Nomination and Remuneration Committee also actively ensured that all processes were aligned with the principles of transparency, fairness, and accountability. The Committee's contributions have further strengthened the organizational structure and supported the sustainable achievement of Avian Brands' long-term objectives. Furthermore, the Nomination and Remuneration Committee held 3 meetings throughout 2025, which focused on evaluating remuneration policies and implementing the nomination program for the Board of Commissioners.
The Good Corporate Governance Committee	Based on the 2025 performance assessment procedures and criteria, the Good Corporate Governance Committee is deemed to have performed its duties and responsibilities effectively in supporting the Board of Commissioners' oversight function. The Good Corporate Governance Committee has demonstrated meticulousness and professionalism in handling all reports of violations against the Business Ethics and Code of Conduct, as well as providing appropriate resolution recommendations, including the imposition of sanctions on the parties involved. Furthermore, the Good Corporate Governance Committee played an active role in periodically reviewing Avian Brands' ESG data to ensure alignment between sustainability performance and GCG pillars. Additionally, the Good Corporate Governance Committee held 4 meetings throughout 2025, focusing on strategic issues of mutual concern.

The Board of Directors

The Board of Directors is the primary organ responsible for the management of all operational aspects of Avian Brands. It plays a key role in formulating and implementing strategic policies, managing resources, and ensuring that business activities are carried out in alignment with the Vision, Mission, and Values of Avian Brands. In performing its duties, the Board of Directors holds full responsibility for operational performance and sustainability, while upholding the principles of prudence and long-term orientation.

Furthermore, the Board of Directors is authorized to represent Avian Brands both in and out of court and plays an active role in building strategic partnerships and strengthening Avian Brands' reputation. Each member of the Board of Directors holds functional responsibilities in accordance with the division of authority, yet they continue to work collectively in synergy, to ensure that every strategic decision is made in the best interest of Avian Brands and all stakeholders.

The Board of Directors Charter

Avian Brands established the Board of Directors Charter on August 16, 2021 (the "Board of Directors Charter"), to serve as a guideline for the Board of Directors in performing the management functions of Avian Brands. The Board of Directors Charter systematically regulates the scope of authority, responsibilities, work ethics, and the principles of collective work of the Board of Directors in managing Avian Brands. The provisions in this charter were developed with reference to Avian Brands' Articles of Association and prevailing laws and regulations, and are aligned with the efforts to achieve Avian Brands' Vision, Mission, and Values. Through the Board of Directors Charter, the Board of Directors has a clear reference in exercising leadership that is accountable, adaptive, and oriented toward sustainable value creation for all stakeholders.

Composition of the Board of Directors

The composition of Avian Brands' Board of Directors is provided under Article 13 paragraph (1) of the Articles of Association, which stipulates that the Board of Directors shall consist of at least 3 (three) members. This provision is designed to ensure implementation of effective, structured, and accountable management functions, in line with GCG pillars that emphasize professionalism, integrity, and responsibility. Appointment and dismissal of members of the Board of Directors fall under the authority of the GMS, with a term of office of five years and eligibility for reappointment in accordance with applicable laws and regulations.

In forming the Board of Directors, Avian Brands also prioritizes diversity in background, experience, expertise, and age range to enrich perspectives in the policy formulation process, strengthen managerial capabilities, and enhance Avian Brands' responsiveness to industry dynamics. In 2025, the composition of the Board of Directors remained unchanged from the previous year, continuing to consist of 5 members performing their duties collaboratively. Information regarding the composition of Avian Brands' Board of Directors as of December 31, 2025, is detailed as follows:

Name	Position
Wijono Tanoko	President Director
Ruslan Tanoko	Vice President Director
Robert Christian Tanoko	Director
Kurnia Hadi Sinanto	Director
Angelica Tanisia Jozar	Director

Dual Appointments of the Board of Directors

The Board of Directors Charter regulates the provisions regarding dual appointment that may be held by the members of the Board of Directors. These provisions are designed to ensure that each member of the Board of Directors can comprehensively perform their responsibilities fully focused, without interference from other interests that could potentially lead to conflicts or overlaps in decision-making. Through these regulations, Avian Brands reaffirms the importance of the principles of independence, accountability, and managerial effectiveness, ensuring that policies adopted reflect the best interests of Avian Brands and all stakeholders. The rules regarding dual appoinments also serve as part of the internal control mechanism aimed at maintaining the quality of leadership and the consistent implementation of GCG principles throughout all levels of the organization. Information regarding the dual appointment of the Board of Directors is described as follows:

1. The Board of Directors members may hold dual appointments as:
   a. The Board of Directors member in 1 other Issuer or Public Company;
   b. The Board of Commissioners member in a maximum of 3 other Issuers or Public Companies; and
   c. Committee member in a maximum of 5 committees in Avian Brands or other Public Company in which he/she is a Board of Directors member or a Board of Commissioners member; and
2. Dual appointments mentioned in the points above may only be carried out provided that it does not conflict with other laws and regulations.

Independence

Avian Brands consistently upholds the principle of independence as the primary foundation in every strategic decision-making process. Each member of the Board of Directors acts professionally, oriented toward the best interests of Avian Brands, and remains free from external pressures or influences that could lead to conflicts of interest. This independent stance serves as a guarantee that all policies and decisions are grounded in objective considerations, in-depth analysis, and fair judgment.

Independence of the Board of Directors not only preserves the integrity of the decision-making process but also ensures that implemented policies align with Avian Brands' long-term vision while meeting stakeholder expectations. By prioritizing high professionalism and responsibility, the Board of Directors is committed to creating sustainable value in a transparent, fair, and accountable manner for all stakeholders.

Duties and Responsibilities of the Board of Directors

The performance of duties and responsibilities of Avian Brands' Board of Directors is guided by the Board of Directors Charter. The Board of Directors plays a key role in designing, implementing, and reviewing business strategies, managing risks, overseeing financial performance, and ensuring compliance with applicable regulations. Furthermore, the Board of Directors upholds high ethical standards, maintains reporting transparency, and builds constructive relationships with all stakeholders. Throughout 2025, the Board of Directors reviewed, monitored, and supervised the execution of Avian Brands' strategies through Joint Meetings of the Board of Directors and the Board of Commissioners held on a monthly basis. Further information on the duties and responsibilities of the Board of Directors is described as follows:

1. Executing, and bearing the responsibilities for, the management of Avian Brands for Avian Brands' interests in accordance with the purposes and objectives of Avian Brands which have been stipulated in the Articles of Association;
2. Managing Avian Brands in accordance with the authorities and responsibilities as stipulated in the Articles of Association and the prevailing laws and regulations;
3. Formulating strategies and/or annual work plans, including Avian Brands' annual expenditure budgets, which are submitted to the Board of Commissioners for approval prior to the commencement of the relevant financial year, as well as monitoring the implementation of Avian Brands' strategies and/or annual work plans;
4. Managing Avian Brands' assets in accordance with the prevailing laws and regulations;
5. Implementing risk management system and GCG principles in each of Avian Brands' business activities at all organizational levels or stages;
6. Establishing Avian Brands' organizational structure and working procedures;
7. Convening Annual GMS and other GMS in accordance with the Articles of Association as well as the laws and regulations; and
8. Forming supporting committees in accordance with the prevailing laws and regulations, and evaluating the performance of such committees at the end of each financial year.

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Division of Duties of the Board of Directors

Board of Directors of Avian Brands has established the division of duties among its members through the Circular Resolution of the Board of Directors No. 013/AA/SK/DIR/IX/2023 dated September 20, 2023, to enhance the effectiveness and efficiency of managerial functions. Each member of the Board of Directors has a clear focus and responsibility in accordance with their professional expertise and experience, ensuring that the decision-making process is faster, more accountable, and well-targeted.

This structured division of duties ensures optimal internal coordination and the comprehensive management of all aspects of Avian Brands' business, while remaining responsive to the dynamics and business challenges faced. The duties and responsibilities of each member of the Board of Directors are described as follows:

Name	Position	Duties and Responsibilities
Wijono Tanoko	President Director	Mr. Wijono is responsible for the operation of Avian Brands as a whole. The President Director oversees the other four Directors.
Ruslan Tanoko	Vice President Director	Mr. Ruslan holds the responsibility as the Vice President Director and has the duties and functions concerning Avian Brands' business development including sales and marketing, as well as overseeing Avian Brands' Information Technology Division, Sales Division, and Marketing Division.
Robert Christian Tanoko	Director	Mr. Robert is responsible for and has the duties and functions concerning Avian Brands' operational activities and for overseeing the Operations Division, including the Department of Procurement, Strategic Management System, and Sustainability.
Kurnia Hadi Sinanto	Director	Mr. Hadi is responsible for and has the duties and functions concerning the management of Avian Brands' finances, accounting, taxes, and investor relations.
Angelica Tanisia Jozar	Director	Mrs. Angel is responsible for and has the duties and functions for developing Avian Brands' business in the Research, Development & Innovation sector.

The Board of Directors Meeting

Meeting Policy

The Board of Directors of Avian Brands conducts regular meetings in accordance with the provisions of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, as well as the Articles of Association of Avian Brands. Based on these provisions, internal meetings of the Board of Directors must be held at least once every month. Additionally, joint meetings between the Board of Directors and the Board of Commissioners are scheduled at least once every four months as a platform for strategic coordination between the primary organs of Avian Brands. Both types of meetings play a crucial role in ensuring that all policies, initiatives, and operational steps implemented support the achievement of Avian Brands' sustainable performance and integrity.

Meeting Convention

Throughout 2025, the Board of Directors has convened 12 internal meetings and 12 joint meetings with the Board of Commissioners. Information on the number of meetings and attendance rate of the Board of Directors, is outlined as follows:

Name	Position	Internal Meetings of the Board of Directors			Joint meetings with the Board of Commissioners			GMS	
		Number of Meeting	Total Attendance	Attendance (%)	Number of Meeting	Total Attendance	Attendance (%)	Annual GMS 2025	Extraordinary GMS 2025
Wijono Tanoko	President Director	12	12	100.00	12	10	83.33	✓	✓
Ruslan Tanoko	Vice President Director	12	12	100.00	12	12	100.00	✓	✓
Robert Christian Tanoko	Director	12	11	91.67	12	12	100.00	✓	✓
Kurnia Hadi Sinanto	Director	12	11	91.67	12	12	100.00	✓	✓
Angelica Tanisia Jozar	Director	12	12	100.00	12	10	83.33	✓	✓

Competence Development of the Board of Directors

Policy on the Competence Development of the Board of Directors

The commitment to implementing continuous competence development programs for the Board of Directors is articulated in the Board of Directors Competence Development Policy. This policy aligns with the provisions of the Board of Directors Charter, which underscores the importance of ongoing capacity building in leadership and professionalism, to effectively respond to dynamics in economics, finance, industry, and regulation, as well as other strategic issues relevant to Avian Brands' business activities. To meet these role requirements, each member of the Board of Directors is required to actively update their knowledge and insights through participation in various development programs, including training and education programs, seminars, site visits, benchmarking, and brainstorming sessions. This approach not only strengthens the Board of Directors' preparedness in formulating strategic policies but also serves as a vital instrument in ensuring that Avian Brands' management remains adaptive and innovative, providing added value for all stakeholders.

Implementation of the Board of Directors' Competence Development Program

Information related to the competence development programs attended by members of Avian Brands' Board of Directors throughout 2025 has been disclosed in the Company Profile Chapter, in particular the Profile section of each member of the Board of Directors.

Orientation Program for New Members of the Board of Directors

Avian Brands has implemented a policy concerning orientation program for newly appointed members of the Board of Directors. Through this program, new members of the Board of Directors are expected to promptly gain a deep understanding of Avian Brands' internal and external dynamics, enabling them to take an active and strategic role in the decision-making process, resource management, and the execution of long-term strategies. Orientation program for newly appointed Board of Directors includes the following:

1. Knowledge of Avian Brands, among others:
   a. Avian Brands' Vision, Mission, purposes, and objectives;
   b. Avian Brands' strategy;
   c. Avian Brands' medium and long-term plans;
   d. Avian Brands' operational performance;
   e. Avian Brands' financial performance; and
   f. Avian Brands' risk management;
2. Knowledge concerning the designation of the Board of Directors, among others:
   a. Duties, responsibilities, and authorities of the Board of Directors;
   b. Working time;
   c. Relationships with members of the Board of Commissioners; and
   d. Relevant rules/provisions.

Implementation of Orientation Program for New Members of the Board of Directors

Considering that the composition of Avian Brands' Board of Directors in 2025 remains the same as the previous year, this year, Avian Brands did not conduct any orientation programs for the new members of the Board of Directors.

Performance Assessment of the Board of Directors

Policy, Procedure, and Implementation of Performance Assessment

Policy concerning performance assessment of the Board of Directors is based on the Performance Assessment Policy of the Board of Commissioners and the Board of Directors of Avian Brands which was stipulated on December 27, 2021 and last updated on December 18, 2025, as well as other relevant regulations. With this policy, each member of the Board of Commissioners and the Board of Directors assesses the performance of the Board of Directors collegially, rather than individually. This assessment is designed to assess the effectiveness and cooperation of all members of the Board of Directors in carrying out Avian Brands' management.

Assessor

The performance assessment of the Board of Directors is conducted periodically once a year, by each member of the Board of Commissioners. In this regard, each member of the Board of Directors submits a collegial assessment of the Board of Directors to evaluate the implementation of duties and achievement of targets throughout the financial year. This assessment process takes into consideration the achievement of the agreed assessment aspects.

Aspects of Performance Assessment

The Board of Directors' performance assessment involves various essential aspects. These aspects are designed to present a comprehensive picture of the Board of Directors' collegial contribution to achieving Avian Brands' strategic objectives. The Board of Directors' performance assessment aspects are described as follows:

1. Leading, managing, and controlling Avian Brands in accordance with Avian Brands' objectives;
2. Making efforts to improve the efficiency and effectiveness of Avian Brands;
3. Controlling, maintaining, and managing Avian Brands' assets;
4. Formulating an annual work plan that contains Avian Brands' annual budget and submitting the plan to the Board of Commissioners for approval before the start of the next financial year;
5. Performing their duties and responsibilities in accordance with the provisions of Avian Brands' Articles of Association and the resolutions of the GMS;
6. Conforming to Avian Brands' Articles of Association as well as prevailing laws and regulations, and the obligations to perform duties in accordance with the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness, including the convention of the Board of Directors Meetings in accordance with applicable regulations;
7. Evaluating performance during the financial year, assessed based on the achievement of Avian Brands' operational and financial targets, the implementation of sustainability policies, and the environmental, social, and governance performance of Avian Brands;
8. Measuring the Board of Directors' competence in carrying out its duties and responsibilities, including knowledge and expertise relevant to Avian Brands' industry; and
9. Measuring level of attendance at Board of Directors meetings, both internal and joint meetings with the Board of Commissioners.

Results of Performance Assessment

Based on the 2025 performance assessment procedures and criteria applied, the Board of Directors of Avian Brands is deemed to have performed its duties and responsibilities optimally. The Board of Directors has successfully implemented business strategies aligned with the established work plans and budgets, while demonstrating solid leadership in managing company resources optimally. These evaluation results are evidenced by Avian Brands' sustained performance amidst challenging business dynamics. Furthermore, throughout 2025, the Board of Directors held 12 internal meetings and 12 joint meetings with the Board of Commissioners, addressing strategic agendas in accordance with the work plan and key issues of mutual concern.

Performance Assessment of Organs Under the Board of Directors

Policy, Procedure, and Implementation of Performance Assessment

The performance assessment policy of organs under the Board of Directors aims to ensure that each organ has carried out its duties and responsibilities effectively and efficiently. This assessment also aims to identify areas that require improvement and development. Results of the assessment are subsequently factored into the reappointment process of members of the organs supporting the Board of Directors, ensuring that only the most accomplished individuals may remain to support the Board of Directors in carrying out Avian Brands management functions.

Assessor

Performance assessment of organs under the Board of Directors is conducted by the Board of Directors periodically at the end of each financial year.

Aspects of Performance Assessment

The performance assessment process for organs under the Board of Directors involves a careful evaluation of the assignment reports and annual reports on the performance of each organ's activities. The performance assessment aspects for organs under the Board of Directors are described as follows:

1. Realization of the implementation of duties and responsibilities;
2. Competence possessed;
3. Meeting attendance; and
4. Recommendations provided.

Results of Performance Assessment

The Related Party Transaction Committee	Based on the 2025 performance assessment procedures and criteria applied, the Related Party Transaction Committee is deemed to have performed its role effectively in supporting the Board of Directors by providing constructive input and advice on every affiliated transaction conducted by Avian Brands and its Subsidiaries. All such transactions have been ensured to meet the principles of fairness, comply with customary business practices, and adhere to prevailing laws and regulations. Furthermore, throughout 2025, the Related Party Transaction Committee held 4 meetings to discuss agendas in accordance with the work plan as well as key issues of mutual concern.
The Corporate Secretary	Based on the 2025 performance assessment procedures and criteria applied, the Corporate Secretary of Avian Brands is deemed to have performed its duties and responsibilities optimally. This role is reflected in the active monitoring of the latest developments in the capital market sector and ensuring Avian Brands' compliance with all prevailing laws and regulations. Furthermore, the Corporate Secretary has provided strategic recommendations and input to the Board of Directors and the Board of Commissioners to ensure that every policy and action taken by Avian Brands is grounded in the appropriate regulatory framework. Additionally, the Corporate Secretary has consistently attended and played a role in organizing meetings for the Board of Commissioners, the Board of Directors, and related committees, as well as preparing minutes of meetings as a form of accountable documentation in the company's decision-making process.
The Internal Audit Unit	Based on the 2025 performance assessment procedures and criteria applied, the Internal Audit Unit is deemed to have performed its role effectively and demonstrated solid performance. The Internal Audit Unit successfully provided strategic support to the Board of Directors in the implementation of the internal control system, risk management, and GCG pillars across all of Avian Brands' operational lines. With a commitment to compliance and continuous improvement, the Internal Audit Unit ensures that every business process operates in accordance with established standards, thereby supporting the achievement of organizational effectiveness and efficiency. Furthermore, throughout 2025, the Internal Audit Unit held 12 meetings with the Board of Directors, 4 meetings with the Audit Committee, and 2 meetings with the Public Accounting Firm, discussing topics in accordance with the annual work plan and key issues of strategic issues.

The Board of Commissioners and the Board of Directors Diversity Policy

Avian Brands implements a diversity policy within the composition of the Board of Commissioners and the Board of Directors, as stipulated in the Board of Commissioners Charter and the Board of Directors Charter. This policy emphasizes the importance of a composition that reflects diversity in age, educational background, expertise, and professional experience to enhance the effectiveness of oversight and management functions. Avian Brands believes that diversity at the managerial level serves as a vital foundation for innovation, organizational effectiveness, and an inclusive work culture. The diversity of composition of Avian Brands' Board of Commissioners and the Board of Directors as of December 31, 2025 is described as follows:

Name	Position	Citizenship	Gender	Age	Educational Background and Skills
Hermanto Tanoko	President Commissioner	Indonesian	Male	63 Years Old	Management
Mohammad Noor Rachman Soejoeti	Independent Commissioner	Indonesian	Male	68 Years Old	Economy
Oscar Christian Maria Jozef Wezenbeek*)	Independent Commissioner	Dutch	Male	61 Years Old	Industrial Engineering and Business Administration
Wijono Tanoko	President Director	Indonesian	Male	73 Years Old	Sales and Marketing
Ruslan Tanoko	Vice President Director	Indonesian	Male	50 Years Old	Chemical Engineering
Robert Christian Tanoko	Director	Indonesian	Male	40 Years Old	Business and Trading
Kurnia Hadi Sinanto	Director	Indonesian	Male	56 Years Old	Accounting
Angelica Tanisia Jozar	Director	Indonesian	Female	44 Years Old	Engineering

*) Effectively served as an Independent Commissioner based on the Resolution of the Extraordinary General Meeting of Shareholders of Avian Brands dated April 10, 2025.

Nomination and Remuneration of the Board of Commissioners and the Board of Directors

Nomination of the Board of Commissioners and the Board of Directors

Policy and Procedure of Nomination of the Board of Commissioners and the Board of Directors

Avian Brands implements structured nomination policies and procedures for members of the Board of Commissioners and the Board of Directors to ensure the selection of individuals with integrity, competence, and alignment with Avian Brands' strategic direction and values. This process begins with an organizational needs analysis to identify the ideal leadership profile based on expertise, experience, and capacity to support business sustainability.

The nomination process is supported by the Nomination and Remuneration Committee, which assesses candidates objectively and comprehensively, considering their professional track record, industry insights, work ethics, and strategic capabilities. Further information on the Avian Brands' Board of Commissioners and Board of Directors nomination procedure is described as follows:

1. The Nomination and Remuneration Committee ("Committee") receives proposals from Shareholders/members of the Board of Commissioners/members of the Board of Directors regarding the nominations of the Board of Commissioners and/or the Board of Directors;
2. The Committee discusses the referred proposal in the Committee meeting. The discussion is stated in the minutes of the Committee meeting. During the meeting, several things are considered, including:
   a. Reasons and/or considerations for the proposal;
   b. Qualifications of the candidate in accordance with the relevant proposals; and
   c. Requirements in accordance with Avian Brands' Articles of Association, the Board of Commissioners Charter, and/or the Board of Directors Charter;
3. After deliberation, the Committee provides recommendations to the Board of Commissioners. The recommendation is stated in the form of a Committee Decree;
4. Based on the recommendation from the Committee, the Board of Commissioners decides to nominate candidates for the Board of Commissioners and/or the Board of Directors to the chairman of the GMS. The resolution of the Board of Commissioners is stated in the form of the Board of Commissioners Decree; and
5. The chairman of the GMS determines the composition and/or changes in the members of the Board of Commissioners and/or the Board of Directors of Avian Brands. The resolution of the GMS is stated in the Minutes of the GMS.

Avian Brands upholds the principles of transparency and accountability at every stage of the nomination process to ensure fair, objective selection, free from conflicts of interest. This process upholds independence and integrity by assessing the suitability of candidate profiles against organizational needs and their alignment with Avian Brands' Vision, Mission, and Values. Through this policy, the elected Board of Commissioners and Board of Directors are expected not only to possess high managerial and oversight capacities but also to serve as agents of change for all stakeholders.

Remuneration of the Board of Commissioners and the Board of Directors

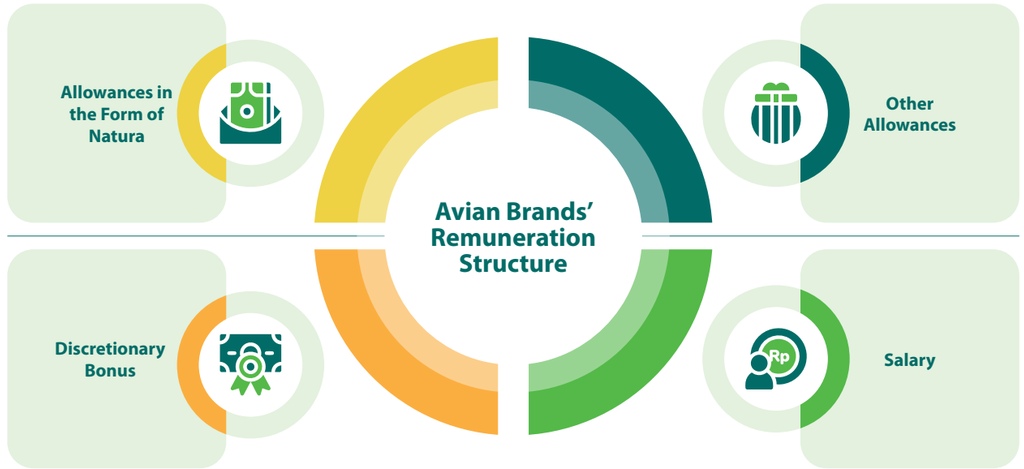
Procedure and Basis of Remuneration Determination of the Board of Commissioners and the Board of Directors

The procedures and basis for determining the remuneration of Avian Brands' Board of Commissioners and Board of Directors are carefully structured to guarantee the principles of fairness, transparency, and a direct correlation with each individual's performance and scope of responsibilities. This determination is in accordance with the GMS resolutions, the implementation of which may be delegated to the Board of Commissioners while continuing to consider input and recommendations from the Nomination and Remuneration Committee. In practice, the determination of remuneration amounts takes into account several factors as follows:

1. The prevailing remuneration in the industry, in accordance with Avian Brands' business activities and business scale in the industry;
2. Duties, responsibilities, and authorities of the Board of Commissioners and the Board of Directors in regard to the goals achievement and performance of Avian Brands;
3. Target and performance of each member of the Board of Commissioners and the Board of Directors; and
4. The balance between fixed and variable benefits.

Remuneration Structure and Amount

The remuneration structure received by Avian Brands' Board of Commissioners and the Board of Directors consists of:



Information concerning the amount of remuneration received by Avian Brands' Board of Commissioners and the Board of Directors in 2025 is disclosed as follows:

(in million Rupiah)

Recipient	Total Remuneration*
The Board of Commissioners	64,463
The Board of Directors	33,840
Total	98,303

*) Other than remuneration received by the Board of Commissioners and the Board of Directors of Avian Brands' Subsidiaries.

Award and Compensation Policy Which Consider Long-Term Company Performance

Avian Brands establishes award and compensation policies that are not only oriented toward short-term achievements but are also directed to support the Company's long-term growth and create sustainable value for Shareholders. This policy regulates the balance between fixed remuneration (salary and allowances) and variable remuneration (performance-based bonuses) by taking into account Key Performance Indicators ("KPI").

In practice, long-term incentives are granted based on sustainable achievements, such as profitability, market growth, operational efficiency, eco-friendly product innovation, and the attainment of other sustainability targets. This approach is in line with the principle of ex-ante performance criteria, ensuring that remuneration success measures are based on measurable standards that emphasize the long-term interests of Avian Brands and its Shareholders.

The evaluation process for the implementation of this policy is conducted periodically by the Nomination and Remuneration Committee under the supervision of the Board of Commissioners, thereby ensuring transparency, accountability, and compliance with good corporate governance practices. Through this policy, Avian Brands reaffirms its commitment that every award and compensation granted is a reflection of performance oriented toward business continuity, business resilience, and long-term value creation for all stakeholders.

Sharia Supervisory Board

Until the end of 2025, Avian Brands does not have a Sharia Supervisory Board under the consideration that the products and services produced, the management system, fund management, and investment policies carried out by Avian Brands have not been fully implemented in accordance with sharia principles.

Committees Under the Board of Commissioners

To strengthen the effectiveness of its oversight and advisory functions, the Board of Commissioners of Avian Brands is supported by 3 committees: the Audit Committee, the Nomination and Remuneration Committee, and the Good Corporate Governance Committee. These three committees hold strategic mandates to assist the Board of Commissioners in performing its duties objectively, accountably, and in accordance with GCG pillars.

The Audit Committee

The Audit Committee is a supporting organ of the Board of Commissioners that serves to strengthen the oversight function, particularly regarding the effectiveness of the internal control system and the integrity of Avian Brands' financial reporting. The Audit Committee assesses the adequacy and consistency of internal control implementation to prevent potential irregularities and ensure that Financial Statements are prepared in a transparent, accurate, and accountable manner. Furthermore, the Audit Committee reviews the independence and professionalism of the external auditor to ensure that the audit process is free from intervention and complies with applicable regulations.

The Audit Committee Charter

Avian Brands established the Audit Committee Charter on August 16, 2021 (the "Audit Committee Charter"). This charter was comprehensively drafted to ensure that the Audit Committee's duties and responsibilities are carried out efficiently, effectively, and independently, while upholding the principles of transparency and good governance. Based on this foundation, the Audit Committee is expected to provide a significant contribution toward strengthening the internal oversight system and enhancing the quality of decision-making, while maintaining stakeholder trust in the integrity and accountability of Avian Brands.

Composition of the Audit Committee

The composition of Avian Brands' Audit Committee is regulated by the Audit Committee Charter, which stipulates a minimum of 3 members, consisting of 1 Independent Commissioner as Chairperson and 2 other independent members. This structure is designed to maintain objectivity and effectiveness of oversight function in line with GCG principles. All members are required to meet the competency and independence requirements as regulated in POJK No. 55/POJK.04/2015, including expertise in accounting, finance, law, capital markets, and an understanding of corporate governance.

The appointment and dismissal of members are conducted by the Board of Commissioners professionally and transparently, with integrity and performance considered. Avian Brands also emphasizes diversity in background, education, and professional experience to improve the quality of the Audit Committee's analysis and evaluation. Throughout 2025, there were no changes to the composition of the Audit Committee, which continued to consist of 3 members performing their duties collaboratively, independently, and with integrity. Information regarding the composition of Avian Brands' Audit Committee as of December 31, 2025, is detailed as follows:

Name	Position
Mohammad Noor Rachman Soejoeti	Chairman of the Audit Committee
Sammy TS Lalamentik	Member of the Audit Committee
Wardiman	Member of the Audit Committee

Profil of the Audit Committee

The profile of each member of the Audit Committee is described as follows:

Mohammad Noor Rachman Soejoeti

Chairman of the Audit Committee

Term of Office and Basis of Appointment

2021 – 2026:
The Board of Commissioners Decree of Avian Brands No. 023/AA/DIR/VI/2021 dated August 16, 2021.

The complete profile of the Chairman of the Audit Committee can be found in the Profile of the Board of Commissioners section of this Annual Report.





Sammy TS Lalamentik

Member of the Audit Committee

Indonesian, 63 years old.

Term of Office and Basis of Appointment

2021 – 2026:
The Board of Commissioners Decree of Avian Brands No. 023/AA/DIR/VI/2021 dated August 16, 2021.

Educational Background

Diploma III in Accounting from Sekolah Tinggi Akuntansi Negara ("STAN"), Tangerang in 1984.

Certifications

Financial Services Sector Supervisory Certification (*Sektor Jasa Keuangan* or "SJK") Level 2.

Work Experiences

- Examiner of the Inspectorate General of the Ministry of Finance (1984 - 1989);
- Executing officer of the Bureau of Brokerage Development for the Capital Market Implementing Agencies (1989 - 1991);
- Head of Sub Division of Bureau of Corporate Financial Assessment I - Capital Market Implementing Agencies Services Sector (1991 - 2000);
- Head of Sub Division of Bureau of Accounting Standards and Disclosure of Capital Market Supervisory Agencies (2000 - 2006);
- Head of Sub Division of Bureau of Real Sector Company Valuation of Capital Market and Financial Institutions Supervisory Agencies (2006 - 2012);
- Head of Sub Division of the Directorate of Real Sector Company Valuation of Financial Services Authority – Capital Market Sector Supervision (2013 - 2014);
- Head of Sub Division of the Directorate of Capital Market Supporting Institutions and Professionals of Financial Services Authority - PM2B Department (2014 - 2020); and
- Ad interim Head of Accountant Compliance - DLPM of Financial Services Authority - PM2B Department (2016 - 2018).

Dual Appointments

- Commissioner of PT Kredit Rating Indonesia (2020 - present);
- Independent Commissioner and Chairman of the Audit Committee of PT Super Energy Tbk (2020 - present);
- Independent Commissioner and Chairman of the Audit Committee of PT Perdana Karya Perkasa Tbk (2021 - present);
- Independent Commissioner of PT OSO Sekuritas Indonesia (2022 – present); and
- Member of the Audit Committee of PT Nusantara Sejahtera Raya Tbk (2023 – present);
- Independent Commissioner of PT Surya Fajar Urun Dana (2024 – present);
- Independent Commissioner and Chairman of the Audit Committee of PT Arsy Buana Travelindo Tbk (2024 – present); and
- Commissioner of PT Teknologi Gotong Royong (2025 – present).

Education/Training in 2025

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Affiliation

Is not an affiliate of members of the Board of Commissioners, members of the Board of Directors, as well as the Main and Controlling Shareholders.



Wardiman

Member of the Audit Committee

Indonesian, 53 years old.

Term of Office and Basis of Appointment

2024 – 2026:
Minutes of the Meeting of the Board of Commissioners of Avian Brands No. 004/AA/BAR/KOM/IX/2024 dated September 17, 2024.

Educational Background

- Diploma III in Accounting from Polytechnic of Sriwijaya University, Palembang in 1994; and
- Bachelor of Economics majoring in Accounting from the University of Indonesia Extension Program, Depok in 1998.

Certifications

- Chartered Accountant ("CA") certification; and
- Level B Tax Consultant Practicing License.

Work Experiences

- Accounting Staff of PT Eka Sinar Abadi (1995 - 1997);
- Accounts Payable Supervisor of PT Carti Satria Megaswalayan (Carrefour) (1998 – 1999);
- Senior Auditor of KAP Hans Tuanakkota & Mustofa (Deloitte Touche) (1999 – 2001);
- Accounting Manager of Ristia Group (2001 – 2003);
- Manager of Internal Control and Corporate Finance of Yuwono Group (2003 – 2006);
- Financial Controller of Vision Group (2006 – 2013); and
- Senior Manager of PT Mitra Konsultan (2014 - 2019).

Dual Appointments

- Director of Finzone Group (2019 – present);
- Member of Audit Committee of PT Victoria Care Indonesia Tbk (2020 - present);
- Member of Audit Committee of PT Superior Prima Sukses Tbk (2024 - present); and
- Member of Related Party Transaction Committee of Avian Brands (2024 - present).

Education/Training in 2025

- Implementation of the Value Added Tax Rate Increase to 12% (PMK No. 131 of 2024) by Ikatan Konsultan Pajak Indonesia ("IKPI");
- Guidelines for Preparing Working Papers for Tax Consultants in Providing Tax Services, including Annual Corporate Income Tax Returns and Individual Income Tax Returns (Tax Compliance) by IKPI;
- Socialization of PMK No. 15 of 2025 concerning Tax Audits by the Directorate General of Taxes & Post-PMK No. 15 of 2025 Tax Audit Management by IKPI;
- Strategies for handling SP2DK and Tax Audits in Accordance with PMK No. 15 of 2025 by IKPI;
- Corporate Income Tax Working Paper and Risk Management as of 2025 by IKPI;
- IKPI National Seminar: Uncovering the Facts of Big Data Behind Tax Audits and Investigations. Policy Direction and Supervision of Tax Consultants and Non-Tax Consultants. Arrangement of Tax Court Legal Counsel by IKPI;
- Optimizing Annual Tax Return Reporting in the Core System of Tax Administration ("CTAS") Era and HTN, HAN, Civil, and Criminal Aspects of Indonesian Taxation by IKPI;
- SPT CORETAX First-Year Application for Corporate and Individual Tax Returns by IKPI;
- Implementation of Asset Accounting in Accordance with the Latest SAK by Ikatan Akuntan Indonesia ("IAI"); and
- Management and Implementation of Carbon Emissions by IAI.

Affiliation

Is not an affiliate of members of the Board of Commissioners, members of the Board of Directors, as well as the Main and Controlling Shareholders.

Duties and Responsibilities of the Audit Committee

The duties and responsibilities of Avian Brands' Audit Committee are set forth in the Audit Committee Charter and related regulations, which serve as the basis for exercising effective and independent oversight functions. The Audit Committee plays a role in assessing the adequacy of internal control systems, evaluating the quality of financial reporting, and ensuring compliance with applicable accounting standards and regulations. Furthermore, it is also tasked with reviewing external auditors' independence and scope, as well as providing strategic recommendations to the Board of Commissioners to strengthen the continuous implementation of GCG. Further information on the duties and responsibilities of the Audit Committee based on the Audit Committee Charter and other relevant regulations, is described as follows:

1. Reviewing the financial information to be issued by Avian Brands to the public and/or authorities, including financial statements, projections, and other reports related to Avian Brands' financial information;
2. Reviewing compliance with internal regulations as well as laws and regulations related to Avian Brands' activities, and submitting the reviews to the Board of Commissioners;
3. Providing independent opinions in the event of differing opinions between the Management and the accountant on the services provided;
4. Providing recommendations to the Board of Commissioners regarding the appointment of a Public Accountant based on independence, scope of assignment, and remuneration for services;
5. Discussing audit plans including the nature and scope of the audit;
6. Reviewing the adequacy of the audit by considering all significant risks;
7. Reviewing the planning, implementation, and supervising the execution of follow-ups by the Board of Directors on the findings of both internal and external auditors;
8. Reviewing and reporting, to the Board of Commissioners, complaints related to Avian Brands' accounting and financial reporting processes, including allegations of errors in the resolutions of the Board of Directors meeting or deviations in the implementation of the resolutions of the Board of Directors meeting;
9. Conducting inspections, either by the Audit Committee itself or by assigning third parties, if necessary;
10. Reviewing and providing advice to the Board of Commissioners regarding potential conflicts of interest in Avian Brands;
11. Assisting the Board of Commissioners in carrying out active supervision on the compliance function by:
    a. evaluating the implementation of Avian Brands' compliance function with internal regulations as well as laws and regulations relating to Avian Brands' activities at least twice in a year; and
    b. providing suggestions to improve the quality of Avian Brands' compliance function;
12. Providing recommendations to the Board of Commissioners regarding the appointment, dismissal, and performance assessment of the Chairman of the Internal Audit Unit;
13. Maintaining the confidentiality of Avian Brands' documents, data, and information;
14. Reviewing the implementation of risk management performed by the Board of Directors; and
15. Providing recommendations on the dismissal of external auditors.

Statement of Independence of the Audit Committee

Each member of Avian Brands' Audit Committee consistently upholds the principles of independence, objectivity, and prudence in carrying out all mandated duties and responsibilities. This commitment is clearly reflected through the membership structure of the Audit Committee, which is designed to ensure professional execution of oversight functions, free from conflicts of interest. The Audit Committee is chaired by an Independent Commissioner, while the other 2 members are external parties with independent backgrounds and capacities. This composition enables the Audit Committee to operate with a high level of integrity and credibility, as well as to provide accurate and impartial recommendations to strengthen overall governance and internal control. All members of the Audit Committee have satisfied the independence requirements in accordance with the regulations and rules of GCG practice, namely that the members of the Audit Committee:

1. Are not parties who work or have the authority and responsibility to plan, lead, control, or supervise Avian Brands' activities within the last 6 months;
2. Do not hold Avian Brands' shares either directly or indirectly in Avian Brands;
3. Have no affiliation with the Board of Commissioners, the Board of Directors, or the Main and Controlling Shareholders of Avian Brands; and
4. Have no business relationship, either directly or indirectly, related to Avian Brands' business activities.

The Audit Committee Meeting

Meeting Policy

The policy for conducting Avian Brands' Audit Committee meetings is clearly stipulated in the Audit Committee Charter. Based on these provisions, Audit Committee meetings must be held at least once every quarter. To ensure the legitimacy of the resulting decisions, a minimum attendance of 51% of all Audit Committee members is required for a meeting to be valid, which must include the presence of at least 1 Independent Commissioner as Chairperson. This provision is designed to guarantee adequate representation in decision-making and to ensure that all discussion and evaluation processes are conducted collectively, objectively, and accountably to all stakeholders.

Meeting Convention

Throughout 2025, the Audit Committee convened five meetings. Information on the number of meetings and attendance rate of the Audit Committee, are outlined as follows:

Name	Position	Number of Meetings	Total Attendance	Attendance (%)
Mohammad Noor Rachman Soejoeti	Chairman of the Audit Committee	5	5	100.00
Sammy TS Lalamentik	Member of the Audit Committee	5	5	100.00
Wardiman	Member of the Audit Committee	5	5	100.00

Competence Development of the Audit Committee

Avian Brands continuously facilitates the capacity and competence building of Audit Committee members through structured and relevant development programs. Each year, Audit Committee members are encouraged to participate in various training sessions, seminars, and professional forums to update their insights, understand regulatory dynamics, and strengthen their analytical and evaluative capabilities in performing oversight functions. This initiative aims not only to maintain the Audit Committee's preparedness in responding to risk complexities and changes in the business landscape but also to ensure that all oversight processes are conducted objectively, adaptively, and provide added value to Avian Brands' sustainability. Information related to competence development programs attended by Audit Committee members throughout 2025 has been disclosed in the profile section of each Audit Committee member.

Performance of the Audit Committee's Duties

The performance of the Audit Committee's duties is a vital element in building a credible and accountable oversight system, while providing added value to support Avian Brands' ongoing business sustainability and growth. Information regarding the performance of the Audit Committee's duties carried out throughout 2025, is described as follows:

1. Discussed the year-end audit results of the Consolidated Financial Statements of Avian Brands and its Subsidiaries for the financial year ended December 31, 2024, as audited by KAP Teramihardja, Pradhono & Chandra (a member firm of Crowe Global);
2. Analyzed the Consolidated Financial Statements of Avian Brands and its Subsidiaries for the quarterly periods ended March 31, 2025, June 30, 2025, and September 30, 2025;
3. Evaluated the provision of audit services on annual historical financial information by the Public Accountant and/or Public Accounting Firm (KAP) for the 2024 financial year;
4. Provided recommendations to the Board of Commissioners regarding the appointment of the KAP to conduct the audit of the Financial Statements for the 2025 financial year;
5. Reviewed the independence and objectivity of the KAP in conducting the audit of the Financial Statements for the 2025 financial year;
6. Reviewed the implementation of the Internal Audit Unit's work program and provided strategic input to enhance the efficiency and effectiveness of the internal audit function;
7. Reviewed audit findings submitted by both internal and external auditors, and monitored the follow-up on recommendations to ensure continuous improvement; and
8. Evaluated the effectiveness of the internal control system and provided constructive advice to strengthen the internal control system in support of GCG implementation.

The performance of these duties demonstrates the Audit Committee's commitment to maintaining transparency, accountability, and the integrity of Avian Brands' control and financial reporting systems.

The Nomination and Remuneration Committee

The Nomination and Remuneration Committee is a committee under the Board of Commissioners that functions to ensure that the nomination and remuneration processes at Avian Brands are conducted objectively, transparently, and in compliance with applicable regulations. Furthermore, the Nomination and Remuneration Committee focuses on enhancing the quality of governance through the evaluation of competence, responsibilities, and leadership alignment with Avian Brands' business strategies. The existence of the Nomination and Remuneration Committee reaffirms Avian Brands' commitment to management practices that are fair, accountable, and oriented toward sustainable performance.

The Nomination and Remuneration Committee Charter

Avian Brands established the Nomination and Remuneration Committee Charter on August 16, 2021 (the "Nomination and Remuneration Committee Charter") as a guideline to ensure that all duties and responsibilities of the Nomination and Remuneration Committee are carried out systematically, efficiently, and effectively, while upholding the principles of transparency, independence, and accountability. Through the implementation of the Nomination and Remuneration Committee Charter, Avian Brands strives to maintain governance integrity and ensure that every decision produced by the Nomination and Remuneration Committee has a solid foundation and can be professionally accounted for.

The Composition of Nomination and Remuneration Committee

The composition of Avian Brands' Nomination and Remuneration Committee is regulated in the Nomination and Remuneration Committee Charter, which stipulates a minimum of 3 members, consisting of 1 Independent Commissioner as Chairperson and 2 other members who may be from the Board of Commissioners or independent external parties. This structure is designed to maintain independence, objectivity, and effectiveness of oversight function in the nomination and remuneration processes in line with GCG principles.

Appointment and dismissal of members fall under the authority of the Board of Commissioners through an official resolution, with terms of office regulated according to internal provisions. Throughout 2025, there were no changes to the composition of the Nomination and Remuneration Committee, which continued to consist of 3 members performing their duties collaboratively. Information regarding the composition of Avian Brands' Nomination and Remuneration Committee as of December 31, 2025, is detailed as follows:

Name	Position
Mohammad Noor Rachman Soejoeti	Chairman of the Nomination and Remuneration Committee
Hermanto Tanoko	Member of the Nomination and Remuneration Committee
Iwan Sigit	Member of the Nomination and Remuneration Committee

Profile of the Nomination and Remuneration Committee

The profile of each member of the Nomination and Remuneration Committee is described as follows:

Mohammad Noor
Rachman Soejoeti

Chairman of the Nomination and Remuneration Committee

Term of Office and Basis of Appointment

2021 – 2026:
The Board of Commissioners Decree of Avian Brands No. 023/AA/DIR/VI/2021 dated August 16, 2021.

The complete profile of the Chairman of the Nomination and Remuneration Committee can be found in the Profile of the Board of Commissioners section of this Annual Report.

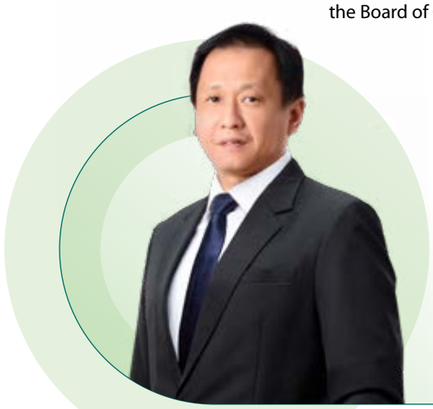
Hermanto
Tanoko

Member of the Nomination and Remuneration Committee

Term of Office and Basis of Appointment

2021 – 2026:
The Board of Commissioners Decree of Avian Brands No. 023/AA/DIR/VI/2021 dated August 16, 2021.

The complete profile of the Member of the Nomination and Remuneration Committee can be found in the Profile of the Board of Commissioners section of this Annual Report.



Iwan
Sigit

Member of the Nomination and Remuneration Committee

Indonesian, 53 years old.

Term of Office and Basis of Appointment

2021 – 2026:
The Board of Commissioners Decree of Avian Brands No. 033/AA/DIR/VIII/2021 dated August 31, 2021.

Educational Background

Bachelor of Industrial Statistics from Brawijaya University, Malang in 1997.

Certification

-

Work Experiences

Operational General Manager of Avian Brands (2017 - 2021).

Dual Appointments

- Vice Director of Operations of Avian Brands (2021 - present); and
- Member of the Good Corporate Governance Committee of Avian Brands (2022 – present).

Education/Training in 2025

- Benchmarking with PT Astra Honda Motor;
- Business Acumen by NuPMK Consulting;
- Benchmarking with PT Bank Central Asia Tbk; and
- Factory Visit by PT Widatra Bakti.

Affiliation

Is not an affiliate of members of the Board of Commissioners, members of the Board of Directors, as well as the Main and Controlling Shareholders.

Duties and Responsibilities of the Nomination and Remuneration Committee

The duties and responsibilities of Avian Brands' Nomination and Remuneration Committee are based on the Nomination and Remuneration Committee Charter and prevailing laws and regulations. The Nomination and Remuneration Committee plays a role in ensuring that the nomination process for members of the Board of Commissioners and the Board of Directors is conducted objectively, transparently, and in alignment with Avian Brands' strategic needs. Furthermore, the Nomination and Remuneration Committee is also responsible for formulating fair, competitive, and performance-based remuneration policies to drive optimal performance and support Avian Brands' long-term sustainable growth. Further information on the duties and responsibilities of the Nomination and Remuneration Committee based on the Nomination and Remuneration Committee Charter, is described as follows:

1. Providing recommendations to the Board of Commissioners concerning policy, amount, and structure of the remuneration for the Board of Commissioners and the Board of Directors which will be a part of the Board of Commissioners' Report to be submitted to and then stipulated in the GMS;
2. Assisting the Board of Commissioners in performance assessment in relation to the suitability of remuneration received by each member of the Board of Commissioners and the Board of Directors;
3. Providing recommendations to the Board of Commissioners regarding:
   a. designation composition of the Board of Commissioners and the Board of Directors;
   b. policy and criteria required in the nomination process of members of the Board of Commissioners and the Board of Directors; and
   c. policy on performance assessment for members of the Board of Commissioners and the Board of Directors;
4. Assisting the Board of Commissioners in assessing the performance of members of the Board of Commissioners and the Board of Directors based on the benchmarks that have been stipulated as assessment considerations;
5. Providing recommendations to the Board of Commissioners regarding competence development programs for members of the Board of Commissioners and the Board of Directors;
6. Providing proposals of qualified candidates as members of the Board of Commissioners and/or members of the Board of Directors to the Board of Commissioners to be submitted to the GMS;
7. Performing tasks, other than the aforementioned, given by the Board of Commissioners in accordance with their functions and duties from time to time as necessary; and
8. In carrying out its duties, the Nomination and Remuneration Committee is responsible to the Board of Commissioners and must act independently.

Statement of Independence of the Nomination and Remuneration Committee

Every member of the Nomination and Remuneration Committee performs their duties by upholding the principles of independence, objectivity, and integrity in every evaluation process and in providing recommendations to the Board of Commissioners. The Nomination and Remuneration Committee is chaired by an Independent Commissioner who has no affiliation with the Board of Directors or other members of the Board of Commissioners, thereby maintaining neutrality in formulating nomination and remuneration policies. The entire work process of the Nomination and Remuneration Committee is based on the principles of transparency, fairness, and accountability to strengthen GCG implementation and maintain stakeholder trust in the professionalism and credibility of Avian Brands' management.

The Nomination and Remuneration Committee Meeting

Meeting Policy

The policy for conducting Avian Brands' Nomination and Remuneration Committee meetings is clearly stipulated in the Nomination and Remuneration Committee Charter, which mandates that meetings must be held periodically, at least once every 4 months. For a meeting to be declared valid and its decisions legitimate, the attendance of the majority of the Nomination and Remuneration Committee members is required. Through this mechanism, Avian Brands ensures that the nomination and remuneration processes are conducted objectively, transparently, and based on the principle of prudence, supporting the achievement of excellent and sustainable corporate governance.

Meeting Convention

Throughout 2025, the Nomination and Remuneration Committee convened 3 meetings. Information on the number of meetings and attendance rate of the Nomination and Remuneration Committee is outlined as follows:

Name	Position	Number of Meetings	Total Attendance	Attendance (%)
Mohammad Noor Rachman Soejoeti	Chairman of the Nomination and Remuneration Committee	3	3	100.00
Hermanto Tanoko	Member of the Nomination and Remuneration Committee	3	3	100.00
Iwan Sigit	Member of the Nomination and Remuneration Committee	3	3	100.00

Competence Development of the Nomination and Remuneration Committee

Avian Brands continuously encourages the enhancement of Nomination and Remuneration Committee members' competence and professionalism through sustainable development programs relevant to business dynamics. Each year, Nomination and Remuneration Committee members participate in various training sessions, seminars, and discussion forums designed to broaden their insights, deepen their understanding of strategic issues, and strengthen their capacity to perform nomination and remuneration functions objectively and effectively. These activities also include updates on best governance practices and the latest regulations applicable to the industrial and capital market sectors. Information related to competence development programs attended by Nomination and Remuneration Committee members throughout 2025 has been disclosed in the profile section of each Nomination and Remuneration Committee member.

Performance of the Nomination and Remuneration Committee's Duties

The performance of the Nomination and Remuneration Committee's duties emphasizes the importance of effectiveness, objectivity, and accountability in every nomination and remuneration determination process. The Nomination and Remuneration Committee carries out its functions with utmost dedication and prudence to ensure that every policy and recommendation provided to the Board of Commissioners is based on a professional and fair assessment, in accordance with GCG pillars. The primary focus of the Committee's duties lies in the formulation of meritocracy-based nomination policies and competitive remuneration structures aligned with performance. Information regarding the performance of the Nomination and Remuneration Committee's duties carried out throughout 2025 is described as follows:

1. Evaluated and reviewed the structure, policy, and amount of remuneration for members of the Board of Commissioners and the Board of Directors for the 2025 financial year to ensure alignment with the performance, responsibilities, and condition of Avian Brands;
2. Discussed and reviewed the results of self-assessments conducted by each member of the Board of Commissioners on the collegial performance of the Board of Commissioners and the Board of Directors for the 2024 financial year;
3. Supported the performance assessment process of the Board of Commissioners and the Board of Directors for the 2025 financial year based on established parameters and provided recommendations to the Board of Commissioners as a basis for strategic decision-making;
4. Reviewed the Key Performance Indicators ("KPI") of Avian Brands and its Subsidiaries;
5. Provided recommendations to the Board of Commissioners regarding competence development programs for members of the Board of Commissioners and the Board of Directors as part of the efforts to enhance leadership quality and GCG implementation;
6. Assisted the Board of Commissioners in the nomination and appointment process of new members of the Board of Commissioners, including providing professional considerations regarding the appointment of Mr. Oscar Christian Maria Jozef Wezenbeek as the new Independent Commissioner of Avian Brands;
7. Reviewed the compliance and effectiveness of the Nomination and Remuneration Committee Charter, as well as the Succession Policy in the Nomination Process for Members of the Board of Commissioners and the Board of Directors;
8. Discussed the 2026 Nomination and Remuneration Committee Work Program; and
9. Performed other duties assigned by the Board of Commissioners, in line with the Committee's authority and responsibilities under applicable regulations.

The performance of these duties reflects the strategic role of the Nomination and Remuneration Committee in supporting the creation of a healthy and transparent corporate governance structure, oriented to the continued success of Avian Brands' performance.

The Good Corporate Governance Committee

The Good Corporate Governance Committee is a committee under the Board of Commissioners that plays a role in strengthening the implementation of GCG principles throughout Avian Brands. The Good Corporate Governance Committee is tasked with monitoring the implementation of the Business Ethics and Code of Conduct, including reviewing and following up on reports of alleged violations professionally and in accordance with procedures, to maintain the integrity and accountability of Avian Brands. Furthermore, the Good Corporate Governance Committee also plays a strategic role in overseeing the implementation of ESG aspects to ensure the alignment of business practices with long-term sustainability principles.

The Good Corporate Governance Committee Charter

In performing its duties and responsibilities, the Good Corporate Governance Committee is guided by Avian Brands' Business Ethics and Code of Conduct. This document was first established on June 25, 2021, and was last updated on March 24, 2022, to ensure alignment with business dynamics, applicable regulations, and best governance practices. Guided by these provisions, the Good Corporate Governance Committee consistently ensures that all oversight activities and ethics enforcement are carried out professionally, accountably, and in line with Avian Brands' core values.

Composition of the Good Corporate Governance Committee

The composition of Avian Brands' Good Corporate Governance Committee is established based on a Board of Commissioners' Resolution with a 3-year term of office. The Good Corporate Governance Committee is chaired by the Director of Operations, with permanent members including the Director of Finance and Deputy Director of Operations. Furthermore, the Good Corporate Governance Committee may involve ad hoc members from divisional heads as required by relevant governance issues, to ensure comprehensive representation and collaboration throughout the organization. Throughout 2025, there were no changes to the composition of the Good Corporate Governance Committee, which continued to consist of 3 members performing their duties collaboratively. Information regarding the composition of Avian Brands' Good Corporate Governance Committee as of December 31, 2025, is detailed as follows:

Name	Position
Robert Christian Tanoko	Chairman of the Good Corporate Governance Committee
Kurnia Hadi Sinanto	Member of the Good Corporate Governance Committee
Iwan Sigit	Member of the Good Corporate Governance Committee

Profile of the Good Corporate Governance Committee

The profile of each member of the Good Corporate Governance Committee is described as follows:

Robert Christian
Tanoko

Chairman of the Good Corporate Governance Committee

Term of Office and Basis of Appointment

2023 – 2026:
Minutes of Meeting of the Board of Commissioners of Avian Brands No. 004/AA/BAR/KOM/VIII/2023 dated August 16, 2023.

The complete profile of the Chairman of the Good Corporate Governance Committee can be found in the Profile of the Board of Directors section of this Annual Report.

Kurnia Hadi
Sinanto

Member of the Good Corporate Governance Committee

Term of Office and Basis of Appointment

2023 – 2026:
Minutes of Meeting of the Board of Commissioners of Avian Brands No. 004/AA/BAR/KOM/VIII/2023 dated August 16, 2023.

The complete profile of the Member of the Good Corporate Governance Committee can be found in the Profile of the Board of Directors section of this Annual Report.

Iwan
Sigit

Member of the Good Corporate Governance Committee

Term of Office and Basis of Appointment

2023 – 2026:
Minutes of Meeting of the Board of Commissioners of Avian Brands No. 004/AA/BAR/KOM/VIII/2023 dated August 16, 2023

The complete profile of the Member of the Good Corporate Governance Committee can be found in the Profile of Member of the Nomination and Remuneration Committee section in this Annual Report.

Duties and Responsibilities of the Good Corporate Governance Committee

The duties and responsibilities of Avian Brands' Good Corporate Governance Committee are carried out based on the established Business Ethics and Code of Conduct, as well as other relevant rules and provisions as the primary foundation for strengthening governance with integrity and sustainability. The Good Corporate Governance Committee plays a vital role in supporting the Board of Commissioners in performing its oversight function, particularly in ensuring that ethical values, integrity, and compliance with the Code of Conduct are consistently upheld across all operational aspects. Further information on the duties and responsibilities of the Good Corporate Governance Committee, based on the Business Ethics and Code of Conduct and other relevant regulations, is described below:

1. Conducting socialization activities to enforce Avian Brands' Business Ethics and Code of Conduct to all Avian Brands' Personnel as a form of prevention of violations of Avian Brands' Business Ethics and Code of Conduct;
2. Receiving questions that arise from Avian Brands' Personnel regarding the contents of Avian Brands' Business Ethics and Code of Conduct;
3. Receiving reports of any complaints against violations of Avian Brands' Business Ethics and Code of Conduct by Avian Brands' Personnel;
4. Following up on any reports of violations of Avian Brands' Business Ethics and Code of Conduct;
5. Providing recommendations on resolutions of violations of Avian Brands' Business Ethics and Code of Conduct to the Board of Directors, including sanctions that will be imposed; and
6. Supervising the implementation of Environmental, Social, and Governance ("ESG") aspects in Avian Brands' operations, including ensuring compliance with sustainability principles, supporting social and environmental initiatives, and promoting good governance to increase value for stakeholders.

Statement of Independence of the Good Corporate Governance Committee

The Good Corporate Governance Committee performs its duties by upholding the principles of independence, professionalism, and compliance with regulations and GCG principles. Led by the Director of Operations, with permanent members consisting of the Director of Finance and the Deputy Director of Operations, and supported by ad hoc members from various work units, the Good Corporate Governance Committee strengthens its representation and enables more comprehensive and responsive decision-making regarding organizational dynamics. With this structure, the Good Corporate Governance Committee ensures that every assessment and recommendation is free from conflicts of interest and based on objective considerations to support Avian Brands' long-term goals with integrity and sustainability.

The Good Corporate Governance Committee Meeting

Meeting Policy

The meeting policy of the Good Corporate Governance Committee is implemented periodically as needed, taking into account the urgency and complexity of issues related to compliance with the Business Ethics and Code of Conduct, as well as the implementation of ESG principles within Avian Brands. The meeting agenda includes strategic discussions, including the evaluation of grievance reports, follow-up on potential ethical violations, and the development of ESG indicators on a quarterly basis.

Meeting Convention

Throughout 2025, the Good Corporate Governance Committee convened 4 meetings. Information on the number of meetings and attendance rate of the Good Corporate Governance Committee is outlined as follows:

Name	Position	Number of Meetings	Total Attendance	Attendance (%)
Robert Christian Tanoko	Chairman of the Good Corporate Governance Committee	4	4	100.00
Kurnia Hadi Sinanto	Member of the Good Corporate Governance Committee	4	4	100.00
Iwan Sigit	Member of the Good Corporate Governance Committee	4	4	100.00

Competence Development of the Good Corporate Governance Committee

Avian Brands actively encourages the enhancement of capacity and competence for all members of the Good Corporate Governance Committee through continuous training and development programs. Each year, members participate in various capacity-building activities designed to broaden their horizons, deepen their understanding of GCG pillars, and adapt to regulatory dynamics and global sustainability trends. These programs cover not only technical aspects but also emphasize the importance of integrity, accountability, and sensitivity toward ethical and compliance issues. Information related to competence development programs attended by Good Corporate Governance Committee members throughout 2025 has been disclosed in the profile section of each Good Corporate Governance Committee member.

Performance of Duties of the Good Corporate Governance Committee

The performance of the Good Corporate Governance Committee's duties is carried out by prioritizing the principles of prudence, objectivity, and integrity in every corporate governance oversight and evaluation process. The Good Corporate Governance Committee actively ensures that all of Avian Brands' operational activities comply with the values of the Business Ethics and Code of Conduct, as well as the sustainability principles adopted by Avian Brands. Further information regarding the implementation of the Good Corporate Governance Committee's duties carried out throughout 2025, is described as follows:

1. Ensured that every report of a violation against the Business Ethics and Code of Conduct was followed up through a thorough and fact-based investigation process, while simultaneously ensuring full protection of the whistleblower's identity confidentiality to avoid the risk of retaliation or privacy violations;
2. Conducted discussions regarding:
   a. the summary of ESG data of Avian Brands and its Subsidiaries;
   b. the follow-up results of violation reports concerning the Business Ethics and Code of Conduct, as well as the Good Corporate Governance Guidelines based on the Whistleblowing System of Avian Brands and its Subsidiaries;

   for the periods of December 31, 2024, March 31, 2025, June 30, 2025, and September 30, 2025, as part of the commitment to conducting responsible and sustainable business; and
3. Conducted discussions on the awards received by Avian Brands, namely the 2024 Market Leader in the Indonesian Paint & Coating Industry award from Frost & Sullivan, the 2025 Katadata ESG Awards for the Chemicals Sector in the Governance Category from Katadata, the 2025 ENSIA in the Environmental Innovation Category for the Emission Reduction Program from Sucofindo, Top 50 Big Capitalization Public Listed Company and Best Sustainability and Resilience (Big Cap) from the Indonesian Institute for Corporate Directorship ("IICD").

All of these activities reflect the strategic role of the GCG Committee in strengthening the culture of integrity, enhancing transparency, and encouraging the implementation of measurable sustainability principles within Avian Brands.

Committees Under the Board of Directors

The Board of Directors has 1 supporting committee to assist in the implementation of Avian Brands' management duties, namely the Related Party Transaction Committee.

The Related Party Transaction Committee

The Related Party Transaction Committee is a supporting committee to the Board of Directors that ensures all Avian Brands' affiliated transactions are conducted on an arm's length basis, equitably, and in accordance with applicable regulations. In its duties, the Related Party Transaction Committee assesses the feasibility and compliance of each transaction and ensures there are no conflicts of interest that could be detrimental to Avian Brands or its stakeholders. Through independent oversight, the Related Party Transaction Committee maintains the integrity of business processes and supports the creation of ethical and sustainable business practices.

The Related Party Transaction Committee Charter

The Related Party Transaction Committee performs its duties and responsibilities guided by OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions, as well as the Avian Brands Affiliated Transactions Guidelines established on November 16, 2022. Based on these foundations, the Related Party Transaction Committee is committed to ensuring that all transactions are conducted fairly, transparently, and free from conflicts of interest to maintain the integrity and accountability of Avian Brands.

Composition of the Related Party Transaction Committee

The composition of Avian Brands' Related Party Transaction Committee consists of 3 members, namely 1 Chairperson and 2 Members, as stipulated in Avian Brands' internal provisions. All members are appointed and dismissed by the Board of Directors through an official resolution, considering strategic needs and the effectiveness of affiliated transaction oversight.

The Board of Directors ensures that each member possesses adequate competence, integrity, and professionalism to perform their duties objectively and accountably in accordance with GCG principles. Throughout 2025, there were no changes to the composition of the Related Party Transaction Committee, which continued to consist of 3 members performing their duties collaboratively. Information regarding the composition of Avian Brands' Related Party Transaction Committee as of December 31, 2025, is detailed as follows:

Name	Position
Kurnia Hadi Sinanto	Chairman of the Related Party Transaction Committee
Wardiman	Member of the Related Party Transaction Committee
Kristanto Nagatan[*)]	Member of the Related Party Transaction Committee

[*)] Served as Member of the Related Party Transaction Committee since August 12, 2025 replacing Mr. Bobby Septian Yahya.

Profile of the Related Party Transaction Committee

The profile of each member of the Related Party Transaction Committee is described as follows:

Kurnia Hadi Sinanto

Chairman of the Related Party Transaction Committee

Term of Office and Basis of Appointment

2025 – 2028:
The Board of Directors Decree of Avian Brands No. 010/AA/SK/DIR/VIII/2025 dated August 12, 2025

The complete profile of the Chairman of the Related Party Transaction Committee can be found in the Profile of the Board of Directors section of this Annual Report.

Wardiman

Member of the Related Party Transaction Committee

Term of Office and Basis of Appointment

2025 – 2028:
The Board of Directors Decree of Avian Brands No. 010/AA/SK/DIR/VIII/2025 dated August 12, 2025.

The complete profile of the Member of the Related Party Transaction Committee can be found in the Profile of the Audit Committee section of this Annual Report.



Kristanto Nagatan*)

Member of the Related Party Transaction Committee

Indonesian, 30 years old.

Term of Office and Basis of Appointment

2025 – 2028:
The Board Directors Decree of Avian Brands No. 010/AA/SK/DIR/VIII/2025 dated August 12, 2025.

Educational Background

Bachelor of Accounting from Sekolah Tinggi Ilmu Ekonomi (STIE) Kesatuan, Bogor in 2017.

Certifications

- Audit Report Writing Effectively; and
- Tools for Audit Managers.

Work Experiences

- Internal Audit Staff of PT Enseval Putera Megatrading Tbk (2017 – 2019);
- Section Head of Fraud Investigation Audit of PT Sayap Mas Utama (Wings Group Indonesia) (2019 – 2023); and
- Assistant Manager of Internal Audit of PT Elang Mahkota Teknologi Tbk (2023 – 2025).

Dual Appointments

Head of Internal Audit Unit of Avian Brands (2025 - present).

Education/Training in 2025

This information is presented in the Competence Development of the Internal Audit Unit section of this Annual Report.

Affiliation

Is not an affiliate of members of the Board of Commissioners, members of the Board of Directors, as well as the Main and Controlling Shareholders.

*) Served as Member of the Related Party Transaction Committee since August 12, 2025 replacing Mr. Bobby Septian Yahya.

Duties and Responsibilities of the Related Party Transaction Committee

The duties and responsibilities of the Related Party Transaction Committee are performed based on the Affiliated Transactions Guidelines and prevailing provisions, emphasizing the importance of implementing the principles of fairness, compliance, and accountability in every transaction process. The Related Party Transaction Committee is responsible for conducting a thorough review of every affiliated transaction carried out by Avian Brands to ensure that all such activities are conducted in accordance with laws and regulations, meet fair business practice standards, and do not create conflicts of interest. Further information on the duties and responsibilities of the Related Party Transaction Committee, is described below:

1. Providing recommendations to the Board of Directors regarding affiliated transactions conducted by Avian Brands, such that they are in accordance with the generally accepted business practices, applicable laws and regulations, and meet the principles of fair transactions;
2. Assisting the Board of Directors to ensure that transactions conducted with related parties are not detrimental to the interests of Avian Brands and Avian Brands' Independent Shareholders;
3. Cooperating with the Corporate Secretary, Finance Team, and Legal Team of Avian Brands in discussing and deliberating affiliated transaction plans to be undertaken by Avian Brands; and
4. Conducting special inspections related to affiliated transactions, if necessary.

Independence Statement of the Related Party Transaction Committee

The Related Party Transaction Committee consistently upholds the principle of independence in carrying out its duties and responsibilities. Its composition consists of independent individuals with no affiliation with related parties, ensuring that every evaluation and recommendation is conducted objectively and remains free from conflicts of interest. The Related Party Transaction Committee also maintains the integrity of the assessment process through a transparent and accountable approach, ensuring all transactions meet the principles of fairness and compliance with applicable regulations. Accordingly, the Related Party Transaction Committee plays a strategic role in strengthening GCG and stakeholder trust in the integrity of Avian Brands' business processes.

The Related Party Transaction Committee Meeting

Meeting Policy

The policy for conducting Related Party Transaction Committee meetings is implemented periodically with a minimum frequency of once every 4 months. A meeting is declared valid if it is attended by the majority of the Related Party Transaction Committee members, thereby ensuring adequate representation in the discussion and decision-making processes.

Meeting Convention

Throughout 2025, the Related Party Transaction Committee convened 4 meetings. Information on the number of meetings and attendance rate of the Related Party Transaction Committee is outlined as follows:

Name	Position	Number of Meetings	Total Attendance	Attendance (%)
Kurnia Hadi Sinanto	Chairman of the Related Party Transaction Committee	4	4	100.00
Wardiman	Member of the Related Party Transaction Committee	4	4	100.00
Kristanto Nagatan*)	Member of the Related Party Transaction Committee	4	2	50.00

*) Served as Member of the Related Party Transaction Committee since August 12, 2025 replacing Mr. Bobby Septian Yahya.

Competence Development of the Related Party Transaction Committee

Avian Brands continuously encourages the capacity development of the Related Party Transaction Committee members through ongoing competence enhancement programs. Each member of the Related Party Transaction Committee is facilitated to participate in various training and capability development sessions, both internal and external, designed to strengthen their understanding of regulations, affiliated transaction standards, and GCG pillars. Information related to competence development programs attended by Related Party Transaction Committee members throughout 2025 has been disclosed in the profile section of each Related Party Transaction Committee member.

Performance of Duties and Responsibilities of the Related Party Transaction Committee

The performance of the Related Party Transaction Committee's duties is conducted by prioritizing the principles of fairness, accountability, and compliance with prevailing regulations. The Related Party Transaction Committee actively carries out its function in evaluating and providing recommendations for every proposed affiliated transaction, ensuring that all processes are executed transparently and remain free from conflicts of interest. Further information regarding the implementation of the Related Party Transaction Committee's duties carried out throughout 2025, is described as follows:

1. Periodically discussing, on a quarterly basis, related party transactions, among others:
   a. Purchase of PVC pipe products by PT Tirtakencana Tatawarna (distributor) from PT Avia Avian Industri Pipa (manufacturer);
   b. Purchase of plastic packaging goods for finished goods products by Avian Brands from PT Mitra Mulia Makmur;
   c. Purchase of ancillary building material products by PT Tirtakencana Tatawarna (distributor) from PT Kencana Lintasindo Internasional (manufacturer);
   d. Leasing of warehouse/depot for distribution activities by PT Tirtakencana Tatawarna from PT Sarana Depo Kencana; and
   e. Purchase of calcium carbonate by Avian Brands from PT Panca Kalsiumindo Perkasa.
2. Discussed proposed affiliated transactions to be conducted by Avian Brands and/or its Subsidiaries with affiliated parties that are required to be reported to the OJK, including the purchase of assets, land and building leases, storage fee agreements, AI Logistic Management System service cooperation agreements, and production service agreements.

The Corporate Secretary

The Corporate Secretary is an organ of Avian Brands that plays a role in supporting the effectiveness of the Board of Directors' duties, particularly in communication and regulatory compliance. This role includes managing harmonious relationships between Avian Brands' organs and building constructive communication between Avian Brands and Shareholders, regulators, capital market authorities, and other stakeholders. Furthermore, the Corporate Secretary is responsible for ensuring Avian Brands' compliance with applicable laws and regulations in the capital market sector, as well as providing access to relevant and timely information for the public. Through the performance of these duties, the Corporate Secretary plays a strategic role in ensuring that Avian Brands' principles of transparency, accountability, and integrity are consistently maintained.

The Corporate Secretary Charter

Avian Brands has established the Corporate Secretary Charter as a work guideline that comprehensively regulates the functions and responsibilities of the Corporate Secretary in supporting the implementation of GCG. The Charter was ratified on August 16, 2021, and was prepared to ensure that all duties performed by the Corporate Secretary are carried out efficiently, transparently, accountably, and independently, in line with the prevailing laws and regulations in the capital market sector. This Charter serves as an essential foundation in strengthening the integrity of the Corporate Secretary's function, as well as ensuring that its strategic role in managing corporate communications and regulatory compliance is performed optimally.

Party Appointing and Dismissing the Corporate Secretary

The Corporate Secretary is a strategic position directly under the responsibility of the Board of Directors and is appointed through an official resolution of the Board of Directors. Every decision regarding the appointment, replacement, or dismissal of the Corporate Secretary must be reported to the OJK as part of the compliance with applicable capital market regulations. This provision is designed to ensure that the entire appointment process is conducted transparently and accountably, while considering the integrity, competence, and professional eligibility of the individual entrusted to perform the Corporate Secretary function optimally. Accordingly, this mechanism not only supports compliance with regulatory provisions but also strengthens the overall credibility of corporate governance.

Profile of the Corporate Secretary



Hera Septi Astuti

Corporate Secretary

Indonesian, 40 years old.

Basis of Appointment

The Board of Directors Decree of Avian Brands No. 012/AA/SK/DIR/VIII/2022 dated August 31, 2022.

Educational Background

- Bachelor of Law from Atma Jaya University, Jakarta in 2007; and
- Master of Notarial from Pelita Harapan University, Jakarta in 2019.

Certification

- The Advocate Professional Exam ("UPA") - The Indonesian Advocates Association ("PERADI"); and
- Basic 1 Course of Capital Market Legal Consultant Professional Education - Capital Market Legal Consultant Association ("HKHPM") and FHP Education of Law ("FHP").

Work Experiences

- Legal Staff of Notary Office of Dr. Misahardi Wilamarta, S.H., M.Kn. (2008 – 2010);
- Senior Legal of PT Profesional Telekomunikasi Indonesia (2010 – 2017);
- Corporate Secretary Manager of PT Graha Layar Prima Tbk (2018 – 2020); and
- Corporate Secretary Manager of Avian Brands (2021 – 2022).

Dual Appointments

-

Duties and Responsibilities of the Corporate Secretary

The duties and responsibilities of the Corporate Secretary are performed based on the provisions in the Corporate Secretary Charter, which establishes the role of the Corporate Secretary as an effective liaison between the Board of Directors, the Board of Commissioners, and external stakeholders, including regulators and the public. In its implementation, the Corporate Secretary is responsible for maintaining smooth communication between Avian Brands' organs, ensuring compliance with capital market regulations, and providing accurate, relevant, and publicly accessible information. Further information on the duties and responsibilities of the Corporate Secretary is described as follows:

1. Keeping abreast of capital market developments, in particular the prevailing laws and regulations in the capital market sector;
2. Providing input to the Board of Commissioners and the Board of Directors concerning compliance with the laws and regulations in the capital market sector;
3. Disclosing information to the public, including the availability of information on Avian Brands' website;
4. Submitting reports to the Financial Services Authority in a timely manner;
5. Convening and documenting GMS and meetings of the Board of Commissioners and/or the Board of Directors;
6. Conducting orientation programs for the Board of Commissioners and/or the Board of Directors;
7. Coordinating preparation and submission processes of the Annual Report and Sustainability Report;
8. Acting as the liaison between Avian Brands and the Shareholders, the Financial Services Authority, and other stakeholders;
9. Representing Avian Brands in correspondence with capital market authorities in accordance with the authority granted by Avian Brands; and
10. Submitting periodic reports, no fewer than once a year, regarding the implementation of the Corporate Secretary functions to the Board of Directors, copied to the Board of Commissioners.

The Corporate Secretary Competence Development

Avian Brands consistently supports the competence development of the Corporate Secretary through active participation in various training and capacity-building programs. These development activities are conducted on an ongoing basis each year as part of the commitment to ensuring that the Corporate Secretary possesses up-to-date knowledge and a profound understanding of business dynamics and applicable regulations. Through involvement in these programs, the Corporate Secretary is expected to perform duties and responsibilities more effectively and adaptively, while continuously maintaining professional standards to support the transparent, accountable, and integrity-driven management of Avian Brands. Information related to competence development programs attended by the Corporate Secretary throughout 2025 is described as follows:

Date	Description	Organizer
January 6, 2025	Socialization for Securities Issuers on the Use of eASY and Issuer-related Facilities at KSEI.	Indonesia Central Securities Depository ("KSEI")
January 22, 2025	In-depth Review of OJK Regulation (POJK) No. 29/POJK.04/2016 and POJK No. 51/POJK.03/2017.	Indonesia Corporate Secretary Association ("ICSA")
January 22, 2025	ESG Reporting Socialization Webinar.	Indonesia Stock Exchange ("IDX")
January 23, 2025	Refresher Webinar on POJK No. 15/POJK.04/2022 and POJK No. 29 of 2023 for Issuers and Public Companies.	Indonesian Public Listed Companies Association ("AEI") and Financial Services Authority ("OJK")
February 6, 2025	Socialization of POJK No. 45 of 2024 concerning the Development and Strengthening of Issuers and Public Companies.	OJK
February 18, 2025	In-depth Review of 14/POJK.04/2022 concerning Submission of Periodic Financial Reports of Issuers or Public Companies.	ICSA
February 24, 2025	ESG Disclosure: The Role of the Corporate Secretary in Submitting ESG Metrics through SPE-IDXnet.	ICSA
March 18, 2025	Navigating ESG Challenges through Strengthening Good Corporate Governance Policies.	ICSA
March 19, 2025	In-depth Review of Regulations on the Use of Public Accountant and/or Public Accounting Firm Services in Financial Services Activities (POJK No. 9 of 2023 and SEOJK No. 18/SEOJK.03/2023).	ICSA
March 16, 2025	Halal Bihalal and Sharing Session Form E020: ESG Strategy and GHG Emissions for Listed Company Executives.	AEI
April 22, 2025	Regulation I-E concerning the Obligation of Information Disclosure by Listed Companies.	ICSA
April 24, 2025	Webinar: "Communication Evaluation: Measuring the Impact of Communications to Stakeholders."	ICSA
May 20, 2025	Webinar: "Company Readiness in Facing Global Market Volatility: Investor Relations and Corporate Secretary Perspectives."	ICSA
May 20, 2025	Webinar: Sustainable Landscape of Indonesia's Capital Market.	BEI
May 27, 2025	Socialization of IDX Regulation No. II-Q concerning Liquidity Provider Activities on the Exchange, and Exchange Regulation No. III-Q concerning Liquidity Providers on the Exchange.	BEI
May 28, 2025	IDX-S&P Global Webinar: "Value and Benefits of 2025 S&P Global Corporate Sustainability Assessment ("CSA")".	BEI
June 17, 2025	Capital Market Dialogue Seminar: "Seizing Opportunities Amid Global Policy Shifts."	AEI
June 17, 2025	In-depth Review of POJK No. 14/POJK.04/2019 concerning Increase in Capital of Public Companies through Rights Issue.	ICSA
June 19, 2025	Socialization of POJK No. 9 of 2025 concerning the Dematerialization of Equity Securities and the Management of Unclaimed Assets in the Capital Market.	OJK
July 8, 2025	2025 Issuer Seminar: "Navigating Global Dynamics: The Resilience of Indonesia's Economic and Financial System."	KSEI
July 22, 2025	Webinar: "Embracing Diversity, Equality, and Inclusion in the Workplace."	ICSA
July 29, 2025	In-depth Webinar on 4 of 2024 concerning Reports on Ownership of, or Any Change of Ownership of, Shares in Public Companies and Reports on the Activities of Encumbering Public Company Shares	ICSA
July 31, 2025	Webinar: Implementation and Understanding of POJK No. 14 of 2025 concerning e-GMS, e-OM, and e-SUGMS.	AEI
August 5, 2025	ICSA Webinar: Finance for Non-Finance – Understanding Numbers for Effective Communication.	ICSA
August 19, 2025	Risk & Governance Summit 2025.	OJK
August 29, 2025	Socialization of SEOJK No. 10/SEOJK.04/2025.	OJK
August 29, 2025	ICSA Webinar: "A Risk-Based Approach to ESG: Building Resilient, Responsible Businesses."	ICSA
September 1, 2025	In-depth Webinar on POJK No. 17 of 2020 concerning Material Transactions and Changes in Business Activities.	ICSA
September 9, 2025	Webinar: e-GMS & eASY.KSEI – Modern Solutions for General Meeting of Shareholders Governance.	ICSA
September 19, 2025	Webinar: "Tax for Non-Tax: The Role of the Corporate Secretary in Issuer Tax Obligations, M&A, and Share Transactions."	ICSA
September 23, 2025	Exploring E-GMS Webinar: Practical Alternatives of Share Registrar (BAE) Systems for Ease and Transparency for Issuers.	AEI
October 3, 2025	Webinar IDX Green Equity Designation Initiative.	AEI
October 8, 2025	Strategic Move Panel Discussion: M&A & Business Competition in the Indonesian Capital Market Landscape.	AEI
October 29, 2025	Webinar: "Integrating Cybersecurity into Good Corporate Governance (GCG): The Crucial Role of the Corporate Secretary".	ICSA
November 7, 2025	Webinar: "From Compliance to Confidence: Redefining ACGS through ESG and Digital".	ICSA
November 13, 2025	Webinar "IFRS 1 & 2 Update and Practical Insights for Public Companies".	ICSA
November 20, 2025	Webinar: "Media Handling 4.0: The Role of the Corporate Secretary in the AI Era and Digital Reputation."	ICSA
December 2, 2025	In-depth Review of POJK No. 42 of 2020 concerning Affiliated Transactions and Conflict of Interest Transactions.	ICSA
December 9, 2025	In-depth Review of Regulation No. I-A concerning the Listing of Shares and Equity-Type Securities Other Than Shares Issued by Listed Companies	ICSA

Performance of Duties of the Corporate Secretary

The performance of the Corporate Secretary's duties is carried out actively, effectively, and with utmost responsibility to support the creation of transparent communication and harmonious relationships between Avian Brands and all stakeholders. All activities are conducted by upholding the principles of transparency, accountability, and integrity to strengthen public trust and encourage the comprehensive implementation of GCG within Avian Brands. Further information regarding the implementation of the Corporate Secretary's duties carried out throughout 2025 is described below:

1. Managed and facilitated the convening of meetings for the Board of Commissioners, the Board of Directors, and various Committees, including the Audit Committee, the Nomination and Remuneration Committee, the Good Corporate Governance Committee, and the Related Party Transaction Committee, while accurately and orderly preparing the minutes of meetings;
2. Monitored capital market regulatory developments and ensured Avian Brands' compliance, including through the publication of 12 monthly share ownership reports, 4 Financial Statements, 1 Annual Report, and 1 Sustainability Report;
3. Enhanced professional capacity by participating in various relevant training programs to support the effective execution of duties;
4. Maintained active communication with regulators and capital market supporting institutions, including the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX);
5. Executed external communication activities to maintain information disclosure, including the publication of 18 press releases to the public;
6. Periodically updated information on the Investor Relations page of Avian Brands' official website; and
7. Formulated the Corporate Secretary's annual work plan to support Avian Brands' future strategic agendas and priorities.

The Investor Relations

Avian Brands operates its investor relations function proactively to ensure information disclosure and maintain market confidence in its performance and governance. Through structured communication management, Avian Brands provides accurate, relevant, and timely information to Shareholders, analysts, and the public. This function is realized through various activities, such as public exposes and earnings calls. All presentation materials and the latest information are published via the website, ensuring that all stakeholders can access data easily and transparently.

Duties and Responsibilities of the Investor Relations Function

The officers executing the investor relations function are tasked with and responsible for ensuring that all information regarding Avian Brands' performance, business prospects, and corporate actions is well-communicated. Detailed information regarding the duties and responsibilities of the investor relations function is outlined as follows:

1. Maintaining periodic communication regarding performance developments, business strategies, and Avian Brands' prospects to all capital market stakeholders, including institutional investors, retail investors, research analysts, and fund managers, as well as providing updates on relevant Avian Brands activities accurately, timely, and in accordance with applicable regulations;
2. Organizing meetings with analysts, investors, and other external parties to provide a comprehensive understanding of Avian Brands' performance and the industry dynamics affecting the company's business;
3. Participating in roadshows, capital market conferences, analyst meetings, and company visits to expand Avian Brands' communication reach with both domestic and international investors, including conducting group meetings and discussions via online conferences;
4. Managing information updates on the official website and all communication materials for investor interests, including performance presentations, investor decks, and other publications; and
5. Conducting periodic monitoring and reviews of trends in the paint and building materials industry, competitor conditions, stock performance, and capital market sentiment as input and recommendations for the Board of Directors, the Board of Commissioners, and other internal stakeholders.

Performance of the Investor Relations Function's Duties

Throughout 2025, the investor relations function carried out its role in maintaining consistent communication with investors, prospective investors, analysts, and the financial and capital market communities. The primary objective was to ensure all parties obtained an accurate view of Avian Brands' financial performance, business strategies, developments in the paint and building materials industry, and overall prospects. All activities were conducted while upholding the principles of internal information confidentiality and equitable treatment for all investors.

Throughout the year, the investor relations function organized quarterly earnings calls and public exposes in accordance with applicable regulations as a means of providing updates on Avian Brands' performance. Furthermore, the investor relations function actively participated in various capital market conferences, including non-deal roadshows and meetings facilitated by securities firms, which brought together Avian Brands with both domestic and international investors and prospective investors. The investor relations function also facilitated company visits and thematic discussions with analysts and investors to strengthen market understanding of Avian Brands' strategy and operational capabilities.

Communication with investors was conducted in face-to-face, hybrid, and online formats to enhance flexibility and broaden audience reach. Avian Brands also provides extensive communication facilities through its official website and digital channels, where investors can obtain Financial Statements, presentation materials, corporate publications, and other information related to capital market activities. The strengthening of these information channels is intended to ensure transparency and ease of access for all stakeholders.

Throughout 2025, the investor relations function carried out 25 public information disclosures, with the details as follows:

Description	Frequency Year 2025
Online Meeting with Analysts	2
Offline Meeting with Analysts	7
Earnings Call	7
Public Expose	9
Investor Visit	0

More detailed information regarding each of Avian Brands' investor relations activities can be accessed on the website at the following link: https://avianbrands.com/hubungan-investor/pusat-informasi-investor/aktivitas-hubungan-investor.

The Internal Audit Unit

The Internal Audit Unit is an organ of Avian Brands that plays a role in supporting the Board of Directors in performing the oversight and evaluation functions of the internal control system. In performing its functions, the Internal Audit Unit provides independent, objective, and constructive assurance and consulting services to add value and improve the effectiveness and efficiency of Avian Brands' operations. Through a systematic and risk-based approach, the Internal Audit Unit consistently evaluates the adequacy and effectiveness of the risk management system, internal controls, and the implementation of GCG pillars.

All audit activities are conducted thoroughly and measurably to ensure that all operational activities are in line with internal policies, operational standards, and applicable legal provisions. Accordingly, the Internal Audit Unit contributes strategically to strengthening transparency, accountability, and the sustainable achievement of Avian Brands' long-term objectives.

The Internal Audit Unit Charter

Avian Brands has established an Internal Audit Charter, which was enacted on August 16, 2021 (the "Internal Audit Charter"). This Charter was prepared to ensure that all duties performed by the Internal Audit Unit are conducted systematically, objectively, and professionally, in accordance with GCG pillars and prevailing laws and regulations.

Party Appointing and Dismissing the Internal Audit Unit

The leadership of the Internal Audit Unit is under the responsibility of the Head of the Internal Audit Unit, who is appointed by the President Director with the approval of the Board of Commissioners, as stipulated in the Internal Audit Charter. The process of appointment, replacement, or dismissal of the Head of the Internal Audit Unit must be reported to the OJK as a form of compliance with the prevailing regulations in the capital market sector. This provision is designed to ensure that the process of appointing the Internal Audit Unit leadership is based on the principles of transparency and accountability, and reflects Avian Brands' commitment to maintaining the independence of the internal oversight function. Accordingly, this mechanism also strengthens stakeholder confidence in the effectiveness of internal control and the overall governance of Avian Brands.

Profile of Head of the Internal Audit Unit

Kristanto Nagatan*)

Head of the Internal Audit Unit

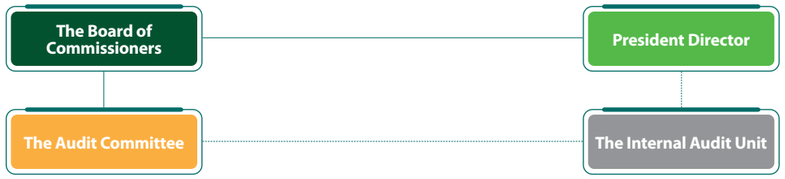
Term of Office and Basis of Appointment

The President Director Decree of Avian Brands No. 009/AA/SK/DIR/VII/2025 dated August 12, 2025.

The complete profile of the Head of the Internal Audit Unit can be found in the Profile of the Related Party Transaction Committee section of this Annual Report.

*) Served as the Head of Internal Audit Unit since August 12, 2025, replacing Mr. Bobby Septian Yahya.

Structure and Position of the Internal Audit Unit



The Internal Audit Unit is structurally positioned directly under the President Director, who is responsible for the overall oversight and receipt of the Internal Audit Unit's duty execution reports. This structure is designed to ensure the independence and effectiveness of the internal audit function, while ensuring that every audit finding, internal control system evaluation, and improvement recommendation can be delivered directly to Avian Brands' top leadership. Accordingly, Avian Brands ensures that follow-ups on audit results can be responded to swiftly, accurately, and strategically to strengthen the implementation of transparent and accountable GCG. This direct reporting structure also serves as a concrete manifestation of Avian Brands' commitment to the integrity of internal oversight function and the implementation of an effective control system.

As of 2025, Avian Brands' Internal Audit Unit consists of 8 personnel, comprising 1 Head of the Internal Audit Unit and 7 members. This composition reflects Avian Brands' efforts in building a solid, professional internal audit team with adequate capacity to perform comprehensive oversight duties across all operational units.

Duties and Responsibilities of the Internal Audit Unit

As an integral part of Avian Brands' internal oversight mechanism, the Internal Audit Unit holds a strategic role in supporting the effectiveness of governance and the overall achievement of Avian Brands' objectives. In its execution, the Internal Audit Unit is tasked with ensuring that the internal control system is implemented optimally to detect risks, ensure compliance with applicable regulations, and maintain operational efficiency. Further information on the duties and responsibilities of the Internal Audit Unit is described as follows:

1. Formulating and implementing an annual internal audit plan;
2. Testing and evaluating the implementation of internal control and risk management systems in accordance with Avian Brands' policies;
3. Conducting inspections and assessments of the efficiency and effectiveness in finance, accounting, operations, human resources, marketing, information technology, and other activities;
4. Providing suggestions on improvements and objective information relating to audited activities to all managerial levels;
5. Compiling reports on audit results and submitting them to the President Director and the Board of Commissioners;
6. Monitoring, analyzing, and reporting the implementation of the suggested follow-up improvements;
7. Cooperating with the Audit Committee;
8. Developing programs to evaluate the quality of the audit activities it performs; and
9. Conducting special inspections, if necessary.

Certificates of Expertise of the Internal Audit Unit

Professional certifications held by the members of the Internal Audit Unit serve as an essential foundation for ensuring the quality, accountability, and credibility of the audit function within Avian Brands. These certifications not only demonstrate mastery over principles of internal audit, risk management, and internal control but also reflect adherence to professionally recognized standards and codes of ethics, both domestic and international. Through a rigorous certification process, each internal auditor capable of performing duties objectively and independently, while providing relevant recommendations with added value for internal control system improvement. Accordingly, the presence of certified auditors strengthens the role of the Internal Audit Unit in creating a professional and reliable oversight environment, contributing to the achievement of Avian Brands' strategic objectives. Information concerning certificates of expertise held by the Internal Audit Unit is described as follows:

Certifications	Number of Employees
ISO 9001:2015 on Quality Management System	2 Employees
ISO 14001:2015 on Environmental Management System	2 Employees
ISO 45001:2018 on Occupational Health and Safety Management System	2 Employees
Internal Auditor of Integrated Management System	2 Employees
Risk Based Audit	1 Employee
Audit Report Writing Effectively	1 Employee
Tools for Audit Managers	1 Employee

The Internal Audit Unit Meeting

Meeting Policy

The Internal Audit Unit has the authority to convene regular meetings, both internal, such as meetings with the Board of Directors and the Audit Committee, as well as external, such as meetings with a public accounting firm. These meetings aim to discuss and evaluate the findings of the General Audit, Compliance Audit, and Operational Improvement. Through these meetings, the Internal Audit Unit can ensure that all aspects of the audit are closely scrutinized and ensure effective follow-up on findings and recommendations.

Meeting Convention

Throughout 2025, the Internal Audit Unit convened 12 meetings with the members of the Board of Directors, 4 meetings with the Audit Committee, and 2 meetings with the Public Accounting Firm.

The Internal Audit Unit Competence Development

Avian Brands continuously encourages the strengthening of the Internal Audit Unit's capacity and competence through strategically designed sustainable development programs. Each year, members of the Internal Audit Unit participate in various professional training and certification programs, conducted both internally and by credible external institutions. These activities aim to update insights, deepen the understanding of the latest auditing practices, and ensure that analytical and evaluative capabilities remain aligned with the dynamics of changing regulations and the business environment. Accordingly, the Internal Audit Unit is expected to perform its oversight and consultative functions optimally, while providing tangible contributions to maintaining the effectiveness of internal control and sound corporate governance. Information related to competence development programs attended by the Internal Audit Unit throughout 2025 is described as follows:

Date	Description	Organizer
January 13, 2025	Tips On How To Make A Presentation	Avian Brands
June 16, 2025	Ms. Office - Excel Advanced Level	Elips Computer Academy
August 21, 2025	CINTA (Customer Focus, Integrity, Teamwork, Agility)	Tancorp
October 29 – 30, 2025	Basic Paint	Avian Brands
November 19, 2025	Managing Your Boss	Tancorp
December 2 – 5, 2025	Certified Internal Audit Officer	PPM

Performance of Duties of the Internal Audit Unit

The performance of the Internal Audit Unit's duties is carried out using a structured and comprehensive approach as part of Avian Brands' commitment to strengthening the internal control system and improving operational effectiveness. Through a systematic and risk-based evaluation process, the Internal Audit Unit provides constructive and independent recommendations to Management to support informed decision-making, while ensuring all of Avian Brands' business processes are conducted in accordance with GCG pillars and compliance with prevailing laws and regulations. Further information regarding the implementation of the Internal Audit Unit's duties carried out throughout 2025 is described as follows:

1. Conducting audit inspections on finance and accounting areas, which include:
   a. Audit inspections on cash and banks;
   b. Audit inspections on receivables and sales;
   c. Audit inspections on payables and purchases; and
   d. Audit inspections on fixed assets;
2. Conducting audit inspections on operational areas, which include:
   a. Audit inspections on finished goods inventory and operational process taking place in the finished goods area;
   b. Audit inspections on inventories in production areas and production processes (raw material consumption, output finished goods, and Bill of Materials);
   c. Audit inspections on raw material inventories and operational processes taking place in the raw material area; and
   d. Audit inspections on waste and Hazardous Material items resulting from production.
3. Conducting audit inspections on purchase and expense areas, which include:
   a. Audit inspections on salary and overtime payments;
   b. Audit inspections on the purchasing process and suppliers;
   c. Audit inspections on projects and maintenance; and
   d. Audit inspections on promotion expenses.
4. Conducting audit inspections on the Avian Brands' Subsidiaries.

In addition to performing the above duties, the Internal Audit Unit also periodically submits audit reports to the Board of Directors at the beginning of the following month.

Public Accountant

Avian Brands implements an independent external oversight function through the engagement of a Public Accounting Firm (*Kantor Akuntan Publik*/"KAP") to audit its Financial Statements. This audit provides an objective assessment of the fairness of the Financial Statements' presentation and ensures their compliance with the Indonesian Financial Accounting Standards. Through external auditing, Avian Brands strengthens the confidence of Shareholders, regulators, and stakeholders in its financial transparency and accountability. The audit results also serve as a basis for management to improve financial processes and policies to enhance management effectiveness and maintain sound and integrity-driven financial performance.

Compliance with Indonesian Financial Accounting Standards

Compliance with Indonesian Financial Accounting Standards is Avian Brands' principal commitment to preparing and presenting the Financial Statements. Avian Brands consistently ensures that all financial transactions are recorded and reported in accordance with applicable Financial Accounting Standards in Indonesia as described as follows:

1. The Financial Accounting Standards ("FAS") stipulated by the Indonesian Institute of Accountants *(Ikatan Akuntan Indonesia* or "IAI"); and
2. Decree of the Chairman of the Capital Market and Financial Institutions Supervisory Agency (*Badan Pengawas Pasar Modal Lembaga Keuangan* or "Bapepam-LK") No. KEP-347/BL/2012 on the Guidelines for the Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

By complying with this standard, Avian Brands also strives to maintain public confidence and ensure the integrity of the financial information presented.

External Audit Procedures and Auditing Standards

The audit of Avian Brands' Financial Statements is conducted by the Public Accounting Firm (KAP) in accordance with the Indonesian Professional Standards of Public Accountants (*Standar Profesional Akuntan Publik*/"SPAP"). The audit process includes testing, verification, and evaluation of the fairness of the Financial Statements' presentation to ensure compliance with the Financial Accounting Standards (SAK) established by the Indonesian Institute of Accountants (IAI). Through a comprehensive audit, the KAP provides an independent opinion on the integrity of Avian Brands' Financial Statements. During the audit process, the KAP communicates intensively with Management for clarifications and adjustments if any non-compliance or inadequate disclosures are identified. Following review and approval, the final audit results are submitted to the relevant authorities. This process ensures accuracy, transparency, and compliance with financial reporting standards, while simultaneously strengthening Avian Brands' accountability and credibility.

Appointment Mechanism of Public Accountant

The mechanism for the appointment of the KAP by Avian Brands is conducted in a transparent and accountable manner in accordance with OJK Regulation No. 9 of 2023 concerning the Use of Public Accountants and Public Accounting Firms in Financial Services Activities. The process begins with an evaluation of external audit needs

by the Audit Committee, including the selection of an independent KAP with integrity, track record, and competence that are aligned with Avian Brands' audit requirements. Following the evaluation, the Audit Committee recommends the candidate KAP to the Board of Commissioners for review and approval, which is then proposed through the GMS or based on the delegation of authority from the GMS to the Board of Commissioners.

In the process of appointing the KAP for the 2025 financial year, the Audit Committee submitted an official recommendation through the Avian Brands Audit Committee Recommendation Letter No. 005/AA/SK/KA/IX/2025 dated September 11, 2025. This recommendation was subsequently approved by the Board of Commissioners as stated in the Minutes of the Board of Commissioners Meeting No. 006/AA/BAR/KOM/IX/2025 dated September 15, 2025.

Upon obtaining such approval, Avian Brands is to appoint the selected KAP through a formal resolution. The appointment of a Public Accountant and Public Accounting Firm is then reported to the OJK by attaching:
1. The appointment document and the recommendation of the Audit Committee;
2. The self-assessment result received from the KAP; and
3. Employment agreement documents with the Public Accountant and Public Accounting Firm.

The appointed KAP is responsible for conducting an external audit of Avian Brands' Financial Statements in accordance with the professional standards of public accountants and prevailing laws and regulations. This process ensures an objective and transparent appointment of the Public Accountant to maintain the integrity and credibility of Avian Brands' external audit.

2025 Public Accountant

The appointment of the Public Accountant and/or the KAP tasked with auditing Avian Brands' Consolidated Financial Statements for the financial year ended December 31, 2025, was conducted based on the resolution of the Annual GMS held on April 10, 2025. Therein, the GMS authorized the Board of Commissioners to appoint a Public Accountant and/or a KAP Registered in Indonesia deemed to possess the necessary competence, independence, and a strong professional track record.

In connection therewith, the Board of Commissioners has appointed KAP Teramihardja, Pradhono & Chandra (a member firm of Crowe Global) as the external auditor for the 2025 financial year. The selection of this KAP was conducted through an evaluation process considering technical capabilities, industry experience, and professional integrity in handling audits for large-scale public companies in Indonesia.

List of Public Accounting Firms and Public Accountants for the Last 5 Years

The list of Public Accountants and KAPs that have audited Avian Brands' Consolidated Financial Statements over the last 5 years is described as follows:

Financial Year	Public Accounting Firms	Name of Accountant	Opinion
2025	Public Accounting Firm of Teramihardja, Pradhono & Chandra (a member firm of Crowe Global)	Novida Winata	Unmodified
2024	Public Accounting Firm of Teramihardja, Pradhono & Chandra (a member firm of Crowe Global)	Agustina Felisia	Unmodified
2023	Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC global network)	Ely	Unmodified
2022	Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC global network)	Ely	Unmodified
2021	Public Accounting Firm of Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited)	Benyanto Suherman	Unqualified

Other Services Provided

There were no other services provided by the Public Accounting Firm of Teramihardja, Pradhono & Chandra (firma anggota Crowe Global) other than audit services on Avian Brands' Consolidated Financial Statements for the financial year ended December 31, 2025.

The Internal Control System

The Internal Control System ("ICS") is a vital element of corporate governance designed to support the achievement of Avian Brands' operational objectives effectively, efficiently, and sustainably. The ICS functions as an integrated framework encompassing a series of policies, procedures, and oversight practices implemented across all organizational levels, from Top Management to all operational lines. This system plays a role in providing reasonable assurance regarding the achievement of Avian Brands' strategic goals, maintaining compliance with both internal and external provisions, and ensuring that every business activity operates in accordance with established risk management principles and control standards. Accordingly, the ICS is not only a risk mitigation tool but also an essential instrument in maintaining the integrity, efficiency, and accountability of Avian Brands' overall business processes.

The ICS includes various aspects as described below:
1. **Operational Control** to ensure the effectiveness and efficiency of Avian Brands' operational activities. This control includes protecting Avian Brands' assets from risk of loss or misappropriation, and optimizing the use of resources to achieve optimal results.
2. **Reporting Control** to ensure the accuracy and integrity of the Financial Statements, Annual Report, and Sustainability Report presented. This control aims to ensure that the resulting data, both financial and non-financial, are reliable and reflect the actual condition and performance of Avian Brands, both for internal and external purposes.
3. **Compliance Control** to provide assurance on Avian Brands' compliance with all applicable laws and regulations. This control includes compliance with laws, regulations, and established internal policies to maintain Avian Brands' ethical and legal standards.

The ICS serves not only as a tool for oversight and control but also as a critical foundation in building a conducive environment to achieve Avian Brands' vision and strategic objectives. Through the implementation of an effective and integrated ICS, Avian Brands is able to proactively manage and mitigate operational risks; enhance the reliability of the preparation and presentation of the Financial Statements, Annual Report, and Sustainability Report; and ensure compliance with applicable laws and regulations. Ultimately, a robust ICS supports more informed decision-making, strengthens corporate governance, and drives sustainable business growth.

Implementation of Internal Control System

ICS implementation is a vital foundation in supporting the creation of efficient, effective, and controlled operations within Avian Brands. The ICS is comprehensively designed to build a framework that encourages the achievement of Avian Brands' strategic targets, minimizes potential risks that could hinder performance, and ensures compliance with prevailing laws and regulations. By integrating the ICS into all lines of business processes and managerial decision-making, Avian Brands not only strengthens internal accountability and governance but also maintains the integrity and reliability of its operational systems in the long term. The implementation of ICS in Avian Brands is described as follows:

Components of Internal Control System	Implementation in Avian Brands
Finance	Reviewing the comparison between the budget target and realization through periodic reports. Similarly, effective control requires the implementation of a clear and multi-level authorization system. Structured authorization levels ensure that every expenditure is in accordance with the established authority, thus maintaining accountability and minimizing the risk of irregularities in budget management.
Operation	Requiring all employees to comply with Standard Operating Procedures ("SOPs"), which regulate various procedures for operational activities to ensure effective and efficient performance. In addition to implementing SOPs, operations optimization is also carried out by reducing manual work through an integrated system. This approach not only improves efficiency, but also minimizes the risks of deviations or violations during the implementation of operational activities.
Assets	Insuring all fixed assets of Avian Brands under insurance covering fire and other risks.

Components of Internal Control System	Implementation in Avian Brands
Compliance with Applicable Laws and Regulations	Through the Board of Directors, the Corporate Secretary, the Audit Committee, the Nomination and Remuneration Committee, the Good Corporate Governance Committee, the Related Party Transaction Committee, and the Internal Audit Unit, continuously communicating and coordinating to review Avian Brands' compliance with applicable laws and regulations. The Corporate Secretary also regularly follows the development of laws and regulations, especially those related to the capital market.

The effectiveness of the ICS implementation is not solely determined by the establishment of systematic policies and procedures but is also highly dependent on the active participation and commitment of all organizational levels. Every individual, from Management to operational employees, plays a vital role in operating the control system consistently and with integrity. Consequently, Avian Brands continuously conducts socialization and training programs aimed at building a comprehensive understanding of ICS principles and practices, ensuring they are effectively applied in daily activities. Furthermore, the implemented ICS must be capable of adapting to the dynamics of the business environment, including emerging risks and the ever-changing regulatory landscape. To this end, internal control mechanisms are periodically reviewed and refined to remain relevant, responsive, and effective in supporting the achievement of Avian Brands' strategic objectives while maintaining the integrity and transparency of all operational activities.

Overview of the Effectiveness of Internal Control

The Internal Audit Unit plays a strategic role in ensuring the effectiveness of ICS implementation across all of Avian Brands' operational lines. Through a systematic, risk-based approach, the Internal Audit Unit conducts comprehensive assessments of ICS implementation to ensure that every business activity operates efficiently, remains under control, and complies with established policies and procedures. This evaluation focuses not only on compliance but also aims to identify areas with potential weaknesses or irregularities within business processes. Findings derived from the audit process serve as the basis for formulating constructive recommendations to strengthen ICS design and effectiveness, while improving overall governance and operational performance. Accordingly, the Internal Audit Unit contributes significantly to creating a control system that is adaptive, accountable, and oriented toward continuous improvement.

In ensuring that the implementation of ICS is working well, the Internal Audit Unit does several things as described as follows:

1. Conducting independent inspections within Avian Brands to increase the added value of Avian Brands' operations by providing independent and objective assurances and consultations;
2. Supporting the achievement of objectives through the adoption of a systematic approach by evaluating and improving the effectiveness of risk management, control, and good corporate governance processes;
3. Serving as a professional advisor to the Board of Directors as well as a catalyst for all work units and Avian Brands as a whole;
4. Ensuring that the internal control risk management and corporate governance process of Avian Brands is sufficient and functioning properly;
5. Evaluating compliance with prevailing laws, regulations, as well as policies and procedures of Avian Brands;
6. Evaluating whether or not key financial, managerial, and operational information within the scope of the audit is presented accurately, completely, reliably, and in a timely manner;
7. Identifying any potential savings and cost-effectiveness, and providing recommendations to improve cost efficiency and effectiveness;
8. Performing special assignments from the Board of Directors, the Board of Commissioners, and/or the Audit Committee that are relevant to the aforementioned scope of works, for example investigation and disclosure of irregularities, fraud, and waste; and
9. Preparing audit reports and recommendations for improvements.

Statement of the Board of Commissioners and the Board of Directors on the Implementation of the Internal Control System

The Board of Commissioners and the Board of Directors consistently ensure that the implementation of the ICS at Avian Brands is conducted systematically, in a structured manner, and sustainably through periodic evaluations. Throughout 2025, evaluation results indicated that the ICS functioned effectively and efficiently in ensuring operational reliability, financial reporting, and compliance with applicable regulations. ICS implementation encompasses operational, reporting, and compliance aspects, with results assessed as adequate and without significant material findings. Any irregularities were promptly followed up on, reflecting its responsiveness in supporting continuous improvement. The commitment of the Board of Commissioners and the Board of Directors to strengthening the ICS demonstrates ongoing efforts to maintain compliance and transparency, while establishing the ICS as an adaptive system that supports Avian Brands' integrity and competitiveness going forward.

Risk Management System

Avian Brands' risk management system serves as a vital foundation for maintaining business resilience and sustainability through an integrated and systematic approach. This system is designed to proactively identify, analyze, and manage potential risks and opportunities that may affect the achievement of Avian Brands' strategic objectives. Through effective implementation, Avian Brands is able to respond adaptively to business dynamics, minimize threats, and optimize opportunities to maintain operational continuity.

Risk management at Avian Brands functions not only as a mitigation tool but also as an integral part of the strategic and operational decision-making process across all organizational lines. Every policy and business activity undergoes an in-depth risk assessment with well-planned mitigation steps, ensuring the implementation of robust governance oriented toward sustainable added value. By strengthening policies, procedures, and risk culture at all levels, Avian Brands reaffirms its commitment to building a resilient, competitive, and accountable company. Thus, the risk management system plays a crucial role in safeguarding business continuity and supporting the achievement of optimal long-term performance.

Types and Mitigation of Risks

Based on a study conducted in 2025, the risks faced by Avian Brands and its mitigation efforts are described as follows:

Main Risks with Significant Influence on Business Continuity	
Indication	**Mitigation**
Avian Brands' business activities depend on the continued success of its key brands, such as Avian, Avitex, and No Drop; and any failure to maintain the brand strength and value of such products could have a material and negative impact on the business activities, financial condition, and results of operations of Avian Brands.	• Performing continuous benchmarking with competitors to ensure that such products remain superior in the market; • Allocating funds to support the marketing efforts for such products; • Continuing the development of such products to maintain or improve quality; and • Adding variants of such products to strengthen the brand image and capture the growing needs in the market.

Risks related to Business and Industry

Indication	Mitigation
Avian Brands faces intense competition, and should it fail to compete effectively, it may lose market share and its operating results may be negatively affected.	• Increasing investment in product development, being selective in promotional and advertising activities, as well as product distribution; • Pricing Avian Brands' products competitively based on a combination of various factors, including Avian Brands' ability to develop product uniqueness from other competing products; • Adding a distribution network to strengthen Avian Brands' product penetration; and • Enhancing customer service through initiatives such as the Avian Brands Priority Customers Program, Avian Brands Partner Program, one-day delivery, and express delivery.
Indication	**Mitigation**
Avian Brands' efforts to innovate and develop products may not be successful.	• Developing a complete and modern Research, Development, and Innovation ("RDI") center by recruiting and developing qualified chemist personnel; • Preserving good relationships with suppliers of materials to obtain information on the developments of the latest materials; • Recruiting experts in the global coating sector; and • Conducting market studies in countries with more advanced industrial development, such as China and India, as part of an ongoing effort to monitor and understand the latest dynamics and trends within the industry.
Indication	**Mitigation**
In maintaining the success of its business, Avian Brands relies on the availability of certain core personnel and its success in recruiting and retaining other qualified personnel.	• Improving the quality of Avian Brands' human resources; • Paying care and attention to the recruitment, development, and career path processes; and • Building partnerships with leading universities/academies to secure quality talents.
Indication	**Mitigation**
Avian Brands' main business activities depend on a stable and adequate supply of raw materials, and the operating results of Avian Brands may be materially affected due to rising raw material costs or lack of raw material availability.	• Procuring and maintaining a consistent and adequate supply of raw materials at a reasonable price by always seeking or updating new (alternative) suppliers; and • Implementing limited hedging strategies against foreign currency exposures, such as the United States Dollar ("USD") and Chinese Yuan ("CNY"), given that a portion of raw materials is still sourced through imports.
Indication	**Mitigation**
Avian Brands leases important assets, such as warehouses and distribution centers. The inability to renew these leases may affect Avian Brands' operational capabilities.	Maximizing with a longer lease term (3 – 5 years).
Indication	**Mitigation**
Avian Brands is involved in a number of transactions with related parties (affiliates) and is not able to guarantee that its operational results or financial condition will not be negatively affected in the future if the provisions of these agreements are terminated or amended in a way that may potentially harm Avian Brands.	Ensuring that all transactions with affiliated parties (Related Party Transactions) are carried out on an arm's length basis to avoid negative effects arising from unhealthy business practices.
Indication	**Mitigation**
Avian Brands may not be able to procure an adequate and continuous supply of electricity, fuel, water, equipment, and spare parts, or to procure them at a favorable price.	• Ensuring that cooperation agreements with vendors are well maintained; • Ensuring the availability of alternative vendors; and • Looking for alternative energy sources, such as the use of solar panels, so that the electricity supply reserves are maintained.

General Risks

Indication	Mitigation
Avian Brands' business activities, financial condition, results of operations, and business prospects may be negatively affected by global, regional, and national economic conditions.	Monitoring global and national economic conditions to ensure that Avian Brands can formulate appropriate and flexible strategies to adapt to existing changes.
Indication	**Mitigation**
Avian Brands may not be able to adequately protect its intellectual property rights.	• Entering into license agreements with third parties; • Relying on contractual agreements and legal protections to protect the intellectual property rights of Avian Brands; and • Relying on Indonesian patent, trademark, trade secret, and copyright laws to protect the intellectual property rights of Avian Brands.
Indication	**Mitigation**
Avian Brands may fail to obtain, or experience material delays in obtaining or renewing the certificates, licenses, permits, or Government approvals required for Avian Brands'operations and relevant leasing activities at its manufacturing facilities. As a result, Avian Brands' business activities, financial condition, and operational results may be materially affected.	Ensuring that all certificates, permits, licenses, and other matters relating to permits for operational activities, including leases, are continuously updated.
Indication	**Mitigation**
Regulation of greenhouse gas emissions and climate change issues may have a negative impact on Avian Brands' operations and markets.	Implementing and improving the Environmental Management System (ISO 14001) and Energy Management System (ISO 50001), as well as monitoring the consistency of implementation in our environment, for example the development of environmentally friendly products (green label), the use of renewable energy (solar panels), and the use of electric forklifts to replace diesel, as well as replacing solar energy for thermo and boilers with gas energy. In line with that, programs related to environmental concerns are also continually aligned with ISO 26000, which is one of the guiding standards for social responsibility. Avian Brands has also established emission reduction targets that are monitored regularly by the Quality Assurance and Sustainability team. This oversight ensures the achievement of targets is in line with Avian Brands' sustainability commitments, while supporting contributions to overall environmental impact reduction.
Indication	**Mitigation**
Labor activism, riots, and labor laws in Indonesia may have a materially adverse effect on Avian Brands.	Avian Brands' constant efforts to comply with all regulations related to employment to minimize related risks.

Financial Risks	
Indication	**Mitigation**
Foreign Currency Risk The functional currency of Avian Brands is Rupiah. Avian Brands is exposed to foreign exchange rate risk as some of its purchases and operating costs are denominated in foreign currencies. This risk arises from the weakening/strengthening of the value of a foreign currency against Rupiah causing the debt and operational costs in Rupiah to decrease/increase.	Being continually diligent in paying obligations of Avian Brands in foreign currencies in order to avoid speculative effects and performing limited hedging actions (forward contracts). All bank loans, if any, are in Rupiah. Avian Brands also monitors foreign currency movements, especially USD and CNY.
Indication	**Mitigation**
Credit Risks Risks arising from the customer's inability or delay in fulfilling all debts from credit sales to Avian Brands.	• Policies to ensure product sales are made only to customers who may be trusted and proven to have a good credit history; • Purchases on credit must go through credit verification procedures; • Providing credit terms mostly up to 63 days from the invoice issuance date; • Continuously monitoring the balance of receivables to reduce the possibility of uncollectible receivables; and • Ensuring that customers, particularly Avian Brands' distributors, provide payment security which may be in the form of cash (deposits), bank guarantees, or payment security through distributor financing from banks that cooperate with Avian Brands.
Indication	**Mitigation**
Liquidity Risks Risks arising from Avian Brands' inability to meet its obligations as they fall due.	• Managing the liquidity profile to determine measured capital allocation, including the fulfillment of working capital requirements, the realization of capital expenditures (capex), dividend distribution policies, the execution of share buybacks, as well as potential corporate actions, such as mergers and acquisitions (M&A); • Ensuring the availability of funding through sufficient numbers of committed credit facilities; and • Evaluating projected and actual cash flows, and continuously assessing conditions on financial markets for opportunities to pursue fundraising initiatives.
Indication	**Mitigation**
Interest Rate Risk Risks arising from loan facilities provided to Avian Brands for working capital and investment purposes.	Review of various interest rates offered by creditors by the management to find the most favorable interest rates prior to any debt commitment.

Overview of the Implementation Effectiveness of the Risk Management System

Avian Brands consistently conducts a comprehensive evaluation of the effectiveness of its risk management system to ensure that mitigation efforts run optimally and align with Avian Brands' strategic goals. This evaluation includes a review of the planning, execution, and mitigation results to identify any gaps between planning and realization. The evaluation results serve as the basis for formulating relevant corrective actions to improve areas that remain weak or inefficient. Through a cycle of continuous review and improvement, Avian Brands' risk management system continues to evolve and adapt to changes in the business environment and regulations. This approach strengthens corporate governance, safeguards business value and sustainability, and enhances stakeholder confidence in Avian Brands' resilience and integrity.

Statement of the Board of Commissioners and the Board of Directors on the Implementation of the Risk Management System

The Board of Commissioners and the Board of Directors place risk management system effectiveness as a vital element of Avian Brands' governance by ensuring systematic, structured, and sustainable implementation thereof. Periodic evaluations indicate that throughout 2025, the risk management system functioned effectively in detecting potential risks and providing a mitigation framework that supports responsive and measurable strategic decision-making.

Recognizing the ever-changing business dynamics, the Board of Commissioners and the Board of Directors continue to strengthen this system by integrating evaluation results into strategic planning, enhancement of policies, and development of organizational capabilities to address emerging risks. This commitment highlights the role of risk management as a strategic tool to safeguard business resilience, operational sustainability, and the achievement of Avian Brands' long-term objectives.

Legal Disputes with Material Impacts and the Administrative Sanctions Imposed

Legal Disputes with Material Impacts

Throughout 2025, no legal disputes with material impact, either civil or criminal, were faced by Avian Brands, the Subsidiaries, the Board of Commissioners, and the Board of Directors.

Administrative Sanctions

Throughout 2025, no administrative sanctions were imposed on Avian Brands, the Board of Commissioners, and the Board of Directors by the Financial Services Authority, the Indonesia Stock Exchange, or other authorities, which have permanent legal force.

Code of Conduct

Avian Brands views GCG implementation as the primary foundation for driving sustainable business growth and enhancing the long-term value of Avian Brands. As part of this commitment, Avian Brands has formulated and implemented the Business Ethics and Code of Conduct as a moral and professional reference that must be adhered to by all Avian Brands personnel, including the Board of Directors, the Board of Commissioners, and all other supporting organs. This document regulates the standards of behavior in performing their respective functions, authorities, and responsibilities, while serving as a guide for building a work culture based on the values of honesty, integrity, and professionalism.

The Business Ethics and Code of Conduct is designed not only to ensure that all business activities are conducted ethically but also to foster harmonious and constructive working relationships with all stakeholders. Through the consistent application of ethical principles, Avian Brands strives to create a healthy work environment, enhance public trust, and strengthen the implementation of GCG principles across all operational lines. This approach also serves as a manifestation of Avian Brands' commitment to maintaining business sustainability with integrity and providing a lasting positive impact on all parties involved in or affected by Avian Brands' business activities.

Principles of Business Ethics and Code of Conduct

The principles of Avian Brands' Business Ethics comprise the following:

1. Compliance with prevailing Laws and Regulations
2. Company Ethics for Company Personnel
3. Company Ethics for Consumers
4. Company Ethics for Shareholders
5. Company Ethics for Competitors
6. Company Ethics for Mass Media
7. Company Ethics for Business Partners
8. Responsibilities to the Government
9. Responsibilities to Society and the Environment
10. Responsibilities in Innovation

The principles of Avian Brands' Code of Conduct comprise the following:

1. Individual Commitment
2. Communication and Information Delivery
3. Maintenance of the Confidentiality of Data, Confidential Information, and Material Information of the Company
4. Use of Company Technology
5. Cooperation between Company Personnel
6. Equality in Treatment and Provision of Opportunities
7. Compliance with prevailing Laws and Regulations
8. Giving and Receiving of Gratuities
9. Integrity of Financial Reporting
10. Protection of Company Assets
11. Budget Planning and Use
12. Occupational Health and Safety and Environment ("OHSE")
13. Conflict of Interests

Forms of Socialization and Efforts to Disseminate Business Ethics and Code of Conduct

Avian Brands consistently socializes the Business Ethics and Code of Conduct to all employees as part of its commitment to implementing GCG principles. These activities aim to instill understanding and compliance with corporate behavioral standards through the orientation process for new employees and ethics reinforcement programs conducted periodically by the Good Corporate Governance Committee. One form of implementation is the signing of the Integrity Pact (Form No. AA-HRD-FRM-01-010) as a manifestation of individual commitment to integrity and professionalism.

The Business Ethics and Code of Conduct is also available digitally on the internal website to provide easy access for all employees. Furthermore, Avian Brands organizes routine training and education, as well as disseminates information through internal communication channels, such as email, discussion forums, and visual materials. These ongoing efforts strengthen a work culture that upholds honesty, accountability, and responsibility, while simultaneously fostering a professional, inclusive work environment aligned with GCG principles.

Efforts in Enforcing Business Ethics and Code of Conduct

Avian Brands is committed to consistently enforcing the Business Ethics and Code of Conduct at all organizational levels, from employees to the Board of Directors and the Board of Commissioners. This policy serves as the primary foundation for conducting business activities with integrity, professionalism, and regulatory compliance, while fostering an accountable and sustainable work culture.

To ensure its effectiveness, the implementation of this policy is overseen by the Good Corporate Governance Committee, which is tasked with monitoring and enforcing compliance with the principles of the Business Ethics and Code of Conduct across all organizational lines. Through rigorous oversight and a proactive approach, the Good Corporate Governance Committee ensures that ethical values are embedded in every decision and operational activity, thereby strengthening transparency, integrity, and stakeholder trust in Avian Brands.

Sanctions for Violation of Business Ethics and Code of Conduct

Avian Brands implements firm and proportional sanction mechanisms for any violations of the Business Ethics and Code of Conduct. The imposition of these sanctions is an integral part of the disciplinary enforcement system to maintain compliance with ethical values and foster a responsible work culture. Sanctions are applied progressively, ranging from verbal and written warnings, severe warnings with suspension, to financial penalties or Termination of Employment (*Pemutusan Hubungan Kerja*/"PHK") for severe misconduct. Every disciplinary action is conducted based on the principles of fairness and proportionality, taking into account the severity of the violation and its impact on the company's reputation and operations.

Employee Stock Allocation Program

Throughout 2025, Avian Brands did not have an Employee Stock Allocation ("ESA") program for the Board of Directors, the Board of Commissioners, or employees. This program was previously realized by Avian Brands in 2021, coinciding with the IPO process.

Information Disclosure Policy

Avian Brands has established a policy regarding the reporting of share ownership by members of the Board of Commissioners and the Board of Directors, whether held directly or indirectly. This policy is stipulated in the official Report on Share Ownership and Changes in Share Ownership of the Board of Commissioners and the Board of Directors, which was first enacted on December 27, 2021, and most recently updated on October 11, 2024.

The primary objective of this policy is to ensure a high level of transparency and maintain accountability for all forms of share ownership by Avian Brands' Management. Through this policy, Avian Brands ensures that every transaction or change in share ownership is reported openly, in time, and accurately, in accordance with the GCG pillars. Consequently, this policy not only strengthens internal integrity but also enhances stakeholder and public confidence in the Avian Brands' corporate governance.

The reporting mechanisms and timeframes for each member of the Board of Commissioners and the Board of Directors to report their ownership and any changes in ownership of Avian Brands' shares are outlined as follows:

Self-Reporting	Reporting through Authorization
Members of the Board of Commissioners or members of the Board of Directors directly submit a report to the Financial Services Authority (*Otoritas Jasa Keuangan* or "OJK") and deliver a copy of the report to the Corporate Secretary. The reporting period is no later than 3 working days to OJK from the occurrence of the ownership or any change in share ownership in Avian Brands.	Members of the Board of Commissioners or members of the Board of Directors submit a report through the Corporate Secretary by attaching a Special Power of Attorney no later than 2 calendar days from the effective date of the ownership or every change in share ownership in Avian Brands. The reporting period is no later than 3 working days to OJK from the occurrence of the ownership or any change in share ownership in Avian Brands.

Avian Brands may also submits a transaction report to the OJK no later than 3 working days from the transaction date. In this regard, Avian Brands has submitted reports on the share ownership of members of the Board of Commissioners and/or Board of Directors throughout 2025 via e-reporting to the Financial Services Authority and the Indonesia Stock Exchange.

Share Ownership Disclosure

Disclosure of ownership, either directly or indirectly, of Avian Brands'share can be found in the Composition of Share Ownership by Members of the Board of Commissioners and the Board of Directors in Avian Brands Profile chapter of this Annual Report.



Whistleblowing System

Avian Brands has implemented a Whistleblowing System ("WBS") as stipulated in the Whistleblowing System Guidelines, which were first established on June 25, 2021, and updated on December 27, 2021. This policy is designed as a proactive internal oversight mechanism to prevent and detect potential violations, fraud, or unethical actions within Avian Brands.

Through this system, Avian Brands provides a secure, reliable, and accessible reporting channel for all stakeholders, including employees, business partners, and external parties, to report allegations of misconduct based on good faith and supported by accountable evidence. The system also guarantees confidentiality of the whistleblower's identity and protection from any form of retaliation. The effective implementation of the WBS enables Avian Brands to follow up on reports promptly and objectively, as well as to conduct in-depth evaluations of potential weaknesses in the internal control system. Consequently, Avian Brands can continuously strengthen a culture of integrity, transparency, and accountability across all operational aspects, while maintaining stakeholder trust in the credibility of its corporate governance.

Method of Submission and Parties Managing Reports of Violations

Avian Brands consistently encourages all individuals within the organization to play an active role and have the moral courage to report any suspected violations, irregularities, or fraudulent acts encountered in the work environment. To ensure the reporting process can be effectively followed up on, whistleblowers are expected to provide complete, accurate, and factual information. The submission of comprehensive information not only accelerates the verification process but also ensures that the subsequent handling is objective, well-targeted, and aligned with the principles of fairness as well as Avian Brands' internal policies. The information that needs to be included in submitting a violation report includes the following:

1. Types of Actions Suspected as Violation
2. Parties Involved in Violation
3. Location of Violation
4. Time of Violation
5. How the Violation Occurred
6. If the Violation Has Been Reported to Other Parties
7. If the Violation Has Occurred Before and Is a Repeated Action
8. Other Important and Relevant Information

Reports concerning violations may be submitted to the following channels:

The Good Corporate Governance Committee

Avian Brands Building
Jl. Ahmad Yani No. 317
Surabaya, 60234
Jawa Timur,
Indonesia

(62) 81138505000

www.avianbrands.com

pengaduan@avianbrands.com

The mechanism for handling violation reports at Avian Brands is implemented in a structured manner based on GCG principles, which involves authorized parties appointed according to the classification and urgency of the reports received. Each incoming report is professionally managed by the competent parties, having full responsibility for receiving, conducting initial assessments, and carrying out comprehensive and objective investigation processes.

All stages of handling reports, from initial information verification to investigation, are conducted by upholding the principles of transparency, accountability, and confidentiality to protect the whistleblower's identity and maintain the integrity of the investigation process. The handling of reports is focused not only on identifying the violations that occurred but is also directed toward formulating appropriate corrective and preventive actions to ensure that similar cases do not recur in the future. The parties authorized to follow up on reporting in the Avian Brands are:



Protection for Whistleblowers

Avian Brands places whistleblower protection as a crucial aspect of the WBS implementation to encourage a culture of openness without fear of retaliation. To mitigate potential risks that may arise from reporting, Avian Brands guarantees the confidentiality of the whistleblower's identity as well as all information related to the submitted report. Access to such data is restricted solely to authorized and relevant parties involved in the verification and investigation process. As a form of comprehensive protection, Avian Brands strictly prohibits all forms of threats, intimidation, discrimination, or other repressive actions against whistleblowers, including individuals involved in the investigation process or those providing supporting information, provided they maintain good faith and adhere to confidentiality principles.

This policy is designed to create a conducive, safe, and supportive environment for all Avian Brands Personnel to voice suspected violations occurring within the work environment. Consequently, Avian Brands not only strengthens its commitment to integrity and accountability but also builds trust that every report submitted will be followed up on fairly, professionally, and without any risk to the whistleblower.

Procedures in Handling Violation Reports

Every violation report received by Avian Brands is followed up on through a systematic and evidence-based process. The process begins with the collection and initial verification of supporting evidence to ensure the validity and completeness of the information submitted. Subsequently, the Good Corporate Governance Committee conducts a comprehensive evaluation to assess whether the report meets the established objective criteria for further action.

If a report is deemed eligible for processing, its status is elevated to the investigation stage, and the information is presented to the Board of Directors for further direction and action. Conversely, if a report does not meet the requirements or is not supported by sufficient evidence, the whistleblower is provided with a transparent explanation regarding the decision and the reasons for rejection, in order to maintain fairness and build trust in the available reporting system.

Regarding the distribution mechanism, reports involving employees are forwarded in the form of a letter to the President Director, while reports concerning members of the Board of Directors are sent directly to the Board of Commissioners for independent follow-up. These procedures are designed to ensure that all violation reports are processed proportionally, accountably, and in accordance with applicable governance standards, as well as to uphold the principles of integrity and fairness within Avian Brands' work environment.

Complaints Disclosure through the Whistleblowing System in 2025

Number of Complaints through Whistleblowing System

Throughout 2025, Avian Brands received 3 complaint reports submitted to the whistleblowing system with the following description:

Report Category	Total Report
Fraud Reporting of a case that results in Avian Brands' loss.	-
Major Violations Reporting of a case that constitutes a violation of the SOP or Company Regulation.	1
Minor Violations Reporting of a case that constitutes a violation of the employee and workplace discipline/organization.	-
No Issue Reporting of a case that does not indicate/is not proven to constitute a violation.	2

All violation reports received by Avian Brands have been followed up on by the competent team in accordance with the applicable procedures. Each report was evaluated based on the severity of the violation, the impact on the organization, and the provisions of internal policies and applicable regulations. The handling process was conducted in a measurable and proportional manner, considering fairness and the effectiveness of the resolution to align with the GCG pillars. Through this approach, Avian Brands ensures that every complaint is processed thoroughly and firmly, to maintain organizational integrity and create a professional, accountable work environment free from misconduct.

Sanctions and Follow-ups of Complaints through the Whistleblowing System

If, based on the investigation results, it is proven that the reported party committed fraud or violation, the deciding official will impose sanctions in accordance with applicable regulations.

Anti-Corruption and Gratification Policy

Anti-Corruption and Gratification Programs and Procedures

Avian Brands consistently conducts all business and operational activities in an accountable and transparent manner, in line with the provisions of prevailing laws and regulations. As a concrete manifestation of these principles of integrity, Avian Brands enforces a strict prohibition against all forms of bribery, corruption, gratification, and money laundering practices. This anti-corruption and gratification policy is not merely normative, but it has been fully integrated into the Business Ethics and Code of Conduct, serving as the primary reference for all Avian Brands personnel in performing their duties and making decisions. The policy includes the following::

1. Avian Brands' Personnel may provide gifts, souvenirs, or entertainment to eligible parties under these conditions:
   a. Supporting the interests of Avian Brands, conducted responsibly and does not cause harm to Avian Brands' image, and is done with due regard to the relevant applicable regulations;
   b. Not intended to bribe and/or offer or direct another party to commit bribery; and
   c. Not intended to induce the recipient to take any action that is contrary to his/her obligations or to applicable regulations;
2. Avian Brands Personnel are prohibited from receiving gifts, souvenirs, entertainment, or other facilities or gratuities in any form related to their position and occupation, which may affect Avian Brands' decision-making or violate applicable regulations;
3. Avian Brands Personnel are allowed to receive something from Avian Brands and/or other parties, which will not affect their actions related to their position and occupation in Avian Brands, in the case of:
   a. Receiving a banquet;
   b. Receive promotional items that contain the logo/ name of the providing company;
   c. In the context of donations in the event of a disaster and/or certain celebrations/events according to local customs; and
4. Submit a disclosure report on each granting and receiving of gratuities in accordance with the procedures established by Avian Brands.

Training or Socialization of Anti-Corruption and Gratification Policy

Avian Brands ensures the effective implementation of the anti-corruption and gratification policy through a comprehensive socialization process for all Avian Brands Personnel. Every individual within the organization is required to sign an Integrity Pact as an official statement of their personal commitment to complying with the policy. For new employees, understanding of this policy is reinforced from the outset through a specifically designed induction program, ensuring that anti-corruption values are deeply embedded from their first day of joining. Through this approach, Avian Brands builds a solid ethical foundation to create a clean, transparent, and accountable work environment.

Policy to Prevent Insider Trading

Avian Brands has implemented the Insider Trading Prevention Policy adopted on December 27, 2021, as an integral part of its efforts to maintain market integrity and avoid conflicts of interest. This policy aims to ensure that all securities trading activities of Avian Brands are conducted in a fair and transparent manner and to protect the interests of Avian Brands in implementing various corporate actions. With this policy, Avian Brands is committed to maintaining market fairness and protecting the integrity of information related to securities trading.

This policy sets clear limits on the use of material information that has not been made public, as well as prohibits parties having access to confidential information from engaging in trading that could harm Avian Brands' interests or create market unfairness. With this measure, Avian Brands is determined to prevent any misuse of information, and to ensure that all activities involving Avian Brands' securities are carried out in compliance with the principles of transparency and accountability.

Policy on Fulfillment of Creditors' Rights

Avian Brands strictly governs the fulfillment of creditors' rights through the Policy adopted on December 27, 2021. This policy is designed as a comprehensive guideline in the management of loans and liabilities to creditors, both domestically and abroad. With this policy, Avian Brands is committed to maintaining the integrity of its relationship with creditors and ensuring that all its rights are fulfilled in a fair and timely manner. This is essential to build and maintain creditor's confidence in Avian Brands' ability and commitment to meet its financial obligations.

In implementing this policy, Avian Brands pays attention to both the interests of local creditors and international creditors in an equal manner. Both the creditors located in the territory of the Republic of Indonesia (onshore creditors) and outside the territory of Indonesia (offshore creditors) will get equal and transparent treatment in accordance with the applicable provisions. Therefore, Avian Brands strives to ensure that all aspects related to the fulfillment of creditors' rights are carried out with the principles of fairness and responsibility.

Conflict of Interest Guidelines

Avian Brands recognizes the crucial importance of strictly addressing conflicts of interest to ensure optimal Avian Brands management and harmonious relationships with all stakeholders. Therefore, Avian Brands has formulated Conflict of Interest Guidelines that aim to create a transparent and fair environment. These guidelines refer to the prevailing laws and regulations, and integrate the principles under the GCG Guidelines of Business Ethics and the Code of Conduct, as well as the Corporate Culture applicable to Avian Brands. The adoption of these guidelines and updates thereof, on June 25, 2021 and December 27, 2021, respectively, reflects Avian Brands' commitment to continuously enforcing the highest standards in managing potential conflicts of interest.

In accordance with the Conflict of Interest Guidelines, Avian Brands strives to ensure that every decision and action taken within the scope of Avian Brands is free from personal interests that may harm Avian Brands' integrity. These guidelines are thoroughly enforced to ensure that all Avian Brands' elements operate within a common framework, achieving Avian Brands' objectives in a sustainable manner and consistently safeguarding Avian Brands' values.

Communication Policy Guidelines

Avian Brands has stipulated the Communication Policy Guidelines to govern effective and transparent interactions with the Shareholders, the Capital Market Authority, and the capital market community. These guidelines are designed to ensure that all information submitted by Avian Brands is complete, accurate, actual, not misleading, easily accessible in accordance with statutory provisions, and fair. With these guidelines, Avian Brands aims to provide convenient and fair access for all Shareholders, allowing them to exercise their rights in a fair and transparent manner.

Established on December 27, 2021, the Communication Policy Guidelines also serve as assurance that Avian Brands maintains standards of communication in every interaction with related parties. These guidelines support Avian Brands' efforts to maintain integrity and credibility in providing information and ensuring that all stakeholders receive equal and fair treatment. Thus, these guidelines are instrumental in building trust and harmonious relationships between Avian Brands and its stakeholders.

Policy Guideline in Resignation Procedure of the Board of Commissioners and the Board of Directors in the Event of Involvement in Financial Crime

Avian Brands has established a Policy Guideline in Resignation Procedure of the Board of Commissioners and the Board of Directors in the Event of Involvement in Financial Crime, as an integral part of the efforts to thoroughly implement GCG principles. These guidelines are designed to ensure that any member of the Board of Commissioners and the Board of Directors involved in financial crimes, shall automatically be obliged to submit his/her resignation from his/her position. This constitutes a strategic measure to maintain integrity and transparency in Avian Brands' management, and ensure that all Avian Brands' leaders fulfill their duties in accordance with ethical standards and applicable laws.

Established on December 27, 2021, this Policy Guideline reflects Avian Brands' commitment to clean and responsible governance practices. With this guideline in place, Avian Brands emphasizes its determination to enforce the rules and strictly respond to violations, in order to protect Avian Brands' reputation and sustainability. This guideline serves as a guide for preventive as well as responsive actions in dealing with situations involving allegations of financial crimes by Avian Brands' upper management.

Policy on Review and Approval of Transactions with Affiliated Parties

Avian Brands implements a strict policy to ensure that every transaction with affiliated parties is conducted on an arm's length basis, transparently, and free from conflicts of interest. All transactions are reviewed by Management and the Audit Committee, which provide independent recommendations to the Board of Commissioners. For transactions that are material or significant, the final decision is made through a GMS, in accordance with the prevailing regulations. Through this policy, Avian Brands reaffirms its commitment to integrity, accountability, and prudent business practices to protect the interests of Shareholders and support the company's sustainability.

Affiliated Transaction Guidelines

Complementing the aforementioned policy, Avian Brands has the Affiliated Transaction Guidelines in place, established on November 16, 2022, as the primary guidelines to ensure all transactions with affiliated parties are conducted transparently and in accordance with fairness principles. These guidelines strengthen the Management's independence and prevent potential conflicts of interest. Every proposed transaction is reported to the Corporate Secretary and the Legal Department for review alongside the Related Party Transaction Committee; the results are then submitted to the Board of Directors, Audit Committee, and Board of Commissioners for approval. If an affiliated transaction meets the criteria that requires GMS approval, such GMS resolution must be obtained through the approval of Independent Shareholders. This process is carried out in compliance with POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflicts of Interest, to ensure that all transactions are executed transparently, fairly, and with integrity.

Succession Policy in the Board of Commissioners and the Board of Directors Nomination Process

Avian Brands has established the Succession Policy in the Board of Commissioners and Board of Directors Nomination Process to ensure the continuity of the leadership regeneration and formation process in Avian Brands. This policy is designed to maintain business continuity and contribute to Avian Brands' long-term goals. In this policy, the Nomination and Remuneration Committee is responsible for developing systems and procedures for the selection and replacement of members of the Board of Commissioners and Board of Directors to be submitted to the GMS. Each nomination process adheres to GCG principles, including transparency, accountability and responsibility.

Adopted on December 27, 2021, this policy also regulates the procedures for assessing prospective members proposed by the Shareholders, the Board of Commissioners, or the Board of Directors. The Nomination and Remuneration Committee conducts a comprehensive evaluation of each nomination, taking into account the qualifications and requirements in accordance with the Articles of Association and the Board of Commissioners Charter and/or the Board of Directors Charter. Upon review, recommendations are submitted to the Board of Commissioners for a final resolution before submission to the GMS. This policy ensures efficient succession process and supports the sustainability of Avian Brands' operations.

Implementation of Governance Guidelines for Public Companies

Avian Brands' implementation of the principles and recommendations of the guidelines, based on the "fulfilled or explanation" approach, is described as follows:

No.	Aspects/Principles/Recommendations	Status	Implementation in Avian Brands
I.	**Relationships of Public Companies with the Shareholders in Assuring the Rights of the Shareholders.**		
1.	**Increasing the Value of the General Meeting of Shareholders (GMS).**		
a.	Public companies have technical voting methods or procedures, both publicly and privately, that promote independence and the interests of shareholders.	Fulfilled	The voting procedure in the GMS is regulated in the Articles of Association related to the meeting rules and is informed to the Shareholders in the invitation to the GMS and at the beginning of the GMS.
b.	All members of the Board of Commissioners and the Board of Directors of a public company attend the Annual GMS.	Fulfilled	All members of the Board of Commissioners and the Board of Directors attend at the Annual General Meeting of Shareholders held on April 10, 2025.
c.	A summary of the GMS minutes is available on the website of the public company for at least 1 year.	Fulfilled	The summary of the minutes of the 2025 GMS has been posted on Avian Brands' website in the Investor Information Center section.

No.	Aspects/Principles/Recommendations	Status	Implementation in Avian Brands
2.	**Improving the Quality of Public Companies' Communication with Shareholders or Investors.**		
a.	Public companies have a communication policy with shareholders or investors.	**Fulfilled**	The communication policy with Shareholders or Investors is regulated in the Communication Policy Guidelines stipulated on December 27, 2021.
b.	Public companies disclose their communication policy with the Shareholders or Investors on their websites.	**Fulfilled**	Avian Brands' communication policy has been disclosed on its website.
II.	**Functions and Roles of the Board of Commissioners.**		
3.	**Strengthening the Membership and Composition of the Board of Commissioners.**		
a.	The determination of the number of members of the Board of Commissioners takes into consideration the conditions of the public company.	**Fulfilled**	The number of members of the Board of Commissioners is in accordance with the provisions of Avian Brands' Articles of Association and has been adjusted to the complexity of the business of Avian Brands.
b.	The determination of the composition of members of the Board of Commissioners takes into consideration the diversity of expertise, knowledge, and required experience.	**Fulfilled**	The nomination and appointment of the Board of Commissioners has taken into account the diversity of expertise, knowledge, and experience relevant to the responsibilities carried out in Avian Brands.
4.	**Improving the Quality of the Implementation of the Duties and Responsibilities of the Board of Commissioners.**		
a.	The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	**Fulfilled**	The performance assessment policy for the Board of Commissioners is regulated in the Performance Assessment Policy of the Board of Directors and the Board of Commissioners, which was stipulated on December 27, 2021, and last updated on December 18, 2025.
b.	The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Annual Report of the public company.	**Fulfilled**	The performance assessment policy for the Board of Commissioners is conducted through self-assessment which has been disclosed in this Annual Report in the description of the Performance Assessment of the Board of Commissioners.
c.	The Board of Commissioners has in place a policy related to the resignation of members of the Board of Commissioners in the event of involvement in financial crimes.	**Fulfilled**	The policy concerning the resignation of the Board of Commissioners is regulated in the Policy in Resignation Procedure of the Board of Commissioners and the Board of Directors in the Event of Involvement in Financial Crime which was stipulated on December 27, 2021.
d.	The Board of Commissioners or the Committee performing the nomination and remuneration functions formulates a succession policy in the nomination process of members of the Board of Directors.	**Fulfilled**	The succession policy for members of the Board of Directors is contained in the Succession Policy in the Nomination Process for Members of the Board of Commissioners and the Board of Directors which was stipulated on December 27, 2021.
III.	**Functions and Roles of the Board of Directors.**		
5.	**Strengthening the Membership and Composition of the Board of Directors.**		
a.	The determination of the number of members of the Board of Directors takes into consideration the condition of the public company, and its effectiveness in decision-making.	**Fulfilled**	The number of members of the Board of Directors is in accordance with the provisions of Avian Brands' Articles of Association and has been adjusted to the complexity of the business of Avian Brands.
b.	The determination of the composition of members of the Board of Directors considers the diversity of expertise, knowledge, and required experience.	**Fulfilled**	The nomination and appointment of the Board of Directors has taken into account the diversity of expertise, knowledge, and experience relevant to the responsibilities carried out in Avian Brands.
c.	Members of the Board of Directors in charge of accounting or finance have the expertise and/or knowledge in accounting.	**Fulfilled**	The Director in charge of accounting or finance has experience in accounting and finance.
6.	**Improving the Quality of the Implementation of the Duties and Responsibilities of the Board of Directors.**		
a.	The Board of Directors has in place a self-assessment policy to assess the performance of the Board of Directors.	**Fulfilled**	The performance assessment policy for the Board of Directors is regulated in the Performance Assessment Policy for the Board of Directors and the Board of Commissioners, which was stipulated on December 27, 2021, and last updated on December 18, 2025.
b.	The self-assessment policy to assess the performance of the Board of Directors is disclosed through the Annual Report of the public company.	**Fulfilled**	The performance assessment policy for the Board of Directors is conducted through self-assessment which has been disclosed in this Annual Report in the description of the Performance Assessment of the Board of Directors.

No.	Aspects/Principles/Recommendations	Status	Implementation in Avian Brands
c.	The Board of Directors has in place a policy related to the resignation of members of the Board of Directors in the event of involvement in financial crimes.	**Fulfilled**	The policy concerning the resignation of the Board of Directors is regulated in the Policy in Resignation Procedure of the Board of Commissioners and the Board of Directors in the Event of Involvement in Financial Crime, which was stipulated on December 27, 2021.
IV.	**Stakeholders Participation.**		
7.	**Improving Corporate Governance Aspects through Stakeholders Participation.**		
a.	Public companies have in place a policy to prevent insider trading.	**Fulfilled**	The policy to prevent insider trading is set out in the Policy to Prevent Insider Trading, which was stipulated on December 27, 2021.
b.	Public companies have a policy in place to promote anti-corruption and anti-fraud.	**Fulfilled**	Avian Brands has an anti-corruption and anti-fraud policy in place, which is contained in the Business Ethics and Code of Conduct of Avian Brands.
c.	Public companies have a policy in place for the selection and improvement of the capabilities of suppliers or vendors.	**Fulfilled**	Avian Brands has in place a policy on the selection and improvement of capabilities of suppliers, which serves as a guide for related units in selecting working partners, as stated in the Business Ethics and Code of Conduct of Avian Brands.
d.	Public companies have in place a policy on the fulfillment of creditors' rights.	**Fulfilled**	The policy on the fulfillment of creditors' rights is regulated in the Policy on the Fulfillment of Creditors' Rights, which was stipulated on December 27, 2021.
e.	*Public companies have a policy in place for whistleblowing systems.*	**Fulfilled**	Avian Brands has in place a Whistleblowing System Policy which is contained in the Whistleblowing System.
f.	Public companies have in place a policy on provisions of long-term incentives for the Board of Directors and employees.	**Fulfilled**	Avian Brands has in place a policy concerning the provision of long-term incentives to employees as stated in the ESA Program.
V.	**Information Disclosure.**		
8.	**Improving the Implementation of Information Disclosure.**		
a.	Public companies use information technology more broadly, in addition to websites, as media for information disclosure.	**Fulfilled**	Avian Brands utilizes information technology, in addition to the website, in increasing the dissemination of information, including through Avian Brands' Youtube, Instagram, LinkedIn, and Facebook pages/profiles, as well as through platforms provided by regulators, including SPE OJK and IDXnet.
b.	The Annual Report of a public company discloses the ultimate beneficial owner in the public company's share ownership of at least 5% of shares, in addition to the disclosure of the ultimate beneficial owner in the share ownership of the public company through the Main and Controlling Shareholders.	**Fulfilled**	The Annual Report contains the ultimate beneficial owners in Avian Brands' share ownership.

In addition to implementing GCG practices based on the Governance Guidelines for Public Companies, Avian Brands has also implemented GCG practices based on the principles and recommendations of the 2021 General Guidelines for Indonesian Corporate Governance ("*Pedoman Umum Governansi Korporat Indonesia*" or "PUGKI"). In general, GCG implementation based on the 2021 PUGKI consists of 8 principles of good corporate governance which are categorized into the following 3 groups:

1. The first group of principles regulates the management and supervisory functions of the corporation, namely the Board of Directors and the Board of Commissioners;
2. The second group of principles governs the processes and outputs produced by the Board of Directors and Board of Commissioners; and
3. The third group of principles governs resource owners, who will primarily benefit from the implementation of corporate governance.

The implementation of each principle and recommendation of the 2021 PUGKI, including the steps taken to ensure the effectiveness of management and supervision, as well as how these principles are integrated into daily business processes, has been conveyed by Avian Brands in this Annual Report in accordance with the discussion of each topic. In addition, analysis of their fulfillments has also been communicated through Avian Brands website. By disclosing the implementation of the 2021 PUGKI in the Annual Report and on the website, Avian Brands ensures transparency and accountability to all stakeholders, and provides clear guidance on Avian Brands' commitment to good and sustainable governance in accordance with industry best practices.

Social and Environmental Responsibility



"For Avian Brands, social and environmental responsibility is not merely an obligation, but a long-term commitment to growing together with the community and safeguarding the sustainability of the planet. Through measurable and concrete actions, Avian Brands continuously strives to create a positive impact on the environment, empower communities, and strengthen the ethical foundation in every line of Avian Brands' operation."

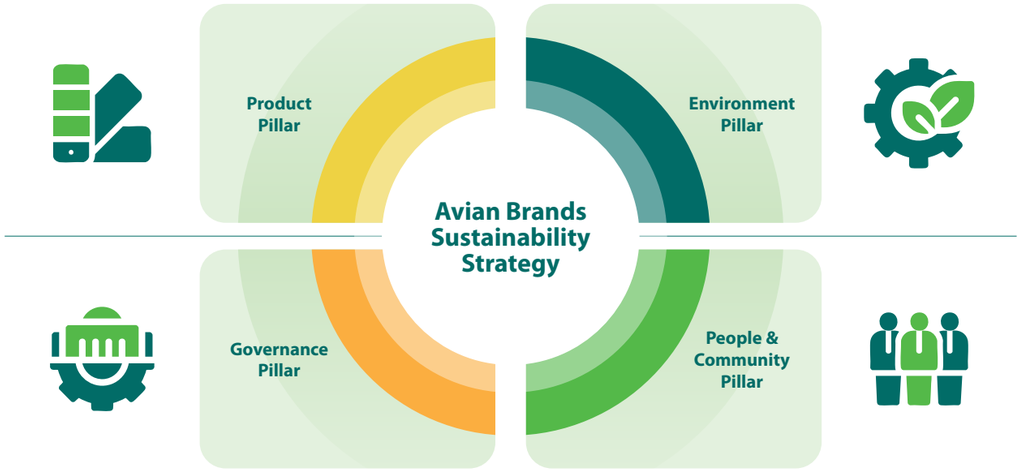
Avian Brands' Sustainability Commitment

Avian Brands places sustainability principles at the core of its business strategy, as part of its efforts to maintain a competitive advantage in the national paint manufacturing industry. This commitment is reflected not only through the provision of high-quality products but also through the strengthening of responsible and sustainable business practices across all economic, social, environmental, and corporate governance aspects.

For Avian Brands, sustainability is not merely an option, but a strategic foundation that influences every operational decision and corporate policy. Consequently, Avian Brands actively aligns the company's direction and strategy with the Sustainable Development Goals ("SDGs") as well as global targets set by the governments and international institutions. Consistency in implementing this strategy reinforces Avian Brands' position as an innovative, adaptive, and responsible industry player in the long term.

Avian Brands Sustainability Strategy

Avian Brands' commitment to conducting sustainable business practices is realized through the formulation of the Avian Brands Sustainability Strategy. This strategic guideline is built upon 4 (four) main pillars: the Product Pillar, Environment Pillar, People & Community Pillar, and Governance Pillar. These four pillars do not stand alone; rather, they are designed as a mutually complementary framework to ensure that sustainability is embedded in every operational aspect and strategic decision-making process of Avian Brands.



Through the Product Pillar, Avian Brands asserts that quality, innovation, and sustainability must go hand in hand. Products are not only positioned as superior solutions for customers but also as a manifestation of the company's responsibility to provide added value that is safe, environmentally friendly, and relevant to modern market dynamics. In the Environment Pillar, the focus is directed towards efficient resource management, emission reduction, and environmental conservation. Avian Brands integrates various initiatives based on data, technology, and innovation to minimize environmental impact while supporting the global agenda toward a low-carbon economy.

The People & Community Pillar represents Avian Brands' commitment to human and social development. This pillar emphasizes employee capacity building, the implementation of occupational health and safety standards, and the empowerment of surrounding communities through inclusive and sustainable social programs. In this way, Avian Brands' success runs in tandem with improvements in stakeholders' quality of life. Meanwhile, the Governance Pillar strengthens the corporate governance foundation by emphasizing the principles of transparency, accountability, integrity, and business ethics. This pillar ensures that every strategic step of Avian Brands is executed in accordance with regulations and best practices in governance, while maintaining the trust of investors, regulators, and the public.



With the Avian Brands Sustainability Strategy framework, Avian Brands reaffirms that sustainability is not merely an additional initiative, but an integral part of its long-term business strategy.

Sustainability Performance Overview

The sustainability performance overview summarizes Avian Brands' key achievements across economic, environmental, and social aspects in 2025, alongside comparisons with the previous 2 years. These achievements not only reflect Avian Brands' consistency in implementing sustainability principles but also serve as a benchmark for the effectiveness of the sustainability strategies being executed.

Avian Brands believes that sustainability performance is an integral part of long-term business success. Therefore, every strategic step is evaluated using measurable and relevant sustainability indicators to ensure the resulting positive impacts are felt by all stakeholders and the surrounding environment.

Sustainability of Economic Aspect

(in million Rupiah, unless otherwise stated)

Description	2025	2024	2023
Direct Economic Value Generated			
Cash Received from Customers	**7,925,974**	7,229,124	6,850,984
Other Receipts	**18,660**	31,003	12,664
Receipts of Finance Income	**244,521**	291,459	308,589
Proceeds from Disposal of Fixed Assets	**9,710**	11,156	14,094
Total Direct Economic Value Generated	**8,198,865**	**7,562,742**	**7,186,331**
Distributed Economic Value			
Payments to Suppliers	**5,140,099**	4,625,552	4,341,998
Payments to Employees	**913,818**	779,291	707,405
Payment for Corporate Income Tax	**397,073**	380,615	482,000

(in million Rupiah, unless otherwise stated)

Description	2025	2024	2023
Dividend Payment to Shareholders	**1,320,024**	1,348,142	1,362,978
Acquisition of Right-of-Use Assets	**39,393**	39,600	69,588
Payment of Lease Liabilities	**70,090**	24,758	58,836
Payment of Interest Expense	**2,526**	2,539	4,077
Expenses for the Community	**5,253**	2,344	1,995
Environmental Expenses	**1,098**	1,293	1,059
OHS Investment Cost	**1,389**	1,307	886
Total Distributed Economic Value	**7,890,763**	**7,205,441**	**7,030,822**
Retained Economic Value	**308,102**	**357,301**	**155,509**

Description	Unit	2025	2024	2023
Operational Performance				
Manufacturing Volumes	Metric Tons	**227,265.75**	197,339	180,540
Environmentally Friendly Products Singapore Green Label Certified Product Categories	Product Brand	**40**	34	29
Product or Service Quantity	Product Brand	**124**	105	96
Local Suppliers Engagement				
Local Suppliers				
Total Local Suppliers	Number of Companies	**237**	217	219
Percentage of Local Supplier Engagement by Entity compared to Total Suppliers	%	**75.24**	76.14	77.94
Local Employees				
Total Local Employee	People	**8,420**[*)]	8,387[*)]	7,577[*)]
Percentage of Local Labor Involvement in Avian Brands Operational Activities	%	**90.19**[*)]	90.03[*)]	89.38[*)]

Notes:
[*)] AVIA, TKTW, and TKBI.

Sustainability of Environmental Aspect

Description	Unit	2025	2024	2023
Energy Efficiency				
Energy Consumption Within the Organization	GJ	**100,722.08**	101,477.45	99,930.92
Energy Consumption Outside the Organization	GJ	**124,261.95**	119,167.55	0[*)]
Energy Intensity	GJ/Ton of Product	**0.14**	0.17	0.18
	kWh/Ton of Product	**38.21**	46.99[***)]	49.57[***)]
	Thousand Rupiah/Ton of Product	**30,931.00**	36,190.55[***)]	37,775.99
Energy Intensity Efficiency	GJ/Ton of Product	**0.03**	0.01	0.01
Materials Used in Paint Production				
Renewable Materials Purchase	Ton	**117,435.92**	89,589.48	72,903.20
Non-Renewable Materials Purchase	Ton	**90,063.17**	69,528.10	70,887.41
Total Material Purchase	Ton	**207,499.09**	159,117.58	143,790.61
Emissions Management[*)]				
Total of Scope 1 and Scope 2 Emissions	TonCO_2e	**9,736.20**	11,282.59[***)]	11,343.51[***)]
Intensity of Scope 1 and Scope 2 Emissions	KgCO_2e/Ton of Product	**17.21**	23.34[***)]	24.55[***)]
Total Scope 3 Emissions	TonCO_2e	**60,764.16**	63,056.67[***)]	0[*)]
Water Management				
Total Water Usage	Megaliter	**186.11**	137.54[***)]	137.77[***)]
Water Intensity	Megaliter/Ton of Product	**0.0010**	0.0007	0.0008
Reduction of Hazardous Waste Generation				
Reuse of Industrial Wastewater	Ton	**4,261.09**	2,650.14	1,820.24
Reuse of Washing Solvent	Ton	**235.84**	151.19	166.27
Hazardous Waste (liquid and solid managed by third parties)	Ton	**709.57**	733.94	886.77
Household Type Waste (Managed by Third Parties)	Ton	**97.23**	96.32[***)]	0[****)]
Discharge Water	Megaliter	**5.47**	5.18[***)]	3.83
Biodiversity Preservation[**)]				
Total Trees Planted	Trees	**26,868**	20,794	14,880
Type of Trees Planted	Type	**153**	169	94
Carbon Sequestration Value	**KgCO_2e**	**15,106,797**	**4,835,028**	**1,200,987**

Catatan:
[*)] Inventory of energy use outside the organization and Scope 3 GHG emissions has only been conducted since 2024, with the scope of measurement limited to Categories 4, 9, and 11.
[**)] Data represents accumulated trees planted over the years by Avian Brands around the locations of AVIA, TKTW, and the slopes of Mount Arjuno.
[***)] Data restated.
[****)] Data under inventory process.

Sustainability of Social Aspect

Description	Unit	2025[*)]	2024[*)]	2023[*)]
Community Development and Empowerment (*Pengembangan dan Pemberdayaan Masyarakat* or "PPM")[**)]				
Number of PPM Programs	Total Program	**264**	195	98
Cost of PPM Programs	Million Rupiah	**5,253**	2,344	1,995
Manpower Management				
Total Employees (Including Outsourcing)	People	**9,330**	9,322	8,483
Total Female Employees (Including Outsourcing)	People	**2,170**	2,109	1,724
Number of Participants in Competence Development	People	**7,307**	7,632	6,173
Lost Time Injury Rate	Rate	**1.66**	1.57	2.16
Total Recordable Injury Rate	Rate	**2.59**	2.05	2.51[***)]

Notes:
[*)] AVIA, TKTW, and TKBI;
[**)] AVIA; and
[***)] Data restated.

A complete description of Social and Environmental Responsibility policies and programs is discussed more comprehensively in our Sustainability Report, which is presented separately from this Annual Report.

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Annual Report Responsibility

Statement of Members of the Board of Commissioners and the Board of Directors on the Responsibility for the 2025 Annual Report of PT Avia Avian Tbk

We, the undersigned, hereby declare that all information in the 2025 Annual Report of PT Avia Avian Tbk ("Avian Brands") has been completely presented and we shall be fully responsible for the correctness of contents in Avian Brands' Annual Report.

This statement is hereby made in all truthfulness.

Surabaya, March 16, 2026

The Board of Commissioners,

Hermanto Tanoko
President Commissioner

Mohammad Noor Rachman Soejoeti
Independent Commissioner

Oscar Christian Maria Jozef Wezenbeek
Independent Commissioner

The Board of Directors,

Wijono Tanoko
President Director

Ruslan Tanoko
Vice President Director

Robert Christian Tanoko
Director

Kurnia Hadi Sinanto
Director

Angelica Tanisia Jozar
Director

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PT AVIA AVIAN TBK
DAN ENTITAS ANAKNYA/
AND ITS SUBSIDIARIES

LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
SERTA UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT
DAN LAPORAN AUDITOR INDEPENDEN

CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025
AND FOR THE YEAR THEN ENDED
AND INDEPENDENT AUDITOR'S REPORT

The original consolidated financial statements included herein are in the Indonesian language.

PT AVIA AVIAN TBK
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
SERTA UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT
DAN LAPORAN AUDITOR INDEPENDEN

PT AVIA AVIAN TBK
AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

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SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PT AVIA AVIAN TBK
DAN ENTITAS ANAK
TANGGAL 31 DESEMBER 2025 DAN 2024
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL 31 DESEMBER 2025 DAN 2024

Kami yang bertanda tangan di bawah ini:

1. Nama : Wijono Tanoko
   Alamat Kantor : Jl. Ahmad Yani No. 317, Surabaya
   Alamat Rumah : Graha Family Blok K-9, Surabaya
   Jabatan : Direktur Utama

2. Nama : Kurnia Hadi Sinanto
   Alamat Kantor : Jl. Ahmad Yani No. 317, Surabaya
   Alamat Rumah : Wonorejo Permai Timur I/15, Surabaya
   Jabatan : Direktur

Menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Avia Avian Tbk dan Entitas Anak ("Grup").

2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia.

3. a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar.

   b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.

4. Bertanggung jawab atas sistem pengendalian internal dalam Grup.

Demikian pernyataan ini dibuat dengan sebenarnya.

DIRECTORS' STATEMENT LETTER
REGARDING THE RESPONSIBILITY FOR
THE CONSOLIDATED FINANCIAL STATEMENTS OF
PT AVIA AVIAN TBK
AND ITS SUBSIDIARIES
AS OF DECEMBER 31, 2025 AND 2024
AND FOR THE YEARS ENDED
DECEMBER 31, 2025 AND 2024

We, the undersigned:

1. *Name* : *Wijono Tanoko*
   Office Address : *Jl. Ahmad Yani No. 317, Surabaya*
   Residential Address : *Graha Family Blok K-9, Surabaya*
   Position : *President Director*

2. *Name* : *Kurnia Hadi Sinanto*
   Office Address : *Jl. Ahmad Yani No. 317, Surabaya*
   Residential Address : *Wonorejo Permai Timur I/15, Surabaya*
   Position : *Director*

Declare that:

1. *We are responsible for the preparation and presentation of the consolidated financial statements of PT Avia Avian Tbk and Subsidiaries (the "Group").*

2. *The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards.*

3. a. *All information in the Group's consolidated financial statements have been disclosed in a complete and truthful manner.*
   b. *The Group's consolidated financial statements do not contain any incorrect material information or facts, and do not omit material information or facts.*

4. *We are responsible for the Group's internal control system.*

Thus, this statement letter is made truthfully.

Surabaya, 24 Februari 2026 / *February 24, 2026*
Atas nama dan mewakili Dewan Direksi/
For and on behalf of the Board of Directors



Wijono Tanoko
(Direktur Utama/*President Director*)

Kurnia Hadi Sinanto
(Direktur/*Director*)

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Crowe

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The original report included herein is in the Indonesian Language.

Laporan Auditor Independen

Laporan No. 00055/2.0851/AU.1/04/1114-1/1/II/2026

Pemegang Saham, Dewan Komisaris dan Direksi

PT AVIA AVIAN Tbk

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Avia Avian Tbk dan Entitas Anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Independent Auditor's Report

Report No. 00055/2.0851/AU.1/04/1114-1/1/II/2026

The Shareholders, Boards of Commissioners and Directors

PT AVIA AVIAN Tbk

Opinion

We have audited the consolidated financial statements of PT Avia Avian Tbk and its Subsidiaries (the "Group"), which comprise the consolidated statement of financial position as of December 31, 2025, and the consolidated statements of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The original report included herein is in the Indonesian Language.

Hal Audit Utama (lanjutan)

Estimasi atas Beban Akrual Pemasaran dan Promosi

Lihat Catatan 3t "Informasi Kebijakan Akuntansi yang Material - Akrual dan provisi", Catatan 3v "Informasi Kebijakan Akuntansi yang Material - Pengakuan pendapatan, Catatan 4 "Pertimbangan Akuntansi Penting dan Sumber Utama Ketidakpastian Estimasi", dan Catatan 16 "Beban Akrual" atas laporan keuangan konsolidasian.

Pada tanggal 31 Desember 2025, Grup mencatat beban akrual atas pemasaran dan promosi sebesar Rp 212.981 juta pada laporan posisi keuangan konsolidasian. Akrual tersebut adalah sehubungan dengan berbagai skema tetap dan variabel atas promosi penjualan yang diberikan kepada pelanggan.

Grup menggunakan pertimbangan yang signifikan dan terdapat ketidakpastian estimasi dalam menentukan jumlah akrual beban pemasaran dan promosi per 31 Desember 2025. Asumsi-asumsi utama dalam penentuan beban akrual pemasaran dan promosi adalah harga barang promosi, tingkat pencapaian penjualan yang diharapkan dan tren realisasi historis dari program promosi penjualan sebelumnya. Terdapat ketidakpastian estimasi yang muncul sehubungan dengan harga barang promosi dan tingkat pencapaian penjualan aktual, yang dapat berbeda dari estimasi manajemen dan berpotensi mengakibatkan penyesuaian yang material terhadap saldo akrual.

Kami menetapkan area ini sebagai hal audit utama dikarenakan adanya risiko bawaan terkait ketidakpastian estimasi serta pertimbangan signifikan manajemen dalam menentukan jumlah beban akrual pemasaran dan promosi pada akhir tahun.

Bagaimana audit kami merespons Hal Audit Utama

- Kami memperoleh pemahaman tentang metodologi yang digunakan oleh Grup untuk melakukan estimasi atas beban akrual pemasaran dan promosi.

- Kami memperoleh daftar rincian pemasaran dan promosi dan menguji kelengkapan serta keakuratan input data yang mendasarinya dan mengevaluasi kewajaran asumsi-asumsi utama yang digunakan dalam perhitungan akrual.

- Kami mengevaluasi perhitungan Grup atas beban akrual pemasaran dan promosi dengan menguji, secara sampel, kecukupan saldo akrual dan keakuratan perhitungan secara matematis.

Key Audit Matters (continued)

Estimates for Accrued Marketing and Promotion Expenses

Refer to Note 3t "Material Accounting Policy Information - Accruals and provisions", Note 3v "Material Accounting Policy Information - Revenue recognition, Note 4 "Critical Accounting Judgments and Key Sources of Estimation Uncertainty", and Note 16 "Accrued Expenses" to the consolidated financial statements.

As of December 31, 2025, the Group recorded accrued marketing and promotion expenses amounting to Rp 212,981 million in the consolidated statement of financial position. The accrual relates to sales promotion schemes offered to customers, consisting of both fixed and variable incentive programs.

The Group exercised significant judgment and estimation uncertainty to estimate the amount of marketing and promotion accruals as of December 31, 2025. The key assumptions in determining the accrued marketing and promotion expenses were the price of promotional goods, expected sales achievement levels, and historical realization trends of prior sales promotion programs. There is estimation uncertainty associated with the price of promotional goods and the level of actual sales achievement, which may differ from management's estimates and could result in material adjustments to the accrued balance.

We determined this area to be a key audit matter due to the inherent risk of estimation uncertainty and significant management judgment involved in determining the amount of the accrued marketing and promotion expenses at the end of the year.

How our audit addressed the Key Audit Matters

- *We obtained an understanding of the methodologies used by the Group to estimate the accrual for marketing and promotion expenses.*

- *We obtained the marketing and promotion listing and tested the completeness and accuracy of underlying data inputs and evaluated the reasonableness of key assumptions used in the computation of the accrual.*

- *We evaluated the Group's calculation of accrued marketing and promotion expenses by assessing, on a sampling basis, the adequacy of accrued balances and the mathematical accuracy of the calculation.*

The original report included herein is in the Indonesian Language.

Hal Audit Utama (lanjutan)

Bagaimana audit kami merespons Hal Audit Utama (lanjutan)

- Kami menguji realisasi beban akrual pemasaran dan promosi yang dibuat pada tahun sebelumnya dan tahun berjalan, dengan membandingkan penyelesaian aktual dengan akrual yang telah dicatat sebelumnya serta memeriksa ke dokumen pendukung berdasarkan pengujian secara sampel.

- Kami mengevaluasi klasifikasi beban pemasaran dan promosi dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian untuk setiap skema pemasaran dan promosi, serta menilai apakah pengungkapan terkait telah memadai dan sesuai dengan standar pelaporan keuangan yang berlaku.

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut, tetapi tidak mencantumkan laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas, jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

Key Audit Matters (continued)

How our audit addressed the Key Audit Matters (continued)

- *We tested the realization of the accrued marketing and promotion expenses made in prior year and during the year, comparing actual settlements to previously recorded accruals and inspecting supporting documentation on a sample basis.*

- *We evaluated the classification of marketing and promotion expenses in the consolidated statement of profit or loss and other comprehensive income for each of the marketing and promotion schemes, and assessed whether related disclosures were adequate and in accordance with the applicable financial reporting standards.*

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report as of December 31, 2025 and for the year then ended, but does not include the consolidated financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information, and accordingly, we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

The original report included herein is in the Indonesian Language.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasinya atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

The original report included herein is in the Indonesian Language.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*

- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*

- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*

- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*

The original report included herein is in the Indonesian Language.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga (lanjutan):

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- Memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also (continued):

- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.*

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

The original report included herein is in the Indonesian Language.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian (lanjutan)

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Kantor Akuntan Publik/*Registered Public Accountants*
TERAMIHARDJA, PRADHONO & CHANDRA

Novida Winata, CPA
Izin Akuntan Publik/*Public Accountant License* No. 1114

24 Februari 2026

February 24, 2026

00055

PT AVIA AVIAN Tbk
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT AVIA AVIAN Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As of December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	5	1,654,810	2,329,491	*Cash and cash equivalents*
Kas di bank dan deposito yang dibatasi penggunaannya		-	3,000	*Restricted cash in bank and time deposits*
Investasi jangka pendek	10	2,570,080	2,952,900	*Short-term investments*
Piutang usaha				*Trade receivables*
Pihak berelasi	6, 7	8,047	16,319	*Related parties*
Pihak ketiga	6	1,622,216	1,445,418	*Third parties*
Piutang lain-lain				*Other receivables*
Pihak berelasi	7, 8	104,759	83,283	*Related parties*
Pihak ketiga	8	48,314	45,420	*Third parties*
Persediaan	9	1,679,578	1,558,203	*Inventories*
Hak retur aset		22,118	19,333	*Right of return assets*
Uang muka pemasok		5,505	5,791	*Advances to suppliers*
Beban dibayar dimuka	7	11,009	14,456	*Prepaid expenses*
Pajak dibayar dimuka	20	95,408	19,748	*Prepaid taxes*
Jumlah Aset Lancar		7,821,844	8,493,362	*Total Current Assets*
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Properti investasi	12	289,864	290,510	*Investment properties*
Aset tetap	13	2,255,297	1,930,297	*Fixed assets*
Aset hak-guna	17	185,630	180,949	*Right-of-use assets*
Aset takberwujud		31,235	28,734	*Intangible assets*
Investasi jangka panjang	11	371,958	-	*Long-term investments*
Investasi pada ventura bersama	14	20,558	19,976	*Investment in joint venture*
Aset pajak tangguhan	20	59,222	36,144	*Deferred tax assets*
Taksiran klaim pajak penghasilan	20	11,382	29,432	*Estimated claims for income tax refund*
Aset tidak lancar lainnya		37,389	51,571	*Other non-current assets*
Jumlah Aset Tidak Lancar		3,262,535	2,567,613	*Total Non-Current Assets*
JUMLAH ASET		**11,084,379**	**11,060,975**	***TOTAL ASSETS***

PT AVIA AVIAN Tbk
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT AVIA AVIAN Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Pinjaman bank jangka pendek	18	7,187	9,189	*Short-term bank loans*
Utang usaha				*Trade payables*
Pihak berelasi	7, 15	355,641	362,941	*Related parties*
Pihak ketiga	15	428,566	424,760	*Third parties*
Utang lain-lain				*Other payables*
Pihak berelasi	7	710	487	*Related parties*
Pihak ketiga		29,869	24,136	*Third parties*
Pendapatan diterima dimuka				*Unearned revenue*
Pihak berelasi	7	1,606	1,611	*Related parties*
Pihak ketiga		545	599	*Third parties*
Beban akrual	16	293,400	252,661	*Accrued expenses*
Imbalan kerja jangka pendek	19	115,086	108,618	*Short-term employee benefits*
Utang pajak	20	130,885	72,123	*Taxes payable*
Uang jaminan pelanggan		-	3,000	*Customer guarantee*
Provisi retur penjualan		29,514	26,683	*Provision for sales return*
Liabilitas sewa - bagian jangka pendek	17	64,399	64,777	*Lease liabilities - current portion*
Jumlah Liabilitas Jangka Pendek		1,457,408	1,351,585	*Total Current Liabilities*
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas sewa - bagian jangka panjang	17	14,622	19,416	*Lease liabilities - non-current portion*
Liabilitas imbalan kerja	19	72,125	58,094	*Employee benefits liability*
Jumlah Liabilitas Jangka Panjang		86,747	77,510	*Total Non-Current Liabilities*
JUMLAH LIABILITAS		**1,544,155**	**1,429,095**	***TOTAL LIABILITIES***

PT AVIA AVIAN Tbk
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT AVIA AVIAN Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024	
EKUITAS				***EQUITY***
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk				***Equity Attributable to the Equity Holders of the Parent Company***
Modal saham - nilai nominal Rp 10 (nilai penuh) per saham Modal dasar - 200.000.000.000 saham				*Share capital - par value Rp 10 (full amount) per share Authorised - 200,000,000,000 shares*
Modal ditempatkan dan disetor penuh - 61.953.555.600 saham	21	619,536	619,536	*Issued and fully paid - 61,953,555,600 shares*
Tambahan modal disetor	22	7,793,218	7,793,218	*Additional paid-in capital*
Saham treasuri	21	(1,219,894)	(574,552)	*Treasury shares*
Penghasilan (rugi) komprehensif lain:				*Other comprehensive income (loss):*
Surplus revaluasi aset tetap		240,755	229,406	*Revaluation surplus of fixed assets*
Bagian penghasilan komprehensif lain dari ventura bersama		85	85	*Share of other comprehensive income of joint venture*
Perubahan nilai wajar atas investasi pada surat utang negara	10	17,624	(103,357)	*Changes in fair value of investment in government bonds*
Keuntungan pengukuran kembali liabilitas imbalan kerja		7,242	9,880	*Remeasurement gain on employee benefits liability*
Saldo laba				*Retained earnings*
Telah ditentukan penggunaannya	23	124,000	124,000	*Appropriated*
Belum ditentukan penggunaannya		1,954,615	1,527,177	*Unappropriated*
Sub-Jumlah		9,537,181	9,625,393	*Sub-Total*
Kepentingan Non-Pengendali		3,043	6,487	*Non-Controlling Interests*
JUMLAH EKUITAS		**9,540,224**	**9,631,880**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**11,084,379**	**11,060,975**	***TOTAL LIABILITIES AND EQUITY***

PT AVIA AVIAN Tbk
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI
DAN PENGHASILAN KOMPREHENSIF LAIN
KONSOLIDASIAN
Untuk Tahun yang Berakhir Pada Tanggal
31 Desember 2025
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT AVIA AVIAN Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
For the Year Ended
December 31, 2025
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ *Notes*	2025	2024	
PENJUALAN NETO	26	8,123,685	7,471,356	***NET REVENUES***
BEBAN POKOK PENJUALAN	27	(4,545,429)	(4,130,606)	***COST OF GOODS SOLD***
LABA BRUTO		**3,578,256**	**3,340,750**	***GROSS PROFIT***
BEBAN USAHA				***OPERATING EXPENSES***
Beban penjualan	28	(1,378,266)	(1,318,417)	*Selling expenses*
Beban umum dan administrasi	28	(277,680)	(253,243)	*General and administrative expenses*
Jumlah Beban Usaha		(1,655,946)	(1,571,660)	*Total Operating Expenses*
LABA USAHA		**1,922,310**	**1,769,090**	***OPERATING PROFIT***
PENGHASILAN (BEBAN) LAIN-LAIN				***OTHER INCOME (EXPENSES)***
Pendapatan keuangan	29	239,934	285,105	*Finance income*
Beban keuangan	30	(2,526)	(2,539)	*Finance charges*
Bagian atas laba neto ventura bersama	14	582	2,678	*Share in net profit of joint venture*
Keuntungan (kerugian) neto penurunan nilai aset keuangan	6	(1,549)	158	*Net impairment gains (losses) on financial assets*
Pendapatan lain-lain - neto	31	17,065	14,102	*Other income - net*
LABA SEBELUM BEBAN PAJAK PENGHASILAN		**2,175,816**	**2,068,594**	***PROFIT BEFORE INCOME TAX EXPENSE***
Beban pajak penghasilan	20	(431,796)	(404,895)	*Income tax expense*
LABA TAHUN BERJALAN		**1,744,020**	**1,663,699**	***PROFIT FOR THE YEAR***
PENGHASILAN (RUGI) KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME (LOSS)***
Pos yang tidak akan direklasifikasi ke laba rugi:				***Items that will not be reclassified to profit or loss:***
Surplus revaluasi aset tetap	13	11,349	-	*Revaluation surplus of fixed assets*
Kerugian aktuarial dari liabilitas atas imbalan kerja karyawan	19	(3,384)	(44)	*Actuarial loss on employee benefits liability*
Pajak tangguhan terkait	20	744	10	*Related deferred tax*
Sub-jumlah		8,709	(34)	*Sub-total*
Pos yang akan direklasifikasi ke laba rugi:				***Item that will be reclassified to profit or loss:***
Perubahan nilai wajar atas investasi pada surat utang negara	10	120,981	(46,949)	*Changes in fair value of investment in government bonds*
Jumlah penghasilan (rugi) komprehensif lain - setelah pajak		129,690	(46,983)	*Total other comprehensive income (loss) - net of tax*
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		**1,873,710**	**1,616,716**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

PT AVIA AVIAN Tbk
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI
DAN PENGHASILAN KOMPREHENSIF LAIN
KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir Pada Tanggal
31 Desember 2025
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT AVIA AVIAN Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME (continued)
For the Year Ended
December 31, 2025
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ *Notes*	2025	2024	
LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***PROFIT FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik Entitas Induk		1,747,462	1,664,341	*Equity Holders of the Parent Company*
Kepentingan Non-Pengendali		(3,442)	(642)	*Non-Controlling Interests*
JUMLAH		**1,744,020**	**1,663,699**	***TOTAL***
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik Entitas Induk		1,877,154	1,617,351	*Equity Holders of the Parent Company*
Kepentingan Non-Pengendali		(3,444)	(635)	*Non-Controlling Interests*
JUMLAH		**1,873,710**	**1,616,716**	***TOTAL***
Laba per Saham Dasar dan Dilusian yang Dapat Diatribusikan kepada Pemilik Entitas Induk	24	**29.11**	**27.16**	***Basic and Diluted Earnings per Share Attributable to Equity Holders of the Parent Company***

The original consolidated financial statements included herein are in the Indonesian language.

PT AVIA AVIAN Tbk
DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir Pada Tanggal
31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT AVIA AVIAN Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the Year Ended
December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk/ *Equity Atributable to the Equity Holders of the Parent Company*												
					Penghasilan (Rugi) Komprehensif Lain/ *Other Comprehensive Income (Loss)*				Saldo Laba/ *Retained Earnings*					
		Modal Saham Ditempatkan dan Disetor Penuh/ *Issued and Fully Paid Share Capital*	Tambahan Modal Disetor/ *Additional Paid-in Capital*	Saham Treasuri/ *Treasury Shares*	Surplus Revaluasi Aset Tetap/ *Revaluation Surplus of Fixed Assets*	Bagian dari Penghasilan Komprehensif Lain dari Ventura Bersama/ *Share of Other Comprehensive Income of Joint Venture*	Perubahan Nilai Wajar atas Investasi pada Surat Utang Negara/ *Changes in Fair Value of Investment in Government Bonds*	Keuntungan (Kerugian) Pengukuran Kembali Liabilitas Imbalan Kerja/ *Remeasurement Gain (Loss) on Employee Benefits Liability*	Telah Ditentukan Penggunaannya/ *Appropriated*	Belum Ditentukan Penggunaannya/ *Unappropriated*	Sub-Jumlah/ *Sub-Total*	Kepentingan Non-Pengendali/ *Non-Controlling Interests*	Jumlah Ekuitas/ *Total Equity*	
Saldo 1 Januari 2024		**619,536**	**7,793,218**	**(16,369)**	**229,406**	**85**	**(56,408)**	**9,921**	**124,000**	**1,210,978**	**9,914,367**	**7,122**	**9,921,489**	***Balance as of January 1, 2024***
Dividen	25	-	-	-	-	-	-	-	-	(1,348,142)	(1,348,142)	-	(1,348,142)	*Dividends*
Pembelian saham treasuri	21	-	-	(558,183)	-	-	-	-	-	-	(558,183)	-	(558,183)	*Purchase of treasury shares*
Laba tahun berjalan		-	-	-	-	-	-	-	-	1,664,341	1,664,341	(642)	1,663,699	*Profit for the year*
Penghasilan (rugi) komprehensif lain		-	-	-	-	-	(46,949)	(41)	-	-	(46,990)	7	(46,983)	*Other comprehensive income (loss)*
Saldo 31 Desember 2024		**619,536**	**7,793,218**	**(574,552)**	**229,406**	**85**	**(103,357)**	**9,880**	**124,000**	**1,527,177**	**9,625,393**	**6,487**	**9,631,880**	***Balance as of December 31, 2024***
Dividen	25	-	-	-	-	-	-	-	-	(1,320,024)	(1,320,024)	-	(1,320,024)	*Dividends*
Pembelian saham treasuri	21	-	-	(645,342)	-	-	-	-	-	-	(645,342)	-	(645,342)	*Purchase of treasury shares*
Laba tahun berjalan		-	-	-	-	-	-	-	-	1,747,462	1,747,462	(3,442)	1,744,020	*Profit for the year*
Penghasilan (rugi) komprehensif lain		-	-	-	11,349	-	120,981	(2,638)	-	-	129,692	(2)	129,690	*Other comprehensive income (loss)*
Saldo 31 Desember 2025		**619,536**	**7,793,218**	**(1,219,894)**	**240,755**	**85**	**17,624**	**7,242**	**124,000**	**1,954,615**	**9,537,181**	**3,043**	**9,540,224**	***Balance as of December 31, 2025***

Catatan atas Laporan Keuangan Konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

The accompanying Notes to the Consolidated Financial Statements form an integral part of these consolidated financial statements

PT AVIA AVIAN Tbk
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS
KONSOLIDASIAN
Untuk Tahun yang Berakhir Pada Tanggal
31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT AVIA AVIAN Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari pelanggan		7,925,974	7,229,124	*Cash receipts from customers*
Pembayaran ke pemasok		(5,140,099)	(4,625,552)	*Payments to suppliers*
Pembayaran ke karyawan		(913,818)	(779,291)	*Payments to employees*
Kas yang diperoleh dari operasi		1,872,057	1,824,281	*Cash provided by operations*
Penerimaan lain-lain		18,660	31,003	*Other receipts*
Penerimaan penghasilan bunga		244,521	291,459	*Receipts of finance income*
Pembayaran pajak penghasilan badan	20	(397,073)	(380,615)	*Payments of corporate income taxes*
Kas Bersih yang Diperoleh dari Aktivitas Operasi		**1,738,165**	**1,766,128**	***Net Cash Provided by Operating Activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan dari penjualan investasi pada surat utang negara		725,249	-	*Proceeds from sale of investment in government bonds*
Pembelian aset tetap	13	(414,550)	(346,045)	*Purchase of fixed assets*
Penambahan investasi saham	11	(290,846)	-	*Additions of investment in shares of stock*
Penambahan investasi pada surat utang jangka panjang	11	(100,000)	-	*Additions of long-term debt investment*
Penambahan deposito berjangka	10	(100,000)	-	*Additions of time deposit*
Penambahan investasi pada surat utang negara	10	(99,775)	-	*Additions of investment in government bonds*
Perolehan aset hak-guna	17	(39,393)	(39,600)	*Additions of right-of-use assets*
Penambahan uang muka pembelian aset tetap		(37,876)	(92,671)	*Additions of advance for purchases of fixed assets*
Penambahan investasi pada reksa dana	10	(30,000)	-	*Additions of investment in mutual fund*
Penerimaan dividen tunai	11	15,350	-	*Dividends received*
Penerimaan investasi jangka pendek		-	1,740,000	*Proceeds of short-term investments*
Penambahan aset takberwujud		(10,731)	(10,366)	*Additions of intangible assets*
Penerimaan dari pelepasan aset tetap	13	9,710	11,156	*Proceeds from disposal of fixed assets*
Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Investasi		**(372,862)**	**1,262,474**	***Net Cash Provided by (Used in) Investing Activities***

PT AVIA AVIAN Tbk
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS
KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir Pada Tanggal
31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT AVIA AVIAN Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS (continued)
For the Year Ended
December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024	
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Perolehan saham treasuri	21	(645,342)	(558,183)	*Acquisition of treasury shares*
Pembayaran liabilitas sewa	17	(70,090)	(24,758)	*Payments of lease liabilities*
Pembayaran beban bunga	30	(2,526)	(2,539)	*Payment of interest expense*
Pembayaran dividen tunai	25	(1,320,024)	(1,348,142)	*Payment of cash dividends*
Kas Bersih yang Digunakan untuk Aktivitas Pendanaan		**(2,037,982)**	**(1,933,622)**	***Net Cash Used in Financing Activities***
KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS		**(672,679)**	**1,094,980**	***NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS DAN CERUKAN AWAL TAHUN		**2,320,302**	**1,225,322**	***CASH AND CASH EQUIVALENTS AND BANK OVERDRAFT AT BEGINNING OF YEAR***
KAS DAN SETARA KAS DAN CERUKAN AKHIR TAHUN	5, 18	**1,647,623**	**2,320,302**	***CASH AND CASH EQUIVALENTS AND BANK OVERDRAFT AT END OF YEAR***
Kas, setara kas dan cerukan terdiri dari:				*Cash, cash equivalent and bank overdrafts comprise of the following:*
Kas dan setara kas	5	1,654,810	2,329,491	*Cash and cash equivalents*
Cerukan	18	(7,187)	(9,189)	*Bank overdrafts*
KAS DAN SETARA KAS DAN CERUKAN AKHIR TAHUN		**1,647,623**	**2,320,302**	***CASH AND CASH EQUIVALENTS AND BANK OVERDRAFT AT END OF YEAR***

PT AVIA AVIAN Tbk
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
Tanggal 31 Desember 2025
serta Untuk Tahun yang Berakhir
Pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT AVIA AVIAN Tbk
AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
As of December 31, 2025
and For the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

1. UMUM

a. Pendirian dan informasi umum Perusahaan

PT Avia Avian Tbk ("Perusahaan") didirikan berdasarkan Akta Pendirian No. 6 tanggal 1 Maret 1983, yang dibuat di hadapan Indrawati Setiabudhi, S.H., notaris di Malang, yang diubah dengan Akta No. 63 tanggal 23 Mei 1983 yang dibuat di hadapan notaris yang sama. Akta Perubahan Perusahaan tersebut telah disahkan berdasarkan Keputusan Departemen Kehakiman Republik Indonesia tertanggal 5 Juli 1983 dengan Surat Keputusan No. C2-4948.HT.01.01.Th83 dan telah diumumkan dalam Berita Negara Republik Indonesia No. C2- 4948.HT.01.01.Th83.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan terakhir dibuat melalui Akta Notaris Liestiani Wang, S.H., M.Kn., No. 3 tanggal 4 Agustus 2021, sehubungan dengan perubahan status perusahaan dari perseroan tertutup menjadi perseroan terbuka, perubahan nama Perusahaan dari PT Avia Avian menjadi PT Avia Avian Tbk, peningkatan modal dasar Perusahaan, perubahan nilai nominal saham, persetujuan pelaksanaan penawaran umum, persetujuan pelaksanaan program Alokasi Saham Karyawan ("ESA"), penyusunan kembali maksud dan tujuan serta kegiatan usaha Perusahaan, penegasan kembali Dewan Komisaris dan Direksi Perusahaan, persetujuan perubahan Anggaran Dasar sesuai dengan Peraturan No. IX.J.1, Peraturan Otoritas Jasa Keuangan ("POJK") No. 15/2020 dan POJK No. 33/2014, dan penetapan pengendali Perusahaan sesuai POJK No. 3/2021. Perubahan anggaran dasar ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-0043612.AH.01.02.TAHUN 2021 tanggal 12 Agustus 2021.

Berdasarkan Anggaran Dasar Perusahaan, ruang lingkup kegiatan Perusahaan antara lain bergerak dalam bidang industri pengolahan dan perdagangan besar. Perusahaan berkantor pusat di Sidoarjo dan memiliki pabrik di Sidoarjo dan Serang.

Perusahaan memulai operasi komersialnya pada tahun 1983.

1. GENERAL

a. The Company's establishment and general information

PT Avia Avian Tbk (the "Company") was established based on Deed of Establishment No. 6 dated March 1, 1983, made by Indrawati Setiabudhi, S.H., notary in Malang, that was amended based on Deed No. 63 dated May 23, 1983 by the same notary. The Company's Deeds of Amendments have been approved based on the Decision of the Department of Justice of the Republic of Indonesia dated July 5, 1983 with Decision Letter No. C2-4948.HT.01.01.Th83 and was published in State Gazette No. C2-4948.HT.01.01.Th83 of the Republic of Indonesia.

The Company's Articles of Association have been amended several times. The latest amendment was made through Notarial Deed No. 3 of Liestiani Wang, S.H., M.Kn., dated August 4, 2021, regarding the change of the Company's status from a limited company to a public company, the change in the Company's name from PT Avia Avian to PT Avia Avian Tbk, an increase in authorised share capital, changes in the share par value, approval for public offering, approval for Employee Stock Allocation ("ESA"), rearrangement of the Company's purposes and objectives and activities, reaffirmation of the Company's Boards of Commissioners and Directors, approval of the change in Articles of Association in accordance with Regulation No. IX.J.1, Financial Services Authority's Regulation ("POJK") No. 15/2020 and POJK No. 33/2014 and appointment of the Company's controlling interests in accordance with POJK No. 3/2021. This amendment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decree No. AHU-0043612.AH.01.02.TAHUN 2021 dated August 12, 2021.

Based on the Company's Articles of Association, the scope of activities of the Company comprises processing industry and wholesale trading. The Company's head office is located in Sidoarjo, with factories in Sidoarjo and Serang.

The Company started its commercial operations in 1983.

1. UMUM (lanjutan)

b. Penawaran umum saham Perusahaan

Berdasarkan Akta Notaris No. 3 tanggal 4 Agustus 2021 oleh Notaris Liestiani Wang, S.H., M.Kn., notaris di Jakarta Selatan, para pemegang saham Perusahaan memutuskan dan menyetujui beberapa hal, antara lain perubahan status Perusahaan dari perseroan tertutup menjadi perseroan terbuka serta perubahan nama Perusahaan dari PT Avia Avian menjadi PT Avia Avian Tbk. Perubahan tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-0043612.AH.01.02.TAHUN 2021 tanggal 12 Agustus 2021.

Dalam rangka penawaran umum perdana saham Perusahaan, Perusahaan mendapatkan Surat Pemberitahuan Efektif Pernyataan Pendaftaran No. S-223/D.04/2021 tertanggal 30 November 2021 dari Otoritas Jasa Keuangan ("OJK") untuk melakukan penawaran umum perdana sebanyak 6.200.000.000 lembar saham dengan nilai nominal Rp 10 (angka penuh) per lembar saham dan harga penawaran sebesar Rp 930 (angka penuh) per lembar saham. Seluruh saham yang ditawarkan ke masyarakat pada saat penawaran umum perdana berasal dari saham baru yang diterbitkan Perusahaan. Efektif tanggal 8 Desember 2021, saham Perusahaan telah dicatatkan di Bursa Efek Indonesia ("BEI").

Berdasarkan Rapat Umum Pemegang Saham Luar Biasa tanggal 7 Desember 2023, yang berita acaranya dituangkan dalam Akta Notaris No. 5 tanggal 7 Desember 2023 dari Notaris Dr. Susanti, S.H., M.Kn., para pemegang saham menyetujui untuk melakukan pembelian kembali sebanyak-banyaknya 1.425.000.000 lembar saham biasa Perusahaan melalui pembelian pada BEI (Catatan 21 dan 37).

Berdasarkan Rapat Umum Pemegang Saham Luar Biasa tanggal 10 April 2025, yang berita acaranya dituangkan dalam Akta Notaris No. 2 tanggal 10 April 2025 dari Notaris Dr. Susanti, S.H., M.Kn., para pemegang saham menyetujui untuk melakukan pembelian kembali sebanyak-banyaknya 1.425.000.000 lembar saham biasa Perusahaan melalui pembelian pada BEI (Catatan 21 dan 37).

c. Entitas induk dan entitas induk utama

PT Wahana Lancar Rejeki dan PT Tancorp Surya Sentosa merupakan pemegang saham pengendali Perusahaan. Pemilik utama manfaat dari Perusahaan adalah Wijono Tanoko, Hermanto Tanoko dan Ruslan Tanoko.

1. GENERAL (continued)

b. Public offering of the Company's shares

Based on Notarial Deed No. 3 dated August 4, 2021, by Notary Liestiani Wang, S.H., M.Kn., notary in South Jakarta, the shareholders of the Company decided and approved matters, including the changes of the Company's status from a limited company to a public company and the Company's name from PT Avia Avian to PT Avia Avian Tbk. This amendment was approved by the Minister of Law and Human Rights under Decision Letter No. AHU-0043612.AH.01.02.TAHUN 2021 dated August 12, 2021.

In relation to the initial public offering of the Company's shares, the Company obtained the Notification Letter of Statement of Effective Registration No. S-223/D.04/2021 dated November 30, 2021 from the Financial Services Authority ("OJK") to conduct an initial public offering of 6,200,000,000 shares to the public with a par value of Rp 10 (full amount) per share at an offering price of Rp 930 (full amount) per share. All of the shares offered to the public in the initial public offering were new shares issued by the Company. Effective on December 8, 2021, the Company's shares have been listed on the Indonesia Stock Exchange ("IDX").

Based on the Extraordinary General Shareholders Meeting dated December 7, 2023, which was notarised by Notarial Deed No. 5 dated December 7, 2023, of Notary Dr. Susanti, S.H., M.Kn., the shareholders agreed to repurchase 1,425,000,000 ordinary shares of the Company through a transaction at the IDX (Notes 21 and 37).

Based on the Extraordinary General Shareholders Meeting dated April 10, 2025, which was notarised by Notarial Deed No. 2 dated April 10, 2025, of Notary Dr. Susanti, S.H., M.Kn., the shareholders agreed to repurchase 1,425,000,000 ordinary shares of the Company through a transaction at the IDX (Notes 21 and 37).

c. Parent and ultimate parent entity

PT Wahana Lancar Rejeki and PT Tancorp Surya Sentosa are the controlling shareholders of the Company. The ultimate beneficial owners of the Company are Wijono Tanoko, Hermanto Tanoko and Ruslan Tanoko.

1. UMUM (lanjutan)

d. Entitas anak yang dikonsolidasi

Pada tanggal 31 December 2025 dan 2024, Perusahaan memiliki entitas anak dengan kepemilikan efektif sebagai berikut:

1. GENERAL (continued)

d. Consolidated subsidiaries

As of December 31, 2025 and 2024, the Company has subsidiaries with effective percentage of ownership as follows:

Entitas Anak/ *Subsidiaries*	Domisili/ *Domicile*	Bidang Usaha/ *Nature of Business*	Dimulainya Kegiatan Komersial/ *Commencement of Commercial Operations*	Persentase Kepemilikan/ *Percentage of Ownership*		Jumlah Aset Sebelum Eliminasi/ *Total Assets Before Elimination*	
				2025	2024	2025	2024
Kepemilikan Langsung/ *Direct Ownership*							
PT Tirta Kencana Tatawarna ("PT TKTW")[a]	Surabaya	Perdagangan/*Trading*	2000	99,99%	99,99%	4,671,581	4,176,481
PT Solusi Rumah Praktis ("PT SRP")	Surabaya	Perdagangan dan jasa/ *Trading and service*	2018	99.99%	99.99%	678	1,066
PT Multipro Paint Indonesia ("PT MPI")	Jakarta	Perdagangan dan industri/ *Trading and industry*	2008	67.00%	67.00%	16,910	33,043
Kepemilikan Tidak Langsung/ *Indirect Ownership*							
Melalui PT TKTW/*Through PT TKTW*							
PT Tirtakencana Batamindo ("PT TKBI")	Batam	Perdagangan/*Trading*	2010	99,98%	99,98%	39,074	34,708

[a] dan entitas anak/*and subsidiaries*

e. Dewan Komisaris dan Direksi, Komite Audit dan karyawan

Susunan Dewan Komisaris dan Direksi pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

e. Boards of Commissioners and Directors, Audit Committee and employees

The compositions of the Company's Boards of Commissioners and Directors as of December 31, 2025 and 2024 are as follows:

	2025	2024	
Dewan Komisaris			***Board of Commissioners***
Komisaris Utama	Hermanto Tanoko	Hermanto Tanoko	*President Commissioner*
Komisaris Independen	Oscar Christian Maria Josef Wezenbeek	-	*Independent Commissioner*
Komisaris Independen	Mohammad Noor Rachman Soejoeti	Mohammad Noor Rachman Soejoeti	*Independent Commissioner*
Direksi			***Board of Directors***
Direktur Utama	Wijono Tanoko	Wijono Tanoko	*President Director*
Wakil Direktur Utama	Ruslan Tanoko	Ruslan Tanoko	*Vice President Director*
Direktur	Robert Christian Tanoko	Robert Christian Tanoko	*Director*
Direktur	Kurnia Hadi Sinanto	Kurnia Hadi Sinanto	*Director*
Direktur	Angelica Tanisia Jozar	Angelica Tanisia Jozar	*Director*

Susunan komite audit pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The members of Company's Audit Committee as of December 31, 2025 and 2024 are as follows:

	2025	2024	
Komite Audit			***Audit Committee***
Ketua	Mohammad Noor Rachman Soejoeti	Mohammad Noor Rachman Soejoeti	*Chairman*
Anggota	Sammy TS Lalamentik	Sammy TS Lalamentik	*Member*
Anggota	Wardiman Wijaya	Wardiman Wijaya	*Member*

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan dan Entitas Anaknya (secara bersama-sama disebut "Grup") memiliki masing-masing 1.292 dan 1.417 orang karyawan tetap (tidak diaudit).

As of December 31, 2025 and 2024, the Company and its Subsidiaries (collectively referred to herein as the "Group") has a total of 1,292 and 1,417 permanent employees, respectively (unaudited).

1. UMUM (lanjutan)

f. Tanggal penyelesaian laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini, sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang diselesaikan dan disetujui untuk diterbitkan oleh Direksi Perusahaan pada tanggal 24 Februari 2026.

1. GENERAL (continued)

f. Completion date of the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements, in accordance with Indonesian Financial Accounting Standards, which were completed and authorized for issuance by the Company's Directors on February 24, 2026.

2. PENERAPAN STANDAR BARU DAN REVISI

a. Amendemen/penyesuaian standar yang berlaku efektif pada tahun berjalan

Dalam tahun berjalan, Grup telah menerapkan sejumlah amendemen/penyesuaian PSAK yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2025. Penerapan atas PSAK revisi tidak mengakibatkan perubahan atas kebijakan akuntansi Grup dan tidak memiliki dampak material terhadap jumlah yang dilaporkan pada tahun berjalan atau tahun-tahun sebelumnya.

- PSAK 221 (Amendemen), "Pengaruh Perubahan Kurs Valuta Asing": Kekurangan Ketertukaran

  Amendemen ini mensyaratkan entitas untuk menerapkan pendekatan yang konsisten dalam menilai apakah suatu mata uang dapat ditukar dengan mata uang lain dan, jika tidak, dalam menentukan nilai tukar yang akan digunakan dan pengungkapan yang harus diberikan.

b. Standar dan amendemen/penyesuaian standar telah diterbitkan tapi belum diterapkan

Pada tanggal persetujuan laporan keuangan konsolidasian, standar dan amendemen-amendemen atas PSAK yang relevan bagi Grup, yang telah diterbitkan namun belum berlaku efektif, dengan penerapan dini diijinkan, adalah sebagai berikut:

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2026

- Amendemen PSAK 109, "Instrumen Keuangan" dan PSAK 107, "Instrumen Keuangan: Pengungkapan": Klasifikasi dan Pengukuran Instrumen Keuangan

2. ADOPTION OF NEW AND REVISED STANDARDS

a. Amendments/improvements to standards effective in the current year

In the current year, the Group has applied amendments/improvements to PSAK that are relevant to its operations and effective for accounting period beginning on or after January 1, 2025. The adoption of these revised PSAKs does not result in changes to the Group's accounting policies and has no material effect on the amounts reported for the current year or prior years.

- *PSAK 221 (Amendment), "The Effects of Changes in Foreign Exchange Rates": Lack of Exchangeability*

  This amendment requires an entity to apply a consistent approach to assessing whether a currency is exchangeable into another currency and, when it is not, to determining the exchange rate to use and the disclosures to provide.

b. Standards and amendments/improvements to standards issued not yet adopted

At the date of authorization of these consolidated financial statements, the following standards and amendments to PSAK relevant to the Group were issued but not yet effective, with early application permitted:

Effective for periods beginning on or after January 1, 2026

- *Amendments to PSAK 109, "Financial Instruments" and PSAK 107," Financial Instruments: Disclosure": Classification and Measurement of Financial Instrument*

2. PENERAPAN STANDAR BARU DAN REVISI (lanjutan)

b. Standar dan amendemen/penyesuaian standar telah diterbitkan tapi belum diterapkan (lanjutan)

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2026 (lanjutan)

- Amendemen PSAK 109, "Instrumen Keuangan" dan PSAK 107, "Instrumen Keuangan: Pengungkapan": Klasifikasi dan Pengukuran Instrumen Keuangan (lanjutan)

  Amendemen tersebut mengklarifikasi persyaratan yang terkait dengan tanggal penghentian pengakuan aset keuangan dan liabilitas keuangan, dengan pengecualian untuk penghentian pengakuan liabilitas keuangan yang diselesaikan melalui transfer elektronik; persyaratan untuk menilai karakteristik arus kas kontraktual dari aset keuangan, dengan panduan tambahan tentang penilaian fitur kontinjensi; dan karakteristik pinjaman *non-course* dan instrumen yang terkait secara kontraktual. Amendemen tersebut juga memperkenalkan persyaratan pengungkapan tambahan untuk instrumen ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan untuk instrumen keuangan dengan fitur kontinjensi.

- Penyesuaian Tahunan 2024 terhadap PSAK 107, "Instrumen Keuangan: Pengungkapan", PSAK 109, "Instrumen Keuangan", PSAK 110, "Laporan Keuangan Konsolidasian" dan PSAK 207, "Laporan Arus Kas"

  Penyesuaian tahunan ini terbatas pada amendemen yang mengklarifikasi susunan kata (*wording*) atau pembetulan minor atas konsekuensi yang tidak diintensikan, kekeliruan, atau persyaratan yang bertentangan dalam standar.

- PSAK 338 (Revisi 2025), Kombinasi Bisnis Entitas Sepengendali

  Perubahan utama dalam revisi ini mencakup pengecualian entitas investasi dari ruang lingkup PSAK 338, serta tambahan definisi bisnis alihan, entitas penerima, dan entitas pengalih. Revisi ini juga mencakup rujukan jumlah tercatat bisnis alihan dan penyajian informasi prakombinasi bisnis ketika terjadi ketidakpraktisan dalam penerapan metode penyatuan kepemilikan.

2. ADOPTION OF NEW AND REVISED STANDARDS (continued)

b. Standards and amendments/improvements to standards issued not yet adopted (continued)

Effective for periods beginning on or after January 1, 2026 (continued)

- *Amendments to PSAK 109, "Financial Instruments" and PSAK 107," Financial Instruments: Disclosure": Classification and Measurement of Financial Instrument (continued)*

  The amendments clarify the requirements related to the date of recognition and derecognition of financial assets and financial liabilities, with an exception for derecognition of financial liabilities settled via an electronic transfer; the requirements for assessing contractual cash flow characteristics of financial assets, with additional guidance on assessment of contingent features; and the characteristics of non-recourse loans and contractually linked instruments. The amendments also introduce additional disclosure requirements for equity instruments at fair value through other comprehensive income and for financial instruments with contingent features.

- *2024 Annual Improvements to PSAK 107, "Financial Instruments: Disclosures", PSAK 109, "Financial Instruments", PSAK 110, "Consolidated Financial Statements" and PSAK 207, "Statement of Cash Flows"*

  These annual improvements are limited to amendments that either clarify the wording or correct relatively minor unintended consequences, oversights or conflicts between requirements in the standards.

- *PSAK 338 (2025 Revision), Business Combinations of Entities under Common Control*

  The key changes introduced in this revision include the exclusion of investment entities from the scope of PSAK 338, as well as the addition of definitions for the transferred business, the receiving entity, and the transferring entity. This revision also includes references to the carrying amount of the transferred business and the presentation of pre-business combination information when the application of the pooling-of-interests method is impracticable.

2. PENERAPAN STANDAR BARU DAN REVISI (lanjutan)

b. Standar dan amendemen/penyesuaian standar telah diterbitkan tapi belum diterapkan (lanjutan)

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2027

- PSAK 118, "Penyajian dan Pengungkapan dalam Laporan Keuangan"

  PSAK 118 menggantikan PSAK 201, mempertahankan banyak prinsip yang ada tetapi secara signifikan mengubah cara entitas melaporkan "laba atau rugi operasional." PSAK ini menetapkan struktur yang jelas untuk laporan laba rugi dengan mengelompokkan pos-pos ke dalam kategori operasi, investasi, pembiayaan, pajak penghasilan, dan operasi yang dihentikan. Standar ini mewajibkan pengungkapan tertentu, termasuk ukuran kinerja tetapan manajemen (UKTM), yang memungkinkan investor memahami bagaimana pandangan manajemen atas kinerja keuangan perusahaan dan bagaimana ukuran tersebut dibandingkan dengan ukuran yang didefinisikan dalam PSAK 118.

  Meskipun PSAK 118 tidak memengaruhi pengakuan atau pengukuran pos-pos dalam laporan keuangan, dampaknya terhadap penyajian dan pengungkapan diperkirakan akan sangat luas, terutama yang berkaitan dengan laporan kinerja keuangan dan penyediaan UKTM dalam laporan keuangan.

  Manajemen saat ini sedang menilai secara rinci implikasi penerapan standar baru ini pada laporan keuangan konsolidasian Grup.

Sampai dengan tanggal penerbitan laporan keuangan konsolidasian, dampak dari penerapan standar dan amendemen tersebut terhadap laporan keuangan konsolidasian tidak dapat diketahui atau diestimasi oleh manajemen.

2. ADOPTION OF NEW AND REVISED STANDARDS (continued)

b. Standards and amendments/improvements to standards issued not yet adopted (continued)

Effective for periods beginning on or after January 1, 2027

- *PSAK 118, "Presentation and Disclosure in Financial Statements"*

  PSAK 118 supersedes PSAK 201, retaining many existing principles but significantly changing how entities report "operating profit or loss." It establishes a defined structure for the statement of profit or loss, categorising items into operating, investing, financing, income taxes and discontinued operations. The standard mandates specific disclosures, including management-defined performance measures (MPMs), allowing investors to understand management's view of the company's financial performance and how these measures compare to those defined in PSAK 118.

  Even though PSAK 118 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance and providing MPM within the financial statements.

  Management is currently assessing the detailed implications of applying the new standard on the Group's consolidated financial statements.

As at the issuance date of the consolidated financial statements, the effects of adopting these standard and amendments on the consolidated financial statements are not known nor reasonably estimable by management.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian PT Avia Avian Tbk dan Entitas Anaknya disusun berdasarkan Standar Akuntansi Keuangan di Indonesia dan Peraturan-Peraturan serta Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh Otoritas Jasa Keuangan ("OJK").

3. MATERIAL ACCOUNTING POLICY INFORMATION

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements of PT Avia Avian Tbk and its Subsidiaries have been prepared in accordance with Indonesian Financial Accounting Standards and the Regulations and Guidelines on Financial Statement Presentation and Disclosures issued by the Financial Services Authority (Otoritas Jasa Keuangan or "OJK").

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

a. Dasar penyusunan laporan keuangan konsolidasian (lanjutan)

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian adalah selaras dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian tanggal 31 Desember 2024, kecuali bagi penerapan beberapa SAK yang telah direvisi. Seperti diungkapkan dalam Catatan 2, beberapa standar akuntansi yang telah direvisi dan diterbitkan, diterapkan efektif tanggal 1 Januari 2025.

Grup telah menyusun laporan keuangan konsolidasian dengan dasar bahwa Grup akan terus mempertahankan kelangsungan usaha.

Laporan keuangan konsolidasian, kecuali untuk laporan arus kas konsolidasian, disusun berdasarkan dasar akrual dengan menggunakan konsep harga perolehan, kecuali properti dan instrumen keuangan tertentu yang diukur pada jumlah revaluasian atau nilai wajar yang dijelaskan dalam kebijakan akuntansi di bawah ini.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas-aktivitas operasi, investasi dan pendanaan.

Mata uang pelaporan yang digunakan dalam laporan keuangan konsolidasian adalah Rupiah, yang merupakan mata uang fungsional Grup.

b. Klasifikasi lancar/jangka pendek dan tidak lancar/jangka panjang

Grup menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tidak lancar atau jangka pendek/jangka panjang.

Suatu aset disajikan lancar bila:
i. diperkirakan akan direalisasi atau diintensikan untuk dijual atau digunakan dalam siklus operasi normal,
ii. untuk diperdagangkan,
iii. diperkirakan akan direalisasi dalam 12 bulan setelah tanggal pelaporan, atau kas atau setara kas kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam paling lambat 12 bulan setelah periode pelaporan.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

a. Basis of preparation of the consolidated financial statements (continued)

The accounting policies adopted in the preparation of the consolidated financial statements are consistent with those adopted in the preparation of the consolidated financial statements for the year ended December 31, 2024, except for the adoption of several amended SAKs. As disclosed in Note 2, several amended and published accounting standards were adopted effective January 1, 2025.

The Group has prepared the consolidated financial statements on the basis that it will continue to operate as a going concern.

The consolidated financial statements, except for the consolidated statement of cash flows, have been prepared on the accrual basis using the historical cost basis of accounting, except for certain properties and financial instruments that are measured at revalued amounts or fair values as explained in the related accounting policies below.

The consolidated statements of cash flows have been prepared using direct method which classify cash flows into operating, investing and financing activities.

The reporting currency used in the consolidated financial statements is Rupiah, which is the Group's functional currency.

b. Current and non-current classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification.

An asset is current when it is:
i. expected to be realized or intended to be sold or consumed in the normal operating cycle,
ii. held primarily for the purpose of trading,
iii. expected to be realized within 12 months after the reporting period, or cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

b. Klasifikasi lancar/jangka pendek dan tidak lancar/jangka panjang (lanjutan)

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

Suatu liabilitas disajikan sebagai jangka pendek bila:
i. diperkirakan akan dilunasi dalam siklus operasi normal,
ii. untuk diperdagangkan,
iii. telah jatuh tempo dan akan dilunasi dalam 12 bulan setelah tanggal pelaporan, atau
iv. tidak ada hak tanpa syarat untuk menangguhkan pelunasannya selama paling tidak 12 bulan setelah periode pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai jangka panjang.

Aset dan liabilitas pajak tangguhan diklasifikasikan sebagai aset tidak lancar dan liabilitas jangka panjang.

c. Prinsip-prinsip konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas yang dikendalikan secara langsung ataupun tidak langsung oleh Perusahaan. Kendali diperoleh bila Grup terekspos atau memiliki hak atas timbal balik hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk mempengaruhi timbal balik tersebut melalui kekuasaannya atas *investee*. Dengan demikian, *investor* mengendalikan *investee* jika dan hanya jika *investor* memiliki seluruh hal berikut ini:

i. Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi *investor* kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*,
ii. Eksposur atau hak atas timbal balik hasil variabel dari keterlibatannya dengan *investee*, dan
iii. Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil.

Bila Grup tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu *investee*, Grup mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan atas *investee*, termasuk:

i. Pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*,
ii. Hak yang timbul atas pengaturan kontraktual lain, dan
iii. Hak suara dan hak suara potensial yang dimiliki Grup.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

b. Current and non-current classification (continued)

All other assets are classified as non-current.

A liability is current when it is:
i. expected to be settled in the normal operating cycle,
ii. held primarily for the purpose of trading,
iii. due to be settled within 12 months after the reporting period, or
iv. there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

c. Principles of consolidation

The consolidated financial statements incorporate the financial statements of the Company and the entity in which the Company has the ability to directly or indirectly exercise control. Control is achieved when the Group are exposed, or have rights, to variable returns from its involvement with the investee and have the ability to affect those returns through its power over the investee. Thus, the Group control an investee if and only if the Group have all of the following:

i. Power over the investee, that is existing rights that give the Group current ability to direct the relevant activities of the investee,
ii. Exposure, or rights, to variable returns from its involvement with the investee, and
iii. The ability to use its power over the investee to affect its returns.

When the Group have less than a majority of the voting or similiar rights of an investee, the Group consider all relevant facts and circumstances in assessing whether it has power over an investee, including:

i. The contractual arrangement with the other vote holders of the investee,
ii. Rights arising from other contractual arrangements, and
iii. The Group's voting rights and potential voting rights.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Prinsip-prinsip konsolidasi (lanjutan)

Grup menilai kembali apakah mereka mengendalikan *investee* bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas entitas-entitas anak dimulai sejak Grup memperoleh pengendalian atas entitas anak dan berhenti pada saat Grup kehilangan pengendalian atas Perusahaan. Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Grup memperoleh kendali sampai tanggal Grup tidak lagi mengendalikan entitas anak tersebut.

Laporan keuangan entitas anak disusun dengan periode pelaporan yang sama dengan Perusahaan. Kebijakan akuntansi yang digunakan dalam penyajian laporan keuangan konsolidasian telah diterapkan secara konsisten oleh Grup, kecuali dinyatakan lain.

Kepentingan non-pengendali ("KNP") mencerminkan bagian atas laba atau rugi dan aset neto dari entitas anak yang tidak dapat diatribusikan, secara langsung maupun tidak langsung, pada Perusahaan, yang masing-masing disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan dalam ekuitas pada laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik Perusahaan.

Kepentingan non-pengendali pada awalnya dapat diukur sebesar nilai wajar atau bagian proporsional kepentingan non-pengendali atas nilai wajar aset neto teridentifikasi pihak yang diakuisisi. Pilihan pengukuran dibuat untuk masing-masing akuisisi. Kepentingan non-pengendali lain awalnya diukur sebesar nilai wajar. Setelah akuisisi, jumlah tercatat kepentingan non-pengendali adalah jumlah kepentingan tersebut pada pengakuan awal ditambah bagian kepentingan non-pengendali dari perubahan selanjutnya di ekuitas.

Seluruh laba rugi dan setiap komponen penghasilan komprehensif lain diatribusikan pada pemilik entitas induk dan pada kepentingan non-pengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit. Bila dipandang perlu, penyesuaian dilakukan terhadap laporan keuangan entitas anak untuk diselaraskan dengan kebijakan akuntansi Grup.

Seluruh saldo akun, transaksi, penghasilan dan beban antar perusahaan yang signifikan, dan laba atau rugi hasil transaksi dari intra Grup yang belum direalisasi dan dividen dieliminasi pada saat konsolidasi.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

c. Principles of consolidation (continued)

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtain the control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gain control until the date the Group cease to control the subsidiary.

The financial statements of the subsidiaries are prepared for the same reporting period as the Company. The accounting policies adopted in preparing the consolidated financial statements have been consistently applied by the Group, unless otherwise stated.

Non-controlling interests ("NCI") represents the portion of the profit or loss and net assets of the subsidiary not attributable directly or indirectly to the Company, which are presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position, respectively, separately from the corresponding portion attributable to the owner of the Company.

Non-controlling interest may initially be measured at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Other non-controlling interests are initially measured at fair value. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

Profit or loss and each component of other comprehensive income are attributed to the equity holders of the parent of the Company and to the non-controlling interests ("NCI"), even if this results in the NCI having deficit balance. When necessary, adjustments are made to the financial statements of subsidiary to bring their accounting policies into the line with the Group accounting policies.

All intra and inter-group balances, transactions, income and expenses, and unrealized profits and losses resulting from intra-group transactions and dividends are eliminated on consolidations.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Prinsip-prinsip konsolidasi (lanjutan)

Perubahan dalam bagian kepemilikan entitas induk terhadap entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas. Bila kehilangan pengendalian atas suatu entitas anak, maka Perusahaan menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas dan komponen lain dari ekuitas terkait, sementara rugi atau laba yang dihasilkan diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

Transaksi perubahan nilai investasi pada Entitas Anak yang timbul dari penerbitan saham baru oleh Entitas Anak kepada Perusahaan dicatat pada akun "Selisih transaksi perubahan ekuitas Entitas Anak dan dampak transaksi dengan kepentingan non-pengendali" sebagai bagian dari "Ekuitas" pada laporan posisi keuangan konsolidasian.

d. Kombinasi bisnis

Kombinasi bisnis dicatat menggunakan metode akuisisi. Imbalan yang dialihkan dalam suatu kombinasi bisnis diukur pada nilai wajar, yang dihitung sebagai hasil penjumlahan dari nilai wajar tanggal akuisisi atas seluruh aset yang dialihkan oleh Grup, liabilitas yang diakui oleh Grup kepada pemilik sebelumnya dari pihak yang diakuisisi dan kepentingan ekuitas yang diterbitkan oleh Grup dalam pertukaran pengendalian dari pihak yang diakuisisi. Biaya akuisisi yang terjadi dibiayakan dan dicatat sebagai beban pada tahun berjalan.

Pada tanggal akuisisi, aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih diakui pada nilai wajar, kecuali untuk:

- aset atau liabilitas pajak tangguhan yang berkaitan dengan pengaturan imbalan kerja diakui dan diukur masing-masing berdasarkan PSAK 212, "Pajak Penghasilan", dan PSAK 219, "Imbalan Kerja";
- instrumen liabilitias atau ekuitas yang berkaitan dengan perjanjian pembayaran berbasis saham dari pihak yang diakuisisi atau pengaturan pembayaran berbasis saham Grup yang dibuat untuk menggantikan pengaturan pembayaran berbasis saham dari pihak yang mengakuisisi diukur berdasarkan PSAK 102, "Pembayaran Berbasis Saham", pada tanggal akuisisi; dan
- aset (atau kelompok lepasan) yang diklasifikasikan sebagai yang dimiliki untuk dijual berdasarkan PSAK 105, "Aset tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan", diukur sesuai dengan standar tersebut.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

c. Principles of consolidation (continued)

A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Company loss control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, NCI and other component of equity, while any resulting gain or loss is recognized in the profit or loss. Any investment retained is recognized at fair value.

Change of carrying value of investment transaction which derived from the issuance of new shares of Subsidiary to the Company is recorded as "Differences arising from changes in equity of Subsidiary and effect of transactions with non-controlling interest" account which is presented under the "Equity" account in the consolidated statement of financial position.

d. Business combination

Business combinations are accounted for using acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree, and the equity interests issued by the Group in exchange for control of the acquiree. The acquisition-related costs incurred are expensed in the current year.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognized at their fair value, except that:

- *deferred tax assets or liabilities and assets or liabilities related to employee benefit arrangements are recognized and measured in accordance with PSAK 212, "Income Taxes", and PSAK 219, "Employee Benefits", respectively;*
- *liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangements of the acquirer are measured in accordance with PSAK 102, "Share-based Payment", at the acquisition date; and*
- *assets (or disposal groups) that are classified as held for sale in accordance with PSAK 105, "Non-current Assets Held for Sale and Discontinued Operations", and are measured inaccordance with that standard.*

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

d. Kombinasi bisnis (lanjutan)

Selisih lebih antara penjumlahan imbalan yang dialihkan dan jumlah yang diakui untuk kepentingan non-pengendali dan nilai wajar kepentingan ekuitas yang sebelumnya dimiliki oleh pihak pengakuisisi pada pihak diakuisisi (jika ada) atas jumlah neto pada tanggal akuisisi atas aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih pada tanggal akuisisi dicatat sebagai *goodwill*.

Jika nilai wajar aset neto yang diperoleh melebihi jumlah gabungan imbalan yang dialihkan, Grup menilai kembali apakah telah mengidentifikasi dengan tepat seluruh aset yang diperoleh dan seluruh liabilitas yang diambil alih dan menelaah prosedur yang digunakan untuk mengukur jumlah yang akan diakui pada tanggal akuisisi. Jika penilaian kembali masih menghasilkan selisih lebih nilai wajar aset neto yang diperoleh atas jumlah gabungan imbalan yang dialihkan, maka keuntungan diakui dalam laba rugi sebagai keuntungan pembelian dengan diskon.

Bila imbalan yang dialihkan oleh Grup dalam suatu kombinasi bisnis termasuk aset atau liabilitas yang berasal dari pengaturan imbalan kontinjensi (*contingent consideration arrangement*), imbalan kontinjensi tersebut diukur pada nilai wajar pada tanggal akuisisi dan termasuk sebagai bagian dari imbalan yang dialihkan dalam suatu kombinasi bisnis. Perubahan dalam nilai wajar atas imbalan kontinjensi yang memenuhi syarat sebagai penyesuaian periode pengukuran disesuaikan secara retrospektif, dengan penyesuaian terkait terhadap *goodwill*. Penyesuaian periode pengukuran adalah penyesuaian yang berasal dari informasi tambahan yang diperoleh selama periode pengukuran (yang tidak melebihi satu tahun sejak tanggal akuisisi) tentang fakta-fakta dan kondisi yang ada pada tanggal akuisisi.

Perlakuan akuntansi selanjutnya untuk perubahan nilai wajar dari imbalan kontinjensi yang tidak memenuhi syarat sebagai penyesuaian periode pengukuran tergantung pada bagaimana imbalan kontinjensi diklasifikasikan. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali pada setiap tanggal pelaporan dan penyelesaian selanjutnya diperhitungkan dalam ekuitas.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

d. Business combination (continued)

The excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interest and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed is recorded as goodwill.

If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognized at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognized in profit or loss as a gain from bargain purchase.

When the consideration transferred by the Group in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition date fair value and included as part of the consideration transferred in a business combination. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the measurement period (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

d. Kombinasi bisnis (lanjutan)

Imbalan kontinjensi yang diklasifikasikan sebagai aset atau liabilitas yang merupakan instrumen keuangan dan termasuk dalam ruang lingkup PSAK 109 diukur pada nilai wajar dengan perubahan atas nilai wajar diakui dalam laba rugi sesuai dengan PSAK 109. Imbalan kontinjensi lain yang tidak termasuk dalam ruang lingkup PSAK 109 diukur pada nilai wajar pada setiap tanggal pelaporan dengan perubahan atas nilai wajar diakui dalam laba rugi.

Bila suatu kombinasi bisnis dilakukan secara bertahap, kepemilikan terdahulu Grup atas pihak diakuisisi diukur kembali ke nilai wajar pada tanggal akuisisi dan keuntungan atau kerugian dihasilkan, jika ada, diakui dalam laba rugi. Jumlah yang berasal dari kepemilikan sebelum tanggal akuisisi yang sebelumnya telah diakui dalam penghasilan komprehensif lain direklasifikasi ke laba rugi dimana perlakuan tersebut akan sesuai jika kepemilikan tersebut dilepas/dijual.

Jika akuntansi awal untuk kombinasi bisnis belum selesai pada akhir periode pelaporan saat kombinasi terjadi, Grup melaporkan jumlah sementara untuk pos-pos yang proses akuntansinya belum selesai dalam laporan keuangannya. Selama periode pengukuran, pihak pengakuisisi menyesuaikan secara retrospektif, aset atau liabilitas tambahan yang diakui, untuk mencerminkan informasi baru yang diperoleh tentang fakta dan keadaan yang ada pada tanggal akuisisi dan, jika diketahui, akan berdampak pada jumlah yang diakui pada tanggal tersebut.

e. Kombinasi bisnis entitas sepengendali

Kombinasi bisnis antara entitas sepengendali diperlakukan sesuai dengan PSAK 338, "Kombinasi Bisnis Entitas Sepengendali". Berdasarkan PSAK ini, transaksi kombinasi bisnis entitas sepengendali, berupa pengalihan bisnis yang dilakukan dalam rangka reorganisasi entitas-entitas yang berada di dalam suatu Grup yang sama, bukan merupakan perubahan kepemilikan dalam arti substansi ekonomi, sehingga transaksi tersebut tidak menimbulkan laba atau rugi bagi Grup secara keseluruhan ataupun bagi entitas individu dalam Grup tersebut.

Kombinasi bisnis sepengendali dicatat dengan menggunakan metode penyatuan kepemilikan.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

d. Business combination (continued)

Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of PSAK 109 is measured at fair value with the changes in fair value recognized in profit or loss in accordance with PSAK 109. Other contingent consideration that is not within the scope of PSAK 109 is measured at fair value at each reporting date with changes in fair value recognized in profit or loss.

When a business combination is achieved in stages, the Group's previously held equity interests in the acquired entity are remeasured to its acquisition-date fair value and the resulting gain or loss, if any, is recognized in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognized in other comprehensive income are reclassified to profit or loss where such treatment would be appropriate if that interests were disposed of.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted retrospectively during the measurement period, or additional assets or liabilities are recognized, to reflect new information obtained about facts and circumstances that existed as at the acquisition date that, if known, would have affected the amount recognized as at that date.

e. Business combination of entities under common control

Business combination involving entities under common control is accounted in accordance with PSAK 338, "Business Combination of Entities Under Common Control". Under this PSAK, business combination of entities under common control transactions, such as transfers of business conducted within the framework of the reorganization of the entities that are in the same group, is not a change of ownership in terms of economic substance, hence, the transaction does not result in a gain or loss for the Group as a whole or for individual entities within the Group.

Business combinations under common control are accounted for using the pooling-of-interests method.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

e. Kombinasi bisnis entitas sepengendali (lanjutan)

Metode penyatuan kepemilikan diterapkan seolah-olah entitas-entitas tersebut telah bergabung sejak periode dimana entitas yang bergabung berada dalam sepengendalian. Selisih antara imbalan yang dialihkan dan nilai tercatat aset neto pihak yang diakuisisi disajikan dalam "tambahan modal disetor" dan tidak direklasifikasi ke laba rugi atau direklasifikasi ke saldo laba ketika pengendalian hilang.

f. Investasi pada ventura bersama

Pengaturan bersama diklasifikasikan sebagai operasi bersama atau ventura bersama bergantung pada hak dan kewajiban kontraktual para *investor* bukan struktur hukum dari pengaturan bersama. Grup telah menilai sifat dari pengaturan bersama dan menentukan pengaturan tersebut sebagai ventura bersama. Ventura bersama dicatat menggunakan metode ekuitas.

Sesuai metode ekuitas, investasi pada ventura bersama pada awalnya dicatat pada biaya perolehan dan selanjutnya disesuaikan untuk mengakui bagian investor atas laba rugi pasca akuisisi dari pihak yang diakuisisi atas laba rugi, dan bagiannya atas pergerakan penghasilan komprehensif lainnya dari pihak yang diakuisisi atas penghasilan komprehensif lainnya.

Dividen yang diterima atau yang akan diterima dari ventura bersama diakui sebagai pengurang jumlah tercatat investasi.

Jika bagian Grup atas kerugian ventura bersama sama dengan atau melebihi kepentingannya pada ventura bersama, termasuk piutang tanpa agunan, Grup menghentikan pengakuan bagian kerugiannya, kecuali Grup memiliki kewajiban legal atau konstruktif atau melakukan pembayaran atas nama ventura bersama.

Keuntungan dan kerugian yang belum direalisasi atas transaksi antara Grup dan ventura bersama telah dieliminasi sebesar kepemilikan Grup pada ventura bersama tersebut.

Setiap akhir periode pelaporan, Grup mengevaluasi apakah terdapat bukti objektif bahwa investasi pada ventura bersama mengalami penurunan nilai.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

e. Business combination of entities under common control (continued)

The pooling-of-interest method is applied as if the entities had been combined from the period when the merging entities were placed under common control. The difference between the consideration transferred and the book value of the net assets of the acquiree is presented under "additional paid-in capital" and is not recycled to profit or loss nor reclassified to retained earnings when control is lost.

f. Investment in joint ventures

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor rather than the legal structure of the joint arrangement. Group has assessed the nature of its joint arrangements and determined them to be joint ventures. A joint venture is accounted for using the equity method.

Under the equity method, the investment in a joint venture is initially recognised at cost and adjusted thereafter to recognise the investor's share of the post-acquisition profits or losses of the investee in profit or loss, and its share of movements in other comprehensive income of the investee in other comprehensive income.

Dividends received or receivable from a joint venture are recognised as a reduction in the carrying amount of the investment.

When the Group's share of losses in a joint venture equals or exceeds its interest in the joint ventures, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the joint venture.

Unrealised gains and losses on transactions between the Group and a joint venture have been eliminated to the extent of the Group's interest in the joint venture.

At the end of each reporting period, the Group assesses whether there is objective evidence that investment in a joint venture is impaired.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

g. Transaksi dan saldo dalam mata uang asing

g. Foreign currency transactions and balances

Transaksi dalam mata uang asing dicatat berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada tanggal laporan, aset dan liabilitas moneter dalam mata uang asing disesuaikan ke dalam Rupiah berdasarkan kurs rata-rata Bank Indonesia yang berlaku pada tanggal tersebut. Laba atau rugi kurs yang terjadi, dikreditkan atau dibebankan pada laba rugi tahun berjalan.

Transactions involving foreign currencies are recorded at the rates of exchange prevailing at the time the transactions are made. At reporting date, monetary assets and liabilities denominated in foreign currencies are adjusted to Rupiah based on the average rates of exchange published by Bank Indonesia at that date. The resulting gains or losses are credited or charged to the current year operations.

Pada tanggal 31 Desember 2025 dan 2024, kurs tengah yang diterbitkan Bank Indonesia mata uang asing yang digunakan adalah sebagai berikut:

As of December 31, 2025 and 2024, the middle rates published by Bank Indonesia of foreign currencies used are as follows:

	2025	**2024**	
1 Dolar Amerika Serikat (“Dolar AS”)	16,782	16,162	*United States Dollar 1 (“US Dollar”)*
1 Yuan China (“CNY”)	2,401	2,214	*Chinese Yuan 1 (“CNY”)*
1 Dolar Singapura (“SGD”)	13,069	11,919	*Singapore Dollar 1 (“SGD”)*
1 Euro (“Euro”)	19,753	16,851	*Euro 1 (“Euro”)*
1 Poundsterling Inggris (“GBP”)	22,666	20,333	*Great Britain Poundsterling 1 (“GBP”)*

h. Transaksi dengan pihak-pihak berelasi

h. Transactions with related parties

Grup memiliki transaksi dengan pihak berelasi sebagaimana yang didefinisikan dalam PSAK 224 “Pengungkapan Pihak-pihak Berelasi”.

The Group has transactions with related parties as defined under PSAK 224 “Related Party Disclosures”.

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak.

The transactions are made based on terms agreed by the parties.

Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan.

All material transactions and balances with related parties are disclosed in the relevant notes to the consolidated financial statements.

i. Instrumen keuangan

i. Financial instruments

Instrumen keuangan adalah setiap kontrak yang menimbulkan aset keuangan pada satu entitas dan liabilitas keuangan atau instrumen ekuitas pada entitas lain.

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Aset keuangan dan liabilitas keuangan diakui pada laporan posisi keuangan konsolidasian pada saat Grup menjadi salah satu pihak dalam ketentuan kontraktual instrumen tersebut.

Financial assets and financial liabilities are recognized on the consolidated statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

i. Instrumen keuangan (lanjutan)

(i) Aset keuangan

Pengakuan dan pengukuran awal

Grup mengklasifikasikan aset keuangan dalam kategori berikut ini:

(i) aset keuangan diukur pada biaya perolehan diamortisasi;
(ii) aset keuangan diukur pada nilai wajar melalui laba rugi ("FVTPL"); dan
(iii) aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain ("FVTOCI").

Klasifikasi ini tergantung pada model bisnis Grup dan persyaratan kontraktual arus kas - apakah penentuan arus kasnya semata-mata dari pembayaran pokok dan bunga.

Grup menentukan klasifikasi aset keuangan pada pengakuan awal. Untuk investasi pada instrumen utang, hal ini akan bergantung pada model bisnis dimana investasi tersebut diadakan. Grup mereklasifikasi investasi pada instrumen utang jika dan hanya jika model bisnis untuk mengelola aset tersebut berubah.

Grup memiliki aset keuangan yang diukur pada biaya perolehan diamortisasi, yang terdiri dari kas dan setara kas, kas di bank dan deposito berjangka yang dibatasi penggunaannya, deposito berjangka, piutang usaha, piutang lain-lain, dan investasi pada surat utang jangka panjang, aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain, yang terdiri dari investasi pada surat utang negara, investasi saham, dan aset keuangan yang diukur pada nilai wajar melalui laba rugi, yang terdiri dari investasi reksa dana.

- Aset keuangan diukur pada biaya perolehan diamortisasi

  Klasifikasi ini berlaku untuk instrumen utang yang dikelola dalam model bisnis "dimiliki untuk mendapatkan arus kas" dan memiliki arus kas yang memenuhi kriteria "semata-mata dari pembayaran pokok dan bunga".

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

i. Financial instruments (continued)

(i) Financial assets

Initial recognition and measurement

The Group classifies its financial assets into the following categories.

(i) financial assets at amortised cost;
(ii) financial assets at fair value through profit or loss ("FVTPL"); and
(iii) financial assets at fair value through other comprehensive income ("FVTOCI").

The classification depends on the Group's business model and the contractual terms of the cash flows when determining whether their cash flows are solely payment of principal and interest.

The Group determines the classification of its financial assets at initial recognition. For investments in debt instruments, this will depend on the business model in which the investment is held. The Group reclassifies investments in debt instruments when and only when its business model for managing those assets changes.

The Group has financial assets measured at amortised costs, which comprise cash and cash equivalents, restricted cash in bank and time deposits, time deposit, trade receivables, other receivables, and long-term debt investment, financial assets measured at fair value through other comprehensive income, which comprise of investment in government bonds, investment in shares of stock, and financial assets measured at fair value through profit or loss, which comprise of investment in mutual funds.

- *Financial assets at amortised cost*

  This classification applies to debt instruments which are held under a "hold to collect" business model and which have cash flows that meet the "solely payments of principal and interest" ("SPPI") criteria.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

i. Instrumen keuangan (lanjutan)

(i) Aset keuangan (lanjutan)

Pengakuan dan pengukuran awal (lanjutan)

- Aset keuangan diukur pada biaya perolehan diamortisasi (lanjutan)

  Pada pengakuan awal, aset keuangan yang tidak memiliki komponen pendanaan yang signifikan, diakui sebesar harga transaksi. Aset keuangan lainnya awalnya diakui sebesar nilai wajar dikurangi biaya transaksi yang terkait. Aset keuangan ini selanjutnya diukur sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif. Keuntungan atau kerugian pada penghentian atau modifikasi aset keuangan yang dicatat yang dicatat pada biaya perolehan diamortisasi diakui pada laba rugi.

- Aset keuangan diukur pada FVTOCI

  Klasifikasi ini berlaku untuk instrumen utang yang dikelola dengan model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual dan menjual dan di mana arus kasnya memenuhi kriteria "semata-mata dari pembayaran pokok dan bunga".

  Perubahan nilai wajar aset keuangan ini dicatat pada penghasilan komprehensif lain, kecuali pengakuan keuntungan atau kerugian penurunan nilai, pendapatan bunga (termasuk biaya transaksi menggunakan metode EIR), keuntungan atau kerugian yang timbul dari penghentian dan keuntungan dan kerugian dari selisih kurs diakui pada laba rugi. Ketika aset keuangan dihentikan, keuntungan atau kerugian nilai wajar kumulatif yang sebelumnya diakui pada penghasilan komprehensif lain direklasifikasi pada laba rugi.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

i. Financial instruments (continued)

(i) Financial assets (continued)

Initial recognition and measurement (continued)

- *Financial assets at amortised cost (continued)*

  At initial recognition, financial assets that do not have a significant financing component are recognised at their transaction price. Other financial assets are initially recognised at fair value less related transaction costs. They are subsequently measured at amortised cost using the effective interest method. Any gains or losses on derecognition or modification of a financial asset held at amortised cost are recognised in profit or loss.

- *Financial assets at FVTOCI*

  This classification applies to debt instruments that are held under a business model where they are held for collection of contractual cash flows and also for sale ("collect and sell") and which have cash flows that meet the "solely payments of principal and interest" criteria.

  All movements in the fair value of these financial assets are taken through other comprehensive income, except for the recognition of impairment gains or losses, interest (including transaction costs by revenue applying the effective interest method), gains or losses arising on derecognition and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative fair value gains or losses previously recognised in other comprehensive income is reclassified to profit or loss.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

i. Instrumen keuangan (lanjutan)

(i) Aset keuangan (lanjutan)

Pengakuan dan pengukuran awal (lanjutan)

- Aset keuangan diukur pada FVTPL

  Aset yang tidak memenuhi kriteria untuk biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain diukur pada nilai wajar melalui laporan laba rugi. Keuntungan atau kerugian dari investasi reksa dana yang selanjutnya diukur pada nilai wajar melalui laporan laba rugi dan bukan merupakan bagian dari hubungan lindung nilai, diakui dalam laporan laba rugi dan disajikan bersih dalam laporan laba rugi di dalam keuntungan/(kerugian) lainnya dalam periode kemunculannya.

Penghentian pengakuan

Aset keuangan dihentikan pengakuannya ketika:

- hak untuk menerima arus kas dari aset telah kedaluwarsa; atau

- Grup telah mengalihkan haknya untuk menerima arus kas dari aset atau telah mengasumsikan kewajiban untuk membayar arus kas yang diterima secara penuh tanpa penundaan material kepada pihak ketiga berdasarkan pengaturan '*pass-through*'; dan salah satu (a) Grup telah mengalihkan secara substansial semua risiko dan manfaat aset, atau (b) Grup tidak mengalihkan atau memiliki secara substansial seluruh risiko dan manfaat aset, tetapi telah mengalihkan pengendalian aset.

Penurunan nilai

Grup menilai berdasarkan basis *forward looking* untuk mengukur kerugian kredit ekspektasian ("ECL") terhadap aset keuangan yang diukur pada biaya perolehan diamortisasi dan dan nilai wajar melalui penghasilan komprehensif lain. Metode penurunan nilai dilakukan dengan mempertimbangkan apakah risiko kredit telah meningkat secara signifikan.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

i. Financial instruments (continued)

(i) Financial assets (continued)

Initial recognition and measurement (continued)

- *Financial assets at FVTPL*

  Assets that do not meet the criteria for amortised cost or FVTOCI are measured at fair value through profit or loss. A gain or loss on investment in mutual funds that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss and presented net in the statement of profit or loss within other gains/(losses) in the period in which it arises.

Derecognition

A financial asset is derecognised when:

- *the rights to receive cash flows from the asset have expired; or*

- *the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

Impairment

The Group assesses on a forward-looking basis, the expected credit losses ("ECL") associated with its financial assets carried at amortised cost and FVTOCI. The impairment method applied depends on whether there has been a significant increase in credit risk.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

i. Instrumen keuangan (lanjutan)

(i) Aset keuangan (lanjutan)

Penurunan nilai (lanjutan)

Pada setiap periode pelaporan, Grup menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Grup menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah ECL. Dalam melakukan penilaian, Grup membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi yang tersedia pada saat tanggal pelaporan terkait dengan kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

Untuk piutang usaha dan piutang lain-lain tanpa komponen pendanaan yang signifikan, Grup menerapkan pendekatan yang disederhanakan yang diizinkan oleh PSAK 109, yang mensyaratkan ekspektasi kerugian seumur hidup harus diakui sejak pengakuan awal aset keuangan.

Grup menganggap aset keuangan gagal bayar ketika pembayaran kontraktual telah lewat 90 hari. Namun, dalam kasus tertentu, Grup juga dapat mempertimbangkan aset keuangan mengalami gagal bayar ketika informasi internal atau eksternal menunjukkan bahwa Grup tidak mungkin menerima jumlah kontraktual yang terutang secara penuh sebelum memperhitungkan setiap peningkatan kredit yang dimiliki oleh Grup. Aset keuangan dihapuskan jika tidak ada ekspektasi yang wajar untuk memulihkan arus kas kontraktual.

Kas dan setara kas dan investasi jangka pendek juga tunduk pada persyaratan penurunan nilai PSAK 109. ECL didasarkan pada rating kredit bank untuk mengestimasi kemungkinan gagal bayar selama jangka waktu tertentu dan menggunakan referensi Basel II yang digunakan secara umum untuk mengestimasi kerugian yang muncul dari gagal bayar.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

i. Financial instruments (continued)

(i) Financial assets (continued)

Impairment (continued)

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of ECL. To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions, that is indicative of significant increases in credit risk since initial recognition.

For trade receivables and other receivables without significant financing components, the Group applies the simplified approach permitted by PSAK 109, which requires expected lifetime losses to be recognised from the initial recognition of the financial assets.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Cash and cash equivalents and short-term investments are also subject to impairment requirements of PSAK 109. The ECL rates are based on the bank's credit rating to estimate the probability of default over a given time horizon and utilise the commonly used Basel II reference to estimate the losses arising on default.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

i. Instrumen keuangan (lanjutan)

(ii) Liabilitas keuangan

Liabilitas keuangan diklasifikasikan sebagai berikut: liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi dan liabilitas keuangan yang diukur pada biaya perolehan diamortisasi.

Pada tanggal 31 Desember 2025 dan 2024, Grup hanya memiliki liabilitas keuangan yang diukur sebesar biaya perolehan diamortisasi, yang terdiri dari pinjaman bank jangka pendek, utang usaha, utang lain-lain, beban akrual, liabilitas sewa, dan uang jaminan pelanggan.

Setelah pengakuan awal, yaitu pada nilai wajar ditambah biaya transaksi, Grup mengukur seluruh liabilitas keuangan pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Liabilitas keuangan tidak diakui ketika liabilitas keuangan telah dilepaskan atau dibatalkan.

(iii) Saling hapus instrumen keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan dan jumlah netonya dilaporkan pada laporan posisi keuangan ketika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya niat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Hak saling hapus tidak kontinjen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Grup atau pihak lawan.

j. Kas dan setara kas

Pada laporan arus kas konsolidasian, kas dan setara kas termasuk kas, kas di bank, dan deposito berjangka yang jatuh tempo dalam jangka waktu tiga bulan atau kurang sejak tanggal perolehan, yang tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya dan cerukan. Setara kas didefinisikan sebagai investasi jangka pendek dan sangat likuid yang dapat dikonversi ke sejumlah kas yang telah diketahui dan tidak memiliki risiko perubahan nilai yang signifikan. Pada laporan posisi keuangan konsolidasian, cerukan disajikan bersama sebagai pinjaman bank dalam liabilitas jangka pendek.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

i. Financial instruments (continued)

(ii) Financial liabilities

Financial liabilities are classified as follows: financial liabilities at fair value through profit or loss and financial liabilities at amortised cost.

As of December 31, 2025 and 2024, the Group only had financial liabilities measured at amortised cost, which comprise short-term bank loans, trade payables, other payables, accrued expenses, lease liabilities and customer guarantee.

After initial recognition which is at fair value plus transaction costs, the Group measures all financial liabilities at amortised cost using the effective interest method. A financial liability is derecognised when the obligation under the liability is discharged or cancelled.

(iii) Offsetting of financial instruments

Financial assets and liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default in solvency or bankruptcy of the Group or the counterparty.

j. Cash and cash equivalents

In the consolidated statement of cash flows, cash and cash equivalents consist of cash on hand, cash in banks, and time deposits with original maturity periods of three months or less since the acquisition date, which are not pledged as collateral nor restricted for use and bank overdrafts. Cash equivalents are defined as short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value. In the consolidated statement of financial position, bank overdraft is shown within bank loans in current liabilities.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

j. Kas dan setara kas (lanjutan)

Deposito berjangka dengan jangka waktu lebih dari 3 (tiga) bulan sampai 12 (dua belas) bulan disajikan sebagai investasi jangka pendek dalam laporan posisi keuangan konsolidasian.

k. Piutang usaha dan piutang lain-lain

Piutang usaha merupakan jumlah yang terutang dari pelanggan atas penjualan barang dagangan atau jasa dalam kegiatan usaha normal. Piutang lain-lain merupakan saldo piutang yang timbul dari transaksi di luar kegiatan usaha biasa.

Piutang usaha dan piutang lain-lain pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode suku bunga efektif, apabila dampak pendiskontoan signifikan, dikurangi provisi atas penurunan nilai.

Jika piutang diperkirakan dapat ditagih dalam waktu satu tahun atau kurang (atau dalam siklus operasi normal jika lebih panjang), piutang diklasifikasikan sebagai aset lancar. Jika tidak, piutang disajikan sebagai aset tidak lancar.

Grup menerapkan pendekatan yang disederhanakan menurut PSAK 109 untuk mengukur ECL yang menggunakan kerugian seumur hidup untuk semua piutang usaha dan piutang lain-lain. Untuk mengukur ECL, piutang usaha dan piutang lain-lain dikelompokkan berdasarkan karakteristik risiko kredit bersama dan piutang yang telah lewat jatuh tempo.

Lihat Catatan 3i untuk penurunan nilai aset keuangan, termasuk piutang usaha dan piutang lain-lain.

Jumlah kerugian penurunan nilai diakui laba rugi. Ketika piutang yang mana cadangan penurunan nilai nya telah diakui menjadi tidak dapat terkoleksi di periode selanjutnya, piutang tersebut dihapus-bukukan terhadap akun pencadangan nya. Pemulihan kemudian atas jumlah yang sebelumnya dihapus-bukukan dikreditkan terhadap laba rugi.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

j. Cash and cash equivalents (continued)

Time deposits with maturity period more than 3 (three) months up to 12 (twelve) months are presented as short-term investments in the consolidated statement of financial position.

k. Trade and other receivables

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. Other receivables are receivables arising from transactions outside of the ordinary course of business.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, if the impact of discounting is significant, less any provision for impairment.

If collection of the receivables is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

The Group applies the PSAK 109 simplified approach to measure ECL which uses a lifetime ECL for all trade and other receivables. To measure the ECL, trade and other receivables have been grouped based on shared credit risk characteristics and the receivables days past due.

Refer to Note 3i for impairment of financial assets, including trade and other receivables.

The amount of the impairment loss is recognised in profit or loss. When a receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written-off are credited against profit or loss.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

l. Persediaan

Persediaan dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan dan nilai realisasi neto.

Harga perolehan ditentukan dengan menggunakan metode rata-rata tertimbang. Harga perolehan barang jadi dan pekerjaan dalam proses terdiri dari bahan baku, tenaga kerja langsung, biaya langsung lainnya dan biaya overhead produksi (berdasarkan kapasitas normal operasi). Persediaan tidak mencakup biaya pinjaman. Nilai realisasi neto adalah estimasi harga penjualan dalam kegiatan usaha biasa, dikurangi estimasi biaya penyelesaian dan estimasi biaya yang dibutuhkan untuk melakukan penjualan.

Penyisihan untuk persediaan lambat bergerak dan usang dibuat berdasarkan telaah manajemen setiap akhir tahun.

l. Inventories

Inventories are stated at the lower of cost or net realisable value.

Cost is determined using the weighted average method. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). It excludes borrowing costs. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

A provision for slow-moving inventories and obsolescence is made based on management's review at the end of the year.

m. Aset tetap

Aset tetap pada awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan agar aset siap digunakan sesuai maksud manajemen. Biaya perolehan tersebut juga termasuk estimasi awal atas biaya pembongkaran dan pemindahan aset tetap dan pemulihan lokasi dan biaya untuk mengganti komponen dari aset tetap pada saat penggantian, bila kriteria pengakuan terpenuhi.

Setelah pengakuan awal, aset tetap dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan kerugian penurunan nilai, jika ada.

Aset tetap, kecuali tanah, didepresiasi menggunakan metode garis lurus berdasarkan estimasi masa manfaat aset tetap dengan tahun sebagai berikut:

m. Fixed assets

Fixed assets are initially recognised at cost, which comprises its purchase price and any additional costs directly attributable to bringing the asset to its working condition and location for its intended use. Such cost also includes the initial estimation of the costs of dismantling and removing the fixed assets and restoring the sites and the cost of replacing part of such fixed assets when that cost is incurred, if the recognition criteria are met.

Subsequent to initial recognition, fixed assets are carried at cost less accumulated depreciation and impairment losses, if any.

Fixed assets, except land, are depreciated using the straight-line method over their expected economic useful lives at the following years:

	Tahun/*Years*	
Bangunan dan prasarana	10 - 30	*Buildings and improvements*
Mesin dan peralatan	4 - 25	*Machinery and equipment*
Instalasi listrik	4 - 20	*Electricity installations*
Kendaraan	4 - 10	*Vehicles*
Peralatan kantor	4 - 15	*Office equipment*

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

m. Aset tetap (lanjutan)

Biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan aset tanah. Biaya pengurusan perpanjangan atau pembaharuan legal hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak atau umur ekonomis tanah, mana yang lebih pendek.

Grup menganalisis fakta dan keadaan untuk masing-masing jenis hak atas tanah dalam menentukan akuntansi untuk masing-masing hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat suatu kejadian atau transaksi ekonomik yang mendasarinya. Jika hak atas tanah tersebut tidak mengalihkan pengendalian atas aset pendasar kepada Grup, melainkan mengalihkan hak untuk menggunakan aset pendasar, Grup menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK 116, "Sewa". Jika hak atas tanah secara substansi menyerupai pembelian tanah, maka Grup menerapkan PSAK 216, "Aset Tetap".

Tanah dicatat pada nilai revaluasian. Revaluasi dilakukan dengan keteraturan yang cukup berkala untuk memastikan bahwa jumlah yang tercatat tidak berbeda secara material dari jumlah yang ditentukan dengan menggunakan nilai wajar pada tanggal laporan posisi keuangan konsolidasian.

Surplus revaluasi aset tetap yang termasuk dalam ekuitas dipindahkan ke dalam saldo laba pada saat penghentian/pelepasan aset oleh entitas. Pemindahan surplus revaluasi ke saldo laba tidak dilakukan melalui laba rugi.

Nilai tercatat atas aset tetap diestimasi apabila terdapat peristiwa atau perubahan keadaan yang memberikan indikasi bahwa nilai perolehan mungkin tidak sepenuhnya dapat diperoleh kembali.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) dimasukkan dalam laba rugi pada tahun aset tersebut dihentikan pengakuannya.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

m. Fixed assets (continued)

Costs associated with the acquisition of legal right of land when the land was first acquired are recognized as part of the cost of land. Costs associated with the extension or renewal of legal right of land are recognized as an intangible asset and amortized over the legal life of the land rights or economic life of the land, whichever is shorter.

The Group analyzes the facts and circumstances for each type of land rights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction. If the land rights do not transfer control of the underlying assets to the Group, but gives the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under PSAK 116, "Leases". If land rights are substantially similar to land purchases, the Group applies PSAK 216, "Property, Plant and Equipment".

Land is stated at its revalued amount. Revaluations are performed with sufficient regularity such that the carrying amount is not materially different from that which would be determined using fair values at the consolidated statement of financial position.

The revaluation surplus included in equity is transferred to retained earnings upon termination/disposal of assets by the entity. Transfer of revaluation surplus to retained earnings is not made through profit or loss.

The carrying amount of fixed assets is estimated whenever events or changes in circumstances indicate that its carrying amount may not be fully recoverable.

An item of fixed assets is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on the derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

m. Aset tetap (lanjutan)

Pada setiap periode pelaporan, nilai residu, masa manfaat dan metode penyusutan direviu, dan jika sesuai dengan keadaan, disesuaikan secara prospektif.

Aset dalam penyelesaian dinyatakan sebesar harga perolehan. Akumulasi biaya perolehan akan dipindahkan ke masing-masing akun aset tetap pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan sesuai tujuannya.

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi kepada nilai tercatat aset tetap terkait bila besar kemungkinan bagi Grup manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset tetap terkait, jika ada.

n. Sewa

Penentuan apakah suatu perjanjian merupakan, atau mengandung, sewa dibuat berdasarkan substansi perjanjian itu sendiri dan penilaian apakah pemenuhan atas perjanjian bergantung dari penggunaan aset tertentu atau aset, dan apakah perjanjian memberikan hak untuk menggunakan aset.

Sebagai Penyewa

Grup menerapkan satu pendekatan pengakuan dan pengukuran untuk semua sewa, kecuali untuk sewa jangka pendek dan sewa aset bernilai-rendah. Grup mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak-guna yang merupakan hak untuk menggunakan aset pendasar.

Aset hak-guna

Aset hak-guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

m. Fixed assets (continued)

The asset's residual values, useful lives and methods of depreciation are reviewed and adjusted prospectively, if appropriate, at each reporting period.

Construction in progress is stated at cost. The accumulated cost will be transferred to the appropriate fixed asset account when the construction is completed and the asset is ready for its intended use.

Repairs and maintenance expenses are expensed to profit or loss as incurred. The cost of major renovation and restoration is included in the carrying amount of the related fixed asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group and is depreciated over the remaining useful life of the related asset, if any.

n. Leases

The determination of whether an arrangement is, or contains, a lease is made based on the substance of the arrangement and assessment of whether fulfillment of the arrangement is dependent on the use of a specific asset or assets, and the arrangement conveys a right to use the asset.

As Lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

n. Sewa (lanjutan)

Sebagai Penyewa (lanjutan)

Aset hak-guna (lanjutan)

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa. Jika Grup cukup yakin untuk melaksanakan opsi pembelian, aset hak-guna disusutkan selama masa manfaat aset yang mendasarinya. Selain itu, aset hak-guna juga dikurangkan dengan kerugian penurunan nilai, apabila ada, dan disesuaikan untuk pengukuran kembali tertentu atas liabilitas sewa.

Liabilitas sewa

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa. Pembayaran sewa yang harus dilakukan berdasarkan opsi perpanjangan tertentu juga termasuk dalam pengukuran liabilitas.

Setiap pembayaran sewa dialokasikan antara liabilitas dan beban keuangan. Utang sewa yang terkait, dikurangi dengan beban keuangan, dimasukkan ke dalam "Liabilitas sewa". Elemen bunga dari beban keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat bunga periodik yang konstan untuk saldo liabilitas yang tersisa pada setiap periode.

Modifikasi sewa

Grup mencatat modifikasi sewa sebagai sewa terpisah jika kedua kondisi berikut terpenuhi:

- modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu atau lebih aset yang mendasarinya; dan
- pembayaran sewa meningkat sebesar jumlah yang setara dengan harga yang berdiri sendiri untuk peningkatan ruang lingkup dan setiap penyesuaian yang tepat atas harga yang berdiri sendiri tersebut untuk mencerminkan keadaan kontrak tertentu.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

n. Leases (continued)

As Lessee (continued)

Right-of-use assets (continued)

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. In addition, the right-of-use asset is reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using the incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise fixed payments, including in-substance fixed payments less any lease incentive receivable. Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

Each lease payment is allocated between the liability and the finance cost. The corresponding rental obligations, net of finance cost, are included in "Lease liabilities". The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Lease modification

The Group accounts for a lease modification as a separate lease if both condition met:

- *the modification increases the scope of the lease by adding the right to use one or more underlying assets; and*
- *the consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.*

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

n. Sewa (lanjutan)

Sebagai Penyewa (lanjutan)

Modifikasi sewa (lanjutan)

Untuk modifikasi sewa yang tidak dicatat sebagai sewa terpisah, pada tanggal efektif modifikasi sewa, Grup:

- mengukur kembali dan mengalokasikan pembayaran dalam kontrak yang dimodifikasi.
- menentukan masa sewa dari sewa yang dimodifikasi.
- mengukur kembali liabilitas sewa dengan mendiskontokan pembayaran sewa yang direvisi menggunakan tingkat diskonto yang direvisi berdasarkan sisa masa sewa dan sisa pembayaran sewa dengan penyesuaian yang sesuai dengan aset hak-guna. Tingkat diskonto yang direvisi ditentukan sebagai suku bunga pinjaman inkremental Grup pada tanggal efektif modifikasi.
- menurunkan nilai tercatat aset hak-guna untuk mencerminkan penghentian sebagian atau seluruh sewa untuk modifikasi sewa yang mengurangi ruang lingkup sewa. Grup mengakui dalam laporan laba rugi setiap keuntungan atau kerugian yang berkaitan dengan penghentian sebagian atau seluruh sewa, dan
- membuat penyesuaian yang sesuai dengan aset hak-guna untuk semua modifikasi sewa lainnya.

Sewa jangka pendek dan sewa aset bernilai rendah

Grup memilih untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang sejak tanggal permulaan dan tidak mengandung opsi pembelian dan aset bernilai-rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa atas aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

Sebagai Pesewa

Pada sewa di mana Grup tidak mengalihkan secara substansial semua risiko dan manfaat kepemilikan suatu aset diklasifikasikan sebagai sewa operasi. Penghasilan sewa dari sewa operasi diakui secara garis lurus selama masa sewa yang relevan. Biaya langsung awal yang dikeluarkan untuk melakukan negosiasi dan pengaturan sewa operasi ditambahkan ke nilai tercatat dari aset sewaan dan diakui selama masa sewa dengan dasar yang sama dengan pendapatan sewa. Sewa kontinjen diakui sebagai pendapatan pada periode perolehan.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

n. Leases (continued)

As Lessee (continued)

Lease modification (continued)

For a lease modification that is not accounted for as a separate lease, at the effective date of the lease modification, the Group:

- *remeasures and allocate the consideration in the modified contract.*
- *determines the lease term of the modified lease.*
- *remeasures the lease liability by discounting the revised lease payments using a revised discount rate on the basis of the remaining lease term and the remaining lease payment with a corresponding adjustment to the right-of-use assets. The revised discount rate is determined as the Group's incremental borrowing rate at the effective date of the modification.*
- *decreases the carrying amount of the right- of-use asset to reflect the partial or full termination of the lease for lease modifications that decrease the scope of the lease. The Group recognises in profit or loss any gain or loss relating to the partial or full termination of the lease, and*
- *makes a corresponding adjustment to the right-of-use asset for all other lease modifications.*

Short-term leases and leases of low-value assets

The Group elected not to recognise right-of-use assets and lease liabilities for short-term leases which have a lease term of 12 months or less from the commencement date and do not contain a purchase option and low-value assets. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

As Lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases. Rental income from operating leases is recognized on a straight-line basis over the terms of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

o. Properti investasi

Properti yang dimiliki untuk disewakan dalam jangka panjang atau untuk kenaikan harga atau keduanya, dan yang tidak ditempati oleh entitas-entitas dalam Grup, diklasifikasikan sebagai properti investasi. Properti investasi juga mencakup properti yang sedang dikonstruksi atau dikembangkan untuk digunakan sebagai properti investasi di masa depan.

Properti investasi awalnya diukur berdasarkan biayanya, termasuk biaya transaksi yang terkait dan biaya pinjaman yang berlaku.

Setelah pengakuan awal, properti investasi dicatat sebesar nilai wajarnya. Properti investasi yang sedang dalam pengembangan ulang untuk penggunaan lebih lanjut sebagai properti investasi atau ketika pasar menjadi kurang aktif tetap dicatat sebesar nilai wajarnya. Properti investasi dalam konstruksi diukur menggunakan nilai wajar jika nilai wajar dianggap dapat diukur secara andal. Properti investasi dalam konstruksi yang nilai wajarnya tidak dapat diukur secara andal, tetapi Perusahaan mengharapkan nilai wajarnya dapat diukur secara andal ketika konstruksi selesai, diukur senilai biaya dikurangi penurunan nilai sampai nilai wajarnya dapat diukur secara andal atau konstruksi diselesaikan - yang mana yang lebih awal.

Properti investasi Grup terdiri dari:

(i) Tanah

Merupakan tanah yang belum ditentukan tujuan penggunaannya dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa untuk tujuan administratif atau dijual dalam kegiatan usaha sehari-hari.

(ii) Bangunan

Merupakan gedung perkantoran yang disewakan kepada pihak lain.

Nilai wajar didasarkan kepada harga pasar aktif, disesuaikan, jika perlu, dengan perbedaan alam, lokasi atau kondisi dari aset tersebut. Jika informasi tersebut tidak tersedia, Grup menggunakan metode penilaian alternatif, seperti harga terbaru di pasar yang kurang aktif atau proyeksi arus kas yang didiskontokan. Penilaian dilakukan pada tanggal neraca oleh penilai ahli dengan kualifikasi yang diakui dan relevan dan memiliki pengalaman terbaru atas lokasi dan kategori dari properti investasi dinilai. Penilaian ini membentuk dasar untuk nilai tercatat pada laporan keuangan konsolidasian. Perubahan nilai wajar diakui di laba rugi sebagai bagian dari "Penghasilan (beban) lain-lain - neto".

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

o. Investment properties

Property that is held for long-term rental yield or for capital appreciation or both, and that is not occupied by the entities within the Group, is classified as investment property. Investment property also includes property that is being constructed or developed for future use as an investment property.

Investment property is measured initially at its cost, including related transaction costs and where applicable borrowing costs.

After initial recognition, investment property is carried at fair value. Investment property that is being redeveloped for continuing use as an investment property or for which the market has become less active continues to be measured at fair value. Investment property under construction is measured at fair value if the fair value is considered to be reliably determinable. Investment properties under construction for which the fair value cannot be determined reliably, but for which the Company expects that the fair value of the property will be reliably determinable when construction is completed, are measured at cost less impairment until the fair value becomes reliably determinable or construction is completed - whichever is earlier.

Investment properties of the Group consist of the following:

(i) Land

Represents land that its intended use has not been determined yet and is not for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business.

(ii) Building

Represents office buildings rented to other parties.

Fair value is based on active market prices, adjusted, if necessary, for differences in the nature, location or condition of the specific asset. If this information is not available, the Group uses alternative valuation methods, such as recent prices on less active markets or discounted cash flow projections. Valuations are performed as of the financial position date by professional valuers who hold recognised and relevant professional qualifications and have recent experience in the location and category of the investment property being valued. These valuations form the basis for the carrying amounts in the consolidated financial statements. Changes in the fair value are recognised in profit or loss as part of "Other income (expenses) - net".

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

o. Properti investasi (lanjutan)

Properti investasi dihentikan pengakuannya baik saat dilepas atau ketika tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis masa depan yang diharapkan dari pelepasannya. Selisih antara hasil neto pelepasan dan nilai tercatat aset diakui dalam laba rugi pada periode terjadinya penghentian pengakuan.

Pengalihan dilakukan ke (atau dari) properti investasi hanya jika terdapat perubahan penggunaan. Untuk pengalihan dari properti investasi ke properti yang digunakan sendiri, biaya yang dianggap untuk akuntansi selanjutnya adalah nilai wajar pada tanggal perubahan penggunaan. Jika properti yang digunakan sendiri oleh Grup menjadi properti investasi, Grup mencatat properti tersebut sesuai dengan kebijakan aset tetap untuk properti yang dimiliki dan sesuai dengan sewa untuk properti yang dikuasai oleh penyewa sebagai aset hak-guna sampai dengan saat tanggal terakhir perubahan penggunaannya.

p. Aset takberwujud

Biaya yang terkait dengan pemeliharaan program piranti lunak komputer diakui sebagai beban pada saat terjadinya. Biaya pengembangan yang dapat secara langsung diatribusikan kepada desain dan pengujian produk piranti lunak yang dapat diidentifikasi dan unik yang dikendalikan oleh Grup diakui sebagai aset takberwujud. Biaya pengembangan piranti lunak komputer diakui sebagai aset yang diamortisasi selama estimasi masa manfaat ekonomis antara 4 sampai dengan 20 tahun.

q. Penurunan nilai aset non-keuangan

Pada setiap akhir periode pelaporan, Grup menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian penurunan nilai aset diperlukan (yaitu aset takberwujud dengan umur manfaat tidak terbatas, aset takberwujud yang belum dapat digunakan, atau *goodwill* yang diperoleh dalam suatu kombinasi bisnis), maka Grup membuat estimasi jumlah terpulihkan aset tersebut.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

o. Investment properties (continued)

Investment properties are derecognised either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If an owner-occupied property becomes an investment property, the Group shall record the investment property in accordance with the fixed assets policies for owned property and in accordance with leases for property held by a lessee as a right-of-use asset up to the date of change in use.

p. Intangible assets

Costs associated with maintaining computer software programs are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets. Computer software development costs recognised as assets are amortised over their estimated useful lives to be within 4 to 20 years.

q. Impairment of non-financial assets

The Group assesses at each reporting period whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required (i.e. an intangible asset with an indefinite useful life, an intangible asset not yet available for use, or goodwill acquired in a business combination), the Group makes an estimate of the asset's recoverable amount.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

q. Penurunan nilai aset non-keuangan (lanjutan)

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau unit penghasil kas dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar nilai terpulihkannya dan rugi penurunan nilai segera diakui dalam laba rugi, kecuali aset tersebut disajikan pada jumlah revaluasian, di mana kerugian penurunan nilai diperlakukan sebagai penurunan revaluasi.

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar terkini atas nilai waktu dari uang dan risiko spesifik dari aset. Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Grup menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikasi nilai wajar yang tersedia.

Penilaian dilakukan pada akhir setiap periode pelaporan tahunan apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui dalam periode sebelumnya untuk aset selain *goodwill* mungkin tidak ada lagi atau mungkin telah menurun. Jika indikasi dimaksud ditemukan, maka entitas mengestimasi jumlah terpulihkan aset tersebut.

Kerugian penurunan nilai yang telah diakui dalam periode sebelumnya untuk aset selain *goodwill* dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui. Dalam hal ini, jumlah tercatat aset dinaikkan ke jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat, neto setelah penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada tahun sebelumnya. Pembalikan rugi penurunan nilai diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, kecuali aset yang bersangkutan disajikan pada jumlah revaluasian, dalam hal ini pembalikan kerugian penurunan nilai diperlakukan sebagai kenaikan revaluasi. Setelah pembalikan tersebut, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

q. Impairment of non-financial assets (continued)

An asset's recoverable amount is the higher of the asset's or its cash-generating unit's fair value less costs to sell and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount and an impairment loss is recognized immediately in profit or loss, unless the relevant asset is carried at revalued amount, in which the impairment loss is treated as a revaluation decrease.

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the assets. These calculations are corroborated by valuation multiples or other available fair value indicators.

An assessment is made at each annual reporting period as to whether there is any indication that previously recognized impairment losses recognized for an asset other than goodwill may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated.

A previously recognized impairment loss for an asset other than goodwill is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceeds the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Reversal of an impairment loss is recognized in the consolidated statement of profit or loss and other comprehensive income, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase. After such a reversal, the depreciation charge on the said asset is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

r. Utang usaha dan utang lain-lain

Utang usaha adalah kewajiban membayar barang atau jasa yang telah diterima dalam kegiatan usaha biasa dari pemasok. Utang lain-lain merupakan saldo utang yang timbul dari transaksi di luar kegiatan usaha biasa.

Utang usaha dan utang lain-lain diklasifikasikan sebagai liabilitas jangka pendek jika pembayarannya jatuh tempo dalam waktu satu tahun atau kurang (atau dalam siklus operasi normal jika lebih panjang). Jika tidak, utang tersebut disajikan sebagai liabilitas jangka panjang.

Utang usaha dan utang lain-lain pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode suku bunga efektif.

s. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek adalah imbalan kerja yang jatuh tempo dalam jangka waktu dua belas bulan setelah akhir periode pelaporan dan diakui pada saat pekerja telah memberikan jasa kerjanya. Kewajiban diakui ketika karyawan memberikan jasa kepada Grup dimana semua perubahan pada nilai bawaan dari kewajiban diakui pada laba rugi.

Imbalan pascakerja program imbalan pasti

Grup mengakui kewajiban imbalan kerja yang tidak didanai sesuai dengan Undang-Undang No. 6 tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 tahun 2022 Cipta Kerja menjadi Undang-Undang. Beban pensiun berdasarkan program dana pensiun manfaat pasti Grup ditentukan melalui perhitungan aktuaria secara periodik dengan menggunakan metode *projected-unit credit* dan menerapkan asumsi atas tingkat diskonto, hasil atas aset program dan tingkat kenaikan manfaat pasti pensiun tahunan.

Pengukuran kembali, terdiri dari keuntungan dan kerugian aktuarial, dampak perubahan pada batas atas aset (jika ada) dan imbal hasil atas aset program (tidak termasuk bunga), yang tercermin langsung dalam laporan posisi keuangan konsolidasian yang dibebankan atau dikreditkan diakui dalam penghasilan komprehensif lain pada periode terjadinya untuk mencerminkan aset atau liabilitas pensiun neto yang diakui pada laporan keuangan konsolidasian untuk mencerminkan nilai penuh dari defisit dan surplus program. Pengukuran kembali diakui sebagai pos terpisah pada penghasilan komprehensif lain di ekuitas dan tidak akan direklasifikasi ke laba rugi.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

r. Trade and other payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Other payables are payables arising from transactions outside of the ordinary course of business.

Trade and other payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

s. Employee benefits

Short-term employee benefits

Short-term employee benefits are employee benefits which are due for payment within twelve months after the reporting period and recognized when the employees have rendered this related service. Liabilities are recognized when the employee renders services to the Group where all changes in the carrying amount of the liability are recognized in profit or loss.

Defined benefit plan

The Group recognized unfunded employee benefits liability in accordance with Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation to Become Law. Pension costs under the Group's defined benefit pension plans are determined by periodic actuarial calculation using the projected-unit-credit method and applying the assumptions on discount rate, return on plan assets and annual rate of increase in compensation.

Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding interest), is reflected immediately in the consolidated statement of financial position with a charge or credit recognized in other comprehensive income in the period in which they occur in order for the net pension asset or liability recognized in the consolidated statement of financial position to reflect the full value of the plan deficit and surplus. Remeasurement recognized in other comprehensive income is reflected immediately as a separate item under other comprehensive income in equity and will not be reclassified to profit or loss.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

s. Imbalan kerja (lanjutan)

Imbalan pascakerja program imbalan pasti (lanjutan)

Biaya jasa lalu diakui dalam laba rugi ketika terjadi amendemen program atau kurtailmen, atau ketika Grup mengakui biaya restrukturisasi terkait atau pesangon, jika lebih dahulu.

Bunga neto dihitung dengan menggunakan tingkat diskonto terhadap liabilitas atau aset imbalan pasti neto. Biaya imbalan pasti dikategorikan sebagai berikut:

- Biaya jasa (termasuk biaya jasa kini, biaya jasa lalu serta keuntungan dan kerugian kurtailmen dan penyelesaian)
- Beban atau pendapatan bunga neto
- Pengukuran kembali

Grup menyajikan dua komponen pertama dari biaya imbalan pasti di laba rugi. Keuntungan dan kerugian kurtailmen dicatat sebagai biaya jasa lalu.

t. Akrual dan provisi

Akrual dan provisi diakui jika Grup memiliki liabilitas kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian liabilitas tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat. Akrual dan provisi tidak diakui untuk kerugian operasi di masa mendatang.

Akrual dan provisi diukur sebesar nilai kini dari estimasi terbaik manajemen atas pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan. Tingkat diskonto yang digunakan untuk menentukan nilai kini adalah tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar atas nilai waktu uang dan risiko yang terkait dengan kewajiban. Peningkatan provisi karena berjalannya waktu diakui sebagai beban bunga.

Akrual dan provisi direviu pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi kini terbaik. Jika tidak terdapat kemungkinan arus kas keluar sumber daya yang mengandung manfaat ekonomi untuk menyelesaikan liabilitas tersebut, provisi tersebut dibalik.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

s. Employee benefits (continued)

Defined benefit plan (continued)

Past service cost is recognized in profit or loss when the plan amendment or curtailment occurs, or when the Group recognizes related restructuring costs or termination benefits, if earlier.

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. Defined benefit costs are categorized as follows:

- *Service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements)*
- *Net interest expense or income*
- *Remeasurement*

The Group presents the first two components of defined benefit costs in profit or loss. Curtailment gains and losses are accounted for as past service costs.

t. Accruals and provisions

Accruals and provisions are recognised when the Group has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Accruals and provisions are not recognised for future operating losses.

Accruals and provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pretax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Accruals and provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

u. Pinjaman

Pinjaman diakui pada awalnya sebesar nilai wajar, dikurangi dengan biaya transaksi yang terjadi. Pinjaman kemudian dicatat sebesar biaya perolehan yang diamortisasi; selisih antara hasil perolehan (dikurangi dengan biaya transaksi) dan nilai penarikan diakui dalam laba rugi selama periode pinjaman dengan menggunakan metode EIR.

Biaya yang dibayarkan untuk pembukaan fasilitas pinjaman diakui sebagai biaya transaksi pinjaman sepanjang besar kemungkinan sebagian atau seluruh fasilitas akan ditarik. Dalam hal ini, biaya tersebut ditangguhkan sampai penarikan terjadi. Sejauh tidak ada bukti bahwa ada kemungkinan sebagian atau seluruh fasilitas akan ditarik, biaya tersebut dikapitalisasi sebagai pembayaran di muka untuk layanan likuiditas dan diamortisasi selama periode fasilitas yang terkait.

Pinjaman diklasifikasikan sebagai liabilitas jangka pendek kecuali Grup memiliki hak tanpa syarat untuk menunda pembayaran liabilitas selama paling tidak 12 bulan setelah tanggal pelaporan.

v. Pengakuan pendapatan

Pendapatan diukur berdasarkan imbalan yang Grup perkirakan menjadi haknya dalam kontrak dengan pelanggan dan tidak termasuk jumlah yang ditagih atas nama pihak ketiga. Grup mengakui pendapatan ketika mengalihkan pengendalian barang atau jasa kepada pelanggan. Grup secara umum menyimpulkan bahwa Grup adalah prinsipal dalam pengaturan pendapatannya.

Penjualan barang

Pendapatan dari penjualan barang diakui pada saat pengendalian aset dialihkan kepada pelanggan, umumnya pada saat penyerahan barang.

Grup mempertimbangkan apakah ada janji lain dalam kontrak yang merupakan kewajiban pelaksanaan terpisah yang perlu dialokasikan sebagian dari harga transaksi. Dalam menentukan harga transaksi untuk penjualan barang, Grup mempertimbangkan pengaruh dari imbalan variabel.

Pendapatan dari penjualan ini diakui berdasarkan harga jual dikurangi diskon, estimasi insentif penjualan, rabat volume dan biaya pemasaran dan promosi lainnya, dan tidak termasuk Pajak Pertambahan Nilai ("PPN").

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

u. Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowing, using the EIR method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date.

v. Revenue recognition

Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognizes revenue when it transfers control of a product or service to a customer. The Group has generally concluded that it is the principal in its revenue arrangements.

Sale of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods.

The Group considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price for the sale of goods, the Group considers the effects of variable consideration.

Revenue from these sales is recognised based on the sales price, net of the discount, estimated sales incentives, volume rebates and other marketing and promotion costs and excludes Value Added Tax ("VAT").

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

v. Pengakuan pendapatan (lanjutan)

Penjualan barang (lanjutan)

(i) Imbalan variabel

Jika imbalan dalam kontrak mencakup jumlah variabel, Grup mengestimasi jumlah imbalan yang menjadi haknya sebagai imbalan atas pengalihan barang kepada pelanggan. Imbalan variabel diestimasi pada awal kontrak dan dibatasi hingga kemungkinan besar bahwa pembalikan pendapatan yang material dalam jumlah pendapatan kumulatif yang diakui tidak akan terjadi ketika ketidakpastian terkait dengan imbalan variabel kemudian diselesaikan.

Beberapa kontrak untuk penjualan barang memberi hak retur dan rabat volume kepada pelanggan. Hak retur dan rabat volume menimbulkan imbalan variabel.

- Hak retur

Kontrak tertentu memberi pelanggan hak untuk mengembalikan barang dalam jangka waktu tertentu.

Grup menggunakan metode nilai yang diharapkan untuk mengestimasi barang yang tidak akan dikembalikan karena metode ini paling baik memprediksi jumlah imbalan variabel yang menjadi hak Grup. Ketentuan dalam PSAK 115 tentang estimasi batasan atas imbalan variabel juga diterapkan untuk menentukan jumlah imbalan variabel yang dapat dimasukkan ke dalam harga transaksi.

Pada setiap akhir periode pelaporan, Grup mengestimasi barang yang diharapkan akan dikembalikan dan mengakui provisi retur penjualan sebagai liabilitas kontrak beserta hak retur aset (untuk penyesuaian beban pokok penjualan atas provisi retur penjualan tersebut) sebagai aset kontrak.

- Rabat volume

Kontrak tertentu dengan pelanggan memberikan rabat volume berdasarkan pencapaian penjualan selama periode program rabat. Grup mengakui liabilitas kontrak terkait dengan rabat volume ini sebagai bagian dari beban akrual pemasaran dan promosi pada laporan posisi keuangan konsolidasian.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

v. Revenue recognition (continued)

Sale of goods (continued)

(i) Variable consideration

If the consideration in a contract includes a variable amount, the Group estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a material revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

Some contracts for the sale of goods provide customers with a right of return and volume rebates. The rights of return and volume rebates give rise to variable consideration.

- *Rights of return*

Certain contracts provide a customer with the right to return the goods within a specified period.

The Group uses the expected value method to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Group will be entitled. The requirements in PSAK 115 on constraining estimates of variable consideration are also applied in order to determine the amount of variable consideration that can be included in the transaction price.

At each reporting period, the Group estimates the goods that are expected to be returned and recognises a provision for sales return as a contract liability and the right of return asset (for the corresponding cost of goods sold of the provision for sales return) as a contract asset.

- *Volume rebate*

Certain contracts customers provide volume rebate based on the sales achievement during the rebate programme period. The Group has recognised contract liability related to this volume rebate as part of accrual marketing and promotion in the consolidated statement of financial position.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

v. Pengakuan pendapatan (lanjutan)

Program loyalitas pelanggan

Grup memiliki program poin loyalitas yang memungkinkan pelanggan mengumpulkan poin yang dapat ditukarkan dengan barang gratis. Poin loyalitas menimbulkan kewajiban pelaksanaan terpisah karena memberikan hak material kepada pelanggan. Sebagian dari harga transaksi dialokasikan ke poin loyalitas yang diberikan kepada pelanggan berdasarkan harga jual berdiri sendiri dan diakui sebagai liabilitas kontrak sampai poin tersebut ditukarkan. Liabilitas kontrak tersebut disajikan sebagai bagian dari "Beban akrual" dalam laporan posisi keuangan konsolidasian. Pendapatan diakui pada saat penukaran produk oleh pelanggan.

Ketika pihak lain terlibat dalam penyediaan barang gratis kepada pelanggannya, Grup menentukan apakah ia adalah prinsipal atau agen dalam transaksi ini dengan mengevaluasi sifat dari janjinya kepada pelanggan. Grup sepenuhnya bertanggung jawab untuk memenuhi janji atas pemberian barang gratis kepada pelanggan yang memenuhi syarat. Grup menetapkan bahwa Grup mengendalikan barang gratis sebelum ditransfer ke pelanggan dan memiliki kemampuan untuk mengarahkan penggunaan barang gratis tersebut. Oleh karena itu, Grup menyimpulkan bahwa Grup adalah prinsipal dalam pengaturan ini. Pada saat penukaran poin loyalitas oleh pelanggan, Grup mencatat biaya barang gratis sebagai bagian dari harga pokok penjualan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

w. Pajak penghasilan

Beban (manfaat) pajak penghasilan terdiri dari pajak kini dan pajak tangguhan. Pajak kini dan pajak tangguhan harus diakui sebagai beban atau penghasilan dan dimasukkan dalam laba rugi periode berjalan, kecuali sepanjang pajak tersebut timbul dari suatu transaksi atau peristiwa yang diakui, pada periode yang sama atau berbeda, di luar laba rugi, baik dalam penghasilan komprehensif lain atau secara langsung dalam ekuitas atau dari suatu kombinasi bisnis.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

v. Revenue recognition (continued)

Customer loyalty programme

The Group has a loyalty points programme that allows customers to accumulate points that can be redeemed for free goods. The loyalty points give rise to a separate performance obligation as they provide a material right to the customer. A portion of the transaction price is allocated to the loyalty points awarded to customers based on relative stand-alone selling price and recognised as a contract liability until the points are redeemed. The contract liability is presented as part of "Accrued expenses" in the consolidated statements of financial position. Revenue is recognised upon redemption of products by the customer.

When another party is involved in providing promotional free goods to its customer, the Group determines whether it is a principal or an agent in these transactions by evaluating the nature of its promise to the customer. The Group is primarily responsible for fulfilling the promise to provide free goods to eligible customers. The Group determined that they control the free goods before they are transferred to customers and have the ability to direct the use of the free goods. Therefore, the Group concluded that it is the principal in this arrangement. Upon redemption of loyalty points by the customer, the Group records the cost of promotional free goods as part of the cost of goods sold in the consolidated statement of profit or loss and other comprehensive income.

w. Income tax

Income tax expense (income) comprises current and deferred tax. Current and deferred tax shall be recognised as expense or an income and included in profit or loss for the period, except to the extent that the tax arises from a transaction or event which is recognised, in the same or a different period, outside profit or loss, either in other comprehensive income or directly in equity or a business combination.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

w. Pajak penghasilan (lanjutan)

Pajak kini

Beban pajak kini dihitung dengan menggunakan tarif pajak yang berlaku pada tanggal pelaporan keuangan, dan ditetapkan berdasarkan taksiran laba kena pajak tahun berjalan. Manajemen secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan Tahunan (SPT) sehubungan dengan situasi di mana aturan pajak yang berlaku membutuhkan interpretasi. Jika perlu, manajemen menentukan provisi berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

Kekurangan atau kelebihan pembayaran pajak penghasilan badan dicatat sebagai bagian dari beban pajak dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Bunga dan denda yang timbul dari ketetapan pajak dan kurang bayar atau lebih bayar pajak lainnya disajikan sebagai bagian dari penghasilan atau beban operasi lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Koreksi terhadap liabilitas perpajakan diakui pada saat surat ketetapan pajak diterima. Jika Grup mengajukan keberatan, Grup mempertimbangkan apakah besar kemungkinan otoritas pajak akan menerima keberatan tersebut dan merefleksikan dampaknya terhadap liabilitas perpajakan Grup.

Pajak tangguhan

Pajak tangguhan diukur dengan metode liabilitas atas beda waktu pada tanggal pelaporan antara dasar pengenaan pajak untuk aset dan liabilitas dengan nilai tercatatnya untuk tujuan pelaporan keuangan. Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak dengan beberapa pengecualian. Aset pajak tangguhan diakui untuk perbedaan temporer yang dapat dikurangkan dan rugi fiskal apabila terdapat kemungkinan besar bahwa jumlah laba kena pajak pada masa mendatang akan memadai untuk mengkompensasi perbedaan temporer dan rugi fiskal. Aset dan liabilitas pajak tangguhan tidak diakui jika perbedaan temporer timbul dari pengakuan awal (selain dari kombinasi bisnis atau transaksi yang tidak menimbulkan perbedaan temporer kena pajak dan perbedaan temporer dapat dikurangkan dalam jumlah yang sama) dari aset dan liabilitas suatu transaksi yang tidak memengaruhi laba kena pajak atau laba akuntansi. Selain itu, liabilitas pajak tangguhan tidak diakui jika perbedaan temporer timbul dari pengakuan awal *goodwill*.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

w. Income tax (continued)

Current tax

Current tax expense is calculated using tax rates that have been enacted or substantively enacted at end of the reporting period, and is provided based on the estimated taxable income for the year. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provision where appropriate on the basis of amounts expected to be paid to the tax authorities.

Underpayment or overpayment of corporate income tax are presented as part of income tax expense in the consolidated statement of profit or loss and other comprehensive income.

Interests and penalties arising from tax assessments and underpayment or overpayment of other taxes are presented as part of other operating income or expenses since they are not considered as part of the income tax expense.

Amendments to tax obligations are recorded when a tax assessment letter is received. If the Group files an appeal, the Group considers whether it is probable that a taxation authority will accept the appeal and reflect its effect on the Group's tax obligations.

Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes. Deferred tax liabilities are recognized for all taxable temporary differences with certain exceptions. Deferred tax assets are recognized for deductible temporary differences and tax losses carry-forward to the extent that it is probable that taxable income will be available in future years against which the deductible temporary differences and tax losses carry-forward can be utilized. Such deferred tax assets and liabilities are not recognized if the temporary differences arise from the initial recognition (other than in a business combination or transactions that give rise to equal taxable and deductible temporary differences) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognized if the temporary differences arises from the initial recognition of goodwill.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

w. Pajak penghasilan (lanjutan)

Pajak tangguhan (lanjutan)

Aset dan liabilitas pajak tangguhan dihitung berdasarkan tarif yang akan dikenakan pada periode saat aset direalisasikan atau liabilitas tersebut diselesaikan, berdasarkan undang-undang pajak yang berlaku atau berlaku secara substantif pada akhir periode laporan keuangan. Pengaruh pajak terkait dengan penyisihan dan/atau pemulihan semua perbedaan temporer selama tahun berjalan, termasuk pengaruh perubahan tarif pajak, dikreditkan atau dibebankan pada periode operasi berjalan, untuk transaksi-transaksi yang sebelumnya telah dibebankan atau dikreditkan ke penghasilan komprehensif lain atau langsung ke ekuitas.

Pengukuran aset dan liabilitas pajak tangguhan mencerminkan konsekuensi pajak yang sesuai dengan cara Grup memperkirakan, pada akhir periode pelaporan, untuk memulihkan atau menyelesaikan jumlah tercatat aset dan liabilitasnya.

Jumlah tercatat aset pajak tangguhan dikaji ulang pada setiap akhir periode pelaporan, dan mengurangi jumlah tercatat jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengkompensasi sebagian atau seluruh aset pajak tangguhan. Aset pajak tangguhan yang belum diakui dinilai kembali pada setiap akhir periode pelaporan dan diakui sepanjang kemungkinan besar laba kena pajak mendatang akan memungkinkan aset pajak tangguhan tersedia untuk dipulihkan.

Aset dan liabilitas pajak tangguhan disajikan secara saling hapus saat hak yang dapat dipaksakan secara hukum ada untuk saling hapus aset pajak kini dan liabilitas pajak kini, dan aset pajak tangguhan dan liabilitas pajak tangguhan berkaitan dengan entitas kena pajak yang sama, atau Grup bermaksud untuk menyelesaikan liabilitas dan aset pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan di mana jumlah signifikan atas liabilitas atau aset pajak tangguhan diharapkan untuk diselesaikan atau dipulihkan.

Pajak Pertambahan Nilai

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah Pajak Pertambahan Nilai ("PPN") kecuali:

- PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan oleh kantor pajak, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari item beban-beban yang diterapkan; dan
- Piutang dan utang yang disajikan termasuk dengan jumlah PPN.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

w. Income tax (continued)

Deferred tax (continued)

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax laws that have been enacted or substantively enacted at the end of reporting period. The related tax effects of the provisions for and/or reversals of all temporary differences during the year, including the effect of change in tax rates, are credited or charged to current period operations, except to the extent that they relate to items previously charged or credited to other comprehensive income or directly in equity.

The measurement of deferred tax assets and liabilities reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of their assets and liabilities.

The carrying amount of a deferred tax asset is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the benefit of that deferred tax asset to be utilized. Unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable income will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are offset when a legally enforceable right exists to offset current tax assets against current tax liabilities, and the deferred tax assets and the deferred tax liabilities relate to the same taxable entity, or the Group intends to settle its current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Value Added Tax

Revenue, expenses and assets are recognized net of the amount of Value Added Tax ("VAT") except:

- *Where the VAT incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense of the asset or as part of the expense item as applicable; and*
- *Receivables and payables that are stated with the amount of VAT included.*

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

w. Pajak penghasilan (lanjutan)

Pajak Pertambahan Nilai (lanjutan)

Jumlah PPN Neto yang terpulihkan dari, atau terutang kepada, kantor pajak termasuk sebagai bagian dari piutang atau utang pada laporan posisi keuangan konsolidasian.

Pajak final

Sesuai peraturan perpajakan di Indonesia, pajak final dikenakan atas nilai bruto transaksi, dan tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian. Pajak final tidak termasuk dalam lingkup yang diatur oleh PSAK 212, "Pajak Penghasilan".

Beban pajak sehubungan dengan penghasilan yang menjadi subyek pajak final diakui proporsional dengan jumlah pendapatan menurut akuntansi yang diakui pada tahun berjalan dan dicatat sebagai beban pajak final pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian diakui sebagai pajak dibayar di muka atau utang pajak.

x. Modal saham

Saham biasa diklasifikasikan sebagai ekuitas. Biaya tambahan yang secara langsung dapat diatribusikan kepada penerbitan saham biasa atau opsi disajikan pada ekuitas sebagai pengurang penerimaan, setelah dikurangi pajak.

Biaya yang terjadi sehubungan dengan penerbitan modal saham Perusahaan kepada publik dikurangkan langsung dengan penerimaan dan disajikan sebagai pengurang akun tambahan modal disetor dalam laporan posisi keuangan konsolidasian.

Ketika entitas Grup membeli modal saham ekuitas Perusahaan (saham treasuri), imbalan yang dibayar, termasuk biaya tambahan yang secara langsung dapat diatribusikan (dikurangi pajak penghasilan) dikurangkan dari ekuitas yang diatribusikan kepada pemilik ekuitas Perusahaan sampai saham tersebut dibatalkan atau diterbitkan kembali. Ketika saham biasa tersebut selanjutnya diterbitkan kembali, imbalan yang diterima, dikurangi biaya tambahan transaksi yang terkait dan dampak pajak penghasilan yang terkait dimasukkan pada ekuitas yang dapat diatribusikan kepada pemilik ekuitas Perusahaan.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

w. Income tax (continued)

Value Added Tax (continued)

The net amount of VAT recoverable from, or payable to, the taxation authorities is included as part of receivables or payables in the consolidated statements of financial position.

Final tax

In accordance with the tax regulation in Indonesia, final tax is applied to the gross value of transactions, even when the parties carrying the transactions are recognizing losses. Final tax is scoped out from PSAK 212, "Income Taxes".

Tax expense related to income subject to final tax is recognised in proportion to total income recognised during the current year for accounting purposes and recorded as final tax expense. The differences between the final tax paid and the amount charged as final tax expense in the consolidated statement of profit or loss and other comprehensive income is recognised as prepaid tax or tax payable.

x. Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Costs incurred in connection with the Company's issuance of share capital to the public were offset directly with the proceeds and presented as a deduction to the additional paid-in capital account in the consolidated statements of financial position.

Where any Group entity purchases the Company's equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs (net of income taxes) is deducted from equity attributable to the Company's equity holders until the shares are cancelled or reissued. Where such ordinary shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the Company's equity holders.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

y. Dividen

Distribusi dividen kepada para pemegang saham Grup diakui sebagai liabilitas dalam laporan keuangan konsolidasian Grup pada periode dimana dividen telah disetujui oleh pemegang saham entitas dalam Rapat Umum Pemegang Saham Grup ("RUPS").

z. Laba per saham

Laba per saham dasar dihitung dengan membagi laba bersih yang tersedia bagi pemegang saham Perusahaan dengan jumlah rata-rata tertimbang saham biasa yang beredar pada tahun berjalan.

Apabila jumlah saham biasa yang beredar meningkat tanpa disertai peningkatan sumber daya, maka jumlah saham biasa yang beredar sebelum peristiwa tersebut disesuaikan dengan perubahan proporsional atas jumlah saham beredar seolah-olah peristiwa tersebut terjadi pada permulaan dari periode sajian paling awal.

aa. Pengukuran nilai wajar

Grup mengukur aset tetap - tanah dan properti investasi pada nilai wajar. Grup juga mengukur pada pengakuan awal instrumen keuangan, dan aset dan liabilitas yang diakuisisi pada kombinasi bisnis.

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

i)
i) Di pasar utama untuk aset atau liabilitas tersebut, atau
ii) Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Grup.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

y. Dividends

Dividend distribution to the Group's shareholders is recognised as a liability in the Group's consolidated financial statements in the period in which the dividends are approved by the Group's General Meeting of Shareholders.

z. Earnings per share

Basic earnings per share are calculated by dividing the profit attributable to the equity holders of the Company by the weighted average number of ordinary shares outstanding during the year.

If the number of ordinary shares outstanding is increased without an increase in resources, the number of ordinary shares outstanding before the event is adjusted for the proportionate change in the number of ordinary shares outstanding as if the event had occurred at the beginning of the earliest period presented.

aa. Fair value measurement

The Group measures fixed assets - land and investment properties at fair value. The Group also initially measure financial instruments at fair value, and assets and liabilities of the acquirees upon business combinations.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

i) In the principal market for the asset or liability, or

ii) In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

aa. Pengukuran nilai wajar (lanjutan)

Nilai wajar dari aset atau liabilitas diukur dengan menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

Pengukuran nilai wajar dari suatu aset non-keuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut pada penggunaan tertinggi dan terbaiknya.

Grup menggunakan teknik penilaian yang sesuai dengan keadaan dan data yang memadai tersedia untuk mengukur nilai wajar, dengan memaksimalkan masukan (*input*) yang dapat diamati (*observable*) yang relevan dan meminimalkan masukan (*input*) yang tidak dapat diamati (*unobservable*).

Semua aset dan liabilitas yang nilai wajarnya diukur atau diungkapkan dalam laporan keuangan konsolidasian dikategorikan dalam hirarki nilai wajar berdasarkan *level* masukan (*input*) paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan sebagai berikut:

i) *Level* 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses entitas pada tanggal pengukuran.
ii) *Level* 2 - Teknik penilaian yang menggunakan tingkat masukan (*input*) yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang dapat diamati (*observable*) baik secara langsung atau tidak langsung.
iii) *Level* 3 - Teknik penilaian yang menggunakan tingkat masukan (*input*) yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang tidak dapat diamati (*unobservable*) baik secara langsung atau tidak langsung.

Untuk aset dan liabilitas yang diakui pada laporan keuangan konsolidasian secara berulang, Grup menentukan apakah terdapat perpindahan antara *level* dalam hirarki dengan melakukan evaluasi ulang atas penetapan kategori (berdasarkan *level* masukan (*input*) paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan) pada tiap akhir periode pelaporan.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

aa. Fair value measurement (continued)

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

i) Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

ii) Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

iii) Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly unobservable.

For assets and liabilities that are recognized in the consolidated financial statements on recurring basis, the Group determine whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

3. INFORMASI KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

bb. Informasi segmen

Segmen operasi dilaporkan dengan cara yang konsisten dengan pelaporan internal yang diberikan kepada pengambil keputusan operasi utama. Pengambil keputusan operasi utama, yang bertanggung jawab mengalokasikan sumber daya dan menilai kinerja segmen operasi, telah diidentifikasi sebagai komite pengarah yang mengambil keputusan strategis.

Untuk tujuan manajemen, Grup dibagi menjadi dua segmen operasi berdasarkan produk yang dikelola secara independen oleh masing-masing pengelola segmen yang bertanggung jawab atas kinerja dari masing-masing segmen. Para pengelola segmen melaporkan secara langsung kepada manajemen Grup yang secara teratur mengkaji laba segmen sebagai dasar untuk mengalokasikan sumber daya ke masing-masing segmen dan untuk menilai kinerja segmen. Pengungkapan tambahan pada masing-masing segmen terdapat dalam Catatan 36, termasuk faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan dan dasar pengukuran informasi segmen.

cc. Peristiwa setelah periode pelaporan

Peristiwa setelah periode pelaporan yang memberikan informasi tambahan tentang posisi Grup pada periode pelaporan (menyesuaikan peristiwa) tercermin dalam laporan keuangan konsolidasian. Peristiwa setelah periode pelaporan yang tidak menyesuaikan peristiwa, jika ada, diungkapkan ketika material terhadap laporan keuangan konsolidasian.

4. PERTIMBANGAN AKUNTANSI PENTING DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI

Penyusunan laporan keuangan konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang memengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir periode pelaporan. Estimasi, asumsi, dan pertimbangan tersebut dievaluasi secara terus menerus berdasarkan pengalaman historis dan faktor-faktor lainnya, termasuk harapan peristiwa di masa datang yang diyakini wajar berdasarkan kondisi yang ada.

Grup telah mengidentifikasi hal-hal berikut dimana diperlukan pertimbangan, estimasi dan asumsi signifikan dan dimana hasil aktual dapat berbeda dari estimasi tersebut jika menggunakan asumsi dan kondisi yang berbeda dan dapat memengaruhi secara material hasil keuangan atau posisi keuangan konsolidasian Grup yang dilaporkan dalam tahun mendatang.

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

bb. Segment information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing the performance of the operating segments, has been identified as the steering committee that makes strategic decisions.

For management purposes, the Group is organised into two operating segments based on their products which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the Group's management who regularly review the segment's results in order to allocate resources to the segments and assess the segment's performance. Additional disclosures on each of these segments are shown in Note 36, including the factors used to identify the reportable segments and the measurement basis of segment information.

cc. Events after the reporting period

Events after the reporting period that provide additional information about the Group's position at the reporting period (adjusting events) are reflected in the consolidated financial statements. Events after the reporting period that are not adjusting events, if any, are disclosed when material to the consolidated financial statements.

4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Estimates, assumptions and judgements are continuously evaluated based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group has identified the following matters under which significant judgements, estimates and assumptions are made and where actual results may differ from these estimates under different assumptions and conditions and may materially affect the consolidated financial results or financial position of the Group reported in future years.

4. PERTIMBANGAN AKUNTANSI PENTING DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI (lanjutan)

Penilaian model bisnis

Klasifikasi dan pengukuran aset keuangan bergantung pada hasil SPPI testing dan uji model bisnis. Grup menentukan model bisnis pada tingkat yang mencerminkan bagaimana kelompok aset keuangan dikelola bersama untuk mencapai tujuan bisnis tertentu. Penilaian ini mencakup penilaian yang mencerminkan semua bukti yang relevan termasuk bagaimana kinerja aset dievaluasi dan kinerjanya diukur, risiko yang memengaruhi kinerja aset dan bagaimana hal ini dikelola dan bagaimana manajer aset diberi kompensasi. Grup memantau aset keuangan yang diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain yang dihentikan pengakuannya sebelum jatuh tempo untuk memahami alasan pelepasannya dan apakah alasan tersebut konsisten dengan tujuan bisnis di mana aset tersebut dimiliki. Pemantauan adalah bagian dari penilaian berkelanjutan Grup atas apakah model bisnis di mana aset keuangan yang tersisa dimiliki tetap sesuai dan jika tidak sesuai apakah telah terjadi perubahan dalam model bisnis dan dengan demikian terdapat perubahan prospektif terhadap klasifikasi aset keuangan tersebut. Tidak ada perubahan yang diperlukan selama periode yang disajikan.

Beban akrual pemasaran dan promosi

Grup mengevaluasi kelayakan beban akrual promosi dan pemasaran pada setiap akhir periode pelaporan.

Grup membuat pertimbangan yang signifikan untuk mengestimasi jumlah beban akrual pemasaran dan promosi pada akhir tahun. Asumsi-asumsi utama dalam penentuan beban akrual pemasaran dan promosi adalah harga barang promosi dan estimasi pencapaian penjualan. Ketidakpastian muncul sehubungan dengan harga barang promosi dan jumlah aktual pencapaian penjualan, yang mungkin berbeda dengan estimasi. Setiap perubahan dari faktor-faktor ini akan berdampak pada jumlah realisasi yang dapat berbeda dari beban akrual pemasaran dan promosi.

Nilai wajar aset tetap (tanah) dan properti investasi (tanah dan bangunan)

Nilai wajar dari aset tetap (tanah) dan properti investasi (tanah dan bangunan) ditentukan menggunakan teknik valuasi. Aset tetap (tanah) dan properti investasi (tanah dan bangunan) milik Grup divaluasi oleh penilai independen profesional yang memiliki kualifikasi yang relevan dan pengalaman yang berhubungan dengan lokasi dan segmen aset tetap (tanah) dan properti investasi (tanah dan bangunan) yang akan dinilai. Untuk semua penilaian, penggunaan saat ini setara dengan penggunaan tertinggi dan terbaik.

4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

Business model assessment

Classification and measurement of financial assets depends on the results of the SPPI testing and the business model test. The Group determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgment reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated. The Group monitors financial assets measured at amortized cost or fair value through other comprehensive income that are derecognized prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Group's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets. No such changes were required during the periods presented.

Accrued marketing and promotion expenses

The Group evaluates the appropriateness of accrued marketing and promotion expenses at every end of reporting period.

The Group exercised significant assumptions and judgements to estimate the accrued marketing and promotion expenses amounts at the end of the year. The key assumptions in determining the accrued marketing and promotion expenses were price of the promotional goods and estimated sales achievement. Uncertainties exist with respect to price of the promotional goods and the actual sales achievement, which may be different from the estimation. Any changes in these factors will impact the realisable amount which can be different from the reported accrued marketing and promotion expenses.

Fair value fixed assets (land) and investment properties (land and buildings)

The fair value of fixed assets (land) and investment properties (land and buildings) is determined by using valuation techniques. The Group's fixed assets (land) and investment properties (land and buildings) were valued by independent professionally qualified valuers who hold a recognised relevant professional qualification and have recent experience in the locations and segment of the fixed assets (land) and investment properties (land and buildings) valued. For all valuations, their current use equates to the highest and best use.

4. PERTIMBANGAN AKUNTANSI PENTING DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI (lanjutan)

Nilai wajar aset tetap (tanah) dan properti investasi (tanah dan bangunan) (lanjutan)

Nilai wajar untuk tanah yang dimiliki dalam aset tetap dan properti investasi ditentukan menggunakan pendekatan pasar. Pendekatan ini mempertimbangkan nilai pasar tanah untuk properti pembanding di sekitar lokasi, dengan penyesuaian- penyesuaian tertentu yang dilakukan dengan mempertimbangkan perbedaan karakteristik dari tanah tersebut, seperti status sertifikasi tanah, ukuran properti, lokasi, akses menuju lokasi. Hal yang paling signifikan dalam pendekatan ini adalah harga pasar tanah per meter persegi.

Taksiran masa manfaat ekonomis aset tetap

Aset tetap disusutkan dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap antara 4 sampai dengan 30 tahun.

Grup secara periodik menelaah estimasi masa manfaat aset tetap berdasarkan beberapa faktor diantaranya spesifikasi teknis, operasi dan kebutuhan usaha. Laporan keuangan konsolidasian dapat terpengaruh secara material terhadap perubahan dalam estimasi tersebut. Manajemen akan merevisi beban penyusutan dimana masa manfaatnya berbeda dari estimasi sebelumnya, atau penghapusan atau melakukan penurunan nilai atas aset yang secara teknis telah usang atau aset non-strategis yang dihentikan penggunaannya atau dijual. Penjelasan lebih rinci diungkapkan dalam Catatan 13.

Sewa

Penentuan apakah suatu perjanjian merupakan atau mengandung sewa memerlukan pertimbangan yang cermat untuk menilai apakah perjanjian tersebut memberikan hak untuk memperoleh secara substansial seluruh manfaat ekonomi dari penggunaan aset selama periode penggunaan dan hak untuk mengarahkan penggunaan aset, bahkan jika hak tidak secara eksplisit ditentukan dalam pengaturan.

Grup memiliki berbagai perjanjian sewa dimana Grup bertindak sebagai lessee sehubungan dengan aset tertentu. Grup mengevaluasi apakah risiko dan manfaat yang signifikan atas kepemilikan aset sewaan dialihkan kepada penyewa atau dipertahankan oleh Grup berdasarkan PSAK 116, yang mengharuskan Grup untuk membuat pertimbangan dan estimasi atas pengalihan risiko dan manfaat kepemilikan aset yang disewa.

4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

Fair value fixed assets (land) and investment properties (land and buildings) (continued)

The fair value for land held in fixed assets and investment properties was determined using the market approach. This approach takes into account the market price of land for comparable properties in the vicinity, with certain adjustments for differences due to different characteristics of the land, such as land certificate status, property size, location and accessibility. The most significant input into this valuation approach is the land market price per square metre.

Estimated useful lives of fixed assets

The fixed assets are depreciated on a straight-line method over their estimated useful lives. Management estimates the useful lives of these fixed assets to be within 4 to 30 years.

The Group periodically reviews the estimated useful lives of fixed assets based on several factors such as technical specification, operation and business needs. The consolidated financial statements could be materially affected by changes in these estimates. Management will revise the depreciation charged where useful lives are different to those previously estimated, or it will write off or written down technically obsolete or non-strategic assets that have been abandoned or sold. Further details are disclosed in Note 13.

Leases

Determining whether an arrangement is or contains a lease requires careful judgement to assess whether the arrangement conveys a right to obtain substantially all the economic benefits from the use of the asset throughout the period of use and the right to direct the use of the asset, even if the right is not explicitly specified in the arrangement.

The Group has various lease agreements where the Group acts as a lessee in respect of certain assets. The Group evaluates whether significant risks and rewards of ownership of the leased asset are transferred to the lessee or retained by the Group based on PSAK 116, which requires the Group to make judgements and estimates of the transfer of risks and rewards of ownership of the leased asset.

4. PERTIMBANGAN AKUNTANSI PENTING DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI (lanjutan)

Sewa (lanjutan)

Karena Grup tidak dapat dengan mudah menentukan suku bunga implisit, manajemen menggunakan suku bunga pinjaman inkremental Grup sebagai tingkat diskonto. Ada beberapa faktor yang perlu dipertimbangkan dalam menentukan suku bunga pinjaman inkremental, yang banyak di antaranya memerlukan pertimbangan untuk dapat secara andal mengukur penyesuaian yang diperlukan untuk sampai pada tingkat diskonto akhir. Dalam menentukan suku bunga pinjaman inkremental, Grup mempertimbangkan faktor-faktor utama berikut: risiko kredit korporat Grup, jangka waktu sewa, jangka waktu pembayaran sewa, lingkungan ekonomi, waktu di mana sewa dimasukkan, dan mata uang di mana pembayaran sewa ditentukan.

Grup menentukan jangka waktu sewa sebagai jangka waktu sewa yang tidak dapat dibatalkan, bersama dengan setiap periode yang tercakup dalam opsi untuk memperpanjang sewa jika cukup pasti akan dilaksanakan, atau setiap periode yang tercakup dalam opsi untuk mengakhiri sewa, jika cukup pasti untuk tidak dilakukan.

Pertimbangan dilakukan dalam mengevaluasi apakah cukup pasti akan menggunakan opsi untuk memperbarui atau mengakhiri sewa. Artinya, Grup mempertimbangkan seluruh faktor relevan yang menciptakan insentif ekonomi untuk melakukan pembaruan atau penghentian. Grup juga mempertimbangkan apakah ada penalti signifikan untuk membatalkan (atau untuk tidak memperpanjang) kontrak, adanya leasehold improvement yang diperkirakan memiliki nilai sisa yang signifikan atau faktor lain mencakup sejarah durasi sewa dan biaya serta halangan bisnis untuk menggantikan aset sewa dalam menelaah hak yang dapat dipaksakan untuk memperpanjang sewa diluar kontrak tertulis.

Grup menilai kembali masa sewa jika ada peristiwa atau perubahan signifikan dalam keadaan yang berada dalam kendali dan memengaruhi kemampuan Grup untuk menggunakan atau tidak menggunakan opsi untuk memperbarui atau menghentikan.

Penilaian instrumen keuangan

Grup mencatat aset dan liabilitas keuangan tertentu pada nilai wajar, yang mengharuskan penggunaan estimasi akuntansi. Sementara komponen signifikan atas pengukuran nilai wajar ditentukan menggunakan bukti obyektif yang dapat diverifikasi, jumlah perubahan nilai wajar dapat berbeda bila Grup menggunakan metodologi penilaian yang berbeda. Perubahan nilai wajar aset dan liabilitas keuangan tersebut dapat mempengaruhi secara langsung penghasilan komprehensif lain Grup.

4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

Leases (continued)

Since the Group could not readily determine the implicit rate, management uses the Group's incremental borrowing rate as a discount rate. There are a number of factors to consider in determining an incremental borrowing rate, many of which need judgement in order to be able to reliably quantify any necessary adjustments to arrive at the final discount rates. In determining the incremental borrowing rate, the Group considers the following main factors: the Group's corporate credit risk, the lease term, the lease payment term, the economic environment, the time at which the lease is entered into, and the currency in which the lease payments are denominated.

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. The Group also considers whether there are significant penalties to terminate (or not extend) the contracts, any leasehold improvement are expected to have a significant remaining value or other factors including historical lease durations and the costs and business disruption required to replace the leased assets in assessing the enforceable rights to extend the lease beyond the written contract.

The Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Valuation of financial instruments

The Group's carry certain financial assets and liabilities at fair value, which requires the use of accounting estimates. While significant components of fair value measurement were determined using verifiable objective evidences, the amount of changes in fair value would differ if the Company utilized a different valuation methodology. Any changes in a fair value of these financial assets and liabilities would directly affect the Company's other comprehensive income.

4. PERTIMBANGAN AKUNTANSI PENTING DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI (lanjutan)

Penilaian instrumen keuangan (lanjutan)

Nilai tercatat dari aset keuangan dan liabilitas keuangan pada nilai wajar dalam laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2025 dan 2024 diungkapkan dalam Catatan 33.

Penyisihan persediaan usang dan lambat bergerak

Penyisihan persediaan usang dan lambat bergerak diestimasi berdasarkan fakta dan situasi terbaik yang tersedia, termasuk namun tidak terbatas kepada, kondisi fisik persediaan yang dimiliki, harga jual pasar, estimasi biaya penyelesaian dan estimasi biaya yang timbul untuk penjualan. Provisi dievaluasi kembali dan disesuaikan jika terdapat tambahan informasi yang mempengaruhi jumlah yang diestimasi. Nilai tercatat persediaan diungkapkan dalam Catatan 9.

Imbalan pasca kerja dan pensiun

Penentuan utang dan biaya pensiun dan liabilitas imbalan kerja Grup bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian. Hasil aktual yang berbeda dari asumsi yang ditetapkan Grup diakui segera sebagai pos terpisah pada penghasilan komprehensif lain di ekuitas. Sementara Grup berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Grup dapat mempengaruhi secara material liabilitas diestimasi atas pensiun dan imbalan kerja dan beban imbalan kerja neto. Nilai tercatat liabilitas imbalan kerja diungkapkan pada Catatan 19.

Penurunan nilai piutang usaha dan lain-lain

Grup menggunakan matriks provisi untuk menghitung ECL atas piutang usaha dan lain-lain. Tarif provisi didasarkan pada hari yang lewat jatuh tempo untuk mengelompokan pelanggan ke segmen yang memiliki pola kerugian serupa. Matriks provisi awalnya berdasarkan tarif *default* yang diamati Grup secara historis. Grup akan mengkalibrasi matriks tersebut untuk menyesuaikan pengalaman kerugian kredit historis dengan informasi kedepan.

4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

Valuation of financial instruments (continued)

The carrying amounts of financial assets and financial liabilities carried at fair values in the consolidated statements of financial position as of December 31, 2025 and 2024 are disclose in Note 33.

Allowance for obsolescence and slow-moving inventories

Allowance for obsolescence and slow-moving inventories is estimated based on the best available facts and circumstances, including but not limited to, the inventories' own physical conditions, their market selling prices, estimated costs of completion and estimated costs to be incurred for their sales. The provisions are re-evaluated and adjusted as additional information received affects the amount estimated. The carrying amounts of inventories are disclosed in Note 9.

Pension and employee benefits

The determination of the Group's obligations and cost for pension and employee benefits liabilities is dependent on its selection of certain assumptions used by the independent actuaries in calculating such amounts. Those assumptions include among others, discount rates, future annual salary increase, annual employee turn-over rate, disability rate, retirement age and mortality rate. Actual results that differ from the Group's assumptions are recognized immediately as a separate item under other comprehensive income in equity. While the Group believes that its assumptions are reasonable and appropriate, significant differences in the Group's actual experiences or significant changes in the Group's assumptions may materially affect its estimated liabilities for pension and employee benefits and net employee benefits expense. The carrying amount of the employee benefits obligation are disclosed in Note 19.

Impairment of trade and other receivables

The Group uses a provision matrix to calculate ECLs for trade and other receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information.

4. PERTIMBANGAN AKUNTANSI PENTING DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI (lanjutan)

Penurunan nilai piutang usaha dan lain-lain (lanjutan)

Misalnya, jika prakiraan kondisi ekonomi diperkirakan memburuk selama tahun depan yang dapat menyebabkan peningkatan jumlah *default* di sektor usaha Grup, tingkat *default* historis disesuaikan. Pada setiap tanggal pelaporan, tarif *default* yang diamati secara historis diperbarui dan perubahan dalam estimasi ke depan dianalisa kembali.

Penilaian korelasi antara tingkat *default* yang diamati secara historis, prakiraan kondisi ekonomi, dan ECL adalah estimasi signifikan. Jumlah ECL sensitif terhadap perubahan keadaan dan prakiraan kondisi ekonomi. Pengalaman kerugian kredit historis Grup dan prakiraan kondisi ekonomi mungkin tidak mewakili *actual default* pelanggan di masa depan. Informasi mengenai ECL atas piutang usaha Grup diungkapkan pada Catatan 6.

Menentukan apakah poin loyalitas memberikan hak material kepada pelanggan

Segmen ritel Grup menjalankan program poin loyalitas yang memungkinkan pelanggan untuk mengumpulkan poin ketika mereka membeli barang di toko ritel Grup. Poin-poin tersebut dapat ditukarkan dengan produk gratis, bergantung pada jumlah poin minimum yang diperoleh. Grup menilai apakah poin loyalitas tersebut memberikan hak material kepada pelanggan yang perlu untuk diperhitungkan sebagai kewajiban pelaksanaan terpisah.

Grup menetapkan bahwa poin loyalitas memberikan hak material yang tidak akan diterima pelanggan tanpa menandatangani kontrak. Produk gratis yang diterima pelanggan ketika menukar poin loyalitasnya tidak mencerminkan harga yang berdiri sendiri yang akan dibayar oleh pelanggan yang tidak memiliki hubungan dengan Grup untuk produk tersebut. Hak pelanggan juga terkumpul ketika membeli produk tambahan.

Pajak penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti dalam kegiatan usaha normal. Karena ketidakpastian sehubungan dengan pos-pos pajak tersebut, terdapat kemungkinan bahwa, pada saat penyelesaian perpajakan di masa depan, hasil terakhir dapat berbeda secara signifikan. Penjelasan lebih rinci diungkapkan dalam Catatan 20.

4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

Impairment of trade and other receivables (continued)

For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults in the Group's industry sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's trade receivables is disclosed in Note 6.

Determining whether the loyalty points provide material rights to customers

The Group's retail segment operates a loyalty points program which allows customers to accumulate points when they purchase products in the Group's retail stores. The points can be redeemed for free products, subject to a minimum number of points obtained. The Group assessed whether the loyalty points provide a material right to the customers that needs to be accounted for as a separate performance obligation.

The Group determined that the loyalty points provide a material right that customers would not receive without entering into the contract. The free products the customers would receive by exercising the loyalty points do not reflect the stand-alone selling price that customers without an existing relationship with the Group would pay for those products. The customers' right also accumulates as they purchase additional products.

Income tax

Significant judgment is involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business. Due to the uncertainty associated with such tax items, there is a possibility that, on conclusion of open tax matters at a future date, the final outcome may differ significantly. Further details are disclosed in Note 20.

4. PERTIMBANGAN AKUNTANSI PENTING DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI (lanjutan)

Aset pajak tangguhan

Aset pajak tangguhan diakui atas perbedaan temporer yang dapat dikurangkan dan seluruh rugi fiskal yang belum digunakan sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga rugi fiskal tersebut dapat digunakan. Estimasi signifikan oleh manajemen diharuskan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan. Rincian lebih lanjut diungkapkan dalam Catatan 20.

Penurunan nilai aset non-keuangan

Penurunan nilai muncul saat jumlah tercatat aset atau unit penghasil kas melebihi nilai terpulihkannya, yang lebih besar antara nilai wajar dikurangi biaya untuk menjual dan nilai pakainya. Nilai wajar dikurangi biaya untuk menjual didasarkan pada ketersediaan data dari perjanjian penjualan yang mengikat yang dibuat dalam transaksi normal atas aset serupa atau harga pasar yang dapat diamati dikurangi dengan biaya tambahan yang dapat diatribusikan dengan pelepasan aset. Perhitungan nilai pakai didasarkan pada model arus kas yang didiskontokan. Data arus kas diambil dari anggaran untuk lima tahun yang akan datang dan tidak termasuk aktivitas restrukturisasi yang belum dilakukan oleh Grup atau investasi signifikan dimasa datang yang akan memutakhirkan kinerja aset dari unit penghasil kas yang diuji. Nilai terpulihkan paling dipengaruhi oleh tingkat diskonto yang digunakan dalam model arus kas yang didiskontokan, sebagaimana juga jumlah arus kas masuk di masa datang yang diharapkan dan tingkat pertumbuhan yang digunakan untuk tujuan ekstrapolasi.

Manajemen berkeyakinan bahwa tidak terdapat indikasi atas penurunan nilai aset non-keuangan pada tanggal 31 Desember 2025 dan 2024.

4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

Deferred tax assets

Deferred tax assets are recognized for deductible temporary difference and all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilized. Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies. Further details are disclosed in Note 20.

Impairment of non-financial assets

An impairment exists when the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the cash-generating unit being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used for extrapolation purposes.

Management believes that there is no indication of potential impairment in values of non-financial assets as of December 31, 2025 and 2024.

5. KAS DAN SETARA KAS / *5. CASH AND CASH EQUIVALENTS*

	2025	2024	
Kas			*Cash on hand*
Rupiah	2,981	3,407	*Rupiah*
Lain-lain	25	81	*Others*
Jumlah kas	3,006	3,488	*Total cash on hand*
Kas di bank			*Cash in banks*
Rupiah			*Rupiah*
PT Bank Mandiri (Persero) Tbk	188,348	84,017	*PT Bank Mandiri (Persero) Tbk*
PT Bank UOB Indonesia	101,577	164,238	*PT Bank UOB Indonesia*
PT Bank Danamon Indonesia Tbk	74,855	106,965	*PT Bank Danamon Indonesia Tbk*
PT Bank Central Asia Tbk	27,097	36,087	*PT Bank Central Asia Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	9,440	6,114	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	6,216	1,142	*PT Bank Syariah Indonesia Tbk*
PT Bank OCBC NISP Tbk	3,991	1,977	*PT Bank OCBC NISP Tbk*
PT Bank Tabungan Negara Tbk	2,887	2,756	*PT Bank Tabungan Negara Tbk*
PT Bank Permata Tbk	428	2,450	*PT Bank Permata Tbk*
Lain-lain	1,914	4,994	*Others*
Dolar AS			*US Dollar*
PT Bank Mandiri (Persero) Tbk (AS$ 3.017 pada tahun 2025 dan AS$ 16.249 pada tahun 2024)	51	263	*PT Bank Mandiri (Persero) Tbk (US$ 3,017 in 2025 and US$ 16,249 in 2024)*
Jumlah kas di bank	416,804	411,003	*Total cash in banks*
Deposito			*Time deposits*
Rupiah			*Rupiah*
PT Bank Tabungan Negara Tbk	535,000	670,000	*PT Bank Tabungan Negara Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	250,000	600,000	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Mandiri Taspen	150,000	150,000	*PT Bank Mandiri Taspen*
PT Bank Maspion Indonesia Tbk	150,000	150,000	*PT Bank Maspion Indonesia Tbk*
PT Bank Danamon Indonesia Tbk	100,000	100,000	*PT Bank Danamon Indonesia Tbk*
PT Bank Pan Indonesia Tbk	50,000	100,000	*PT Bank Pan Indonesia Tbk*
PT Bank Maybank Indonesia Tbk	-	100,000	*PT Bank Maybank Indonesia Tbk*
PT Bank Permata Tbk	-	25,000	*PT Bank Permata Tbk*
PT Bank Mandiri (Persero) Tbk	-	20,000	*PT Bank Mandiri (Persero) Tbk*
Jumlah deposito	1,235,000	1,915,000	*Total time deposits*
Jumlah (tidak termasuk cerukan)	**1,654,810**	**2,329,491**	***Total (excluding bank overdraft)***
Tingkat bunga deposito per tahun	4.50% - 6.50%	6.50% - 6.75%	*Annual interest rates of time deposits*

Kas dan setara kas termasuk hal-hal berikut untuk kepentingan penyajian laporan arus kas konsolidasian:

Cash and cash equivalents include the following for the purposes of the consolidated statement of cash flows:

	2025	2024	
Kas dan setara kas	1,654,810	2,329,491	*Cash and cash equivalents*
Cerukan (Catatan 18)	(7,187)	(9,189)	*Bank overdraft (Note 18)*
Kas dan setara kas	**1,647,623**	**2,320,302**	***Cash and cash equivalents***

Tidak terdapat saldo kas dan setara kas yang digunakan sebagai jaminan dan dibatasi penggunaannya.

There is no balance of cash and cash equivalents pledged as collateral and restricted in use.

6. PIUTANG USAHA / *6. TRADE RECEIVABLES*

	2025	2024	
Pihak ketiga	1,625,076	1,446,729	*Third parties*
Dikurangi: penyisihan atas kerugian kredit ekspektasian	(2,860)	(1,311)	*Less: allowance for expected credit losses*
Pihak ketiga - neto	1,622,216	1,445,418	*Third parties - net*
Pihak berelasi (Catatan 7)	8,047	16,319	*Related parties (Note 7)*
Piutang usaha - neto	**1,630,263**	**1,461,737**	***Trade receivables - net***

Jangka waktu rata-rata kredit penjualan barang adalah 42 hari. Tidak ada bunga yang dibebankan pada piutang usaha.

The average credit period on sale of goods is 42 days. No interest is charged on trade receivables.

Analisa umur piutang usaha adalah sebagai berikut:

The aging analysis of trade receivables is as follows:

	2025	2024	
Belum jatuh tempo	1,590,071	1,416,747	*Not yet due*
Lewat jatuh tempo:			*Overdue:*
1 - 30 hari	20,294	23,677	*1 - 30 days*
31 - 60 hari	10,316	9,717	*31 - 60 days*
Lebih dari 60 hari	12,442	12,907	*Over 60 days*
Dikurangi: penyisihan atas kerugian kredit ekspektasian	(2,860)	(1,311)	*Less: allowance for expected credit losses*
Jumlah piutang usaha	**1,630,263**	**1,461,737**	***Total trade receivables***

Mutasi penyisihan atas ECL piutang usaha Grup adalah sebagai berikut:

Movements in the Group's allowance for ECLs of trade receivables are as follows:

	2025	2024	
Saldo awal	(1,311)	(1,469)	*Beginning balances*
Perubahan selama tahun berjalan	(1,549)	158	*Changes during the year*
Saldo akhir	**(2,860)**	**(1,311)**	***Ending balances***

Berdasarkan hasil penelaahan keadaan piutang pada akhir periode pelaporan, manajemen Grup berkeyakinan bahwa penyisihan atas kerugian kredit ekspektasian telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang usaha.

Based on a review of the status of receivable accounts at the end of the reporting period, the Group's management believes that the allowance for expected credit losses is adequate to cover possible losses from uncollectible receivables.

Pada tanggal 31 Desember 2025 dan 2024, seluruh piutang usaha Grup dalam mata uang Rupiah.

As of December 31, 2025 and 2024, all of the Group's trade receivables are denominated in Rupiah.

Pada tanggal 31 Desember 2025 dan 2024, piutang usaha masing-masing sebesar Rp 1.590.071 dan Rp 1.416.747 belum jatuh tempo dan tidak mengalami penurunan nilai. Piutang ini akan jatuh tempo dalam waktu 1-60 hari.

As of December 31, 2025 and 2024, trade receivables amounting to Rp 1,590,071 and Rp 1,416,747, respectively, were not past due and not impaired. These receivables will be due in 1-60 days.

6. PIUTANG USAHA (lanjutan)

Pada tanggal 31 Desember 2025 and 2024 terdapat piutang usaha masing-masing sebesar Rp 40.192 dan Rp 44.990 telah lewat jatuh tempo namun tidak mengalami penurunan nilai. Piutang tersebut berasal dari sejumlah pelanggan yang tidak memiliki sejarah gagal bayar.

Pada tanggal 31 Desember 2025 dan 2024, piutang usaha masing-masing sebesar Rp 2.860 dan Rp 1.311 mengalami penurunan nilai dan telah diprovisikan.

Pada tanggal 31 Desember 2025 dan 2024, piutang usaha tertentu Grup dijaminkan atas fasilitas pinjaman dari PT Bank Mandiri (Persero) Tbk dengan perjanjian fidusia senilai Rp 562.860 (Catatan 18).

Lihat Catatan 33 mengenai risiko kredit piutang usaha untuk memahami bagaimana Grup mengelola dan mengukur kualitas kredit piutang usaha.

6. TRADE RECEIVABLES (continued)

As of December 31, 2025 and 2024, trade receivables amounting to Rp 40,192 and Rp 44,990, respectively, were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default.

As of December 31, 2025 and 2024, trade receivables amounting to Rp 2,860 and Rp 1,311, respectively, were impaired and have been fully provisioned.

As of December 31, 2025 and 2024, certain trade receivables of the Group are pledged as collateral for the loan facilities from PT Bank Mandiri (Persero) Tbk with fiduciary agreement totalling Rp 562,860 (Note 18).

Refer to Note 33 on the credit risk of trade receivables to understand how the Group manages and measures the credit quality of trade receivables.

7. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI

a. Sifat hubungan pihak berelasi

Dalam kegiatan usaha normal, Grup melakukan transaksi usaha dan lainnya dengan pihak-pihak berelasi, yang terafiliasi dengan Grup melalui kepemilikan langsung dan tak langsung, dan/atau dibawah entitas sepengendali. Transaksi antara pihak-pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak.

Saldo dan transaksi antara entitas induk dan entitas anaknya, yang merupakan pihak berelasi, telah dieliminasi pada saat konsolidasi dan tidak diungkapkan dalam catatan ini.

Dalam kegiatan usahanya, Grup melakukan transaksi tertentu dengan pihak berelasi, yang meliputi antara lain:

7. BALANCES AND TRANSACTIONS WITH RELATED PARTIES

a. Nature of relationship

In the normal course of business, the Group enters into trade and other transactions with related parties, which are affiliated with the Group through direct or indirect ownership, and/or under common control entity. The transactions among related parties are made based on terms agreed by the parties.

Balances and transactions between the parent company and its subsidiaries, which are related parties, have been eliminated on consolidation and are not disclosed in this note.

In the normal course of business, the Group entered into certain transactions with related parties, including the following:

Pihak-pihak berelasi/ ***Related parties***	**Sifat hubungan/** ***Nature of relationship***	**Jenis transaksi/** ***Nature of transactions***
PT Avia Avian Industri Pipa	Memiliki personil manajemen kunci yang sama dan dalam entitas sepengendali/ *Have the same key management personnel and under common control entity*	Penjualan barang, pembelian alat-alat dan bahan bangunan, pendapatan sewa bangunan kantor dan penggantian biaya/ *Sales of goods, purchase of tools and building materials, office building rent income and expense reimbursement*
PT Bangun Bersama Solusindo	Investasi pada ventura bersama/ *Investment in joint venture*	Penjualan barang, pendapatan sewa bangunan kantor dan pembelian bahan bangunan/ *Sales of goods, office building rental income and purchases of building materials*
PT Caturkarda Depo Bangunan Tbk	Memiliki personil manajemen kunci yang sama dan dalam entitas sepengendali/ *Have the same key management personnel and under common control entity*	Penjualan barang/*Sales of goods*

7. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan) / *BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)*

a. Sifat hubungan pihak berelasi (lanjutan) / *Nature of relationship (continued)*

Pihak-pihak berelasi/ *Related parties*	Sifat hubungan/ *Nature of relationship*	Jenis transaksi/ *Nature of transactions*
PT CMN Indonesia	Memiliki personil manajemen kunci yang sama dan dalam entitas sepengendali/ *Have the same key management personnel and under common control entity*	Pembelian hadiah/*Purchase of merchandise*
PT Kencana Lintasindo Internasional	Memiliki personil manajemen kunci yang sama dan dalam entitas sepengendali/ *Have the same key management personnel and under common control entity*	Penjualan barang, pembelian alat-alat dan bahan bangunan dan penggantian biaya/ *Sales of goods, purchase of tools and building materials and expense reimbursement*
PT Megadepo Indonesia	Memiliki personil manajemen kunci yang sama dan dalam entitas sepengendali/ *Have the same key management personnel and under common control entity*	Penjualan barang dan pembelian alat-alat dan bahan bangunan/*Sales of goods and purchases of tools and building materials*
PT Mitra Mulia Makmur	Memiliki personil manajemen kunci yang sama dan dalam entitas sepengendali/ *Have the same key management personnel and under common control entity*	Penjualan barang, pembelian bahan pembantu dan pendapatan sewa bangunan pabrik/ *Sales of goods, purchase of supplies and building materials and factory building rent income*
PT Panca Kalsiumindo Perkasa	Memiliki personil manajemen kunci yang sama dan dalam entitas sepengendali/ *Have the same key management personnel and under common control entity*	Penjualan barang dan pembelian alat-alat dan bahan bangunan, jasa produksi/*Sales of goods and purchases of tools and building materials, production services*
PT Sarana Depo Kencana	Memiliki personil manajemen kunci yang sama dan dalam entitas sepengendali/ *Have the same key management personnel and under common control entity*	Penjualan barang dan sewa bangunan/ *Sales of goods and building rent*
PT Wahana Lentera Raya	Memiliki personil manajemen kunci yang sama dan dalam entitas sepengendali/ *Have the same key management personnel and under common control entity*	Penjualan barang, pembelian alat-alat dan bahan bangunan, pendapatan sewa bangunan kantor dan penggantian biaya/ *Sales of goods, purchase of tools and building materials, office building rent income and expense reimbursement*
Dewan Komisaris dan Direksi/ *Board of Commissioners and Directors*	Manajemen personil kunci/ *Key management personnel*	Gaji dan imbalan kerja jangka pendek lainnya/*Salaries and other short-term compensation benefits*

b. Saldo dengan pihak berelasi / *Balances with related parties*

	2025	2024	
Piutang usaha			***Trade receivables***
PT Megadepo Indonesia	4,074	5,202	*PT Megadepo Indonesia*
PT Caturkarda Depo Bangunan Tbk	2,027	8,018	*PT Caturkarda Depo Bangunan Tbk*
PT Bangun Bersama Solusindo	1,666	1,940	*PT Bangun Bersama Solusindo*
Lain-lain	280	1,159	*Others*
Jumlah	**8,047**	**16,319**	***Total***
Persentase terhadap jumlah aset	**0.07%**	**0.15%**	***Percentage to total assets***
Piutang lain-lain			***Other receivables***
PT Avia Avian Industri Pipa	90,703	70,752	*PT Avia Avian Industri Pipa*
PT Wahana Lentera Raya	11,370	10,293	*PT Wahana Lentera Raya*
PT Bangun Bersama Solusindo	1,292	927	*PT Bangun Bersama Solusindo*
Lain-lain	1,394	1,311	*Others*
Jumlah	**104,759**	**83,283**	***Total***
Persentase terhadap jumlah aset	**0.95%**	**0.75%**	***Percentage to total assets***

7. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

7. BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)

b. Saldo dengan pihak berelasi (lanjutan)

b. Balances with related parties (continued)

	2025	2024	
Beban dibayar dimuka			***Prepaid expenses***
Lain-lain	25	25	*Others*
Persentase terhadap jumlah aset	**0.00%**	**0.00%**	***Percentage to total assets***
Aset hak-guna			***Right-of-use assets***
PT Sarana Depo Kencana	55,841	52,622	*PT Sarana Depo Kencana*
Persentase terhadap jumlah aset	**0.50%**	**0.48%**	***Percentage to total assets***
Utang usaha			***Trade payables***
PT Avia Avian Industri Pipa	233,967	207,725	*PT Avia Avian Industri Pipa*
PT Wahana Lentera Raya	48,828	47,315	*PT Wahana Lentera Raya*
PT Kencana Lintasindo Internasional	32,958	20,006	*PT Kencana Lintasindo Internasional*
PT Mitra Mulia Makmur	29,606	75,906	*PT Mitra Mulia Makmur*
PT Bangun Bersama Solusindo	5,837	8,234	*PT Bangun Bersama Solusindo*
PT Panca Kalsiumindo Perkasa	4,436	3,745	*PT Panca Kalsiumindo Perkasa*
Lain-lain	9	10	*Others*
Jumlah	**355,641**	**362,941**	***Total***
Persentase terhadap jumlah liabilitas	**23.03%**	**25.40%**	***Percentage to total liabilities***
Utang lain-lain			***Other payables***
Lain-lain	710	487	*Others*
Persentase terhadap jumlah liabilitas	**0.05%**	**0.03%**	***Percentage to total liabilities***
Pendapatan diterima dimuka			***Unearned revenue***
Lain-lain	1,606	1,611	*Others*
Persentase terhadap jumlah liabilitas	**0.10%**	**0.11%**	***Percentage to total liabilities***
Liabilitas sewa			***Lease liabilities***
PT Sarana Depo Kencana	55,841	52,622	*PT Sarana Depo Kencana*
Persentase terhadap jumlah liabilitas	**3.62%**	**3.68%**	***Percentage to total liabilities***

7. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

7. *BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)*

c. Transaksi dengan pihak berelasi

c. *Transactions with related parties*

	2025	2024	
Penjualan			***Revenue***
PT Megadepo Indonesia	21,303	20,185	*PT Megadepo Indonesia*
PT Caturkarda Depo Bangunan Tbk	19,373	25,472	*PT Caturkarda Depo Bangunan Tbk*
PT Bangun Bersama Solusindo	6,211	8,667	*PT Bangun Bersama Solusindo*
PT Avia Avian Industri Pipa	502	3,520	*PT Avia Avian Industri Pipa*
Lain-lain	2,870	2,239	*Others*
Jumlah	**50,259**	**60,083**	***Total***
Persentase terhadap jumlah penjualan	**0.62%**	**0.80%**	***Percentage to total revenue***
Pembelian persediaan			***Purchase of inventories***
PT Avia Avian Industri Pipa	1,159,509	1,053,497	*PT Avia Avian Industri Pipa*
PT Mitra Mulia Makmur	357,189	315,826	*PT Mitra Mulia Makmur*
PT Wahana Lentera Raya	291,805	265,189	*PT Wahana Lentera Raya*
PT Kencana Lintasindo Internasional	144,252	114,947	*PT Kencana Lintasindo Internasional*
PT Bangun Bersama Solusindo	42,496	36,533	*PT Bangun Bersama Solusindo*
PT Panca Kalsiumindo Perkasa	36,283	36,718	*PT Panca Kalsiumindo Perkasa*
PT CMN Indonesia	1,550	2,534	*PT CMN Indonesia*
Lain-lain	11	123	*Others*
Jumlah	**2,033,095**	**1,825,367**	***Total***
Persentase terhadap jumlah beban pokok penjualan	**44.73%**	**44.19%**	***Percentage to total cost of goods sold***
Beban sewa ruang apartement			***Apartment rent expense***
Lain-lain	285	282	*Others*
Persentase terhadap jumlah beban umum dan administrasi	**0.10%**	**0.11%**	***Percentage to total general and administrative expense***
Pendapatan sewa gedung kantor dan pabrik			***Factory and office building rental income***
PT Wahana Lentera Raya	1,212	1,211	*PT Wahana Lentera Raya*
PT Bangun Bersama Solusindo	1,033	509	*PT Bangun Bersama Solusindo*
Lain-lain	2,263	2,216	*Others*
Jumlah	**4,508**	**3,936**	***Total***
Persentase terhadap jumlah pendapatan lain-lain - neto	**26.42%**	**27.91%**	***Percentage to total other income - net***

d. Kompensasi manajemen kunci

Gaji dan kompensasi kesejahteraan jangka pendek lainnya yang dibebankan untuk Dewan Komisaris dan Direksi Grup untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar Rp 114.222 dan Rp 106.949.

d. *Key management compensation*

Salaries and other short-term compensation benefits expensed to the Group's Boards of Commissioners and Directors for the years ended December 31, 2025 and 2024 amounted to Rp 114,222 and Rp 106,949, respectively.

8. PIUTANG LAIN-LAIN / *8. OTHER RECEIVABLES*

	2025	2024	
Pihak berelasi (Catatan 7)	104,759	83,283	*Related parties (Note 7)*
Pihak ketiga			*Third parties*
Piutang bunga investasi pada surat utang negara	34,262	37,779	*Interest receivables from investment in government bonds*
Lain-lain	14,052	7,641	*Others*
Jumlah	**153,073**	**128,703**	***Total***

Berdasarkan penilaian manajemen atas kerugian kredit ekspektasian, manajemen Grup berkeyakinan bahwa kerugian kredit ekspektasian mendekati nol, sehingga cadangan untuk kerugian kredit ekspektasian belum diakui.

Based on management's assessment of the expected credit losses, the management of the Group believes that the expected credit losses are close to zero, as such, allowance for expected credit losses has not been recognized.

9. PERSEDIAAN / *9. INVENTORIES*

	2025	2024	
Barang jadi	1,095,072	1,051,043	*Finished goods*
Bahan baku	316,401	266,785	*Raw materials*
Barang dalam proses	68,035	41,994	*Work in process*
Bahan pembantu	40,680	34,790	*Supplies*
Barang promosi	35,930	36,584	*Promotional goods*
Suku cadang	17,726	8,823	*Spareparts*
Persediaan dalam perjalanan	129,469	132,686	*Inventories in transit*
Sub-jumlah	1,703,313	1,572,705	*Sub-total*
Cadangan persediaan usang dan lambat bergerak	(23,735)	(14,502)	*Allowance for obsolescence and slow-moving inventories*
Jumlah	**1,679,578**	**1,558,203**	***Total***

Mutasi cadangan persediaan usang dan lambat bergerak adalah sebagai berikut:

Movements in the allowance for obsolescence and slow-moving inventories are as follows:

	2025	2024	
Saldo awal	14,502	9,241	*Beginning balance*
Penyisihan tahun berjalan	9,233	5,261	*Provision for the year*
Saldo akhir	**23,735**	**14,502**	***Ending balance***

Berdasarkan penelaahan atas kondisi dan tingkat perputaran persediaan, manajemen Grup berkeyakinan bahwa cadangan persediaan usang dan lambat bergerak tersebut cukup untuk menutup kemungkinan kerugian dari penurunan nilai persediaan.

Based on the review of the condition and turnover of the inventory items, the Group's management believes that the allowance for obsolescence and slow-moving inventories is adequate to cover any possible losses from the decrease in the value of inventories.

Biaya persediaan yang diakui sebagai beban dalam "beban pokok penjualan" dan "beban lain-lain" masing-masing sebesar Rp 9.233 dan Rp 5.261 pada 2025 dan 2024.

The cost of inventories recognized as expense in "cost of goods sold" and "other expenses" amounted to Rp 9,233 and Rp 5,261 in 2025 and 2024, respectively.

9. PERSEDIAAN (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, seluruh persediaan dijaminkan atas fasilitas pinjaman dari PT Bank Mandiri (Persero) Tbk dengan perjanjian fidusia senilai Rp 763.198 (Catatan 18).

Persediaan diasuransikan terhadap risiko kerugian kebakaran atau pencurian dan risiko lainnya berdasarkan suatu paket polis dengan nilai pertanggungan sebesar AS$ 41,7 juta dan Rp 2.544.303 pada tanggal 31 Desember 2025 dan AS$ 37,5 juta dan Rp 2.083.097 pada tanggal 31 Desember 2024, yang menurut pendapat manajemen cukup untuk menutup kemungkinan kerugian atas risiko-risiko tersebut.

9. INVENTORIES (continued)

As of December 31, 2025 and 2024, all inventories are pledged as collateral for the loan facilities from PT Bank Mandiri (Persero) Tbk with fiduciary agreements totalling Rp 763,198 (Note 18).

Inventories are covered against losses from fire or theft and other risks under blanket amounting to US$ 41.7 million and Rp 2,544,303 as of December 31, 2025 and US$ 37.5 million and Rp 2,083,097 as of December 31, 2024, which in management's opinion are adequate to cover any possible losses arising from such risks.

10. INVESTASI JANGKA PENDEK / *10. SHORT-TERM INVESTMENTS*

	2025	2024	
Surat utang negara	2,415,606	2,931,602	*Government bonds*
Deposito berjangka	100,000	-	*Time deposit*
Reksa dana	54,474	21,298	*Mutual funds*
Jumlah	**2,570,080**	**2,952,900**	***Total***

a. Investasi pada surat utang negara

Seluruh investasi pada surat utang negara didenominasi dalam mata uang Rupiah.

Surat Utang Negara ("SUN") diterbitkan oleh Pemerintah Republik Indonesia dengan tingkat suku bunga tetap antara 5,13% hingga 7,00% per tahun dan akan jatuh tempo pada berbagai tanggal antara tanggal 15 April 2026 sampai dengan 15 April 2032. Investasi pada SUN akan digunakan untuk keperluan modal kerja Grup dan pembangunan pabrik di Cirebon, sehingga investasi tersebut disajikan sebagai aset lancar pada laporan posisi keuangan konsolidasian.

Bunga atas SUN ini akan diterima setiap 6 (enam) bulan sekali. Pendapatan bunga efektif yang diperoleh untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar Rp 146.189 dan Rp 154.994 (Catatan 29).

Pada tanggal 31 Desember 2025 dan 2024, keuntungan (kerugian) nilai wajar neto yang belum direalisasi atas investasi pada instrumen utang masing-masing sebesar Rp 17.624 dan (Rp 103.357) diakui dalam ekuitas sebagai perubahan nilai wajar atas investasi pada surat utang negara.

a. Investment in government bonds

All investment in government bonds are denominated in Rupiah.

Government bonds ("SUN") issued by the Government of the Republic of Indonesia bear fixed interest rates ranging from 5.13% to 7.00% per annum and will be due on various dates from April 15, 2026 to April 15, 2032. Investment in government bonds is used for the Group's working capital purpose and construction of the factory in Cirebon, as such, the investment is presented as current assets in the consolidated statement of financial position.

The interest of the SUN will be received every 6 (six) months. Effective interest income earned for the years ended December 31, 2025 and 2024 amounted to Rp 146,189 and Rp 154,994, respectively (Note 29).

As of December 31, 2025 and 2024, the net unrealised gain (loss) of fair value on investment in debt instruments of Rp 17,624 and (Rp 103,357), respectively, was recognised in equity under changes in fair value of investment in government bonds.

10. INVESTASI JANGKA PENDEK (lanjutan)

a. Investasi pada surat utang negara (lanjutan)

Untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, keuntungan neto atas nilai wajar masing-masing sebesar Rp 1.353 dan nihil telah direklasifikasi dari ekuitas ke laba rugi tahun berjalan.

Manajemen berpendapat bahwa tidak terdapat kejadian-kejadian atau perubahan keadaan yang mengindikasikan adanya bukti objektif penurunan nilai wajar aset keuangan pada nilai wajar melalui penghasilan komprehensif lain, sehingga, tidak diperlukan cadangan penurunan.

b. Deposito berjangka

Deposito berjangka didenominasi dalam mata uang Rupiah dengan jangka waktu enam bulan yang ditempatkan pada PT Pan Indonesia Tbk. Saldo pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar Rp 100.000 dan nihil. Tingkat suku bunga deposito berjangka tersebut pada 31 Desember 2025 adalah sebesar 6,50%.

Lihat Catatan 33 mengenai risiko kredit dari investasi untuk memahami bagaimana Grup mengelola dan mengukur kualitas kredit atas investasi.

10. SHORT-TERM INVESTMENTS (continued)

a. Investment in government bonds (continued)

For the years ended December 31, 2025 and 2024, the net gain in fair value amounting to Rp 1,353 and nill respectively, has been reclassified from equity to profit or loss in current year.

The management is of the opinion that there are no events or changes in circumstances that indicate a permanent decline in the fair value of the financial assets at FVTOCI, therefore, no provision for impairment is necessary.

b. Time deposit

Time deposit is denominated in Rupiah and has a term of six months placed with PT Pan Indonesia Tbk. The outstanding balance as of December 31, 2025 and 2024 amounted to Rp 100,000 and nill, respectively. Annual interest rate of the time deposit as of December 31, 2025 is 6.50%.

Refer to Note 33 on the credit risk of the investments to understand how the Group manages and measures the credit quality of investments.

11. INVESTASI JANGKA PANJANG

Investasi jangka panjang merupakan investasi langsung di saham ekuitas dengan kepemilikan kurang dari 20% dan investasi pada surat utang jangka panjang sebagai berikut:

11. LONG-TERM INVESTMENTS

Long-term investments represent direct investments in equity shares with ownership of interests less than 20% and long-term debt investment as follows:

	2025	2024	
Investasi saham	290,846	-	*Equity shares investment*
Surat utang jangka panjang	81,112	-	*Long-term debt investment*
Jumlah	**371,958**	**-**	***Total***

a. Investasi saham

Pada tanggal 13 Maret 2025, Perusahaan mengakuisisi 16,67% kepemilikan saham pada PT Dextone Lemindo ("PT DL") melalui penerbitan saham baru PT DL, dengan nilai transaksi Rp 275.846. Pada tanggal 15 Oktober 2025, Perusahaan melakukan tambahan penyertaan modal saham sebesar Rp 15.000 sesuai dengan proporsi kepemilikannya pada PT DL, sehingga jumlah tercatat investasi pada PT DL menjadi sebesar Rp 290.846.

a. Equity shares investment

On March 13, 2025, the Company acquired a 16.67% equity interest in PT Dextone Lemindo ("PT DL") through the subscription of newly issued shares of PT DL, with a transaction value of Rp 275,846. On October 15, 2025, the Company made an additional capital contribution of Rp 15,000 in proportion to its ownership interest in PT DL, resulting in a total carrying amount of the investment in PT DL of Rp 290,846.

11. INVESTASI JANGKA PANJANG (lanjutan) / *11. LONG-TERM INVESTMENTS (continued)*

a. Investasi saham (lanjutan) / *a. Equity shares investment (continued)*

Investasi pada PT DL tidak tercatat di bursa efek dan tidak mempunyai kuotasi harga di pasar aktif. Oleh karena itu, investasi ini diklasifikasikan sebagai aset keuangan pada nilai wajar melalui penghasilan komprehensif lain. Nilai wajar investasi saham diestimasi dengan menggunakan teknik penilaian yang wajar dengan input yang tidak dapat diobservasi yang dikategorikan dalam hierarki nilai wajar *Level* 3.

The investment in PT DL is not listed on any stock exchange and does not have a quoted price in an active market. Accordingly, the investment is classified as a financial asset at FVTOCI. The fair value of the investment is determined using appropriate valuation techniques incorporating significant unobservable inputs and is categorized within Level 3 of the fair value hierarchy.

PT DL adalah perusahaan yang bergerak di bidang usaha industri perekat/lem.

PT DL is a company engaged in the adhesive/glue industry.

Pada tanggal 29 September 2025, Perusahaan menerima dividen tunai dari PT DL sebesar Rp 15.350 (Catatan 31).

On September 29, 2025, the Company received cash dividends from PT DL amounting to to Rp 15,350 (Note 31).

b. Investasi pada surat utang jangka panjang / *b. Long-term debt investment*

Pada tanggal 12 Desember 2025, Perusahaan melakukan investasi pada Surat Utang Jangka Panjang ("SUJP") yang diterbitkan oleh PT Danantara Investment Management (Persero) dengan nilai transaksi sebesar Rp 100.000. SUJP tersebut dikenakan suku bunga tetap sebesar 2% per tahun, yang dibayarkan setiap 12 (dua belas) bulan. SUJP Tahun 2025 Tahap II Seri A akan jatuh tempo pada tanggal 13 Desember 2030, sedangkan SUJP Tahun 2025 Tahap II Seri B akan jatuh tempo pada tanggal 12 Desember 2032. Investasi tersebut diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode suku bunga efektif, dikurangi penurunan nilai, jika ada.

On December 12, 2025, the Company invested in Long-Term Debt Securities (Surat Utang Jangka Panjang / "SUJP") issued by PT Danantara Investment Management (Persero) with a transaction value of Rp 100,000. The SUJP bear a fixed interest rate of 2% per annum, payable annually every 12 (twelve) months. The SUJP 2025 Phase II Series A will mature on December 13, 2030, while the SUJP 2025 Phase II Series B will mature on December 12, 2032. The investment is measured at amortized cost using the effective interest method, less any impairment losses, if any.

12. PROPERTI INVESTASI / *12. INVESTMENT PROPERTIES*

	2025	2024	
Tanah	272,487	272,487	*Land*
Bangunan	17,377	18,023	*Building*
Jumlah	**289,864**	**290,510**	***Total***

Mutasi perubahan properti investasi adalah sebagai berikut:

The movements of investment properties are as follows:

	2025	2024	
Saldo awal	290,510	290,113	*Beginning balance*
Perubahan nilai wajar (Catatan 31)	(646)	397	*Changes in fair value (Note 31)*
Saldo akhir	**289,864**	**290,510**	***Ending balance***

12. PROPERTI INVESTASI (lanjutan) / *12. INVESTMENT PROPERTIES (continued)*

Properti investasi terdiri dari bangunan yang terletak di Jl. Ahmad Yani No. 317, Dukuh Menanggal, Gayungan, Surabaya, Jawa Timur, serta tanah yang terletak di Makassar seluas 175.798 m^2 yang dimiliki sendiri oleh Grup. Bangunan merupakan gedung perkantoran dalam kontrak Bangun Guna Serah ("BOT") selama 30 tahun yang disewakan kepada pihak-pihak berelasi, sedangkan tanah merupakan tanah kosong dimana manajemen belum menentukan tujuan penggunaannya.

Investment properties consist of building located at Jl. Ahmad Yani No. 317, Dukuh Menanggal, Gayungan, Surabaya, Jawa Timur and land located in Makassar covering an area of 175,798 m^2 that is owned by the Group. Building represents office building under Build, Operate and Transfer ("BOT") contract for 30 years that is rented to related parties, while the land is empty land for which management has not yet determined the intended use.

Nilai wajar properti investasi didasarkan pada penilaian yang dilakukan oleh penilai independen, Kantor Jasa Penilai Publik ("KJPP") Suhartanto Budhihardjo dan Rekan melalui laporannya tanggal 29 Januari 2026 untuk 31 Desember 2025 dan 21 Januari 2025 untuk 31 Desember 2024 (untuk tanah) dan KJPP Iskandar dan Rekan tanggal 30 Januari 2026 untuk tanggal 31 Desember 2025 dan 24 Januari 2025 untuk tanggal 31 Desember 2024 (untuk bangunan).

The fair values of investment properties are based on valuations performed by independent appraisers, Kantor Jasa Penilai Publik ("KJPP") Suhartanto Budhihardjo dan Rekan through its reports dated January 29, 2026 for December 31, 2025 and January 21, 2025 for December 31, 2024 (for land) and KJPP Iskandar dan Rekan dated January 30, 2026 for December 31, 2025 and January 24, 2025 for December 31, 2024 (for building).

Tidak terdapat perpindahan antar level atas pengukuran nilai wajar selama tahun berjalan.

There was no inter-level transfers of fair value measurement during the current year.

Jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian atas properti investasi selama 2025 dan 2024 adalah sebagai berikut:

Amounts recognised in the consolidated statement of profit or loss and other comprehensive income for investment properties during 2025 and 2024 are as follows:

	2025	2024	
Pendapatan sewa berasal dari properti investasi	3,220	3,219	*Rental income derived from investment properties*
Biaya operasi langsung (termasuk perbaikan dan pemeliharaan) (Catatan 31)	(2,847)	(2,579)	*Direct operating expenses (including repairs and maintenance) (Note 31)*

Input yang paling signifikan dalam pendekatan penilaian ini adalah asumsi harga tanah per meter persegi (m^2) yang didasarkan dari harga pasar tanah di sekitar lokasi, disesuaikan dengan perbedaan atribut utama seperti jenis dan hak yang melekat pada properti, lokasi, karakteristik fisik, ukuran, dan penggunaan aset, sebagai berikut:

The most significant input in this approach is the land price per square meter (m^2) assumption which is based on the market price of land located in the vicinity, adjusted for the difference in main attributes such as the type and rights on the property, location, physical characteristics, size and use of the assets, as follows:

	2025	2024	
Tanah			***Land***
Harga per m^2 (nilai penuh)	1,550,000	1,550,000	*Price per m^2 (full amount)*

12. PROPERTI INVESTASI (lanjutan) / *12. INVESTMENT PROPERTIES (continued)*

Pengukuran nilai wajar atas properti investasi bangunan menggunakan *Level* 3 hierarki nilai wajar. Penilaian atas properti investasi bangunan dengan pendekatan pendapatan (metode arus kas diskontoan). Input yang tidak dapat diobservasi yang digunakan dalam menentukan nilai wajar properti investasi bangunan adalah sebagai berikut:

The fair value measurement of building held in investment properties uses Level 3 of the fair value hierarchy. The valuation of building held in investment properties is carried out using an income approach (discounted cash flow method). Unobservable input used in determining the fair value of building held in investment properties is as follows:

	2025	2024	
Bangunan			***Building***
Tarif sewa per m^2 (termasuk biaya jasa - nilai penuh)	2,200,000	2,230,000	*Rental rate per m^2 (including - service charge full amount)*
Tingkat diskonto	9.67%	10.02%	*Discount rate*

Rincian properti investasi Grup yang diukur pada nilai wajar dan informasi hirarki nilai wajar adalah sebagai berikut:

Details of the Group's investment properties measured at fair value and information about the fair value hierarchy are as follows:

	2025				
	Level 1	**Level 2**	**Level 3**	**Total**	
Tanah tidak dipakai	-	272,487	-	272,487	*Unused land*
Bangunan yang disewakan	-	-	17,377	17,377	*Leased-out properties*
Jumlah	**-**	**272,487**	**17,377**	**289,864**	***Total***

	2024				
	Level 1	**Level 2**	**Level 3**	**Total**	
Tanah tidak dipakai	-	272,487	-	272,487	*Unused land*
Bangunan yang disewakan	-	-	18,023	18,023	*Leased-out properties*
Jumlah	**-**	**272,487**	**18,023**	**290,510**	***Total***

Sensitivitas dari nilai wajar properti investasi bangunan terhadap asumsi utama adalah sebagai berikut:

Sensitivity of fair value of building investment property on the principal assumptions is as follows:

Asumsi	Perubahan asumsi/ *Changes in assumption*	Perubahan nilai wajar/*Changes in fair value*				*Assumptions*
		Kenaikan asumsi/ *Increase in assumption*		Penurunan asumsi/ *Decrease in assumption*		
		2025	2024	2025	2024	
Bangunan						***Building***
Tarif sewa (termasuk biaya jasa)	1%	Kenaikan sebesar/ *increase by* 1.34%	Kenaikan sebesar/ *increase by* 0.94%	Penurunan sebesar/ *decrease by* 0.89%	Penurunan sebesar/ *decrease by* 0.94%	*Rental rate (including service charge)*
Tingkat diskonto	1%	Penurunan sebesar/ *decrease by* 0.45%	Penurunan sebesar/ *decrease by* 0.82%	Kenaikan sebesar/ *increase by* 0.89%	Kenaikan sebesar/ *increase by* 0.83%	*Discount rate*

13. ASET TETAP / *13. FIXED ASSETS*

	2025						
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassifications***	**Revaluasi/ *Revaluation***	**Saldo akhir/ *Ending balance***	
Nilai revaluasi							***Revalued amount***
Tanah	543,234	6,709	-	-	11,349	561,292	*Land*
Harga perolehan							***Cost***
Bangunan dan prasarana	412,523	308	(89)	6,025	-	418,767	*Buildings and improvements*
Mesin dan peralatan	869,408	5,441	(5,913)	71,425	-	940,361	*Machinery and equipment*
Instalasi listrik	98,493	328	(209)	1,789	-	100,401	*Electricity installations*
Kendaraan	356,895	49,861	(27,057)	-	-	379,699	*Vehicles*
Peralatan kantor	253,778	44,209	(875)	-	-	297,112	*Office equipment*
Sub-jumlah	2,534,331	106,856	(34,143)	79,239	11,349	2,697,632	*Sub-total*
Aset tetap dalam pembangunan	354,561	376,916	-	(79,239)	-	652,238	*Assets under construction*
Sub-jumlah	2,888,892	483,772	(34,143)	-	11,349	3,349,870	*Sub-total*
Akumulasi penyusutan							***Accumulated depreciation***
Bangunan dan prasarana	107,762	13,636	(24)	-	-	121,374	*Buildings and improvements*
Mesin dan peralatan	480,051	67,167	(4,312)	-	-	542,906	*Machinery and equipment*
Instalasi listrik	52,209	8,590	(209)	-	-	60,590	*Electricity installations*
Kendaraan	158,534	45,396	(23,383)	-	-	180,547	*Vehicles*
Peralatan kantor	160,039	29,934	(817)	-	-	189,156	*Office equipment*
Sub-jumlah	958,595	164,723	(28,745)	-	-	1,094,573	*Sub-total*
Jumlah tercatat neto	**1,930,297**					**2,255,297**	***Net carrying amount***

	2024						
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassifications***	**Revaluasi/ *Revaluation***	**Saldo akhir/ *Ending balance***	
Nilai revaluasi							***Revalued amount***
Tanah	543,234	-	-	-	-	543,234	*Land*
Harga perolehan							***Cost***
Bangunan dan prasarana	399,917	2,586	(57)	10,077	-	412,523	*Buildings and improvements*
Mesin dan peralatan	814,580	8,448	(2,015)	48,395	-	869,408	*Machinery and equipment*
Instalasi listrik	97,733	420	-	340	-	98,493	*Electricity installations*
Kendaraan	325,524	62,388	(31,017)	-	-	356,895	*Vehicles*
Peralatan kantor	215,545	39,684	(1,451)	-	-	253,778	*Office equipment*
Sub-jumlah	2,396,533	113,526	(34,540)	58,812	-	2,534,331	*Sub-total*
Aset tetap dalam pembangunan	93,712	319,661	-	(58,812)	-	354,561	*Assets under construction*
Sub-jumlah	2,490,245	433,187	(34,540)	-	-	2,888,892	*Sub-total*
Akumulasi penyusutan							***Accumulated depreciation***
Bangunan dan prasarana	94,564	13,223	(25)	-	-	107,762	*Buildings and improvements*
Mesin dan peralatan	420,239	61,123	(1,311)	-	-	480,051	*Machinery and equipment*
Instalasi listrik	43,841	8,368	-	-	-	52,209	*Electricity installations*
Kendaraan	139,834	41,474	(22,774)	-	-	158,534	*Vehicles*
Peralatan kantor	132,604	28,046	(611)	-	-	160,039	*Office equipment*
Sub-jumlah	831,082	152,234	(24,721)	-	-	958,595	*Sub-total*
Jumlah tercatat neto	**1,659,163**					**1,930,297**	***Net carrying amount***

13. ASET TETAP (lanjutan) / *13. FIXED ASSETS (continued)*

Beban penyusutan dibebankan sebagai berikut: / *The depreciation expenses were charged to the following:*

	2025	2024	
Beban pabrikasi (Catatan 27)	38,169	34,775	*Factory overhead (Note 27)*
Beban penjualan (Catatan 28)	81,240	74,485	*Selling expenses (Note 28)*
Beban umum dan administrasi (Catatan 28)	45,199	42,974	*General and administrative expenses (Note 28)*
Beban lain-lain	115	-	*Other expenses*
Jumlah	**164,723**	**152,234**	***Total***

Nilai perolehan dari setiap aset tetap yang telah disusutkan penuh namun masih digunakan pada 31 Desember 2025 dan 2024 masing-masing sebesar Rp 172.900 dan Rp 119.872, terdiri atas mesin dan peralatan, instalasi listrik dan peralatan kantor.

The costs of fixed assets that have been fully depreciated but still being utilised as of December 31, 2025 and 2024 amounted to Rp 172,900 and Rp 119,872, respectively, consisting of machinery and equipment, electricity installations and office equipment.

Rincian pelepasan aset tetap adalah sebagai berikut: / *The details of disposal of fixed assets are as follows:*

	2025	2024	
Penerimaan dari pelepasan aset tetap	9,710	11,156	*Proceeds from disposal of fixed assets*
Nilai tercatat aset tetap yang dijual	(5,398)	(9,819)	*Net carrying amount of disposed fixed assets*
Keuntungan pelepasan aset tetap (Catatan 31)	**4,312**	**1,337**	***Gain on disposal of fixed assets (Note 31)***

Aset tetap dalam pembangunan merupakan proyek yang masih belum selesai pada tanggal laporan keuangan konsolidasian dengan rincian sebagai berikut:

Fixed assets under construction represents projects that have not been completed at the date of the consolidated financial statements with the details as follows:

	Perkiraan % penyelesaian/ *Estimated % of completion*		
	2025	2024	
Bangunan dan prasarana	5% - 95%	20% - 80%	*Buildings and improvements*
Mesin dan peralatan	10% - 95%	70% - 95%	*Machinery and equipment*
Instalasi listrik	5% - 95%	90% - 95%	*Electricity installations*

Aset tetap dalam pembangunan diperkirakan akan selesai pada tahun 2026-2027.

The estimated completion date of the assets under construction will be in 2026-2027.

Tidak ada perbedaan yang material antara nilai wajar dan nilai tercatat dari aset tetap Grup selain tanah.

There is no material difference between the fair value and carrying value of the Group's fixed assets other than land.

Jika tanah milik Grup diukur berdasarkan biaya historis, jumlah tercatatnya akan menjadi Rp 310.343 dan Rp 303.634 masing-masing pada tanggal 31 Desember 2025 dan 2024.

Had the Group's land been measured on historical cost basis, their carrying amount would have been Rp 310,343 and Rp 303,634 as of December 31, 2025 and 2024, respectively.

13. ASET TETAP (lanjutan)

13. *FIXED ASSETS (continued)*

Grup memiliki beberapa bidang tanah dengan rincian sebagai berikut:

The Group has land properties with the details as follows:

Lokasi/*Location*	Luasan/*Area*	Penggunaan lahan/*Land utilization*
Sidoarjo	105,121 m^2	Pabrik/*Factory*
Serang	36,880 m^2	Pabrik/*Factory*
Medan	22,652 m^2	Pabrik/*Factory*
Cirebon	110,211 m^2	Pabrik/*Factory*
Bekasi	2,992 m^2	Pabrik/*Factory*

Hak atas tanah Grup berupa Sertifikat Hak Guna Bangunan ("SHGB") yang memiliki masa berlaku antara tahun 2026 hingga 2049. Manajemen berpendapat bahwa SHGB tersebut dapat diperpanjang.

The Group's land represents land-use rights ("SHGB") that will expire between 2026 until 2049. Management believes that the SHGB can be extended.

Tanah diukur dengan metode revaluasian. Pengukuran nilai wajar terakhir tahun 2025 dilakukan oleh KJPP Suhartanto Budhihardjo dan Rekan, selaku penilai independen, dalam laporannya tanggal 5 Agustus 2025, 3 September 2025, dan 29 Januari 2026.

Land is measured using the revaluation model. The latest fair value measurement for the year 2025 was carried out by KJPP Suhartanto Budhihardjo dan Rekan, an independent appraiser, in its reports dated August 5, 2025, September 3, 2025 and January 29, 2026.

Pengukuran nilai wajar atas tanah menggunakan *Level* 2 hierarki nilai wajar. Penilaian atas tanah dilakukan dengan pendekatan pasar. Input yang paling signifikan dalam pendekatan penilaian ini adalah asumsi harga tanah per meter persegi (m^2) yang didasarkan dari harga pasar tanah di sekitar lokasi, disesuaikan dengan perbedaan atribut utama seperti jenis dan hak yang melekat pada properti, lokasi, karakteristik fisik, ukuran, dan penggunaan aset. Asumsi harga tanah per m^2 yang digunakan pada tahun 2025 adalah berkisar antara Rp 1.270.000 - Rp 4.000.000 (nilai penuh) per m^2.

The fair value measurement of land uses Level 2 of the fair value hierarchy. The valuation of the land is carried out using the market approach. The most significant input in this approach is the land price per square metre (m^2) assumption which is based on the market price of land located in the vicinity, adjusted for the difference in main attributes such as the type and rights on the property, location, physical characteristics, size and use of the assets. The assumed land price per m^2 used in 2025 ranges from Rp 1,270,000 - Rp 4,000,000 (full amount) per m^2.

Pada tanggal 31 Desember 2025 dan 2024, aset tetap tertentu dijaminkan atas fasilitas pinjaman dari PT Bank Mandiri (Persero) Tbk dan PT Bank OCBC NISP Tbk dengan perjanjian fidusia dan perjanjian Hak Tanggungan terhadap aset tetap tertentu senilai Rp 967.990 (Catatan 18).

As of December 31, 2025 and 2024, certain fixed assets are pledged as collateral for the loan facilities from PT Bank Mandiri (Persero) Tbk and PT Bank OCBC NISP Tbk with fiduciary and mortgage agreements over certain fixed assets amounting to Rp 967,990 (Note 18).

Aset tetap, kecuali tanah, diasuransikan terhadap risiko kerugian kebakaran dan risiko lain berdasarkan suatu paket polis dengan nilai pertanggungan sebesar AS$ 58,7 juta dan Rp 910.717 pada tanggal 31 Desember 2025 dan AS$ 50,1 juta dan Rp 878.674 pada tanggal 31 Desember 2024. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas risiko-risiko tersebut.

Fixed assets, except for land, are covered against losses from fire and other risks under blanket policies amounting to US$ 58.7 million and Rp 910,717 as of December 31, 2025 and US$ 50.1 million and Rp 878,674 as of December 31, 2024. Management is of the opinion that the sum insured is adequate to cover any possible losses arising from such risks.

Berdasarkan evaluasi yang dilakukan manajemen, tidak terdapat kejadian atau perubahan atas keadaan yang menunjukkan adanya penurunan nilai aset tetap pada tanggal 31 Desember 2025 dan 2024.

Based on management's evaluation, there were no events or changes in circumstances which might indicate an impairment in the value of fixed assets as of December 31, 2025 and 2024.

Pada tanggal 31 Desember 2025 dan 2024 tidak ada aset tetap yang tidak digunakan.

As of December 31, 2025 and 2024 there were no idle fixed assets.

14. INVESTASI PADA VENTURA BERSAMA / *14. INVESTMENT IN JOINT VENTURE*

	2025	2024	
Saldo awal	19,976	17,298	*Beginning balance*
Bagian atas laba ventura bersama	582	2,678	*Share in profit of a joint venture*
Saldo akhir	**20,558**	**19,976**	***Ending balance***

Pada tanggal 31 Desember 2025 dan 2024, ventura bersama yang dimiliki oleh Grup adalah sebagai berikut:

As of December 31, 2025 and 2024, the joint venture of the Group is follows:

Nama entitas/ *Entity name*	Domisili/ *Domicile*	Persentase kepemilikan/ *Percentage of ownership*	Kegiatan usaha/ *Business activity*
PT Bangun Bersama Solusindo	Indonesia	50%	Industri semen, mortar dan beton/ *Industry of cement, mortar and concrete*

Berikut ini adalah ringkasan informasi keuangan PT Bangun Bersama Solusindo pada 31 Desember 2025 dan 2024 yang dicatat dengan menggunakan metode ekuitas:

Set out below are the summarized financial information of PT Bangun Bersama Solusindo as of December 31, 2025 and 2024 which is accounted for using the equity method:

	2025	2024	
Aset lancar	49,278	52,842	*Current assets*
Aset tidak lancar	1,837	694	*Non-current assets*
Liabilitas jangka pendek	9,032	13,002	*Current liabilities*
Liabilitas jangka panjang	967	583	*Non-current liabilities*
Penjualan	47,316	40,757	*Revenue*
Laba tahun berjalan	1,163	5,356	*Profit for the year*
Jumlah laba komprehensif tahun berjalan	1,163	5,356	*Total comprehensive profit for the year*
Arus kas yang diperoleh dari dari aktivitas operasi	1,713	1,672	*Cash flows provided by operating activities*
Arus kas yang digunakan untuk aktivitas investasi	(77)	(16)	*Cash flows used in investing activities*

Rekonsiliasi atas ringkasan informasi keuangan yang disajikan terhadap nilai buku dari kepentingan Grup dalam ventura bersama adalah sebagai berikut:

The reconciliation of the summarised financial information presented to the carrying amount of the Group's interests in the joint venture is as follows:

	2025	2024	
Pada awal tahun	39,953	34,597	*At the beginning of the year*
Jumlah penghasilan komprehensif tahun berjalan	1,163	5,356	*Total comprehensive income for the year*
Pada akhir tahun	41,116	39,953	*At the end of the year*
Persentase kepemilikan	50%	50%	*Percentage of ownership*
Nilai tercatat	**20,558**	**19,976**	***Carrying amount***

Pada tanggal 31 Desember 2025 dan 2024, manajemen berkeyakinan bahwa tidak terdapat indikasi penurunan nilai atas nilai tercatat investasi pada ventura bersama.

As of December 31, 2025 and 2024, management believes that there are no impairment indicators on the carrying amounts of investment in joint venture.

15. UTANG USAHA / *15. TRADE PAYABLES*

	2025	2024	
Pihak berelasi - Rupiah (Catatan 7)	355,641	362,941	*Related parties - Rupiah (Note 7)*
Pihak ketiga:			*Third parties:*
Rupiah	306,762	269,565	*Rupiah*
Dolar AS	76,887	79,732	*US Dollar*
CNY	34,998	63,499	*CNY*
SGD	7,322	4,456	*SGD*
Euro	2,597	7,307	*Euro*
GBP	-	201	*GBP*
Sub-jumlah	428,566	424,760	*Sub-total*
Jumlah	**784,207**	**787,701**	***Total***

Utang usaha yang merupakan bagian dari pengaturan pembiayaan pemasok sebesar nihil dan Rp 75.906 masing-masing pada tanggal 31 Desember 2025 dan 2024 (Catatan 34).

Trade payables of which amounts that are part of supplier finance arrangements as of December 31, 2025 and 2024 amounted to nill and Rp 75,906, respectively (Note 34).

Jangka waktu kredit dari pembelian bahan baku utama dan pembantu, berkisar 30 sampai dengan 60 hari (tidak termasuk pengaturan keuangan pemasok) dan 45 hingga 60 hari (termasuk pengaturan keuangan pemasok).

Purchases of raw and indirect materials, have credit terms of 30 to 60 days (excluding supplier finance arrangements) and 45 to 60 days (including supplier finance arrangements).

16. BEBAN AKRUAL / *16. ACCRUED EXPENSES*

	2025	2024	
Pemasaran dan promosi	212,981	187,362	*Marketing and promotion*
Komisi penjualan	38,373	28,659	*Sales commission*
Ongkos angkut	36,159	31,184	*Freight*
Lain-lain	5,887	5,456	*Others*
Jumlah	**293,400**	**252,661**	***Total***

17. SEWA / *17. LEASES*

Grup sebagai Penyewa

The Group as Lessee

Grup memiliki kontrak sewa bangunan yang digunakan dalam operasinya. Grup dibatasi untuk menyewakan kembali aset sewaan. Kontrak sewa ini merupakan sewa bangunan oleh PT TKTW dan PT TKBI, entitas anak, dari PT Sarana Depo Kencana, pihak berelasi (Catatan 7), dan dari pihak ketiga, yang digunakan sebagai kantor cabang.

The Group has lease contracts for buildings used in its operation. The Group is restricted from assigning and subleasing the leased assets. These lease contracts represent leases for buildings by PT TKTW and PT TKBI, subsidiaries, from PT Sarana Depo Kencana, a related party (Note 7), and from third parties, which are used as branch offices.

Grup juga memiliki sewa peralatan kantor dengan nilai yang rendah. Grup menerapkan pengecualian pengakuan 'sewa aset bernilai rendah' untuk sewa tersebut.

The Group also has certain leases of office equipment with low value. The Group applies the 'lease of low-value assets' recognition exemptions for these leases.

17. SEWA (lanjutan) / *17. LEASES (continued)*

Grup sebagai Penyewa (lanjutan) / *The Group as Lessee (continued)*

Di bawah ini adalah jumlah tercatat dari aset hak-guna yang diakui pada laporan posisi keuangan konsolidasian Grup dan mutasinya:

Below are the carrying amounts of right-of-use assets recognised on the Group's consolidated statement of financial position and its movements:

	2025				
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deduction***	**Saldo akhir/ *Ending balance***	
Harga perolehan					***Acquisition cost***
Bangunan	229,336	104,311	(721)	332,926	*Buildings*
Akumulasi penyusutan					***Accumulated depreciation***
Bangunan	48,387	99,630	(721)	147,296	*Buildings*
Nilai tercatat neto	**180,949**			**185,630**	***Net carrying amount***

	2024				
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deduction***	**Saldo akhir/ *Ending balance***	
Harga perolehan					***Acquisition cost***
Bangunan	235,090	121,861	(127,615)	229,336	*Buildings*
Akumulasi penyusutan					***Accumulated depreciation***
Bangunan	84,539	91,463	(127,615)	48,387	*Buildings*
Nilai tercatat neto	**150,551**			**180,949**	***Net carrying amount***

Jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

Amounts recognised in the consolidated statement of profit or loss and other comprehensive income are as follows:

	2025	**2024**	
Beban penyusutan aset hak-guna - beban penjualan (Catatan 28)	98,660	90,604	*Depreciation of right-of-use assets - selling expenses (Note 28)*
Beban penyusutan aset hak-guna - beban administrasi dan umum (Catatan 28)	970	859	*Depreciation of right-of-use assets - general and administrative expenses (Note 28)*
Beban bunga atas liabilitas sewa (Catatan 30)	1,843	2,011	*Interest expense on lease liabilities (Note 30)*
Sewa aset bernilai rendah dan sewa jangka pendek	754	691	*Low value assets and short-term lease*
Jumlah	**102,227**	**94,165**	***Total***

17. SEWA (lanjutan) / *17. LEASES (continued)*

Grup sebagai Penyewa (lanjutan) / *The Group as Lessee (continued)*

Di bawah ini adalah jumlah tercatat dari liabilitas sewa yang diakui pada laporan posisi keuangan konsolidasian Grup:

Below are the carrying amounts of lease liabilities recognised on the Group's consolidated statement of financial position:

	2025	2024	
Saldo awal	84,193	26,690	*Beginning balance*
Penambahan	64,918	82,261	*Additions*
Pembayaran	(70,090)	(24,758)	*Payments*
Saldo akhir	79,021	84,193	*Ending balance*
Dikurangi: Bagian lancar	(64,399)	(64,777)	*Less: Current portion*
Bagian tidak lancar	**14,622**	**19,416**	***Non-current portion***

Pembayaran sewa operasi minimum di masa mendatang, serta nilai kini atas pembayaran minimum sewa operasi pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Future minimum lease payments under operating leases together with the present value of the minimum lease payments as of December 31, 2025 and 2024 are as follows:

	2025	2024	
Liabilitas sewa bruto - pembayaran sewa dimasa mendatang			*Lease liabilities - future lease payments*
Tidak lebih dari 1 tahun	65,648	66,112	*Less than 1 year*
1-5 tahun	9,695	14,767	*1-5 years*
Lebih dari 5 tahun	17,572	18,604	*More than 5 years*
Jumlah	92,915	99,483	*Total*
Beban keuangan dimasa depan atas liabilitas sewa	(13,894)	(15,290)	*Future finance charges of lease liabilities*
Nilai kini liabilitas sewa	**79,021**	**84,193**	***Present value of lease liabilities***

	2025	2024	
Nilai kini liabilitas sewa adalah sebagai berikut:			*Present value of lease liabilities is as follows:*
Tidak lebih dari 1 tahun	64,399	64,777	*Less than 1 year*
1-5 tahun	5,528	10,216	*1-5 years*
Lebih dari 5 tahun	9,094	9,200	*More than 5 years*
Jumlah	**79,021**	**84,193**	***Total***

Tidak ada pembatasan signifikan yang ditetapkan oleh *lessor* dalam perjanjian sewa pembiayaan dengan Grup terkait dengan penggunaan aset atau pencapaian kinerja keuangan tertentu.

There is no significant restriction imposed by lease arrangements between the lessor and the Group on the use of the assets or maintenance of certain financial performance.

Jumlah pengeluaran kas untuk sewa (termasuk sewa jangka pendek dan sewa aset bernilai rendah) masing-masing sebesar Rp 70.844 dan Rp 25.449 untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024. Grup juga memiliki penambahan non-kas pada aset hak-guna dan liabilitas sewa masing-masing sebesar Rp 64.918 dan Rp 82.261 untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

The total cash outflow for leases (including short-term leases and leases of low value assets) amounted to Rp 70,844 and Rp 25,449 for the year ended December 31, 2025 and 2024, respectively. The Group also had non-cash additions to right-of-use assets and lease liabilities amounted to Rp 64,918 and Rp 82,261 for the years ended December 31, 2025 and 2024, respectively.

17. SEWA (lanjutan)

Grup sebagai Pesewa

Grup telah menandatangani sewa properti komersial atas portofolio properti investasi yang terdiri dari tanah dan bangunan perkantoran (Catatan 12). Grup mempertahankan secara substansial semua risiko dan manfaat yang terkait dengan kepemilikan properti tersebut dan kontrak sebagai sewa operasi. Sewa ini memiliki masa sewa 30 tahun. Semua sewa termasuk klausul memungkinkan revisi atas kenaikan biaya sewa tahunan berdasarkan kondisi pasar yang berlaku. Penghasilan sewa yang diakui Grup untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah Rp 3.220 dan Rp 3.219 (Catatan 12).

17. LEASES (continued)

The Group as Lessor

The Group has entered into commercial property leases on its investment property portfolio consisting of certain land and office buildings (Note 12). The Group retains substantially all the risks and rewards incidental to ownership of these properties and accounts for the contracts as operating leases. These leases have terms of 30 years. All leases include a clause to enable upward revision of the rental charge on an annual basis according to prevailing market conditions. Rental income recognized by the Group for the years ended December 31, 2025 and 2024 amounted to Rp 3,220 and Rp 3,219, respectively (Note 12).

18. PINJAMAN BANK JANGKA PENDEK

18. SHORT-TERM BANK LOANS

	2025	2024	
PT Bank OCBC NISP Tbk	7,187	9,189	*PT Bank OCBC NISP Tbk*
Jumlah	**7,187**	**9,189**	***Total***

Grup memiliki beberapa fasilitas pinjaman sebagai berikut:

The Group has several loan facilities as follows:

Nama entitas/ *Entity name*	Pemberi pinjaman/ *Lender*	Jenis fasilitas/ *Facility type*	Mata uang/ *Currency*	Jumlah fasilitas/ *Total facility*	Tanggal jatuh tempo/ *Maturity date*	Tingkat suku bunga/ *Interest rate*	Jaminan/ *Collateral*
PT Avia Avian Tbk	PT Bank Mandiri (Persero) Tbk	Kredit Modal Kerja/ *Working Capital Loan*	Rupiah	Rp940,000	27 Agustus/ *August* 2026	4.25%	Piutang usaha, persediaan, dan aset tetap/ *Trade receivables, inventories and fixed assets*
		Letter of Credit ("L/C") Impor atau SKBDN/ *Import L/C or SKBDN*	Dolar AS/ *US Dollar*	AS$/US$1,500,000			
		Treasury Line	Dolar AS/ *US Dollar*	AS$/US$10,000,000			
		Bank Garansi/ *Bank Guarantee*	Rupiah	Rp2,000			
PT TKTW	PT Bank Mandiri (Persero) Tbk	Kredit Modal Kerja/ *Working Capital Loan*	Rupiah	Rp550,000	27 Agustus/ *August* 2026	4.25%	Piutang usaha, persediaan, dan tanah milik PT Sarana Depo Kencana/ *Trade receivables, inventories, and PT Sarana Depo Kencana's land*
PT MPI	PT Bank OCBC NISP Tbk	Fasilitas cerukan/ *Overdraft facility*	Rupiah	Rp10,000	10 Maret/ *March 2026*	8.25%	Tanah dan bangunan/ *Land and building*

Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki fasilitas pinjaman dari PT Bank Mandiri (Persero) Tbk yang belum digunakan.

As of December 31, 2025 and 2024, the Group has not drawn from the facilities obtained from PT Bank Mandiri (Persero) Tbk.

Dana yang diperoleh dari pinjaman bank digunakan untuk modal kerja. Bank garansi dari PT Bank Mandiri (Persero) Tbk digunakan untuk jaminan pembayaran pembelian gas dari PT Perusahaan Gas Negara (Persero).

The funds received from the bank loans are used for working capital. Bank guarantee from PT Bank Mandiri (Persero) Tbk is used for payment guarantee for gas procurement from PT Perusahaan Gas Negara (Persero).

18. PINJAMAN BANK JANGKA PENDEK (lanjutan)

Berdasarkan perjanjian pinjaman, debitur diharuskan untuk memenuhi persyaratan tertentu, seperti persyaratan rasio keuangan dan persyaratan administrasi. Pada tanggal 31 Desember 2025 dan 2024, Grup telah memenuhi persyaratan tersebut. Untuk rasio keuangan tertentu yang tidak memenuhi persyaratan, Grup telah memperoleh surat persetujuan pengesampingan dari PT Bank OCBC NISP Tbk.

18. SHORT-TERM BANK LOANS (continued)

Under the loan agreements, the borrowers are required to fulfill certain covenants, such as financial covenants and administrative requirements. As of December 31, 2025 and 2024, the Group has complied with these covenants. For certain financial covenant ratios that were not met, the Group has obtained waiver letter from PT Bank OCBC NISP Tbk.

19. LIABILITAS IMBALAN KERJA / *19. EMPLOYEE BENEFITS LIABILITY*

	2025	2024	
Imbalan kerja jangka pendek	108,381	103,376	*Short-term employee benefits*
Imbalan pascakerja	78,830	63,336	*Post-employment benefits*
Jumlah	187,211	166,712	*Total*
Dikurangi : Liabilitas jangka pendek	(115,086)	(108,618)	*Less : Current liabilities*
Liabilitas jangka panjang	**72,125**	**58,094**	***Non-current liabilities***

a. Imbalan kerja jangka pendek / *a. Short-term employee benefits*

Imbalan kerja jangka pendek terdiri atas akrual atas gaji, tunjangan hari raya, dan bonus yang akan dibayarkan pada tahun 2025 dan 2026.

Short-term employee benefits comprise accruals for salary, religious allowance and bonus which will be paid in 2025 and 2026.

b. Liabilitas imbalan pascakerja / *b. Post-employment benefits liability*

Grup mengakui liabilitas imbalan kerja karyawan yang tidak didanai berdasarkan peraturan yang berlaku. Liabilitas imbalan pascakerja dihitung menggunakan metode *Projected Credit Unit*.

The Group recognised an unfunded employee benefits liability in accordance with the applicable regulation. The post-employment benefits liability is calculated using the Projected Credit Unit method.

Liabilitas imbalan pascakerja dihitung oleh aktuaris independen, Kantor Konsultan Aktuaria Riana dan Rekan, dalam laporannya tanggal 30 Januari 2026 untuk 31 Desember 2025 dan 24 Januari 2025 dan 31 Januari 2025 untuk 31 Desember 2024.

The post-employment benefits liability is calculated by the independent actuary, Kantor Konsultan Aktuaria Riana dan Rekan, in its reports dated January 30, 2026 for December 31, 2025 and dated January 24, 2025 and January 31, 2025 for December 31, 2024.

Jumlah yang diakui pada laba rugi adalah sebagai berikut:

The amount recognised in profit or loss is as follows:

	2025	2024	
Biaya jasa kini	13,524	7,776	*Current service cost*
Biaya bunga	4,376	3,662	*Interest cost*
Biaya jasa lalu	(2,328)	(2,183)	*Past service cost*
Jumlah beban imbalan kerja	**15,572**	**9,255**	***Total employee benefits expense***

19. LIABILITAS IMBALAN KERJA (lanjutan) / *19. EMPLOYEE BENEFITS LIABILITY (continued)*

b. Liabilitas imbalan pascakerja (lanjutan) / *b. Post-employment benefits liability (continued)*

Mutasi nilai kini liabilitas imbalan pascakerja adalah sebagai berikut:

Movements in the present value of post-employment benefits liability are as follows:

	2025	2024	
Saldo awal	63,336	59,521	*Beginning balance*
Beban imbalan kerja	15,572	9,255	*Employee benefits expense*
Pembayaran manfaat	(3,462)	(5,484)	*Benefits paid*
Kerugian aktuaria neto dibebankan ke penghasilan komprehensif lain	3,384	44	*Net actuarial loss charged to other comprehensive income*
Saldo akhir	78,830	63,336	*Ending balance*
Dikurangi : bagian jangka pendek	(6,705)	(5,242)	*Less : current portion*
Bagian jangka panjang	**72,125**	**58,094**	***Non-current portion***

Asumsi-asumsi dasar yang digunakan untuk menentukan liabilitas imbalan pascakerja adalah sebagai berikut:

The principal assumptions used in determining the post-employment benefits liability are as follows:

Usia pensiun	:	Sesuai tingkatan pada tahun 2025 dan 2024 *Based on level in 2025 and 2024*	:	*Retirement age*
Tingkat kenaikan gaji tahunan	:	5% - 7% pada 2025 dan 1% - 7% pada 2024 *5% - 7% % in 2025 and 1% - 7% % in 2024*	:	*Annual rate of increase in salary*
Tingkat diskonto	:	6,25% - 6,75% pada 2025 dan 7,00% - 7,25% pada 2024 *6.25% - 6.75% % in 2025 and 7.00% - 7.25% % in 2024*	:	*Discount rate*
Tingkat kematian	:	TMI-IV-2019	:	*Mortality rate*
Tingkat kecacatan	:	5% dari tingkat kematian/*5% of mortality rate*	:	*Disability rate*

Grup terekspos dengan beberapa risiko melalui program imbalan pasti. Risiko yang paling signifikan adalah sebagai berikut:

The Group is exposed to a number of risks through its defined benefit pension plans. The most significant risks are as follows:

Perubahan tingkat diskonto

Penurunan tingkat diskonto akan meningkatkan liabilitas program.

Changes in discount rate

A decrease in the discount rate will increase plan liabilities.

Tingkat kenaikan gaji

Liabilitas imbalan pensiun Grup berhubungan dengan tingkat kenaikan gaji, dan semakin tinggi tingkat kenaikan gaji akan menyebabkan semakin besarnya liabilitas.

Salary growth rate

The Group's pension obligations are linked to the salary growth rate, and a higher salary growth rate will lead to higher liabilities.

19. LIABILITAS IMBALAN KERJA (lanjutan)

b. Liabilitas imbalan pascakerja (lanjutan)

Analisis sensitivitas terhadap asumsi utama yang digunakan dalam menentukan liabilitas imbalan pascakerja adalah sebagai berikut:

	Tingkat diskonto/ *Discount rate*	**(Penurunan)/kenaikan/ *(Decrease)/increase***	
31 Desember 2025	1%/(1%)	(Rp6,667)/ Rp7,568	*December 31, 2025*
31 Desember 2024	1%/(1%)	(Rp5,087)/ Rp6,840	*December 31, 2024*
	Tingkat gaji/ *Salary rate*	**Kenaikan/(penurunan)/ *Increase/(decrease)***	
31 Desember 2025	1%/(1%)	Rp8,137/ (Rp7,259)	*December 31, 2025*
31 Desember 2024	1%/(1%)	Rp7,331/ (Rp5,595)	*December 31, 2024*

Analisis sensitivitas di atas ditentukan berdasarkan perubahan wajar yang mungkin terjadi pada masing-masing asumsi yang terjadi pada akhir periode pelaporan, dengan asumsi lainnya konstan.

Analisis sensitivitas yang disajikan di atas mungkin tidak mewakili perubahan yang sebenarnya dalam kewajiban imbalan pasti mengingat bahwa perubahan asumsi terjadinya tidak terisolasi satu sama lain karena beberapa asumsi tersebut mungkin berkorelasi.

Metode dan asumsi yang digunakan dalam menyiapkan analisis sensitivitas tidak berubah dari periode sebelumnya.

Durasi rata-rata tertimbang dari liabilitas imbalan kerja di akhir periode pelaporan berkisar antara 13,82 tahun sampai 19,05 tahun pada tahun 2025 dan 14,91 tahun sampai 18,67 tahun pada tahun 2024.

Jadwal jatuh tempo dari liabilitas imbalan pascakerja tanpa diskonto adalah sebagai berikut:

	2025	**2024**	
Kurang dari 1 tahun	6,705	5,242	*Within one year*
1 - 5 tahun	10,404	10,818	*1 - 5 years*
Lebih dari 5 tahun	615,323	586,252	*More than 5 years*
Jumlah	**632,432**	**602,312**	***Total***

Manajemen berkeyakinan bahwa saldo liabilitas imbalan pascakerja tersebut cukup untuk memenuhi imbalan minimum sesuai dengan peraturan yang berlaku.

19. EMPLOYEE BENEFITS LIABILITY (continued)

b. Post-employment benefits liability (continued)

The sensitivity analysis to the key assumptions used in determining post-employment benefits liability is as follows:

The sensitivity analyses above have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

The methods and assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

The weighted average duration of the benefit obligation at the end of the reporting period is within a range of 13.82 years to 19.05 years in 2025 and 14.91 years to 18.67 years in 2024.

The maturity profile of undiscounted post-employment benefit liabilities is as follows:

Management believes that the balance of post-employment benefits liability is sufficient to cover the minimum benefits required under the prevailing regulations.

20. PERPAJAKAN / *20. TAXATION*

a. Pajak dibayar dimuka / *a. Prepaid taxes*

	2025	2024	
Perusahaan			***The Company***
Pajak Pertambahan Nilai (PPN) masukan	7,261	12,152	*Value Added Tax (VAT) in*
Pajak penghasilan pasal 21	12	148	*Income tax article 21*
Pajak penghasilan pasal 23	-	873	*Income tax article 23*
Deposit pajak	52,370	-	*Tax deposit*
Sub-jumlah	59,643	13,173	*Sub-total*
Entitas Anak			***Subsidiaries***
Pajak Pertambahan Nilai (PPN) masukan	249	5,164	*Value Added Tax (VAT) in*
Pajak penghasilan pasal 21	15	928	*Income tax article 21*
Pajak penghasilan pasal 4(2)	487	483	*Income tax article 4(2)*
Deposit pajak	35,014	-	*Tax deposit*
Sub-jumlah	35,765	6,575	*Sub-total*
Jumlah	**95,408**	**19,748**	***Total***

b. Utang pajak / *b. Taxes payable*

	2025	2024	
Perusahaan			***The Company***
Pajak Penghasilan:			*Income Taxes:*
Pasal 29	95,652	44,314	*Article 29*
Pasal 23	489	740	*Article 23*
Pasal 4(2)	236	325	*Article 4(2)*
Sub-jumlah	96,377	45,379	*Sub-total*
Entitas Anak			***Subsidiaries***
Pajak Penghasilan:			*Income Taxes:*
Pasal 25	2,181	1,715	*Article 25*
Pasal 29	953	13,749	*Article 29*
Pasal 4(2)	419	714	*Article 4(2)*
Pasal 15	1	1	*Article 15*
Pasal 21	7,990	8,889	*Article 21*
Pasal 23	920	1,669	*Article 23*
Pajak Pertambahan Nilai (PPN) keluaran	22,044	7	*Value Added Tax (VAT) out*
Sub-jumlah	34,508	26,744	*Sub-total*
Jumlah	**130,885**	**72,123**	***Total***

20. PERPAJAKAN (lanjutan) / *20. TAXATION (continued)*

c. Beban pajak penghasilan / *c. Income tax expense*

	2025	2024	
Perusahaan			***The Company***
Kini	342,258	301,662	*Current*
Tangguhan	(12,733)	10,499	*Deferred*
Sub-jumlah	329,525	312,161	*Sub-total*
Entitas Anak			***Subsidiaries***
Kini	111,872	95,489	*Current*
Tangguhan	(9,601)	(2,755)	*Deferred*
Sub-jumlah	102,271	92,734	*Sub-total*
Jumlah beban pajak penghasilan	**431,796**	**404,895**	***Total income tax expense***

Rekonsiliasi antara laba sebelum beban pajak penghasilan konsolidasian menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan taksiran laba kena pajak adalah sebagai berikut:

Reconciliation between consolidated profit before income tax expense a shown in the consolidated statement of profit or loss and other comprehensive income and the estimated taxable income is as follows:

	2025	2024	
Laba sebelum beban pajak penghasilan konsolidasian	2,175,816	2,068,594	*Consolidated profit before income tax expense*
Dikurangi laba sebelum pajak - entitas anak	(478,679)	(442,687)	*Less profit before tax - subsidiaries*
Disesuaikan dengan eliminasi konsolidasian	184,526	265,959	*Adjustment for consolidation elimination*
Laba sebelum beban pajak Perusahaan	1,882,304	1,891,866	*Profit before tax attributable to the Company*
Beda temporer			*Temporary differences*
Penyusutan aset tetap	19,456	1,716	*Depreciation of fixed assets*
Penyisihan persediaan usang dan lambat bergerak	(73)	1,177	*Provision for obsolescence and slow-moving inventories*
Aset hak-guna dan liabilitas sewa	143	1,220	*Right-of-use assets and lease liabilities*
Beban imbalan kerja	(641)	962	*Employee benefits expense*
Provisi retur penjualan dan hak retur aset	2,686	221	*Provision for sales return and right of return assets*
Akrual	33,770	(68,417)	*Accruals*
Beda tetap			*Permanent differences*
Beban yang tidak dapat dikurangkan	2,839	(858)	*Non-deductible expenses*
Pendapatan yang dikenakan pajak penghasilan final	(219,418)	(256,697)	*Income subject to final tax*
Pendapatan yang bukan merupakan objek pajak	(165,350)	(200,000)	*Income not subject to tax*
Taksiran laba kena pajak - Perusahaan	1,555,716	1,371,190	*Estimated taxable income - the Company*

20. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Beban pajak penghasilan tahun berjalan dan perhitungan taksiran utang (klaim) pajak penghasilan adalah sebagai berikut:

20. TAXATION (continued)

c. Income tax expense (continued)

Income tax expense current year and the computation of the estimated income tax payable (claims for income tax refund) are as follows:

	2025	2024	
Taksiran penghasilan kena pajak (dibulatkan)			*Estimated taxable income (rounded off)*
Perusahaan	1,555,716	1,371,190	*The Company*
Entitas Anak	508,512	434,041	*Subsidiaries*
Beban pajak penghasilan - tahun berjalan			*Income tax expense - current year*
Perusahaan	342,257	301,662	*The Company*
Entitas Anak	111,872	95,489	*Subsidiaries*
Beban pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian - tahun berjalan	454,129	397,151	*Income tax expense per consolidated statement of profit or loss and other comprehensive income - current year*
Pajak penghasilan dibayar di muka (Pasal 22, 23 dan 25)			*Prepayments of income taxes (Articles 22, 23 and 25)*
Perusahaan	246,605	257,348	*Company*
Entitas Anak	122,301	81,740	*Subsidiaries*
Pajak penghasilan dibayar di muka	368,906	339,088	*Prepayments of income taxes*
Taksiran klaim pajak penghasilan -			*Estimated claims for income tax refund -*
Entitas Anak	(11,382)	-	*Subsidiaries*
Taksiran klaim pajak Penghasilan	**(11,382)**	**-**	***Estimated claims for income tax refund***
Jumlah utang pajak penghasilan Pasal 29			*Total income tax payable Article 29*
Perusahaan	95,652	44,314	*The Company*
Entitas Anak	953	13,749	*Subsidiaries*
Jumlah utang pajak penghasilan Pasal 29	**96,605**	**58,063**	***Total income tax payable Article 29***

Taksiran klaim pajak penghasilan pada tanggal laporan posisi keuangan konsolidasian untuk periode pajak sebagai berikut:

Estimated claims for income tax refund at the date of the consolidated statement of financial position consist of the claims for the period as follows:

	2025	2024	
Taksiran klaim pajak penghasilan Entitas Anak			*Estimated claims for income tax refund Subsidiaries*
2025	11,382	-	2025
2023	-	29,432	2023
Jumlah	**11,382**	**29,432**	***Total***

20. PERPAJAKAN (lanjutan) / *20. TAXATION (continued)*

c. Beban pajak penghasilan (lanjutan) / *c. Income tax expense (continued)*

Rekonsiliasi antara hasil perhitungan laba sebelum beban pajak penghasilan konsolidasian dengan beban pajak penghasilan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

Reconciliation between the computation of consolidated profit before tax expense and income tax expense as shown in the consolidated statement of profit or loss and other comprehensive income is as follows:

	2025	2024	
Laba sebelum beban pajak penghasilan konsolidasian	2,175,816	2,068,594	*Consolidated profit before income tax expense*
Pengaruh pajak atas:			*The tax effect on:*
Pajak penghasilan dihitung dengan tarif pajak yang berlaku	478,679	455,091	*Income tax calculated at applicable tax rate*
Pengaruh pajak atas beda tetap dan pembulatan	8,758	13,537	*Tax effect on permanent differences and rounding*
Pendapatan yang dikenakan pajak penghasilan final	(55,641)	(63,733)	*Income subject to final tax*
Jumlah beban pajak penghasilan	**431,796**	**404,895**	***Total income tax expense***

Laba kena pajak hasil rekonsiliasi di atas menjadi dasar dalam pengisian SPT Tahunan Pajak Penghasilan (PPh) Badan Perusahaan.

The taxable income resulted from the above reconciliation provides the basis for the Company's Annual Corporate Income Tax Return.

d. Aset (liabilitas) pajak tangguhan / *d. Deferred tax assets (liabilities)*

Rincian aset dan liabilitas pajak tangguhan adalah sebagai berikut:

The details of deferred tax assets and liabilities are as follows:

	2025				
	Saldo awal/ *Beginning balance*	**Dikreditkan (dibebankan) ke laba rugi/ *Credited (charged) to profit or loss***	**Dikreditkan ke penghasilan komprehensif lain/*Credited to other comprehensive income***	**Saldo akhir/ *Ending balance***	
Aset tetap	(42,956)	3,308	-	(39,648)	*Fixed assets*
Aset hak-guna	(17,010)	1,955	586	(14,469)	*Right-of-use assets*
Liabilitas sewa	9,320	(2,311)	-	7,009	*Lease liabilities*
Liabilitas imbalan kerja	13,935	2,663	158	16,756	*Employee benefits liability*
Beban akrual	66,342	14,993	-	81,335	*Accrued expenses*
Penyisihan persediaan usang dan lambat bergerak	3,191	1,362	-	4,553	*Provision for obsolescence and slow-moving inventories*
Provisi retur penjualan	8,452	1,797	-	10,249	*Provision for sales return*
Hak retur aset	(5,418)	(1,110)	-	(6,528)	*Right to return assets*
Cadangan atas kerugian kredit ekspektasian piutang usaha	288	(323)	-	(35)	*Allowance for expected credit losses of trade receivables*
Jumlah	**36,144**	**22,334**	**744**	**59,222**	***Total***

20. PERPAJAKAN (lanjutan)

d. Aset (liabilitas) pajak tangguhan (lanjutan)

Rincian aset dan liabilitas pajak tangguhan adalah sebagai berikut: (lanjutan)

20. TAXATION (continued)

d. Deferred tax assets (liabilities) (continued)

The details of deferred tax assets and liabilities are as follows: (continued)

	2025				
	Saldo awal/ *Beginning balance*	**Dikreditkan (dibebankan) ke laba rugi/ *Credited (charged) to profit or loss***	**Dikreditkan ke penghasilan komprehensif lain/*Credited to other comprehensive income***	**Saldo akhir/ *Ending balance***	
Disajikan sebagai:					*Presented as:*
Aset pajak tangguhan	36,144	22,334	744	59,222	*Deferred tax assets*
Jumlah	**36,144**	**22,334**	**744**	**59,222**	***Total***
Terdiri atas:					*Comprises:*
Perusahaan					*The Company*
Aset pajak tangguhan	18,362	12,733	158	31,253	*Deferred tax assets*
Entitas anak					*Subsidiaries*
Aset pajak tangguhan	17,782	9,601	586	27,969	*Deferred tax assets*
Jumlah	**36,144**	**22,334**	**744**	**59,222**	***Total***

	2024				
	Saldo awal/ *Beginning balance*	**Dikreditkan (dibebankan) ke laba rugi/ *Credited (charged) to profit or loss***	**Dikreditkan ke penghasilan komprehensif lain/*Credited to other comprehensive income***	**Saldo akhir/ *Ending balance***	
Aset tetap	(42,116)	(840)	-	(42,956)	*Fixed assets*
Aset hak-guna	(15,062)	(1,948)	-	(17,010)	*Right-of-use assets*
Liabilitas sewa	8,713	607	-	9,320	*Lease liabilities*
Liabilitas imbalan kerja	13,097	828	10	13,935	*Employee benefits liability*
Beban akrual	74,077	(7,735)	-	66,342	*Accrued expenses*
Penyisihan persediaan usang dan lambat bergerak	2,033	1,158	-	3,191	*Provision for obsolescence and slow-moving inventories*
Provisi retur penjualan	7,947	505	-	8,452	*Provision for sales return*
Hak retur aset	(5,134)	(284)	-	(5,418)	*Right to return assets*
Cadangan kerugian penurunan nilai piutang usaha	323	(35)	-	288	*Allowance for impairment losses of trade receivables*
Jumlah	**43,878**	**(7,744)**	**10**	**36,144**	***Total***
Disajikan sebagai:					*Presented as:*
Aset pajak tangguhan	43,878	(7,744)	10	36,144	*Deferred tax assets*
Jumlah	**43,878**	**(7,744)**	**10**	**36,144**	***Total***
Terdiri atas:					*Comprises:*
Perusahaan					*The Company*
Aset pajak tangguhan	28,962	(10,499)	(101)	18,362	*Deferred tax assets*
Entitas anak					*Subsidiaries*
Aset pajak tangguhan	14,916	2,755	111	17,782	*Deferred tax assets*
Jumlah	**43,878**	**(7,744)**	**10**	**36,144**	***Total***

20. PERPAJAKAN (lanjutan)

e. Administrasi

Undang-undang perpajakan Indonesia mengatur bahwa masing-masing perusahaan dalam Grup menghitung, menetapkan dan membayar sendiri besarnya jumlah pajak yang terutang.

Berdasarkan perundang-undangan yang berlaku, Direktorat Jenderal Pajak ("DJP") dapat menetapkan atau mengubah kewajiban pajak dalam jangka waktu lima tahun sejak saat terutangnya pajak.

20. TAXATION (continued)

e. Administration

The taxation laws in Indonesia require that each company in the Group submits tax returns on the basis of self-assessment.

Under prevailing regulations, the Directorate General of Taxes ("DGT") may assess or amend taxes within five years from the time the tax becomes due.

21. MODAL SAHAM

Susunan pemegang saham Perusahaan dan kepemilikannya pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

21. SHARE CAPITAL

The Company's shareholders and their respective ownership as of December 31, 2025 and 2024 are as follows:

Pemegang saham	Jumlah saham ditempatkan dan disetor penuh/ *Number of shares issued and fully paid*	Persentase kepemilikan/ *Percentage of ownership*	Jumlah/ *Total*	*Shareholders*
31 Desember 2025				***December 31, 2025***
PT Tancorp Surya Sentosa	22,674,971,000	36.60%	226,750	*PT Tancorp Surya Sentosa*
PT Wahana Lancar Rejeki	20,129,652,900	32.49%	201,297	*PT Wahana Lancar Rejeki*
Archipelago Investment Private Limited	3,902,748,900	6.30%	39,027	*Archipelago Investment Private Limited*
Rudi Tanoko	1,041,265,000	1.68%	10,413	*Rudi Tanoko*
Rony Tanoko	21,999,500	0.04%	220	*Rony Tanoko*
Direksi				*Board of Directors*
Robert Christian Tanoko	1,425,406,300	2.30%	14,254	*Robert Christian Tanoko*
Ruslan Tanoko *)	153,251,300	0.25%	1,533	*Ruslan Tanoko* *)
Wijono Tanoko	2,504,200	0.00%	25	*Wijono Tanoko*
Kurnia Hadi Sinanto	782,500	0.00%	7	*Kurnia Hadi Sinanto*
Angelica Tanisia Jozar	311,300	0.00%	3	*Angelica Tanisia Jozar*
Masyarakat (masing-masing kepemilikan di bawah 5%)	9,959,835,500	16.08%	99,599	*Public (each below 5% ownership)*
Jumlah saham beredar	59,312,728,400	95.74%	593,128	*Total outstanding shares*
Saham treasuri	2,640,827,200	4.26%	26,408	*Treasury shares*
Jumlah	**61,953,555,600**	**100%**	**619,536**	***Total***

*) Tidak Langsung melalui PT Sensasi Istana Warna

*) *Indirectly through PT Sensasi Istana Warna*

21. MODAL SAHAM (lanjutan)

Susunan pemegang saham Perusahaan dan kepemilikannya pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

21. SHARE CAPITAL (continued)

The Company's shareholders and their respective ownership as of December 31, 2025 and 2024 are as follows: (continued)

Pemegang saham	Jumlah saham ditempatkan dan disetor penuh/ *Number of shares issued and fully paid*	Persentase kepemilikan/ *Percentage of ownership*	Jumlah/ *Total*	*Shareholders*
31 Desember 2024				***December 31, 2024***
PT Tancorp Surya Sentosa	22,674,971,000	36.60%	226,750	*PT Tancorp Surya Sentosa*
PT Wahana Lancar Rejeki	20,129,652,900	32.49%	201,297	*PT Wahana Lancar Rejeki*
Archipelago Investment Private Limited	3,902,748,900	6.30%	39,027	*Archipelago Investment Private Limited*
Rudi Tanoko	1,041,265,000	1.68%	10,413	*Rudi Tanoko*
Rony Tanoko	497,829,300	0.80%	4,978	*Rony Tanoko*
Direksi				*Board of Directors*
Robert Christian Tanoko	1,425,406,300	2.30%	14,254	*Robert Christian Tanoko*
Ruslan Tanoko *)	37,724,500	0.06%	378	*Ruslan Tanoko **)
Wijono Tanoko	2,504,200	0.00%	25	*Wijono Tanoko*
Kurnia Hadi Sinanto	651,600	0.00%	7	*Kurnia Hadi Sinanto*
Angelica Tanisia Jozar	222,400	0.00%	2	*Angelica Tanisia Jozar*
Masyarakat (masing-masing kepemilikan di bawah 5%)	11,077,130,300	17.89%	110,771	*Public (each below 5% ownership)*
Jumlah saham beredar	60,790,106,400	98.12%	607,902	*Total outstanding shares*
Saham treasuri	1,163,449,200	1.88%	11,634	*Treasury shares*
Jumlah	**61,953,555,600**	**100%**	**619,536**	***Total***

*) Tidak Langsung melalui PT Sensasi Istana Warna

**) Indirectly through PT Sensasi Istana Warna*

Pada tahun 2025 dan 2024, Perusahaan telah melakukan pembelian kembali masing-masing 1.477.378.000 dan 1.128.830.400 lembar saham biasa Perusahaan melalui pembelian pada BEI (Catatan 1b). Pembelian kembali saham Perusahaan ini ditujukan untuk menjaga stabilitas harga saham Perusahaan. Jumlah pembayaran untuk mengakuisisi saham tersebut masing-masing adalah Rp 645.342 (Rp 382 - Rp 490/lembar saham - nilai penuh) dan Rp 558.183 (Rp 358 - Rp 600/lembar saham - nilai penuh) pada tahun 2025 dan 2024. Jumlah pembayaran untuk mengakuisisi saham tersebut pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp 1.219.894 dan Rp 574.552. Saham tersebut dicatat pada "saham treasuri" dalam laporan posisi keuangan konsolidasian tanggal 31 Desember 2025 dan 2024.

In 2025 and 2024, the Company repurchased 1,477,378,000 and 1,128,830,400, respectively, of its own shares through purchases on the IDX (Note 1b). This repurchase transaction is intended to stabilise the Company's share price. The total amount paid to acquire the shares was Rp 645,342 (Rp 382 - Rp 490/share - full amount) and Rp 558,183 (Rp 358 - Rp 600/share - full amount) in 2025 and 2024, respectively. The total amount paid to acquire the shares as of December 31, 2025 and 2024 amounted to Rp 1,219,894 and Rp 574,552, respectively. The shares are held as "treasury shares" in the consolidated statement of financial position as of December 31, 2025 and 2024.

21. MODAL SAHAM (lanjutan) / *21. SHARE CAPITAL (continued)*

Pengelolaan modal / ***Capital management***

Tujuan Grup dalam pengelolaan permodalan adalah untuk mempertahankan kelangsungan usaha Grup serta memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya serta menjaga struktur modal yang optimal untuk mengurangi biaya modal.

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern while seeking to maximise benefits to shareholders and other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

Manajemen Grup mengelola struktur permodalan dan melakukan penyesuaian, berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Grup dapat memilih menyesuaikan pembayaran dividen kepada pemegang saham, mengembalikan modal kepada pemegang saham, menerbitkan saham baru atau menjual aset untuk mengurangi jumlah utang. Tidak ada perubahan yang dibuat dalam tujuan, kebijakan, atau proses selama periode yang disajikan.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt. No changes were made in the objectives, policies or processes during the periods presented.

Kebijakan Grup adalah mempertahankan struktur permodalan yang sehat untuk mengamankan akses terhadap pendanaan pada biaya yang wajar.

The Group's policy is to maintain a healthy capital structure in order to secure access to finance at a reasonable cost.

22. TAMBAHAN MODAL DISETOR / *22. ADDITIONAL PAID-IN CAPITAL*

	2025	2024	
Selisih nilai nominal dengan penerimaan setoran modal	7,874,557	7,874,557	*Difference between par value and proceeds of share capital*
Biaya emisi saham	(119,356)	(119,356)	*Shares issuance costs*
Dampak transaksi antara entitas sepengendali	38,017	38,017	*Transactions between entities under common control*
Jumlah	**7,793,218**	**7,793,218**	***Total***

Perusahaan melakukan penawaran umum perdana sebanyak 6.200.000.000 lembar saham dengan nilai nominal Rp 10 (angka penuh) per lembar saham dan harga penawaran sebesar Rp 930 (angka penuh) per lembar saham.

The Company made an initial public offering of 6,200,000,000 shares to the public with a par value of Rp 10 (full amount) per share at an offering price of Rp 930 (full amount) per share.

Biaya emisi saham merupakan biaya transaksi yang timbul dari aktivitas Penawaran Umum Saham Perdana, antara lain mencakup biaya jasa penjaminan dan penyelenggaraan, biaya profesi penunjang pasar modal, biaya lembaga penunjang pasar modal dan biaya lain-lain.

Share issuance costs are transaction costs arising from the Initial Public Offering, which includes underwriting and management fees, supporting professional service fees, capital market supporting institution fees and other fees.

23. SALDO LABA YANG DITENTUKAN PENGGUNAANNYA

Perusahaan dipersyaratkan oleh Undang-undang Perseroan Terbatas No. 40 Tahun 2007 efektif tanggal 16 Agustus 2007 untuk mengalokasikan sampai dengan 20% dari modal ditempatkan dan disetor ke dalam dana cadangan yang tidak boleh didistribusikan.

Berdasarkan Surat Keputusan Direksi No. 036/AA/DIR/XI/2021 bertanggal 7 September 2021 tentang Pembentukan Cadangan Umum, Direksi Perusahaan telah menyetujui untuk menyisihkan sebagian saldo laba Perusahaan untuk cadangan umum sebesar Rp 112.000 sebagai tindak lanjut atas keputusan pemegang saham Perusahaan dalam Rapat Umum Pemegang Saham tertanggal 14 Juni 2021.

Berdasarkan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 22 April 2022, para pemegang saham menyetujui tambahan pencadangan umum sebesar Rp 12.000 dari laba konsolidasian tahun 2021.

Tidak ada penambahan pembentukan cadangan umum pada tahun 2025 dan 2024.

23. APPROPRIATED RETAINED EARNINGS

The Company is required by the Limited Liability Company Law No. 40, Year 2007 effective August 16, 2007 to allocate to and maintain a non-distributable reserve fund until the said reserve reaches at least 20% of the issued and paid capital.

Based on the Board of Directors' Decision Letter No. 036/AA/DIR/XI/2021 dated September 7, 2021 concerning the Establishment of General Reserves, the Company's Board of Directors has agreed to set aside a portion of the Company's retained earnings for general reserves amounting to Rp 112,000 as a follow-up to the decision of the Company's shareholders in the General Meeting of Shareholders dated June 14, 2021.

Based on the Annual General Shareholders' Meeting held on April 22, 2022, the Company's shareholders approved the addition of appropriation for general reserve of Rp 12,000 from 2021 consolidated profit.

No additional appropriation for general reserve has been made in 2025 and 2024.

24. LABA PER SAHAM DASAR DAN DILUSIAN

Rincian perhitungan laba per saham dasar dan dilusian adalah sebagai berikut:

24. BASIC AND DILUTED EARNINGS PER SHARE

Details of basic and diluted earnings per share computation are as follows:

	2025	2024	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	1,747,462	1,664,341	*Income for the year attributable to equity holders of the parent company*
Rata-rata tertimbang jumlah saham yang beredar	60,033,042,942	61,289,388,327	*Weighted average number of outstanding shares*
Laba per saham dasar dan dilusian (nilai penuh)	**29.11**	**27.16**	***Basic and diluted earnings per share (full amount)***

Perusahaan tidak memiliki efek berpotensi dilusi saham sehingga laba per saham dasar sama dengan laba per saham dilusian.

The Company does not have any potentially dilutive shares. Therefore, the diluted earnings per share is equal to the basic earnings per share.

25. DIVIDEN

Berdasarkan Keputusan Sirkuler Direksi No. 014/AA/SK/DIR/X/2025 tanggal 31 Oktober 2025, pembagian dividen interim tunai sebesar Rp 654.210 (Rp 11/lembar saham - nilai penuh) telah disetujui dan telah dibayarkan pada tanggal 20 November 2025.

25. DIVIDENDS

Based on Circular Resolution of Directors No. 014/AA/SK/DIR/X/2025 on October 31, 2025, the distribution of interim cash dividends amounting to Rp 654,210 (Rp 11/share - full amount) was approved and paid on November 20, 2025.

25. DIVIDEN (lanjutan)

Berdasarkan Akta Notaris No. 1 yang dibuat oleh Notaris Dr. Susanti, S.H., M.Kn., dalam Rapat Umum Pemegang Saham Tahunan Perusahaan tanggal 10 April 2025, para pemegang saham menyetujui pembagian dividen tunai dari laba bersih tahun 2024 sebesar Rp 1.337.793 (Rp 22/lembar saham - nilai penuh) yang terdiri atas dividen interim sebesar Rp 671.979 (Rp 11/lembar saham - nilai penuh) yang telah dibayarkan pada tanggal 21 November 2024, dan dividen final sebesar Rp 665.814 (Rp 11/lembar saham - nilai penuh) yang telah dibayarkan pada tanggal 30 April 2025.

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Tahunan No. 2 tanggal 4 April 2024 yang dibuat oleh Notaris Dr. Susanti, S.H., M.Kn., Notaris di Surabaya, para pemegang saham menyetujui pembagian dividen tunai dari laba bersih tahun 2023 sebesar Rp 1.357.652 (Rp 22/lembar saham - nilai penuh) yang terdiri atas dividen interim sebesar Rp 681.489 (Rp 11/lembar saham - nilai penuh) yang telah dibayarkan pada tanggal 31 Oktober 2023, dan dividen final sebesar Rp 676.163 (Rp11/lembar saham - nilai penuh) yang telah dibayarkan pada tanggal 30 April 2024.

25. DIVIDENDS (continued)

Based on Notarial Deed No. 1 by Notary Dr. Susanti, S.H., M.Kn., in the Annual General Shareholders' Meeting of the Company dated April 10, 2025, the Company's shareholders approved the distribution of cash dividends from 2024 profit amounting to Rp 1,337,793 (Rp 22/share - full amount) which comprises of interim dividends amounting to Rp 671,979 (Rp 11/share - full amount) paid on November 21, 2024, and final dividends of Rp 665,814 (Rp 11/share - full amount) paid on April 30, 2025.

Based on Minutes of Annual General Meeting of Shareholders No. 2 dated April 4, 2024 by Notary Dr. Susanti, S.H., M.Kn., Notary in Surabaya, the Company's shareholders approved the distribution of cash dividends from 2023 profit amounting to Rp 1,357,652 (Rp 22/share - full amount) which comprises of interim dividends amounting to Rp 681,489 (Rp 11/share - full amount) paid on October 31, 2023, and final dividends of Rp 676,163 (Rp 11/share - full amount) paid on April 30, 2024.

26. PENJUALAN NETO

Grup memperoleh pendapatan dari penjualan cat dan bahan bangunan, yang dicatat pada waktu tertentu ketika kendali atas barang dialihkan ke pelanggan pada waktu tertentu.

Penjualan neto berdasarkan kategori pelanggan:

	2025	2024	
Pihak ketiga	8,073,426	7,411,273	*Third parties*
Pihak berelasi (Catatan 7)	50,259	60,083	*Related parties (Note 7)*
Jumlah	**8,123,685**	**7,471,356**	***Total***

Penjualan neto berdasarkan jaringan distribusi:

	2025	2024	
Distributor sendiri	7,331,671	6,695,381	*Own distributors*
Distributor pihak ketiga	776,870	735,518	*Third party distributors*
Penjualan langsung	15,144	40,457	*Direct sales*
Jumlah	**8,123,685**	**7,471,356**	***Total***

26. NET REVENUES

The Group derives its revenue from the sale of paints and building materials, which is recognized at a point in time when control of the goods is transferred to the customers.

Net revenues by customers category:

Net revenues by distribution channel:

26. PENJUALAN NETO (lanjutan)

Penjualan melalui distributor sendiri merupakan penjualan yang dilakukan melalui PT TKTW (entitas anak) dan PT TKBI (entitas anak tidak langsung) kepada pelanggan. Penjualan melalui distributor pihak ketiga merupakan penjualan yang dilakukan melalui distributor Perusahaan. Penjualan langsung merupakan penjualan kepada pelanggan non-ritel/pelanggan proyek.

Pada tanggal 31 Desember 2025 dan 2024, Grup tidak memiliki penjualan kepada pelanggan tertentu dengan total penjualan kumulatif individual masing-masing melebihi 10% dari total pendapatan konsolidasian.

Seluruh pelanggan adalah pelanggan lokal.

Pada tanggal 31 Desember 2025 dan 2024, liabilitas kontrak yang berkaitan dengan kontrak penjualan masing-masing sebesar Rp 157.808 dan Rp 146.738 diakui sebagai bagian dari beban akrual pemasaran dan promosi. Liabilitas kontrak tahun sebelumnya yang telah terealisasi pada periode pelaporan saat ini dan telah diakui sebagai pendapatan sebesar Rp 146.738 (2024: Rp 205.579).

26. NET REVENUES (continued)

Sales through own distributors represent sales made through PT TKTW (subsidiary) and PT TKBI (indirect subsidiary) to the customers. Sales through third party distributors represent sales made through the Company's distributors. Direct sales represent non-retail/project sales.

As of December 31, 2025 and 2024, the Group does not have any sales to certain customers with the individual cumulative amount each exceeding 10% of the total consolidated revenues.

All customers are local customers.

As of December 31, 2025 and 2024, contract liabilities related to revenue contracts amounting to Rp 157,808 and Rp 146,738, respectively, were recognised as part of accrued marketing and promotion expense. The prior year's contract liabilities which have been realised in the current reporting period and have been recognised as revenue amounted to Rp 146,738 (2024: Rp 205,579).

27. BEBAN POKOK PENJUALAN / *27. COST OF GOODS SOLD*

	2025	2024	
Pemakaian bahan baku	2,040,639	1,925,433	*Raw materials usage*
Upah langsung	68,330	77,841	*Direct labour*
Beban pabrikasi:			*Factory overhead:*
Upah tak langsung	120,081	96,034	*Indirect labour*
Penyusutan aset tetap (Catatan 13)	38,169	34,775	*Depreciation of fixed assets (Note 13)*
Listrik, air, dan gas	18,470	18,459	*Electricity, water, and gas*
Perawatan dan pemeliharaan	18,431	20,148	*Repairs and maintenance*
Pemakaian bahan pembantu	6,257	5,422	*Supporting materials used*
Perlengkapan pabrik	4,491	4,850	*Factory supplies*
Amortisasi aset takberwujud	1,150	923	*Amortization of intangible asset*
Lain-lain	16,858	13,866	*Others*
Jumlah beban produksi	2,332,876	2,197,751	*Total production cost*
Barang dalam proses			*Work in process*
Awal tahun	41,994	45,887	*At beginning of year*
Akhir tahun	(68,035)	(41,994)	*At end of year*
Beban pokok produksi	2,306,835	2,201,644	*Cost of goods manufactured*
Barang jadi			*Finished goods*
Awal tahun	1,051,043	996,609	*At beginning of year*
Pembelian	1,800,252	1,367,214	*Purchases*
Akhir tahun	(1,095,072)	(1,051,043)	*At end of year*
Beban pokok penjualan sebelum pemakaian barang promosi	4,063,058	3,514,424	*Cost of goods sold before promotional goods consumption*
Pemakaian barang promosi	482,371	616,182	*Promotional goods consumption*
Beban pokok penjualan	**4,545,429**	**4,130,606**	***Cost of goods sold***

27. BEBAN POKOK PENJUALAN (lanjutan) / *27. COST OF GOODS SOLD (continued)*

Rincian pemasok yang memiliki transaksi pembelian lebih dari 10% dari total penjualan usaha konsolidasian adalah sebagai berikut:

Details of suppliers with purchase transactions that represent more than 10% of the total consolidated revenue is as follows:

	2025	2024	
PT Avia Avian Industri Pipa	1,159,509	1,053,497	*PT Avia Avian Industri Pipa*

28. BEBAN USAHA / *28. OPERATING EXPENSES*

Rincian beban penjualan adalah sebagai berikut:

The details of selling expenses are as follows:

	2025	2024	
Gaji, upah dan kesejahteraan karyawan	574,794	534,868	*Salaries, wages and employee benefits*
Biaya angkut penjualan	248,536	210,694	*Freight out*
Penyusutan (Catatan 13 dan 17)	179,900	165,089	*Depreciation (Notes 13 and 17)*
Pemasaran dan promosi	145,170	185,516	*Marketing and promotion*
Komisi penjualan	81,729	69,815	*Sales commission*
Perjalanan dinas	52,493	56,923	*Business travel*
Bahan bakar	31,921	29,076	*Fuel*
Pemeliharaan	25,871	22,221	*Maintenance*
Percetakan	22,303	26,673	*Printing*
Lain-lain	15,549	17,542	*Others*
Jumlah	**1,378,266**	**1,318,417**	***Total***

Rincian beban umum dan administrasi adalah sebagai berikut:

The details of general and administrative expenses are as follows:

	2025	2024	
Gaji, upah dan kesejahteraan karyawan	85,313	81,082	*Salaries, wages and employee benefits*
Penyusutan (Catatan 13 dan 17)	46,169	43,833	*Depreciation (Notes 13 and 17)*
Perlengkapan kantor	25,315	22,360	*Office supplies*
Asuransi	23,209	21,506	*Insurance*
Perijinan dan legalitas	17,442	10,282	*Permits and legal*
Utilitas	14,996	13,867	*Utilities*
Perjalanan dinas	14,825	12,875	*Business travelling*
Jasa tenaga ahli	10,263	9,175	*Professional fees*
Pajak dan lisensi	9,553	4,020	*Taxes and licenses*
Amortisasi aset takberwujud	7,080	6,517	*Amortization of intangible asset*
Kebersihan dan keamanan	4,849	4,290	*Cleaning and security*
Sumbangan dan jamuan	3,874	4,500	*Donation and entertainment*
Pelatihan	3,674	6,543	*Training*
Lain-lain	11,118	12,393	*Others*
Jumlah	**277,680**	**253,243**	***Total***

29. PENDAPATAN KEUANGAN / *29. FINANCE INCOME*

	2025	2024	
Bunga dari investasi pada surat utang negara (Catatan 10)	146,189	154,994	*Interest from investment in government bonds (Note 10)*
Bunga dari deposito	81,004	117,367	*Interest from time deposits*
Bunga dari rekening giro	12,741	12,744	*Interest from current accounts*
Jumlah	**239,934**	**285,105**	***Total***

30. BEBAN KEUANGAN / *30. FINANCE CHARGES*

	2025	2024	
Beban bunga atas liabilitas sewa (Catatan 17)	1,843	2,011	*Interest expense on lease liabilities (Note 17)*
Beban bunga pinjaman bank	683	528	*Interest expense on bank loans*
Jumlah	**2,526**	**2,539**	***Total***

31. PENDAPATAN LAIN-LAIN - NETO / *31. OTHER INCOME - NET*

Rincian pendapatan (beban) lain-lain - neto adalah sebagai berikut:

The details of other income (expenses) - net are as follows:

	2025	2024	
Pendapatan dividen (Catatan 11)	15,350	-	*Dividend income (Note 11)*
Pendapatan sewa gedung kantor dan pabrik	6,111	4,307	*Office and factory buildings rental income*
Keuntungan pelepasan aset tetap (Catatan 13)	4,312	1,337	*Gain on disposal of fixed assets (Note 13)*
Penjualan barang afalan	3,963	6,389	*Sale of scrap*
Keuntungan penjualan investasi pada surat utang negara	1,353	-	*Gain on sale of investment in government bonds*
Kenaikan (penurunan) nilai properti investasi (Catatan 12)	(646)	397	*Increase (decrease) in fair value of investment properties (Note 12)*
Beban operasional atas gedung yang disewakan (Catatan 12)	(2,847)	(2,579)	*Operational expenses of leased building (Note 12)*
Kerugian selisih kurs - neto	(11,790)	(4,283)	*Loss on foreign exchange - net*
Lain-lain - neto	1,259	8,534	*Others - net*
Jumlah	**17,065**	**14,102**	***Total***

32. ASET ATAU LIABILITAS MONETER BERSIH DALAM MATA UANG ASING / *32. NET MONETARY ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES*

Aset dan liabilitas keuangan Grup dalam mata uang asing adalah sebagai berikut:

The Group's financial assets and liabilities in foreign currencies are as follows:

		2025		2024		
	Mata uang/ *Currency*	Dalam mata uang asing/ *In original currencies*	Jumlah setara/ *Equivalent to*	Dalam mata uang asing/ *In original currencies*	Jumlah setara/ *Equivalent to*	
Aset moneter						***Monetary assets***
Kas dan setara kas	Dolar AS/ *US Dollar*	3,017	51	16,249	263	*Cash and cash equivalents*
Liabilitas moneter						***Monetary liabilities***
Utang usaha	Dolar AS/ *US Dollar*	(4,582,898)	(76,887)	(4,933,321)	(79,732)	*Trade payables*
	CNY	(14,629,500)	(34,998)	(28,678,389)	(63,499)	
	Euro	(131,419)	(2,597)	(433,631)	(7,307)	
	SGD	(560,869)	(7,322)	(373,878)	(4,456)	
	GBP	-	-	(9,903)	(201)	
			(121,804)		(155,195)	
Liabilitas moneter - neto			**(121,753)**		**(154,932)**	***Monetary liabilities - net***

33. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN

Aktivitas Grup rentan terhadap berbagai risiko keuangan: risiko pasar (termasuk risiko nilai mata uang asing, risiko harga, dan risiko tingkat suku bunga), risiko kredit dan risiko likuiditas. Program manajemen risiko Grup secara keseluruhan dipusatkan pada pasar keuangan yang tidak dapat diprediksi dan Grup berusaha untuk memperkecil efek yang berpotensi merugikan kinerja keuangan Grup. Fungsi manajemen risiko keuangan dijalankan dalam pengawasan Direksi.

Faktor-faktor risiko keuangan

a. Risiko pasar

Risiko nilai tukar mata uang asing

Mata uang fungsional Grup adalah Rupiah. Grup menghadapi risiko nilai tukar mata uang asing karena sebagian pembelian dan biaya operasionalnya dalam mata uang asing. Penurunan/penguatan nilai tukar mata uang asing terhadap Rupiah, mengakibatkan utang dan biaya operasional dalam Rupiah menurun/meningkat.

Grup memonitor secara ketat fluktuasi dari nilai tukar mata uang asing sehingga dapat mengambil langkah-langkah yang paling menguntungkan Grup pada waktu yang tepat. Grup mengelola eksposur mata uang asing dengan mencocokkan, sebisa mungkin, penerimaan dan pembayaran dalam masing-masing individu mata uang. Jumlah eksposur mata uang asing neto Grup pada tanggal pelaporan diungkapkan dalam Catatan 32.

Analisis sensitivitas untuk risiko nilai mata uang asing

Pada tanggal 31 Desember 2025, jika nilai tukar Rupiah terhadap Dolar AS menguat/melemah sebesar 10%, dengan semua variabel lain konstan, maka laba setelah pajak untuk tahun yang berakhir pada tanggal tersebut akan meningkat/menurun sebesar Rp 5.993 (31 Desember 2024: Rp 6.199). Dampak terhadap ekuitas akan sama dengan dampak pada laba tahun berjalan.

Risiko harga

Grup rentan terhadap risiko harga efek utang karena investasi yang dimiliki Grup diklasifikasikan dalam laporan posisi keuangan konsolidasian sebagai diukur pada nilai wajar melalui penghasilan komprehensif lain dan nilai wajar melalui laba rugi. Grup tidak rentan terhadap risiko harga komoditas.

Untuk mengelola risiko harga yang timbul dari investasi pada efek utang, Grup melakukan analisis terkait besarnya bunga kupon yang ditawarkan dengan tingkat imbal hasil umum yang diharapkan oleh pasar.

33. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES

The Group's activities are exposed to a variety of financial risks: market risk (including foreign exchange risk, price risk and interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. Financial risk management is carried out under the monitoring of the Directors.

Financial risk factors

a. Market risk

Foreign exchange risk

The Group's functional currency is Rupiah. The Group faces foreign exchange risk as a portion of its purchases and operating expenses are denominated in foreign currencies. The weakening/strengthening of foreign currency exchange rate against Rupiah, will cause payable and operating expenses in Rupiah decrease/increase.

The Group closely monitors the foreign exchange rate fluctuation and market expectation so it can take necessary actions benefited most to the Group in due time. The Group manages the foreign currency exposure by matching, as far as possible, receipts and payments in each individual currency. The Group's net open foreign currency exposure as of reporting date is disclosed in Note 32.

Sensitivity analysis for foreign currency risk

As of December 31, 2025, had the Rupiah exchange rate strengthened/weakened by 10% against US Dollar, with all other variables held constant, post-tax profit for the year then ended would have been Rp 5,993 (December 31, 2024: Rp 6,199) higher/lower. The impact on equity would have been the same as the impact on profit for the year.

Price risk

The Group is exposed to debt securities price risk because the investments held by the Group are classified on the consolidated statement of financial position at fair value through other comprehensive income and fair value through profit or loss. The Group is not exposed to commodity price risk.

To manage price risk arising from investments in debt securities, the Group performs an analysis of the number of coupon bonds offered and the required rate of return which is generally expected by the market.

33. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Faktor-faktor risiko keuangan (lanjutan)

a. Risiko pasar (lanjutan)

Risiko harga (lanjutan)

Analisis sensitivitas untuk risiko harga

Pada tanggal 31 Desember 2025, apabila tingkat imbal hasil secara umum yang diharapkan oleh pasar bergerak naik/turun 5%, maka laba setelah pajak untuk tahun yang berakhir pada tanggal tersebut akan naik/turun sebesar Rp 123.504 (31 Desember 2024: Rp 148.942) sebagai akibat keuntungan/(kerugian) atas investasi pada surat utang negara dan reksa dana yang diklasifikasikan sebagai FVOCI dan FVTPL. Dampak terhadap ekuitas akan sama dengan dampak pada laba rugi dan penghasilan komprehensif lain konsolidasian tahun berjalan.

Risiko tingkat suku bunga

Risiko suku bunga dari kas di bank, deposito berjangka, dan investasi jangka pendek tidak signifikan. Investasi pada surat utang negara, pinjaman bank dan liabilitas sewa yang memiliki tingkat suku bunga tetap mengekspos Grup terhadap risiko nilai wajar suku bunga.

Tidak ada analisis sensitivitas yang dilakukan karena Grup tidak memperkirakan adanya dampak material terhadap laba atau rugi Grup yang timbul dari dampak perubahan suku bunga yang wajar pada instrumen keuangan berbunga pada akhir periode pelaporan. Laba atau rugi Grup tidak terpengaruh oleh perubahan suku bunga karena instrumen berbunga tersebut memiliki tingkat bunga tetap dan merupakan biaya perolehan diamortisasi.

Grup memonitor secara ketat fluktuasi suku bunga pasar dan ekspektasi pasar sehingga dapat mengambil langkah-langkah yang paling menguntungkan Grup secara tepat waktu.

b. Risiko kredit

Grup terekspos risiko kredit dari kas di bank, deposito berjangka, kas di bank dan deposito yang dibatasi penggunaannya, investasi jangka pendek, investasi pada surat utang negara, investasi reksa dana, investasi pada surat utang jangka panjang, piutang usaha dan piutang lain-lain dari pihak ketiga.

33. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (continued)

Financial risk factors (continued)

a. Market risk (continued)

Price risk (continued)

Sensitivity analysis for price risk

As of December 31, 2025, if market required rate of return increased/decreased for 5%, post-tax profit for the year then ended would increased/decreased by Rp 123,504 (December 31, 2024: Rp 148,942) as a result of gains/(losses) on investments in government bonds and mutual funds classified as at FVTOCI and FVTPL. The impact on equity would have been the same as the impact on the consolidated profit or loss and other comprehensive income for the year.

Interest rate risk

The interest rate risk from cash in banks, time deposits and short-term investments is not significant. Investment in government bonds, bank loans and lease liabilities which bear fixed interest rates expose the Group to fair value interest rate risk.

No sensitivity analysis is prepared as the Group does not expect any material effect on the Group's profit or loss arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the reporting period. The Group's profit or loss are not affected by changes in interest rates as the interest-bearing instruments carry fixed interest and are amortized cost.

The Group closely monitors the market interest rate fluctuation and market expectation so it can take necessary actions benefited most to the Group in due time.

b. Credit risk

The Group is exposed to credit risk from cash in banks, time deposits, restricted cash in bank and time deposits, short-term investments, investment in government bond, investment in mutual funds, long-term debt investment, trade receivables and other receivables from third parties.

33. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Faktor-faktor risiko keuangan (lanjutan)

b. Risiko kredit (lanjutan)

Semua kas di bank, deposito berjangka, kas dan deposito yang dibatasi penggunaannya ditempatkan di bank asing dan lokal yang memiliki reputasi dan peringkat yang baik.

Dalam pemilihan pelanggan, Grup menerapkan kebijakan persetujuan atas kontrak penjualan berdasarkan prinsip kehati-hatian serta melakukan pengelolaan atas piutangnya. Sebagai bagian dari proses persetujuan tersebut, reputasi dan catatan historis pelanggan menjadi bahan pertimbangan.

Berdasarkan penilaian manajemen atas kerugian kredit ekspektasian berdasarkan PSAK 109, manajemen Grup berkeyakinan bahwa cadangan kerugian kredit ekspektasian piutang usaha dan piutang lain-lain telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang usaha. Lihat Catatan 6 untuk rincian umur piutang dan cadangan kerugian kredit ekspektasian piutang usaha.

Piutang lain-lain dari pihak berelasi merupakan piutang Grup dari pihak berelasinya atas klaim program loyalitas pelanggan dan pengembalian aktivitas pemasaran. Berdasarkan penilaian manajemen atas kerugian kredit ekspektasian berdasarkan PSAK 109, manajemen Grup berkeyakinan bahwa kerugian kredit ekspektasian untuk piutang lain-lain mendekati nihil, sehingga cadangan kredit ekspektasian atas piutang lain-lain tidak diperlukan.

Tabel di bawah merinci kualitas kredit aset keuangan Grup serta eksposur maksimum risiko kredit menurut peringkat risiko kredit:

33. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (continued)

Financial risk factors (continued)

b. Credit risk (continued)

All the cash in banks, time deposits, restricted cash in banks and short-term investments are placed in foreign and local banks with good reputation and rating.

In selecting its customers, the Group applies prudent acceptance policies of new sales contracts and perform ongoing monitoring as well as managing the collection of its receivables. As part of the approval process, the customer's reputation and track record are taken into consideration.

Based on management's assessment of the expected credit losses under PSAK 109, the Group's management believes that the allowance for expected credit losses of trade and other receivables is sufficient to cover possible losses from uncollectible receivables. Refer to Note 6 for detailed receivables aging and allowance for expected credit losses of trade receivables.

Other receivables from related parties represents the Group's receivables from its related parties for customer loyalty program claim and reimbursement of marketing activities. Based on management's assessment of the expected credit losses under PSAK 109, the Group's management believes that the expected credit losses is close to nil, as such, no allowance for expected credit of other receivables is necessary.

The table below details the credit quality of the Group's financial assets as well as maximum exposure to credit risk by credit risk rating grades:

	2025						
	Peringkat kredit external/ *External credit rating*	Peringkat kredit internal/ *Internal credit rating*	ECL 12 bulan atau sepanjang umur/ *12-month or lifetime ECL*	Jumlah tercatat bruto/ *Gross carrying amount*	Cadangan kerugian/ *Loss allowance*	Jumlah tercatat neto/ *Net carrying amount*	
Kas dan setara kas (Catatan 5)	BBB	Lancar/ *Performing*	ECL 12 bulan/*12-month ECL* ECL sepanjang umur (pendekatan sederhana)/ *Lifetime ECL (simplified approach)*	1,654,810	-	1,654,810	*Cash and cash equivalents (Note 5)*
Piutang usaha (Catatan 6)	N/A	(i)	ECL sepanjang umur (pendekatan sederhana)/ *Lifetime ECL (simplified approach)*	1,633,123	(2,860)	1,630,263	*Trade receivables (Note 6)*
Piutang lain-lain (Catatan 8)	N/A	Lancar/ *Performing*	ECL sepanjang umur (pendekatan sederhana)/ *Lifetime ECL (simplified approach)*	153,073	-	153,073	*Other receivables (Note 8)*
Investasi jangka pendek (Catatan 10)	BBB/Baa2	Lancar/ *Performing*	ECL 12 bulan/*12-month ECL*	2,570,080	-	2,570,080	*Short-term investments (Note 10)*
Investasi pada surat utang jangka panjang (Catatan 11)	AAA/Idn	Lancar/ *Performing*	ECL 12 bulan/*12-month ECL*	81,112	-	81,112	*Long-term debt investments (Note 11)*
Jumlah				**6,092,198**	**(2,860)**	**6,089,338**	***Total***

33. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

33. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (continued)

Faktor-faktor risiko keuangan (lanjutan)

Financial risk factors (continued)

b. Risiko kredit (lanjutan)

b. Credit risk (continued)

Tabel di bawah merinci kualitas kredit aset keuangan Grup serta eksposur maksimum risiko kredit menurut peringkat risiko kredit: (lanjutan)

The table below details the credit quality of the Group's financial assets as well as maximum exposure to credit risk by credit risk rating grades: (continued)

	2024						
	Peringkat kredit external/ *External credit rating*	Peringkat kredit internal/ *Internal credit rating*	ECL 12 bulan atau sepanjang umur/ *12-month or lifetime ECL*	Jumlah tercatat bruto/ *Gross carrying amount*	Cadangan kerugian/ *Loss allowance*	Jumlah tercatat neto/ *Net carrying amount*	
Kas dan setara kas (Catatan 5)	BBB	Lancar/ *Performing*	ECL 12 bulan/*12-month ECL*	2,329,491	-	2,329,491	*Cash and cash equivalents (Note 5)*
Kas di bank dan deposito yang dibatasi penggunaanya	BBB	Lancar/ *Performing*	ECL 12 bulan/*12-month ECL*	3,000	-	3,000	*Restricted cash in bank and time deposits*
Piutang usaha (Catatan 6)	N/A	(i)	ECL sepanjang umur (pendekatan sederhana)/ *Lifetime ECL (simplified approach)*	1,463,048	(1,311)	1,461,737	*Trade receivables (Note 6)*
Piutang lain-lain (Catatan 8)	N/A	Lancar/ *Performing*	ECL sepanjang umur (pendekatan sederhana)/ *Lifetime ECL (simplified approach)*	128,703	-	128,703	*Other receivables (Note 8)*
Investasi jangka pendek (Catatan 10)	BBB/Baa2	Lancar/ *Performing*	ECL 12 bulan/*12-month ECL*	2,952,900	-	2,952,900	*Short-term investments (Note 10)*
Jumlah				**6,877,142**	**(1,311)**	**6,875,831**	***Total***

(i) Untuk piutang usaha, Grup telah menerapkan pendekatan yang disederhanakan dalam PSAK 109 untuk mengukur cadangan kerugian ECL sepanjang umur. Grup menentukan kerugian kredit ekspektasian atas pos-pos ini dengan menggunakan matriks provisi, yang diestimasi berdasarkan pengalaman kerugian kredit historis berdasarkan status jatuh tempo debitur, disesuaikan untuk mencerminkan kondisi saat ini dan estimasi kondisi ekonomik masa depan. Oleh karena itu, profil risiko kredit dari aset tersebut disajikan berdasarkan status tunggakannya dalam matriks provisi. Catatan 6 mencakup rincian lebih lanjut atas cadangan kerugian aset tersebut.

(i) For trade receivables, the Group has applied the simplified approach in PSAK 109 to measure the loss allowance at lifetime ECL. The Group determines the expected credit losses on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of these assets is presented based on their past due status in terms of the provision matrix. Notes 6 include further details on the loss allowance for these assets.

c. Risiko likuiditas

c. Liquidity risk

Risiko likuiditas adalah risiko bahwa Grup akan mengalami kesulitan dalam membayar liabilitas keuangannya. Grup mengelola risiko likuiditas dengan mempertahankan kas dan setara kas yang cukup dalam memenuhi kebutuhan kas jangka pendeknya. Grup juga secara rutin mengevaluasi proyeksi arus kas dan arus kas aktual, serta jadwal tanggal jatuh tempo aset dan liabilitas keuangan.

Liquidity risk is the risk that the Group will have difficulties in paying its financial liabilities. The Group manages its liquidity risk by maintaining an adequate level of cash and cash equivalents to cover its short-term cash requirement. The Group also evaluates the projected and actual cash flows regularly, as well as the maturity date schedule of its financial assets and liabilities.

33. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

33. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (continued)

Faktor-faktor risiko keuangan (lanjutan)

Financial risk factors (continued)

c. Risiko likuiditas (lanjutan)

c. Liquidity risk (continued)

Tabel di bawah merupakan analisis jatuh tempo liabilitas keuangan Grup dalam rentang waktu yang menunjukkan jatuh tempo kontraktual untuk semua liabilitas keuangan untuk pemahaman terhadap arus kas. Jumlah yang diungkapkan dalam tabel adalah arus kas kontraktual yang tidak terdiskonto (termasuk pembayaran pokok dan bunga).

The following table analysis the Group's financial liabilities by relevant maturity groupings based on their contractual maturities for an understanding of the timing of the cash flows. The amounts disclosed in the table are the contractual undiscounted cash flows (including principal and interest payments).

	Di bawah satu tahun/ *Below one year*	1-5 tahun/ *years*	Lebih dari 5 tahun/*More than 5 years*	Jumlah/ *Total*	
31 Desember 2025					***December 31, 2025***
Pinjaman bank jangka pendek	7,335	-	-	7,335	*Short-term bank loans*
Utang usaha	784,207	-	-	784,207	*Trade payables*
Utang lain-lain	30,579	-	-	30,579	*Other payables*
Beban akrual	293,400	-	-	293,400	*Accrued expenses*
Liabilitas sewa	65,648	9,695	17,572	92,915	*Lease liabilities*
Jumlah	**1,181,169**	**9,695**	**17,572**	**1,208,436**	***Total***

	Di bawah satu tahun/ *Below one year*	1-5 tahun/ *years*	Lebih dari 5 tahun/*More than 5 years*	Jumlah/ *Total*	
31 Desember 2024					***December 31, 2024***
Pinjaman bank jangka pendek	9,360	-	-	9,360	*Short-term bank loans*
Utang usaha	787,701	-	-	787,701	*Trade payables*
Utang lain-lain	24,623	-	-	24,623	*Other payables*
Beban akrual	252,661	-	-	252,661	*Accrued expenses*
Uang jaminan pelanggan	3,000	-	-	3,000	*Customers guarantee*
Liabilitas sewa	66,112	14,767	18,604	99,483	*Lease liabilities*
Jumlah	**1,143,457**	**14,767**	**18,604**	**1,176,828**	***Total***

33. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

33. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (continued)

Nilai Wajar Instrumen Keuangan

Fair Value of Financial Instruments

Nilai tercatat dan taksiran nilai wajar dari instrumen keuangan Grup yang dicatat di laporan posisi keuangan konsolidasian tanggal 31 Desember 2025 dan 2024, adalah sebagai berikut:

The fair values of the financial assets and liabilities are the carrying values and the estimated fair values of the Group financial instruments that are carried in the consolidated statements of financial position as of December 31, 2025 and 2024, are as follows:

	2025		2024		
	Nilai Tercatat/ *Carrying Value*	Nilai Wajar/ *Fair Values*	Nilai Tercatat/ *Carrying Value*	Nilai Wajar/ *Fair Values*	
Aset Keuangan					***Financial Assets***
Kas dan setara kas	1,654,810	1,654,810	2,329,491	2,329,491	*Cash and cash equivalents*
Kas di bank dan deposito berjangka yang dibatasi penggunaannya	-	-	3,000	3,000	*Restricted cash in bank and time deposits*
Investasi jangka pendek	2,570,080	2,570,080	2,952,900	2,952,900	*Short-term investments*
Piutang usaha	1,630,263	1,630,263	1,461,737	1,461,737	*Trade receivables*
Piutang lain-lain	153,073	153,073	128,703	128,703	*Other receivables*
Investasi jangka panjang	371,958	371,958	-	-	*Long-term investments*
Jumlah Aset Keuangan	**6,380,184**	**6,380,184**	**6,875,831**	**6,875,831**	***Total Financial Assets***
Liabilitas Keuangan					***Financial Liabilities***
Pinjaman bank jangka pendek	7,187	7,187	9,189	9,189	*Short-term bank loans*
Utang usaha	784,207	784,207	787,701	787,701	*Trade payables*
Utang lain-lain	30,579	30,579	24,623	24,623	*Other payables*
Beban akrual	293,400	293,400	252,661	252,661	*Accrued expenses*
Uang jaminan pelanggan	-	-	3,000	3,000	*Customer guarantee*
Liabilitas sewa	79,021	79,021	84,193	84,193	*Lease liabilities*
Jumlah Liabilitas Keuangan	**1,194,394**	**1,194,394**	**1,161,367**	**1,161,367**	***Total Financial Liabilities***

Nilai wajar aset dan liabilitas keuangan ditentukan berdasarkan jumlah dimana instrumen tersebut dapat dipertukarkan dalam transaksi kini antara pihak-pihak yang berkeinginan (*willing parties*) dan bukan merupakan pendapatan yang dipaksakan atau likuidasi.

The fair values of the financial assets and liabilities are determined based on the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced sale or liquidation.

Instrumen keuangan yang disajikan di dalam laporan posisi keuangan konsolidasian dicatat sebesar nilai wajar, atau disajikan dalam jumlah tercatat baik karena jumlah tersebut adalah kurang lebih sebesar nilai wajarnya atau karena nilai wajarnya tidak dapat diukur secara andal.

Financial instruments presented in the consolidated statements of financial position are carried at fair values, otherwise, they are presented at carrying amounts as either these are reasonable approximation of fair values or their fair values cannot be measured reliably.

Metode dan asumsi berikut ini digunakan untuk mengestimasi nilai wajar untuk setiap kelompok instrumen keuangan yang praktis untuk memperkirakan nilai tersebut.

The following methods and assumptions were used to estimate the fair value of each class of financial instrument for which it is practicable to estimate such value.

Nilai tercatat dari kas dan setara kas, kas di bank dan deposito berjangka yang dibatasi penggunaannya, deposito berjangka, piutang usaha, piutang lain-lain, pinjaman bank jangka pendek, utang usaha, utang lain-lain, beban akrual dan uang jaminan pelanggan mendekati nilai wajarnya karena bersifat jangka pendek.

The carrying value of cash and cash equivalents, restricted cash in bank and time deposits, time deposit, trade receivables, other receivables, short-term bank loans, trade payables, other payables, accrued expenses and customer guarantee approximate their fair values due to their short-term nature.

Investasi pada surat utang negara dan reksa dana merupakan aset Grup yang nilai wajarnya didasarkan pada kuotasi harga pasar terakhir (*Level* 1).

Investment in government bonds and mutual funds represent the Group's assets for which the fair value is stated based on the last quoted market prices (Level 1).

33. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Nilai Wajar Instrumen Keuangan (lanjutan)

Investasi pada surat utang jangka panjang merupakan aset Grup yang nilai wajarnya dinilai menggunakan diskonto arus kas berdasarkan tingkat suku bunga efektif.

Investasi saham jangka panjang yang tidak diperdagangkan di pasar aktif diestimasi dengan menggunakan teknik penilaian yang wajar dengan nilai input yang tidak dapat diobservasi (*Level* 3).

Nilai wajar atas liabilitas sewa dinilai menggunakan diskonto arus kas berdasarkan tingkat suku bunga efektif.

33. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (continued)

Fair Value of Financial Instruments (continued)

Long-term debt investment represent the Group's assets for which the fair value are determined by discounting cash flows at effective interest rate.

Long-term investment in shares which are not traded in the active market is estimated using appropriate valuation techniques with unobservable inputs (Level 3).

The fair value of lease liabilities are determined by discounting cash flows at effective interest rate.

34. TAMBAHAN INFORMASI ARUS KAS

a. Aktivitas non-kas

Aktivitas non-kas yang mendukung laporan arus kas pada setiap tanggal pelaporan adalah sebagai berikut:

34. SUPPLEMENTARY CASH FLOW INFORMATION

a. Non-cash activities

Non-cash activities supporting the statement of cash flows at each reporting dates are as follows:

	2025	2024	
Penambahan aset hak-guna melalui liabilitas sewa	64,918	82,261	*Addition of right-of-use assets through lease liabilities*
Penambahan aset tetap melalui reklasifikasi uang muka pembelian aset tetap	69,222	87,142	*Addition of fixed assets through reclassification advance for purchases of fixed assets*

b. Rekonsiliasi utang neto

b. Net debt reconciliation

	Pinjaman bank jangka pendek/ *Short-term bank loans*	Liabilitas sewa/ *Lease liabilities*	Jumlah/ *Total*	
Saldo 1 Januari 2024	**5,222**	**(26,690)**	**(21,468)**	***Balance of January 1, 2024***
Arus kas	3,967	24,758	28,725	*Cash flows*
Tambahan liabilitas sewa	-	(82,261)	(82,261)	*Addition of lease liabilities*
Saldo 31 Desember 2024	**9,189**	**(84,193)**	**(75,004)**	***Balance of December 31, 2024***
Arus kas	(2,002)	70,090	68,088	*Cash flows*
Tambahan liabilitas sewa	-	(64,918)	(64,918)	*Addition of lease liabilities*
Saldo 31 Desember 2025	**7,187**	**(79,021)**	**(71,834)**	***Balance of December 31, 2025***

34. TAMBAHAN INFORMASI ARUS KAS (lanjutan)

34. SUPPLEMENTARY CASH FLOW INFORMATION (continued)

c. Pengaturan pembiayaan pemasok

Grup mengoperasikan pengaturan pembiayaan pemasok sebagai berikut dengan PT Bank DBS Indonesia:

- Untuk memastikan akses mudah ke kredit untuk pemasoknya dan memfasilitasi penyelesaian awal, Grup telah melakukan pengaturan pembiayaan pemasok yang memungkinkan pemasok untuk mendapatkan pembayaran dari bank untuk jumlah yang ditagih maksimum hingga 90 hari sebelum tanggal jatuh tempo faktur. Pengaturan memungkinkan bank untuk melunasi faktur lebih awal hingga Rp 300.000 per bulan. Grup membayar bank jumlah faktur penuh pada tanggal pembayaran yang dijadwalkan seperti yang tertera dalam faktur. Karena pengaturan tidak mengizinkan Grup untuk memperpanjang pembiayaan dari bank dengan membayarnya lebih lambat dari Grup akan membayar pemasoknya, Grup tersebut menganggap jumlah yang dibayarkan kepada bank disajikan sebagai bagian dari utang usaha. Pada tanggal 31 Desember 2025, tidak terdapat utang usaha yang terutang berdasarkan pengaturan ini.

c. Supplier finance arrangements

The Group operates the following types of supplier finance arrangements with PT Bank DBS Indonesia:

- *In order to ensure easy access to credit for its suppliers and facilitate early settlement, the Group has entered into supplier finance arrangements that permit the suppliers to obtain payment from the banks for the amounts billed maximum up to 90 days before the invoice due date. The arrangements permit the banks to early settle invoices of up to Rp 300,000 per month. The Group repays the banks the full invoice amount on the scheduled payment date as required by the invoice. As the arrangements do not permit the Group to extend finance from the banks by paying them later than the Group would have paid its suppliers, the Group considers amounts payable to the banks should be presented as part of trade account payables. As of December 31, 2025, no trade payables were owed under these arrangements.*

	2025	2024	
Jumlah tercatat dari liabilitas keuangan yang merupakan subjek dari perjanjian pembiayaan pemasok			***Carrying amount of the financial liabilities that are subject to supplier finance arrangement***
Disajikan sebagai bagian dari "utang usaha"	-	75,906	*Presented as part of "trade payables"*
Rentang tanggal jatuh tempo pembayaran (setelah tanggal faktur)	**Hari/*Days***	**Hari/*Days***	***Range of payment due dates (after invoice date)***
Untuk liabilitas yang disajikan sebagai bagian dari "utang usaha":			*For liabilities presented as part of "trade payables":*
Liabilitas yang merupakan bagian dari perjanjian pembiayaan pemasok	-	60	*Liabilities that are part of supplier finance arrangements*
Utang usaha yang dapat dibandingkan yang bukan merupakan bagian dari pengaturan pembiayaan pemasok	-	30 - 60	*Comparable trade payables that are not part of supplier finance arrangement*

34. TAMBAHAN INFORMASI ARUS KAS (lanjutan)

c. Pengaturan pembiayaan pemasok (lanjutan)

Perubahan dalam liabilitas yang merupakan bagian dari pengaturan pembiayaan pemasok terutama disebabkan oleh pembelian barang dan penyelesaian kas. Tidak ada perubahan non-kas yang material dalam liabilitas ini.

Grup tidak menghadapi risiko likuiditas yang signifikan sebagai akibat dari pengaturan pembiayaan pemasoknya mengingat jumlah liabilitas pada pengaturan pembiayaan pemasok yang terbatas dan akses Grup ke sumber pembiayaan lain dengan persyaratan serupa.

34. SUPPLEMENTARY CASH FLOW INFORMATION (continued)

c. Supplier finance arrangements (continued)

Changes in liabilities that are subject to supplier finance arrangements are primarily attributable to additions resulting from purchases of goods and subsequent cash settlements. There were no material non-cash changes in these liabilities.

The Group does not face a significant liquidity risk as a result of its supplier finance arrangements given the limited amount of liabilities subject to supplier finance arrangements and the Group's access to other sources of finance on similar terms.

35. KOMITMEN

Pengeluaran modal yang telah diperjanjikan pada tanggal 31 Desember 2025 dan 2024 namun belum diakui sebagai kewajiban masing-masing sebesar Rp 477.326 dan Rp 61.743.

35. COMMITMENTS

Capital expenditure contracted as of December 31, 2025 and 2024 but not yet recognised as liabilities amounted to Rp 477,326 and Rp 61,743, respectively.

36. INFORMASI SEGMEN

Manajemen telah menentukan segmen operasi berdasarkan laporan yang ditelaah oleh Direksi, yang telah diidentifikasikan sebagai pengambil keputusan operasional utama Grup ("CODM") dan yang mengambil keputusan strategis. Grup menentukan segmen operasi menurut kelompok produk yang dijual.

Informasi segmen yang diberikan kepada Direksi untuk segmen dilaporkan adalah sebagai berikut:

36. SEGMENT INFORMATION

Management has determined the operating segments based on the reports reviewed by the Directors, who has been identified as the Group's chief operating decision maker ("CODM") and made strategic decisions. The Group determines the operating segment by group of products.

The segment information provided to the Directors for the reportable segments is as follows:

	2025			
	Solusi arsitektur/ *Architectural solution*	**Barang dagangan/ *Trading goods***	**Jumlah/ *Total***	
Penjualan neto	6,291,901	1,831,784	8,123,685	*Net revenues*
Beban pokok penjualan	(3,042,484)	(1,502,945)	(4,545,429)	*Cost of goods sold*
Laba bruto	**3,249,417**	**328,839**	**3,578,256**	***Gross profit***
Beban usaha				***Operating expenses***
Beban penjualan	-	-	(1,378,266)	*Selling expenses*
Beban umum dan administrasi	-	-	(277,680)	*General and administrative expenses*
Jumlah Beban Usaha	-	-	(1,655,946)	*Total Operating Expenses*
Laba usaha			**1,922,310**	***Operating profit***

36. INFORMASI SEGMEN (lanjutan) / *36. SEGMENT INFORMATION (continued)*

Informasi segmen yang diberikan kepada Direksi untuk segmen dilaporkan adalah sebagai berikut: (lanjutan)

The segment information provided to the Directors for the reportable segments is as follows: (continued)

	2025			
	Solusi arsitektur/ *Architectural solution*	**Barang dagangan/ *Trading goods***	**Jumlah/ *Total***	
Penghasilan (beban) lain-lain				***Other income (expenses)***
Pendapatan keuangan	-	-	239,934	*Finance income*
Beban keuangan	-	-	(2,526)	*Finance costs*
Bagian atas laba neto ventura bersama	-	-	582	*Share in net profit of a joint venture*
Keuntungan (kerugian) neto penurunan nilai aset keuangan	-	-	(1,549)	*Net impairment gains (losses) on financial assets*
Pendapatan lain-lain - neto	-	-	17,065	*Other income - net*
Laba sebelum beban pajak penghasilan	**-**	**-**	**2,175,816**	***Profit before income tax expense***
Beban pajak penghasilan	-	-	(431,796)	*Income Tax expense*
Laba tahun berjalan	**-**	**-**	**1,744,020**	***Profit for the year***
Informasi segmen lainnya				***Other segment information***
Belanja modal yang tidak dapat dialokasikan	-	-	483,772	*Unallocated capital expenditures*
Beban depresiasi dan amortisasi yang tidak dapat dialokasikan	-	-	272,583	*Unallocated depreciation and amortisation expenses*
Aset dan liabilitas				***Assets and liabilities***
Aset yang tidak dapat dialokasikan	-	-	11,084,379	*Unallocated assets*
Aset Grup	**-**	**-**	**11,084,379**	***The Group's Assets***
Liabilitas yang tidak dapat dialokasikan	-	-	1,544,155	*Unallocated liabilities*
Liabilitas Grup	**-**	**-**	**1,544,155**	***The Group's Liabilities***

	2024			
	Solusi arsitektur/ *Architectural solution*	**Barang dagangan/ *Trading goods***	**Jumlah/ *Total***	
Penjualan neto	5,847,703	1,623,653	7,471,356	*Net revenues*
Beban pokok penjualan	(2,852,891)	(1,277,715)	(4,130,606)	*Cost of goods sold*
Laba bruto	**2,994,812**	**345,938**	**3,340,750**	***Gross profit***
Beban usaha				***Operating expenses***
Beban penjualan	-	-	(1,318,417)	*Selling expenses*
Beban umum dan administrasi	-	-	(253,243)	*General and administrative expenses*
Jumlah Beban Usaha	-	-	(1,571,660)	*Total Operating Expenses*
Laba usaha			**1,769,090**	***Operating profit***

36. INFORMASI SEGMEN (lanjutan) / *36. SEGMENT INFORMATION (continued)*

Informasi segmen yang diberikan kepada Direksi untuk segmen dilaporkan adalah sebagai berikut: (lanjutan)

The segment information provided to the Directors for the reportable segments is as follows: (continued)

	2024			
	Solusi arsitektur/ *Architectural solution*	**Barang dagangan/ *Trading goods***	**Jumlah/ *Total***	
Penghasilan (beban) lain-lain				***Other income (expenses)***
Pendapatan keuangan	-	-	285,105	*Finance income*
Beban keuangan	-	-	(2,539)	*Finance costs*
Bagian atas laba ventura bersama	-	-	2,678	*Share of profit of a joint venture*
Keuntungan (kerugian) neto penurunan nilai aset keuangan	-	-	158	*Net impairment gains (losses) on financial assets*
Pendapatan lain-lain - neto	-	-	14,102	*Other income - net*
Laba sebelum pajak penghasilan	**-**	**-**	**2,068,594**	***Profit before income tax expense***
Beban pajak penghasilan	-	-	(404,895)	*Income tax expense*
Laba tahun berjalan	**-**	**-**	**1,663,699**	***Income for the year***
Informasi segmen lainnya				***Other segment information***
Belanja modal yang tidak dapat dialokasikan	-	-	406,551	*Unallocated capital expenditures*
Beban depresiasi dan amortisasi yang tidak dapat dialokasikan	-	-	251,137	*Unallocated depreciation and amortisation expenses*
Aset dan liabilitas				***Assets and liabilities***
Aset yang tidak dapat dialokasikan	-	-	11,060,975	*Unallocated assets*
Aset Grup	**-**	**-**	**11,060,975**	***The Group's Assets***
Liabilitas yang tidak dapat dialokasikan	-	-	1,429,095	*Unallocated liabilities*
Liabilitas Grup	**-**	**-**	**1,429,095**	***The Group's Liabilities***

SEGMEN GEOGRAFIS / ***GEOGRAPHICAL SEGMENT***

	2025	2024	
Penjualan neto			***Net revenues***
Lokal	8,123,685	7,471,356	*Local*

Manajemen memonitor hasil dari kegiatan segmen dilaporkan secara terpisah dengan tujuan untuk mengambil keputusan mengenai alokasi atas sumber daya dan penilaian kinerja. Kinerja segmen dievaluasi berdasarkan laba bruto. Beban penjualan, beban umum dan administrasi, beban dan penghasilan keuangan, penghasilan (beban) lain-lain, neto, bagian dari laba (rugi) ventura bersama dan pajak penghasilan Grup tidak termasuk dalam ukuran laba rugi yang dilaporkan kepada CODM sehingga tidak dialokasikan pada segmen dil aporkan.

Management monitors the operating results of its reportable segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on gross margin. The Group's selling expenses, general and administrative expenses, finance income and costs, other income (expenses), net, share in profit (loss) of a joint venture and income taxes are not included in the measure of profit or loss that is reported to the CODM and therefore are not allocated to the reportable segments.

37. KEJADIAN SETELAH PERIODE PELAPORAN

Pembelian saham treasuri

Sampai dengan tanggal laporan keuangan konsolidasian ini diterbitkan, Perusahaan telah melakukan pembelian kembali 119.313.000 lembar saham biasa Perusahaan melalui pembelian pada BEI (Catatan 1b). Pembelian kembali saham Perusahaan ini ditujukan untuk menjaga stabilitas harga saham Perusahaan. Jumlah pembayaran untuk mengakuisisi saham tersebut adalah sebesar Rp 58.048 (Rp 428 - Rp 525/lembar saham - nilai penuh).

37. SUBSEQUENT EVENTS AFTER REPORTING PERIOD

Purchase of treasury shares

Up to the issuance date of these consolidated financial statements, the Company repurchased 119,313,000 shares of its own ordinary shares through purchases on the IDX (Note 1b). This repurchase transaction is intended to stabilise the Company's share price. The total amounts paid to acquire the shares were Rp 58,048 (Rp 428 - Rp 525/share - full amount).

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